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**THE ROLE OF HUMAN RESOURCE
MANAGEMENT PRACTICES ON
MOTIVATION OF HEALTH CARE
WORKERS IN MACHAKOS COUNTY**



JAQUELINE MORAA MIRERA

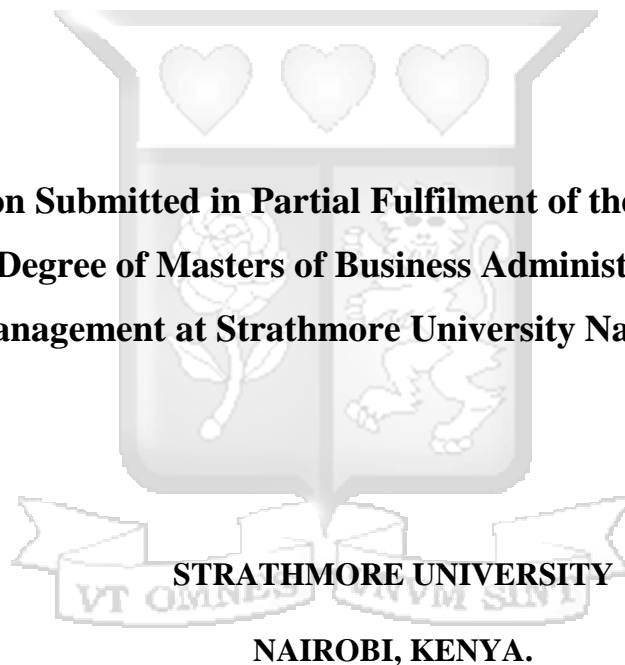
**MASTERS OF BUSINESS ADMINISTRATION IN HEALTHCARE
MANAGEMENT**

MAY 2020

**The Role of Human Resource Management Practices on Motivation of
Health Care Workers in Machakos County**

Jaqueline Moraa Mirera

**A Dissertation Submitted in Partial Fulfilment of the Requirements of the
Award of Degree of Masters of Business Administration in Healthcare
Management at Strathmore University Nairobi, Kenya**




May 2020

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

Jaqueline Moraa Mirera



27 April 2020

Approval

The dissertation of Jaqueline Moraa Mirera was reviewed and approved for examination by:

Prof. Hazel Gachunga

Supervisor

Faculty Lecturer

Strathmore Business School



7th May 2020

ABSTRACT

Work settings are the focal determining factor for the motivation of workers. As the public health care segment in Kenya suffers from problems of professionalization with human resource, the private healthcare sector is expanding fast with the emphasis on management of human resource lying at the centre of the success of private health facilities. The purpose of the study was to establish the role of human resource management practices on the healthcare workers motivation in Machakos County. The specific objectives of the study were to establish the effect of recruitment on motivation of healthcare workers, determine the effect of training on motivation of healthcare workers, examine the effect of performance management on healthcare workers' motivation and assess the effect of reward management on motivation of healthcare workers in Machakos County. The study adopted a descriptive research design in which the target population was 1179 healthcare employees in Machakos County. Disproportionate stratified sampling and simple random sampling was used to sample 299 respondents. The questionnaire was the selected tool for data collection. Trained research assistants were utilized to oversee the issuance of questionnaires to the participants of this study. Quantitative data collected was analysed by the use of descriptive statistics. The study also used inferential statistics namely correlation and regression analysis to test the relationship between the dependent and the independent variables. The findings are presented in figures and tables. The findings revealed that recruitment, training, and reward management positively influenced healthcare workers motivation. There was however a negative relationship between performance management and employee motivation. The study recommended that first, healthcare facilities should enhance the use recruitment in order to attract the best talents. Secondly, they should embrace the use of training to enhance employee skills and thirdly, embrace performance management with the goal of enhancing employee motivation. Finally, that the health care organizations should use more of rewards to motivate their employees.

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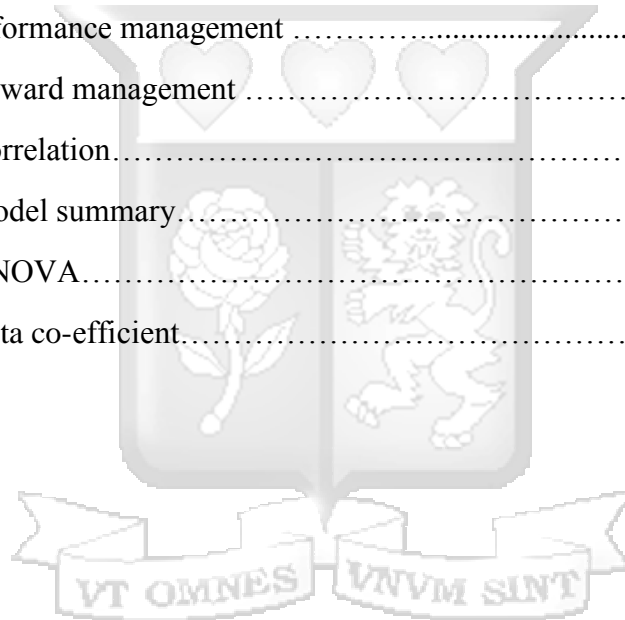
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LIST OF ABBREVIATIONS

FBO	Faith Based Organization
HR	Human Resource
HRM	Human Resource Management
MMS	Ministry of Medical Services
MOH	Ministry of Health
MPHS	Ministry of Public Health & Sanitation
SPSS	Statistical Package for Social Science



CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Human Resource Management (HRM) refers to the activities associated with managing work and persons in an organization (Eslami & Nakhaie, 2013). It is an expected process in an organization that commences with an organization identifying its need to employ persons (McLean, 2009). The outlining of policies to manage these persons then follows, with a focus on the success of an organization (McLean, 2009). Employment policies and practices are concerned with a firm's plan to hire and manage people (Vance, 2006). This includes management activities in recruiting, selecting, deploying, appraising, training, developing, retaining and motivation of individual employees. HRM focuses on both individual and collective dimensions. This involves the process of informing, consulting and negotiating with an individual employee or a group of employees in relation to activities such as disciplining employees, terminating their contracts or downsizing the entire organization (Bratton & Gold, 2017).

Human resource practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction (Ting, 1997). This is because many scholars and practitioners believe that sound HR practices result in a better level of job satisfaction, which ultimately improves organizational performance (Appelbaum, Bailey, Berg & Kalleberg, 2000). For instance, Steijn (2004) found that HRM practices had positive influence on job satisfaction to the employees of the Dutch public sector, whereas individual characteristics, such as age, gender, and education, had insignificant influence on job satisfaction. Gould-William (2003) showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance.

Due to the fact that the health sector provides services to a wide population, a higher level of performance by healthcare workers can be attained through the adoption of human capital-enhancing practices like selective staffing, performance appraisal, high level of training and development (Rodwell & Teo, 2008). The healthcare industry is labour-intensive, hence the need for proper structures of labour management (Fottler

2002). A study conducted to analyse the contextual factors and their influence on motivation of workers in the health segment concluded that effective management in hospitals involves the appropriate handling of employees (Mbindyo, Gilson, Blaauw & English, 2009) which is achievable with well-set HRM. According to Doherty (2011), in a regional study done in the East and Southern Africa, the private health care sector pays great attention to HRM, which results in the quality of services and the subsequent better positioning of private hospitals over the public hospitals.

Kabene, Orchard, Howard, Soraino and Leduc (2006) point to the importance of HRM practices in attaining significant improvements in the delivery of health services across the globe. They observed that health service sectors across the globe face a considerable number of challenges. However, a crucial point noted is a large percentage of the challenges of performance facing the global health sector can be addressed through a keen consideration of HRM practices (Kabene, *et al.*, 2006). HRM is viewed as tools of management necessary for promoting access to healthcare by the population as well as improving the overall performance outcomes.

The healthcare sector in Kenya is divided into the Public Sector (48%) being the largest, Commercial Private Sector (38%) is second largest, then the Faith Based Organizations are the least (FBO) (14%). It is significant to study human resource management in the healthcare segment in Kenya to be able to ascertain the gaps existing in the health care sector with regard to employee management and motivation.

A review of the health sector of Kenya reveals that the bodies responsible for the managing of healthcare in Kenya, particularly the Ministry of Health developed strategic plans to guide management and improvements in the health sector for a defined phase. Looking at the strategic plan whose implementation plan covered the years 2012-2017 showed that one of the areas of health management emphasized in the plan is investment in human resource. The plan identified specific targets with regard to HRM and human resource development in the public healthcare segment (Ministry of Medical Services and Ministry of Public Health & Sanitation, 2012).

The healthcare sector in Kenya has undergone a substantial number of structural changes as a result of devolution of healthcare services. According to Ministry of

Medical Services (MMS) and Ministry of Public Health & Sanitation (MPHS) (2012), there was to be a comprehensive policy to guide HRM and human resource development within the framework of devolution, where a extensive number of management functions in the health sector were to be shifted from the central government to county governments. Teething problems were expected in that process, but more so, the transfer of weaknesses of HRM practices at the national level were bound to be witnessed at the county level. This has been witnessed by a repeat in healthcare worker strikes in the county governments after devolution, the most recent being doctors' strike in 2017 that lasted for 100 days, followed by a nurses' strike.

Wakaba, Mbindyo, Ochieng' Kiriinya, Todd, Waudos and English (2014) echoed the issue of shortage of human resources for healthcare even as the country was busy supporting the devolution of health to the 47 counties. Kenya experiences shortages of healthcare workers and there is no guarantee that this condition will improve any time soon even with the devolution of health services to County governments (Mwenda, 2012). The critical shocks and teething problems of a devolved healthcare system will have compounded the problem of HRM of healthcare even as counties struggle to establish grounds necessary for increasing the capacity for HRM of a sector that is considered too important to the entire population (Wakaba *et al.*, 2014).

Performance in the health sector is dependent a lot on staff motivation, with service quality, efficiency, and equity, all directly mediated by staff willingness to apply themselves to their tasks (Appiah, 2011). Some of the determinants of worker motivation in the healthcare sector may be mentioned as financial incentives, psychology, organizational development, sociology and HRM, (Franco, Bennett and Kanfer, 2002). Healthcare worker motivation has been mentioned many times as a serious obstacle to effective health service delivery and a contributor to healthcare worker shortage (Willis-Shaltuck, Bidwell and Thomas, 2008). Several focal points that characterize motivation can be mentioned as financial aspects, career development, continuing education, health facility infrastructure, availability of resources, relationships with the management of the health facility, and personal recognition (Ojaka, Olango and Jarvis, 2014). Looking at these characteristics, it is vital to align

them with HRM practices in a health care organization so as to achieve set goals and objectives.

Machakos operates as a county government following devolution. The Health sector is managed under the Ministry of Health, Environment and Emergency services. There are both Public healthcare facilities and Private healthcare facilities in Machakos County. The public health sector is managed entirely by the county government and the private health sector run as private entities exclusively managing themselves. HRM is important to the success or failure of a healthcare system. This has been demonstrated by the numerous health workers' strikes across the counties in Kenya including Machakos County. The study identified factors such as job security, remuneration, promotion, and poor working conditions among others as critical influencers to healthcare worker motivation. Machakos County was also faced with high levels of attrition. Opportunities for promotion and career growth were pointed as key elements of motivation (Ojaka, Olango and Jarvis, 2014).

Though more studies have been conducted explaining HRM in the healthcare sector, more studies are still needed to establish the differences in the way the public healthcare sector and the private healthcare sector are responding to the call for HRM practices (Rodwell & Teo, 2008). Therefore, the goal of this study was to explore HRM practices in the healthcare sector. The four practices HRM were recruitment, training practices, performance management and reward management. This study aimed to look at how these practices influence the motivation of healthcare workers in Machakos County.

1.2 Statement of the Problem

Work settings are the core determinants of the motivation of employees. In order to achieve work settings that highly motivate employees, managers ought to be proactive in terms of developing best practices in human resource management (Wanjihia, 2016). The public healthcare sector has been faced with challenges of not adequately providing for employee welfare even as witnessed by the frequent healthcare workers' industrial actions across the counties with main complaints being poor working conditions, poor remuneration and lack of promotion among others (Omondi, 2016).

There is a high rate of staff turnover in the health sector in Kenya. The Kenyan government acknowledges the fact that approximately 75 percent of the doctors will have left three years after being recruited into the public healthcare segment (Mwenda, 2012). In some regions, doctors are forced to work more than 48 hours due to staff shortage (Omondi, 2016). Luboga, Hagopian, Ndiku, Bancroft and McQuide (2011) conducted a study in Uganda, findings showed a high percentage of employees were dissatisfied with their jobs and were willing to leave the healthcare sector and the country. The problems in the healthcare sector are mostly attributed to either the lack of or limited levels at which employee management practices receive attention in the health sector (Cheboi, 2014; Kamanzi & Nkosi, 2011; Ojaka, Olango & Jarvis, 2014; Peters, Chakraborty, Mahapatra & Steinhardt, 2010).

Previous studies have been done on the effect of human resource management practices on employee motivation. For instance Agoi (2016) did a study on the influence of HRM practices on employee satisfaction in public sugar manufacturing firms in Kenya. Further, Ombui (2014) did a study on the influence of HRM practices on the performance of employees in the research institutes in Kenya. Also, Gitau (2017) studied the effect of HR practices on performance of employees in private hospitals in Kenya, a case study of Aga Khan University Hospital. Ojaka, Olango and Jarvis (2014) did a study on the factors affecting motivation and retention of primary healthcare workers in three disparate regions in Kenya. While these studies are beneficial to the researcher most of them were done in other sectors such as sugar industry, hotels among others and not in the health sector. Secondly, these studies were mainly on employee performance and not employee motivation. Study by Gitau was close as it looked at human resource practices such as training, promotion and performance appraisal on employee performance in the private sector that is Aga Khan Hospital leaving out the public healthcare. The study by Gitau also failed to investigate the effects of reward management and recruitment. The study by Ojaka, Olango and Jarvis had no mention of HRM and its effect on employee motivation. None of these studies was done in Machakos hence a knowledge gap. It is therefore this gap that the study sought to fill by investigating the role of human resource management practices on the motivation of the healthcare workers in Machakos County.

1.3 Research Objectives

1.3.1 General Objective

The general objective was to establish the role of human resource management practices on motivation of health care workers in Machakos County

1.3.2 Specific Objectives

The following specific objective directed this study:

- i. To establish the effect of recruitment on motivation of health care workers in Machakos County
- ii. To determine the effect of training practices on motivation of health care workers in Machakos County
- iii. To examine the effect of performance management on motivation of health care workers in Machakos County
- iv. To assess the effect of reward management on motivation of health care workers in Machakos County

1.4 Research Questions

The following research questions required to be answered in this study:

- i. What are the effects of recruitment on motivation of health care workers in Machakos County?
- ii. To what extent does training practices affect motivation of health care workers in Machakos County?
- iii. What are the effects of performance management on motivation of health care workers in Machakos County?
- iv. To what extent does reward management affect motivation of health care workers in Machakos County?

1.5 Scope of the Study

The focus for this study was on establishing the role of human resource management practices on motivation of health care workers in Machakos County. This study targeted health care workers in all 6 healthcare facilities in Machakos County, where the study targeted 1179 health workers in Machakos County.

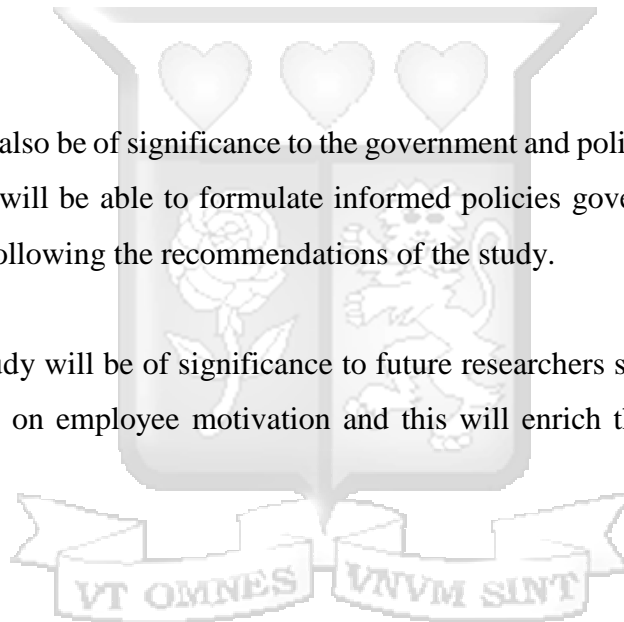
1.6 Significance of the Study

The study is of significance to management of healthcare institutions in Machakos County and other counties in Kenya since it highlights the importance of HRM practices on employee motivation. This will assist the organization management understand how best implement techniques that will enhance the motivation of employees in the hospital.

If the recommendations from the study are implemented, there is likely to be increased health worker motivation and reduced employee turnover which will lead to better and quality services delivered by the healthcare institutions to the public. Additionally, high quality customer care service will be enhanced and greater customer satisfaction will be enhanced.

The study will also be of significance to the government and policy makers in the health sector as they will be able to formulate informed policies governing human resource management following the recommendations of the study.

Finally, the study will be of significance to future researchers since it acts as a source of information on employee motivation and this will enrich the literature review of future studies.



CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

The chapter involved evaluation of related literature with regard to the role of human resource management practices on motivation of health care workers. The covered areas include theoretical literature review, empirical literature review, research gaps and conceptual framework.

2.2 Theoretical Review

Theoretical framework is the outline or guide for the research (Grant and Osanloo 2014). It is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study. It is an outline that is often ‘borrowed’ by the researcher to build research inquiry. It serves as the foundation upon which a research is constructed. Njue (2011) explained that theoretical framework elaborates an occurrences’ nature with some assumptions. This study was anchored on two theories namely: Herzberg Two Factor Theory, and Contingency or ‘Best- Fit’ School Theory.

2.2.1 Herzberg Two Factor Theory

Herzberg (1966) developed the two factor theory. According to Herzberg’s two-factor theory of motivation, the factors are divided into two dimensions, “motivators” and “hygiene”. According to him, certain factors that would directly motivate employees and cause satisfaction are intrinsic factors. Herzberg calls these factors the “motivators” which give the intrinsic satisfaction, and represent the need for self-actualization and growth. The motivators are based on personal perceptions and internal feelings; including achievement, experience, the work itself, responsibility, changing status through promotion and opportunity for growth and advancement. On the other hand, “hygiene” factors, which lead to extrinsic satisfaction and cause dissatisfaction, include; supervision, inter-personal relationships, recognition, company policy and administration, promotion, salaries and benefits, status, job security and physical working conditions (Waheed, 2011).

According to Herzberg’s two-factor theory, the primary determinants of employee satisfaction are intrinsic factors, because employees are motivated to obtain more of them. If the motivator factors are not provided by the institution, individuals will be

dissatisfied since dissatisfaction is caused by hygiene factors. Absence of hygiene factors contribute to job dissatisfaction but their presence does not contribute to satisfaction. In other words, when the hygiene factors are not met, dissatisfaction occurs but they do not motivate employees (Ghafoor, 2012).

According to this theory, for example, the implication of the motivator-hygiene theory is that needs such as improvement of salary, benefits and safety, which are extrinsic factors, will prevent employees from becoming actively dissatisfied but will not motivate them to exert additional effort toward better performance (Barnet & Simmering, 2006). In contrast, in order to motivate workers, managers must focus on changing the intrinsic factors by providing to some factors such as autonomy, opportunities, responsibility, recognition, skills and careers. This theory is relevant to the study as it seeks to explain how training, recruitment, performance management and reward management practices influence healthcare workers' job motivation.

2.2.3 Contingency or Best-Fit School Theory

Theorists like Selznik (1948), Burns and Stalker (1961), Woodward (1965), Lawrence and Lorsch (1967), Thomson (1967) were the principal developers of this theory. According to Delery and Doty (1996), the contingency theory, indicates that the relationship between the relevant independent variable and the dependent variable will vary according to such influences as company size, company age, technology, and capital intensity, the degree of unionization, industry sector, ownership and location. Contingency arguments point toward potentially complex interactions amongst HRM variables; between HRM variables and performance indicators; between HRM variables and contingency factors; and between performance and contingency factors.

Contingency theory is essentially about the need to achieve best "fit" between what the organization is and wants, technology, size, structure, the people, its employees and its external environment and how the organization performs, how it is structured and the processes, procedures and practices it implements. Contingency theory suggests a situational viewpoint which enables any organization to face any challenging circumstances and opportunities. In contingency theory, it is believed that there is no universally accepted practice or principles in managing human resources, as such, the

managers are supposed to act according to environmental factors facing their organizations (Armstrong, 2010).

This theory is applicable to the study as the study seeks to determine how the healthcare sector in Machakos County is using the human resource management practices of recruitment, training, performance management and reward management to achieve the best 'fit' with regard to employee motivation.

2.3 Empirical Review

2.3.1 Recruitment

According to Armstrong (2010), recruitment's general objective is to minimize cost and at the same time minimizing the quality of employees for the satisfaction of the HR desirable wants to its entity. This involved an explanation of wants that is outlining work expectations and qualifications and inviting potential aspirants by looking and scrutinizing allowable bases for solicitation at internal and external level of the institution. Method of focusing on a person's ability to perform in recruitment noting that observable abilities, skills and knowledge to a defined task are key in decision making during selection. In his view, capability approaches are based on an individual as opposed to position-based. Wright (2005) opines to the process of lining candidates and picking the potential ones involves isolation, enticing and acquiring individuals with the qualification that reflect the organizations HR desires.

Porter (2008) notes that an organization can staff and resource by enlisting and choosing rightful candidates. With the increasing globalization and competition, and the ever increasing emphasis top notch enhanced consumer attendance, enlisting and choosing of appropriate persons has been improved. The process of enlisting and choosing scheme is key in the organization's broader seeking method with the target of achieving the organizational goals, (Sisson and Storey, 2013).

Porter (2008) noted enlisting and choosing are well outlined procedures with phases outlined herein: HR forecasting, work scrutinizing, work detailed explanation, documented request, announcement, short-listing, choosing and lastly decisions are made and proposals. Task description entails detailed scrutiny of a person's capability

to execute a duty, having task owners list down assignments in job logs, interrogating task owners, asking listed questions or a checklist dire happenings and performance methods. The most noted challenge by the employers to recruitment, is the problem of enlisting persons appearing to possess the capability.

In Porter's (2008) view, recruitment methods is the manners which involve enticing a pool of aspirants which then influences the procedures of choosing the most suitable aspirants. He noted that recruitment methods are determined by the type of vacancy and the organization. This can either be internal or external. For instance, an organization may decide it wants to draw either a magnitude of applicant or minimal applicants for its selection process. This will dictate the kind of advertisement to be used. Internal recruitments are those done through an organization's web portal, internal memo well displayed, workers assemblies, while peripheral recruitments are done through dailies, company portal, consultancy firms, professional magazines, professional recommendations, linkage to educational institutions, mass and social media (Porter 2008).

Electronic recruitment is the process of using a designed human resource electronic portal to apply, evaluate and shortlist candidates (Armstrong, 2010). According to Wilkinson (2005), some benefits of electronic recruitment are minimal expenses and administration, transparency of firm, large number of candidates, saves time, among others. The shortcomings are narrow pool of qualified candidates, high cost of managing the system and chances of system failure leading to loss of data.

E-recruitment organizations have a dedicated site specifically set aside for the purpose of recruitment also providing in the site their values and organizational information. Electronic recruitments are in two categories that is, E-recruitment portal where firms are charged for their listings and the consultancy agency portals managed by professional organizations (Armstrong 2010). Here aspirants undergo registration on firm's portal and wait for the firm to link them up with the potential employers looking for their qualification.

Enlisting of candidates entails ensuring qualified recruits are shortlisted for the organization's job requirements (Cloete, 2007). He noted that ineffective recruitment

makes it difficult for effective candidate selection as the process falls short and hence the process proceeds with a large number of recruits.

Olatunji and Ugoji (2013) studying personnel recruitment at a work place in Nigeria used source information on some enlisting methods by firms, established that recruitment procedures have impact on employee conduct and routine in an organization. The survey however, didn't quantify the firms growth or it's achievements but somewhat measured the gender opinion on enlistment.

Further, Adeyemi, Dumade and Fadare (2015) studied influences of enlisting and choosing of recruits on an organizations achievements. They used survey forms to collect data with only twenty respondents of Access Bank branch participating. The study found that firms used advertisement of job openings to the mass public and recruitment agencies. The study findings also revealed that professional recommendations were reliably used for potential employee sourcing. This method of recruitment and selection according to the respondents was very effective.

It is important for organizations to plan the prospects of work and staff requirements to enhance organization performance through its various functions. A study on the outcome of recruitment methods on achievements of government affiliated organizations in Tanzania, found a positive relationship between recruitment methods and the achievements of the government organizations (Marcus, 2010).

Opayemi, and Oyesola (2013) in their study sought to establish the socio-demographic factors influencing perception on the recruitment process and staff achievements. This survey established that age of the respondents influenced perception of the relation between recruitment and staff achievements. This study sought the impact of enlisting and choosing methods on an institution's achievements, and further established a positive significant process of the institution's achievement (Ekwoaba, Ikeije & Ufoma, 2015).

Kepha, Mukulu and Waititu (2012) investigated staffing impact on workers achievement and used descriptive study designs. The sample size was 256 workers from public research institutions. This survey findings established positive though weak

relationship amongst staff achievements, enlisting and choosing methods, ($r = 0.374$, $P = 0.000$).

Stephen, Cowgill, Housman and Hoffman (2013) looked at the impact of referral appointment by use of unique and thorough productivity and study information available from nine organizations in three different sectors; call centres, trucking and software. The study found that professional recommendations made it easy for organizations to pick workers that best fit in certain jobs in a firm. This is due to the fact that firms are looking for those workers who better fit the job.

2.3.2 Training

Diverse approaches to training and advancement can be applied by companies to any unspecified persons (Armstrong, 2010). This implies that organizations can instill the necessary skills on their employees. The training and development programs by companies are geared towards imparting expertise. The common forms of trainings are technical, clerical, computer, communications, a firm's growth, supervisory advancement, career advancement, and organization's improvement. According to Edwards and Rees (2006), training is all about improving talents, enhancing awareness, perceptions or conduct. Therefore it's about transforming workers know-how, performance and approach to work, managers, fellow employees and about the institution today. Knowledge acquisition is adapted to and focused on a person's present employment and on improving pre-identified abilities and skills for the immediate job performance.

Training should be based on the organizational goals, tasks to be accomplished to achieve the goals and the behavior necessary for every job holder for the accomplishment of the tasks assigned (Porter, 2008). The manager can read the numerous signs warning of the need for training (Gakuru, 2006). For instance, a decline in job performance can be measured in terms of production decrease, lower quality, increased occurrences and a bigger number of dismissals. Acquisition of knowledge as an education tool is used to enhance job performance (Porter, 2008).

According to Purcell and Swart (2003), effective training needs to include such activities as mentoring, including assisting in schemes and devising modification to strategies. This is done by giving education, proper management and administration focus on knowledge acquisition towards the program. Tansley (2002) argued stating training is all about backing of information control creativeness and putting together communal wealth. Any deviation towards improving communal wealth, an increase in clientele and a boost to information managing means deviation from key functionality in training providers to knowledgeable organizers.

According to Capelli (2004) the two methods of training are on-the-job-training and off-the-job-training. On-the-job training involves work alternation, preparations and an expert working along with an employee and performing practicum. Off-the-job trainings are learning sessions away from actual work site, multi-media education and vestibule training. There is need to train managers and supervisors with regard to basic leadership skills for effectiveness. Taylor (2002) noted that training is important in accelerating learning besides emphasize subject – specific knowledge, rather than trying to build core learning abilities.

E-learning according to Pollard (2001) entails bringing forth the acquisition of knowledge by means of information technology including computers, well connected and portal technology. E-learning may take the forms of self-paced e-learning or live e-learning (Chan, 2004). Pollard, (2001) provides that the purpose for e-learning aims at providing prompt training, adequate and subjective. With e-learning an individual will be able to learn when need be and at their convenience.

E-learning that is self-paced is taken at the needful time and is thus a prompt approach (Batt, 2002). The cost of travel is eliminated when e-learning is implemented because training can take place anywhere and anytime. Therefore skill acquisition and knowledge development is assured as learning is very personalised depending solely on the participant. According to Armstrong (2010), e-learning process development involves the prior look at HR strategy on development, scope identification, development programmes, e-learning implementation and eventually assessment of achievements and e-learning impact.

Siebern-Thomas (2005) conducted a study in the period of 1994-2001 to analyse 13 countries in the European Community Household Panel (ECHP). He found that employee work contentment is influenced by access towards training at the workplace. However, the relationship seemed not to be straightforward. Flexibility of common abilities enables employees to move to more satisfying jobs as opposed to well defined abilities which hold an employee to an organization. This might influence negatively employee work contentment as it creates an obstacle for the workers wanting to leave (Boxall & Purcell, 2008). There may be a problem of mismatching an employee's abilities and education level with organizational needs and this may result in lower job satisfaction.

Training and development has been found to enhance employee motivation (Seligman, 1978). Employees in an organization can be motivated through pay, promotion, acknowledgement and training. Training and development further lead to competitive advantage which is a competitive strategy (Gellatly (1996). Armstrong (2010) opines that organizations have realised the importance of knowledge acquisition and advancement as a strategic priority for acquiring competitive edge as opposed to tactical response.

Oribabor (2000) pointed that the role of knowledge acquisition and advancement was focused on development and enhancement of managerial, conceptual, human and practical competences both for an individual and organizational progress. Acquisition of knowledge has an optimistic impact towards for individuals as well as for an organization, (Campbell and Kuncel (2001) and Wright and Boswell (2002)). Bates and Davis (2010) established that acquisition of knowledge will only be impactful to a trained employee if the employee applies theories learnt in his/her actual work environment. Among the forms of training were simulation, role playing, mediated exercises and e-learning, all aimed at providing acquaintance to present and necessary form of awareness and actual global circumstances. Researching on financial institution workers, Khan (2012) and Khan and Khan (2011) found staff training holds constructive guidance on workers performances. Naong (2014) viewing the effect of knowledge acquisition and advancement on employee inspiration at five organizations in South Africa, reached a conclusion stating workers participation in knowledge

acquisition and advancement highly motivated employees than the workers taking part in the program less.

Fey, Bjorkman and Pavloy (2000) researched on impact of knowledge acquisition and advancement towards a worker's achievements where he found positive correlation between both management development and worker's knowledge acquisition and advancement program, and institutional performance, implying interrelationship between management of employee development and organization performance.

2.3.3 Performance Management

Performance management is an essential work that managers do on a given performance period and that it forms a cycle that shows good and normal management practices of directing, checking and performance measurement and taking necessary action (Armstrong, 2014). Performance management provides the skills to transform performance appraisal into an on-going dialogue and development with benefits for the individual employee, teams, managers and organizations. Managing of performance is the procedure of working in the direction of achieving the performance expectations made during performance planning (Kandula, 2007). Real performance is re-evaluated after a specific period to assess whether the objectives are being achieved. In case of underperformance, managers need to guide the employee on ways to correct the inadequacy and continuously monitor the improvement efforts and improvements achieved (Kohli & Deb, 2010).

The five phases for efficient performance coordination are: establishing a strategy group, streamlining of systems with organizations' core mandate, values and schemes, the performance management sequence outline, streamlining performance management with payment after delivery and implementation of systems (Narsimha, 2000). The adoption of the 360-degree feedback by most corporates has enhanced reception of feedback by members on their performance from supervisors, subordinates, peers, suppliers and customers. Despite its wide usage, the scheme arises concerns mainly regarding discretion, validity and usefulness. According to Almond (2003), reward can effectively be linked to organization's effectiveness through; justification of

measurement, measurement types, reformation of measures and goals and reporting among others

According to Dewettinck and Dijk (2013) and Dewettinck (2008) performance management schemes efficiency is the systems' capability to enhance workers achievements in relation to performance, self-esteem, inspiration among others. It is also defined by the extent to which it is able to bring out favourable results for the institution. Looking further, according to Haines and St-Onge (2012) and Glennding (2002) value of performance management schemes occurs when there is leads to attainment of business objectives, improved morale, enhanced client contentment, among others.

There is also the perceived effectiveness which is the individuals' perception towards the efficiency of performance management schemes leading to achievement of set aspirations for an individual and the organization as well. Supposed value of performance management schemes requires quantification as the approaches of staff are expected to influence connection among performance management and organization's achievements (den Hartog, Boselie & Paauwe, 2001), so as the occurrence of performance management features has influence on usefulness of the scheme, which then influences enhanced organizational performance.

2.3.4 Reward Management

Reward Management outlines the design and proposed schemes and guidelines focusing on giving right full incentives to staff in a fair, equal and consistent program in the organization (Michael, 2004). It reflects an organizational standards and its's aspiration towards pay. The desire to reward what is rightful guides this principal and to pass an appropriate note focusing on significant matters.

Investing in people's skills have become a major source of competitive advantage (Mannion & Davies, 2008). This is a departure from the previous years where corporates invested in expenditures on capital for physical assets. In order to achieve a high performing culture through a reward system, there is need to connect with the business strategy (Freeman, 2011). An organization is mirrored by what it rewards and this is a mystery to most of the companies which don't comprehend the linkage between

undesired achievements and skewed rewarding scheme. For organizations to support their occupation trademark they need to scheme, device and communicate reward proposals in a transparent manner to reflect fairness towards the employees. Firms make decisions to invest on a preplanned projection (Armstrong, 2010).

Organizations are the main determinants of basic pay and firms seldom apply the Governments agreements (Chen & Hsieh, 2006). The main factors used in the determination of the basic pay are the company's goals and employee's achievements (Condly Clark & Harold 2005). Customized organizational values like level of training and experience are slowly diminishing (Mansor, Borhannuddin, & Yusu, 2012). Collective agreements are also considered important in deciding the compensation practice. Seniority is another factor highly considered as imperative in labor laws for defining the level of certain staff incentives. The rewarding scheme should be based on the legal framework, guided by the moral standards of the organization, unbiased, inspiring, manageable, and satisfactory with the ability to reflect secure employment terms.

Rewards can significantly influence employee behaviour. Incentive systems are used by organizations to stimulate desired behaviour among the employees by streamlining individual goals to those of the organization (Hopwood, 1973). There is no agreement on the monetary and non-monetary rewards benefit on staff achievements (Jenkins, Mitra, Gupta, & Shaw, 1998). The implication of reward alone is not a true determinant of employee performance by a plethora of factors such as task complexity among others.

Rehman (2009) asserts that higher rewards leads to higher employee motivation as the employees feel more appreciated, hence high satisfaction resulting to better performance. High rewards makes the organization the employer of choice for the employees.

According to Sandilyan, Mousumi, Amitabh and Manojit (2012), grade structure is important as it leads to heightened inspiration so staff execute greatly and gain cashless rewards such as recommendations, testimonials, certificates and other physical awards which comes with an added advantage on appraisals and job promotion. The appraisal

and grading system is a continuous staff reward scheme which motivates employees constantly to make them look forward for an opportunity to do better (Mokaya, Musau, Wagoki & Karanja 2013).

2.3.5 Employee Motivation

Employee motivation refers to an individual's need to work to their full potential to carry out a specific job or task (Armstrong & Taylor, 2014). Motivation is highly important when it comes to retaining and recruiting employees (Armstrong, 2010). The process of motivation begins with a need. For example, an employee may feel the need of a challenging task, in return for higher pay or time off.

Employee motivation brings about commitment which is a gearing factor for the attainment of set goals in any organization. Guest (1987) opines that staff who are dedicated are more content, flexible and high yielding. Beer *et al.* (1984) identifies motivation as a key dimension because "it may bring out results not only in more loyalty and better performance for the organization, but also psychological participation, self-identity and self-confidence." The meaning of work varies in different cultural settings (Wasti, 1998). In this regard employees who have differing economic, political, social and cultural backgrounds express a wide range of expectations from their work place and what inspires them differs amongst them. Employee expectations can be isolated from their tasks in an organization due to their elevated indecision-anticipation culture, which leads them to acquire new skills and knowledge which then influences their motivation (Wasti, 1998).

Nel et al, (2015) and Mackay (2006) are confident that identifying the key factors that motivate employees in the workplace is highly necessary for the organisation to understand the important motivational factors that influence their employees' behaviour and recognise any actions that need to be taken to increase their motivation. Kovach (1980) states that organisations are more likely to have motivated employees rather than employees with better qualifications. On the other hand, it's not easy for organisations to motivate all employees due to difficulties in facing human behaviours (Kovach, 1980). Stone (2013) asserts that by knowing how to motivate your employees, you should be able to increase productivity in the workplace and improve customer satisfaction, this is one significant factor that can create a competitive advantage over

any competitors. Sharma (2006) states that motivated employees are the lifeblood of an organisation.

Kristein (2010) states that different activities within the workplace can achieve varying levels of success when trying to maintain the level of motivation in employees, it can also depend on the jobs in place. Motivation encourages people to complete their job efficiently and work hard within their organisational position (Kristein, 2010). Additionally, the same author identifies the price of motivating employees in their work is compelling at any level of an organisation. It's important for a manager to understand what motivates their

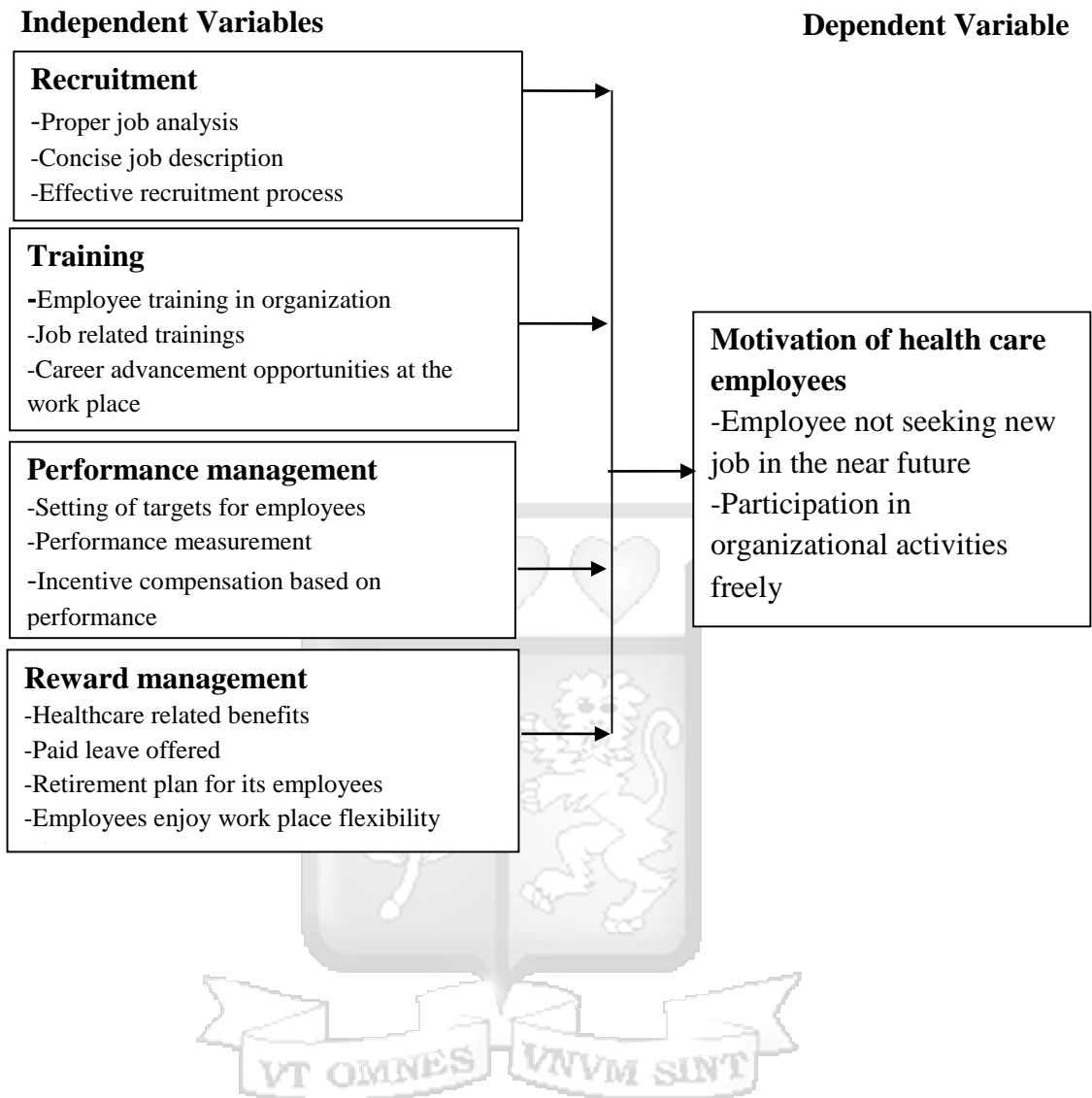
2.4 Research Gap

From the studied literature it was evident that there are outcomes that influence HRM practices pointers on workers' motivation in organizations. For instance study by Olatunji and Ugoji (2013) on personnel recruitment at work place in Nigeria where it was found that recruitment procedure impacted on employee conduct and routine in the organization. This study was however based on a single aspect of HRM practice, recruitment and not a combination of HRM factors. Stephene, Cowgill, Housman and Hoffman (2013) studied the impact of referral appointment and found that professional recommendations made it easy for organizations to pick workers that best fit in certain jobs in the firm. However, there was no link between this HRM practice and employee motivation. Also, Khan (2012), Khan and Khan (2011) and Naong (2014) found that training was important as it motivated employees. However, these studies did not show the extent of the effect of the relationship. Secondly, these studies were not done in the health sector in Kenya. This study sought to bridge these gaps by investigating the effect of human resource management practices on motivation of healthcare workers in Machakos County.

2.5 Conceptual Framework

A conceptual framework is an analytical tool that labels the linkages amongst variables. An explanation of these variables outlines the matters on the dynamics expected for relationships to exist (Mathooko, 2011). The dependent variable in this study was employee motivation. Recruitment, training, performance management and reward management were the independent variables.

Figure 2.1 Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter the research methods utilized in the collection of data applicable in responding to research questions have been defined. The outline is research design, population and sampling design, data collection methods, data analysis, research quality and ethical issues in research.

3.1 Research Design

The study adopted a descriptive survey research design. Descriptive survey is a method of collecting information by interviewing or administering questionnaires to a sample of individuals. It is used when collecting information about people's attitudes, opinions, and habits on a variety of educational or social issues (Orodho, 2009). According to Mugenda and Mugenda (2003) surveys enable researchers to obtain data about practices, situations or views at one point in time through questionnaires and interviews. Survey research is concerned with the questions as what, how and why of a phenomenon which is the concern for the study (Mugenda & Mugenda, 2003). The purpose of survey is to produce quantitative descriptions of some aspects of the study population. The researcher intended to describe specific characteristics of the HRM practices to produce statistical information on effect of HRM practices on motivation of healthcare workers in Machakos County.

3.2 Population and sampling technique

3.2.1 Population

The target population of the study was 1,179 healthcare workers in health care facilities in Machakos County according to the District Health Information System 2 (DHIS2), MOH. The healthcare employees were drawn from the six tier 4 hospitals (3 public facilities; Kangundo, Kathiani and Mwala Hospitals and 3 private facilities; Bishop Kioko Hospital, Shalom Hospital Machakos and Shalom Hospital Athi-river). This research aimed to reach the professional cadres of health care workers both clinical and administrative who included doctors, pharmacist, clinical officers, nurses, public health officers, laboratory technicians and hospital administrators. They were randomly selected where by all had an equal chance to be selected.

3.2.2 Sampling frame

The sampling frame was all the health facilities in Machakos County according to tiers and services provided. This were all tier 4 hospitals or their equivalent in the county. This was a census based on the fact that there are only six hospitals in the county in that category.

3.2.3 Sampling technique

The study used disproportionate stratified and simple random sampling to select the respondents. The healthcare workers were grouped according to their job cadres of doctors, pharmacist, clinical officers, nurses, public health officers, laboratory technicians and hospital administrators. Simple random sampling method was then used to select samples disproportionately from each stratum. Disproportionate sampling was used to achieve a sampling fraction for each stratum with nurses being the largest group and medical superintendent the least.

3.2.4 Sample Size

The study sample 384 respondents out of the targeted 1179 healthcare workers in Machakos County. Assuming a degree of confidence of 95%, a confidence interval of 0.05 and percentage picking a choice of 50%, the sample size was calculated as outlined below:

The study used the following formula by Matula et al (2018):-

$$n = \frac{(Z_{1-\alpha/2})^2 (p)(1-p)}{(d)^2}$$

n =the required sample size

$Z_{1-\alpha/2}$ =critical value associated with significance level

p =expected prevalence or proportion

d=margin of error

Therefore:-

- $Z_{1-\alpha/2}$ was 1.96 since it's the standard normal variate at 5% level of significance
- P was 0.5 since it's a comparative study which translates to 50 %
- d= the margin of error was 0.05

Sample size =

$$\frac{(1.96)^2(0.5)(1-0.5)}{(0.05)^2}$$

$$= 384.16$$

A sample size of at least 384 was used in this cross sectional study. This formula was used so as to get the suitable sample to make inferences on the population with this sample. This formula was used so as to estimate population parameters in a population.

Table 3.1: Sample Size

Cadre	Total population (N)	25.36% (n)	n/7(no per hospital)
Doctors	121	31	4
Clinical officers	211	54	8
Nurses	700	177	25
Health records officers	42	11	1
Pharmacists	28	7	1
Lab technicians	42	11	2
PHO's	30	7	1
Med sups	5	1	-
Total	1179	299	42

Researcher (2019)

3.3 The Data Collection Methods

The study used primary data which was obtained by use of a questionnaire. Structured questionnaires were used to gather data. The choice of this data collection technique is due to ease in administration, analysis and cost-effectiveness in terms of time and money. Kothari (2004) notes that questionnaire are used to collect data from a large sample size within a short duration of time. The use of structured questionnaire guarantees reliability of questions and answers from the respondents. Anonymity makes respondents prefer a questionnaire (Mugenda and Mugenda, 2003). The questionnaire comprised close-ended questionnaires using 5 point Likert scale. The questionnaire had six sections. Section A sought information on the respondents demographic data. Section B sought information on HRM practices and Section C sought information on employee motivation.

The researcher self-administered the questionnaires to the respondents with the help of two research assistants who after undergoing training were effective in data collection. Where the respondents were unable to complete and return the questionnaire immediately, drop and pick later method was employed. The respondents were given a period of up to four days to complete the questionnaire.

3.4 Research Quality

3.4.1 Validity and Reliability of Instrument

Validity is the ability of a research tool to obtain the needed data which is credible, transferable, objective and dependable (Mohajan, 2017; Matula *et al.*, 2018). According to Kimberlin and Winterstein (2008) an instrument can only be valid upon attaining the required reliability threshold. Reliability in this study was met by obtaining data through administering the same questionnaire to all participants. The content validity of the instrument was realised after seeking the expert opinion of the assigned University supervisor on the content of the questionnaires. The experts therefore peer reviewed the items and suggested ways of improving the items so that more accurate and meaningful data was obtained (Matula *et al.*, 2018)

3.5 Data Analysis

In preparation for data analysis and responses processing, questionnaires were reviewed for uniformity and entirety. Quantitative data that was collected got to be analysed with the use of Statistical Package for the Social Sciences (SPSS) to generate frequency tables and range of scores from indicators. A descriptive data analysis was used since it assisted in generating summaries and organized data effectively and in a meaningful way. According to Frankfort and Nachmias, (1996) it provides tool for describing collection of statistical observations and reducing information to an understandable form.

The study also employed further analysis where correlation and regression analysis were performed. Correlation analysis was done as it allows the quantification of the strength of the relationship between any two variables. The study then did linear regression analysis to test the relationship between the dependent and the independent variables.

The regression model used in the study will be as follows:

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where

Y = Employee motivation

α_0 = Constant

X_1 = Recruitment and selection

X_2 = Reward management

X_3 = Training

X_4 = Performance management

$\beta_1, \beta_2, \beta_3$ & β_4 = Coefficients

e = error term.

3.6 Ethical issues

This research was bound by four ethical issues in research, outlined as follows.

3.6.1 Permission to conduct research

Prior to seeking for consent from the hospitals, I obtained a letter from Strathmore University Ethics Review Committee to enable me get a permit from the MOH in Machakos County to conduct research in the sampled hospitals.

3.6.2 Privacy and confidentiality

In this research, the information offered by the respondents were highly protected. No names were attached to the responses given to the researchers in order to avoid any incidences of victimization towards respondents in regard to responses given. Results were presented in a manner that no names were mentioned so as to protect the respondents from any form or external pressures with regard to the information that they volunteered.

3.6.3 Consent to participate.

The researcher first sought the consents from the healthcare workers and hospital managers. The objectives of this study were elaborated for respondents after which respondents made the decision of either participating or not participating in the research devoid of any form of coercion.

3.6.4 Non-interruption

While conducting the research, it was my duty to ensure that I do not interrupt with service delivery, especially given the fact that data were collected from healthcare worker who deliver critical services to patients. Proper interviewing schedules were highly considered so as to avoid any interruption to service delivery.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the data analysis. The first section presents the findings of the demographic data. The subsequent sections present the findings and discussions of the study objectives including descriptive and inferential statistics.

4.2 Response Rate

A sample of 384 respondents drawn from health care sector in Machakos County was used for the study. Every respondent was given questionnaires to complete and return. However only 210 respondents returned the questionnaire after filling them, giving a response rate of 54.7% which falls within Mugenda and Mugendas (2003) recommended 50%.

Table 4.1: Response Rate

		Frequency	Percent
Number responded	Doctors	20	5.2
	Clinical officers	38	9.9
	Nurses	128	33.3
	Health records officers	6	1.6
	Pharmacists	5	1.3
	Lab technicians	7	1.8
	PHO's	5	1.3
	Med sups	1	0.2
Total		210	54.7

4.3 Distribution of General Information of Respondent

In this section the researcher sought to determine the respondents' demographic characteristics such as nature of the facility, gender, age, and level of education, cadre of employment and work experience of the respondents.

4.3.1 Nature of the facility

The study sought to establish the distribution of responses by the nature of facilities. The findings are presented in Table 4.2.

Table 4.2: Distribution of Nature of the facility

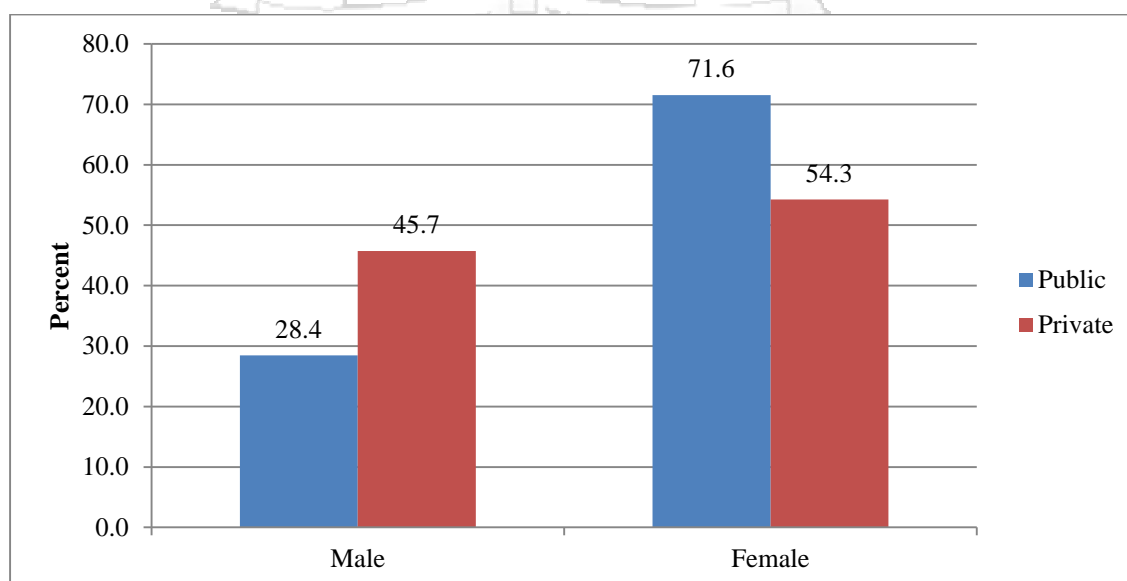
Categories	Frequency	Percent
Public	116	55.2
Private	94	44.8
Total	210	100.0

From the table 4.1, the public health care had majority of respondent 55.2% compared to private health care sector 44.8%. The higher number was attributed to the fact that the public health care facility are larger and the researcher could get a higher number of respondents.

4.3.2 Gender Distribution of Respondents

The respondents were asked to state their gender. The findings are presented in Figure 4.1

Figure 4.1: Gender of Respondents



The study findings show that generally there were more female respondents. There were more male in the private facilities (45.7 as compared to 28.4). However, there were more female respondents in the public healthcare facilities than in the private facilities (71.6 from public and 54.3 from private).

4.3.3 Age Distribution of Respondents

The respondents were asked to state their age. The findings are presented in Table 4.3

Table 4.3: Distribution of Respondents by Age

		Age					Total
		20-30 years	31-40 years	41-50 years	51-60 years	Above 60 years	
Nature of facility	Public	11.0	20.0	12.4	9.5	2.3	55.2
	Private	21.4	15.2	6.2	1.0	1.0	44.8
Total		32.4	35.2	18.6	10.5	3.3	100

The study findings show that 35.2% of the respondents comprising 42 from public healthcare facilities and 32 private healthcare facilities were aged between 31 and 40 years. The findings further show 32.4% of the respondents (23 public and 45 private) were aged between 20 and 30 years. The findings mean that most of the respondents are aged below 40 years.

4.3.4 Level of Education of Respondents

The respondents were asked to state their level of education. The findings are presented in Table 4.4

Table 4.4: Level of Education of Respondents

		Level of education			Total
		College diploma	Degree	Masters	
Nature of facility	Public	33.8	11.9	9.5	55.2
	Private	29.5	8.1	7.2	44.8
Total		63.3	20.0	16.7	100.0

The study findings show that most of the respondents (63.3%) of the respondents were holders of a college diploma. This comprised of 71 from the public healthcare facilities and 62 from the private healthcare facilities. Degree holders were 20% with 25 drawn from the public facilities and 17 from the private facilities. This was attributed to the high number of nurses who in most cases had a qualification of a college diploma.

4.3.5 Cadre of employment

The respondents were asked to state their cadre of employment. The findings are presented in Table 4.5

Table 4.5: Cadre of Employment

Categories	Frequency	Percentage
Medical officer	16	7.6
Consultant	19	9.0
Nurse	95	45.2
Pharmacist	29	13.8
Pharmaceutical technologist	11	5.2
Laboratory technologist	11	5.2
Clinical officer	15	7.1
Health records officer	6	2.9
Physiotherapist	1	.5
public Health Officer	2	1.0
Billing Clerk	1	.5
Procurement	2	1.0
HRIO	1	.5
Radiographer	1	.5
Total	210	100.0

The study findings show that majority of the respondents were nurses 95 (45.2%) while Physiotherapist, Billing Clerk and Radiographer with 0.5 % each. This was attributed to the fact that nurses constitute majority of employees in healthcare facilities

4.3.6 Work Experience

The respondents were asked to state their work experience. The findings are presented in Table 4.6

Table 4.6: Work Experience

Years	Frequency	Percentage
0-5 years	61	29.0
6-10 years	49	23.3
11-15 years	50	23.8
16-20 years	27	12.9
21-30 years	17	8.1
> 31 years	6	2.9
Total	210	100.0

The study findings show that majority of the respondents have worked between 0 to 5 years with 29% while staff who have worked for more than 31 years were only 6 (2.9%). This means that the healthcare sector in Machakos has been recruiting more in the recent past. The findings also mean that the rate of turnover could be high in the health sector in Machakos due to job motivation.

4.4 Recruitment

In this section the researcher wanted to establish the effect of recruitment on motivation of healthcare workers in Machakos County. The respondents were therefore asked to state the extent to which they agreed with the statements regarding the effects recruitment on motivation. This was on a five point scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The findings are presented in Table 4.7.

Table 4.7: Recruitment

Questions	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	Std Dev
Organization does proper analysis prior to selection	7.1	26.2	31	29.5	6.2	3.01	1.047
Clearly defined job responsibility and description	4.8	31	21.9	37.1	5.2	3.07	1.04
Prefers referred candidates	9	36.7	24.3	22.4	7.6	2.83	1.111
Selection method used is reliable	3.8	24.8	31.9	31.4	8.1	3.15	1.01
Observes timely recruitment and selection process	2.4	28.6	28.6	31	9.5	3.17	1.024
HR provides adequate pool of qualified applicants	5.2	22.4	31.4	30	11	3.19	1.068
Effective interviewing process	6.2	28.1	27.6	29.5	8.6	3.06	1.081
HR certifies quality of applicants during pre-screening	2.4	28.1	28.1	30.5	11	3.2	1.042
Organization looks for experienced employees in selection	4.3	30	25.2	31.9	8.6	3.1	1.062
Resume screening and short listing is satisfactory	6.7	22.4	36.2	28.1	6.7	3.06	1.02
Organization using satisfactory methods of interview	3.3	30	32.9	27.1	6.7	3.04	0.987
Short listing criteria satisfactory	11	36.7	19.5	25.7	7.1	2.81	1.149

The study findings in Table 4.7 show that 35.7% of the respondents stated that their organization did a proper job analysis before the selection process. However, 33.3% of the respondents disagreed with this statement. The findings show that respondents generally agreed with the statement that the organizations did proper analysis prior to selection (mean score 3.01).

As to whether the job responsibilities and job description were clearly defined to the candidates appearing for selection process, the findings show that 42.3% of the respondents agreed with the statement while 35.8% disagreed. However, the respondents generally agreed that the job responsibilities and description were clearly defined (mean score 3.07).

The study sought to establish whether the organization preferred candidates. The findings show that most of the respondents (45.7%) disagreed with the statement while 30% agreed with the statement. The results show that generally, the respondents neither agreed nor disagreed with the statement (mean score 2.83).

As to whether the selection methods used by the organization were reliable, the results show that 39.5% of the respondents agreed that the selection methods were indeed reliable. However, 28.6% of the respondents did not think the selection methods used were reliable. The results show that respondents generally agreed that the selection methods used were reliable (mean score 3.15).

Respondents were asked to state whether the organization does timelines on recruitment and selection process. The study findings show that 40.5% of the respondents admitted that their organization do timeline recruitment and selection process, while 31% of the respondents disagreed with the statement. The findings however show that respondents generally agreed with the statement (mean score 3.17).

As to whether the HR provided adequate pool of qualified applicants, the results show that 41% of the respondents indicated that indeed the HR provided adequate pool of qualified applicants. 27.6% disagreed with the statement. The average of the responses show that respondents generally agreed with the statement (mean score 3.19).

The study sought to establish whether the interviewing process and other selection instruments were effective. The findings show that 38.1% of the respondents admitted that the interviewing process and other selection instruments were affective. However, according to 34.3% of the respondents, this was not so. The average of the responses show that respondents agreed with the statement that the interview and other instruments were effective (mean score 3.06).

As to whether the HR team acts as a consultant to enhance the quality of the applicant pre-screening process, 41.5% of the respondents indicated that this was indeed so while 30.1% disagreed with the statement. However, respondents generally agreed with the statement that the HR certified quality of applicants during pre-screening process (mean score 3.2).

Respondents were asked to state whether the organization looked for experienced employees in selection process. According to 40.6% of the respondents, the organization indeed looked for the experienced employees in the selection process.

However, 34.3% disagreed with the statement. The respondents generally agreed with the statement (mean score 3.1).

The study sought to establish whether the resume screening and the short listing methods used by the organizations were satisfactory. The results show that 34.8% of the respondents stated that indeed the processes were satisfactory while 29.1% of the respondents disagreed with the statement. The overall response however, shows that the respondents agreed that the resume screening and shortlisting methods were satisfactory (mean score 3.06).

On whether the organizations were using satisfactory methods of interview, the results show that 33.8% of the respondents admitted that indeed the organizations employed satisfactory methods of interview while 33.3% of the respondents disagreed. The findings however show that respondents generally agreed with the statement *mean score 3.04).

As to whether the criteria for short listing of candidates were satisfactory, the study findings show that 47.7% of the respondents disagreed with this statement meaning that they were not satisfied with the criteria for short listing of candidates. The results also show that 32.8% of the respondents agreed with the statement.

4.5 Training Practices

The researcher wanted to establish the effect of training on motivation of health care workers in Machakos County. Respondents were therefore asked to state the extent to which they agreed with the statements regarding the training and motivation. This was on a five point scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The findings are presented in Table 4.8.

Table 4.8: Training Practices

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Satisfied with job related training	7.6	21	20	46.2	5.2	3.2	1.072
Pleased with Career advancement opportunities	1.9	24.8	37.1	31.9	4.3	3.12	0.897
Training helps in improving the way work conducted	1.4	25.2	19	41.4	12.9	3.39	1.044
Training help in decreasing physical work load	5.2	12.9	24.8	50	7.1	3.41	0.98
Satisfied with training opportunity for growth	3.8	37.6	20.5	29	9	3.02	1.089
Organization is dedicated to professional training	5.7	20.5	22.9	41.9	9	3.28	1.068
Have opportunities to apply my talents		18.1	17.6	55.7	8.6	3.55	0.886
Satisfied with investment made on training and education	6.2	24.8	19.5	42.4	7.1	3.2	1.083
Often involved in my work	4.3	28.1	17.1	38.1	12.4	3.26	1.125
Willing to take on new tasks	1.4	27.1	21.4	37.1	12.9	3.33	1.054
Determine to give my best	1.9	17.6	24.3	31.9	24.3	3.59	1.095

The study findings in Table 4.8 show that most of the respondents (51.4%) agreed that they were satisfied with the job related training. The findings also show that 28.6% of the respondents disagreed that they were satisfied with the training. The average of the responses show that respondents generally agreed that they were satisfied with the training (mean score 3.2).

Respondents were asked whether they were pleased with career advancement opportunities. The results of the study show that 36.2% of the respondents agreed that they were pleased with career advancement opportunities. However, 26.7% of the respondents were not pleased with the career advancement opportunities. Generally, respondents were pleased with the career advancement opportunities (mean score 3.12).

As to whether the training improved the way work was conducted, the results show that majority of the respondents (54.3%) agreed that the training helped in improving the way work was conducted. The results however show that 26.6% of the respondents did not feel that the training helped in improving way work was conducted. Generally, respondents agreed that training was crucial in improving the way work was conducted (mean score 3.39).

Respondents were asked to state whether training helped in decreasing physical workload. The results show that to most respondents (57.1%), of the training indeed helped in decreasing the physical workload. The average of the responses confirmed these findings as respondents generally agreed that training decreased physical workload (mean score 3.41).

As to whether the respondents were satisfied with the training opportunities for growth, the results show that 38% of the respondents were satisfied while 41.4% of the respondents were not satisfied. The average of the responses show that respondents agreed that they were satisfied with the training opportunities for growth (mean score 3.02).

On whether the organization was dedicated to professional training, the findings show that 50.9% of the respondents indicated that the organization was dedicated to professional training. Only 26.2% of the respondents did not agree with the statement. The respondents generally agreed with the statement (mean score 3.28).

Respondents were asked to state whether they had opportunity to apply their talents. The results show that majority of the respondents (64.3%) stated that they have opportunities to apply their talents. The results show that generally respondents agreed that they have opportunities to apply their talents (mean score 3.55).

The study sought to determine whether the respondents were satisfied with investment made on training and education. The results show that 49.5% of the respondents were satisfied with the investment made on training and education while 31% were not. However, the respondents generally agreed that they were satisfied with the investment made on training and education (mean score 3.2).

As to whether they were so much involved in their work, the results show that 50.5% of the respondents agreed that they were so much involved in their work such that the day passed so quickly. The findings however show that 32.4% of the respondents did not think so. The results show that respondents generally agreed that they were indeed so much to their work that the day passed so quickly (mean score 3.26).

The study sought to establish whether the respondents were willing to take on new tasks as needed. The results show that 50% of the respondents were willing to take on new tasks while 28.5% of the respondents disagreed. The findings show that generally, the respondents were willing to take on new tasks (mean score 3.33).

As to whether the respondents were determined to give their best effort at work each day, the study established that most respondents (56.2%) were determined to give their best effort at work each day. The average of the responses show that respondents were determined to give their best (mean score 3.59).

4.6 Performance Management

This section the researcher wanted to establish the effect of performance management on motivation of health care workers in Machakos County. The respondents were therefore asked to state the extent to which they agreed with the statements regarding the performance management. This was on a five point scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The findings are presented in Table 4.9.

Table 4.9 Performance Management

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Organization has clear action value plan	8.1	40.0	20.0	26.7	5.2	2.81	1.081
Organization practice target setting	5.7	47.6	15.7	26.7	4.3	2.75	1.036
Organization sets realistic budgets	6.7	41.9	22.4	25.2	3.8	2.78	1.022
Organization practices regular forecasting	6.7	44.3	12.9	30.0	6.2	2.85	1.113
Organization practices performance measurement	5.2	28.6	29.5	31.4	5.2	3.03	1.011
Management carries out performance review	3.8	24.3	29.0	39.5	3.3	3.14	.953
Organization gives incentive compensation	15.7	49.5	20.0	9.5	5.2	2.39	1.031

The findings of the study in Table 4.9 show that most of the respondents (48.1%) disagreed with the statement that the organization had clear action value plans. The findings show that 31.9% of the respondents agreed with statement that the organization had clear action value plan. The average of the responses show that respondents neither

agreed nor disagreed that the organization had clear action value plan (mean score 2.81).

As to the practice of target setting, the findings show that most of the respondents (53.3%) of the respondents disagreed that the organizations practiced target setting. The findings also show that 31% of the respondents agreed that indeed their organizations practiced target setting. The average of the responses however, indicated that the respondents neither agreed nor disagreed with the statement (mean score 2.75).

On whether the organizations set realistic budgets, the results show that 48.6% of the respondents disagreed that the organizations set realistic targets. According to the study, 39% of the respondents agreed that the organizations set realistic targets. The average of the responses show that the respondents neither agreed nor disagreed that the organizations set realistic targets (mean score 2.78).

Respondents were asked whether the organizations practiced regular forecasting. The findings show that majority of the respondents (51%) disagreed that the organization practiced regular forecasting. The results also show that 36.2% of the respondents agreed with the statement. However, the average of the findings show that the respondents neither agreed nor disagreed with the statement (mean score 2.85).

As to whether the organizations practiced performance measurement, the results show that 36.6% of the respondents agreed that the organizations practiced performance measurements. However, 33.6% of the respondents disagreed with the statement. The average of the responses show that the respondents generally agreed with the statement (mean score 3.03).

Study sought to determine whether the management carried out performance review. The results show that 42.8% agreed that the management carried out performance review. However, 28.1% of the respondents disagreed that the management carried out performance review. The average of responses show that respondents generally agreed with the statement (mean score 3.14).

On whether the organization gives incentive compensation, the findings revealed that majority of the respondents (65.2%) disagreed that the organization gives incentive compensation. The average of the responses show that respondents neither agreed nor disagreed with the statement (mean score, 2.39).

4.7 Reward Management

The researcher sought to establish the effect of reward management on motivation of health care workers in Machakos County. The respondents were therefore asked to state the extent to which they agreed with the statements regarding the reward management. This was on a five point scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The findings are presented in Table 4.10.

Table 4.10: Reward Management

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Satisfied with financial benefit package	15.7	24.3	28.1	30.5	1.5	2.77	1.082
Satisfied with nonfinancial benefits packages	14.3	30.5	28.6	24.3	2.4	2.70	1.063
Satisfied with healthcare-related benefits	8.1	22.9	32.9	30.5	5.7	3.03	1.044
Satisfied with paid leave offered	4.3	21.4	29.5	38.1	6.7	3.21	.996
Satisfied with retirement plan offered	9.5	25.2	40.0	21.0	4.3	2.85	.999
Satisfied with workplace flexibility	7.6	12.9	31.4	37.1	11.0	3.31	1.074

The study findings in Table 4.10 show that 30.5% of the respondents were satisfied with the financial benefits package they received. The results however show that 28.1% of the respondents were indifferent as to whether they were satisfied with the financial benefit package or not. Most of the respondents 39% of the respondents were not satisfied with the financial benefit package. The average of the responses respondents were neither satisfied nor dissatisfied with their financial benefit package received (mean score 2.77).

Study sought to establish the respondents' satisfaction with non-financial benefit package. The results show that only 26.7% of the respondents were satisfied with the non-financial benefit packages while 44.8% of the respondents were not satisfied at all. However, the average of the responses show that respondents were neither satisfied nor dissatisfied with the non-financial benefit package (mean score 2.7).

With regard to satisfaction with healthcare related benefits, the study established that about 31.2% of the respondents were satisfied with the healthcare related benefits. The findings also show that 30.5% of the respondents were neither satisfied nor dissatisfied with the healthcare related benefits. The study findings revealed that 31% of the respondents were not satisfied at all. The average of the responses show that the respondents were generally satisfied with the healthcare related benefits (mean score 3.03).

The study sought to establish whether the respondents were satisfied with the paid leave. The findings show that most of the respondents (44.8%) were satisfied with the paid leave that was offered. The findings further show that 29.5% of the respondents were neither satisfied nor dissatisfied with the paid leave offered. The average of the responses however, show that the respondents were generally satisfied with the paid leave that was offered (mean score 3.21).

As to the retirement plan offered, the results of the study show that most of the respondents (40%) were neither satisfied nor were they dissatisfied with the retirement plan. The findings show that 39.2% of the respondents were not satisfied with the retirement plan offered. The average of the responses show that respondents were neither satisfied nor dissatisfied with the retirement plan offered (mean score 2.85).

The study sought to establish the respondents' satisfaction with the workplace flexibility; the findings show that 48.1% of the respondents were satisfied with the workplace flexibility. The study findings further show that 31.4% of the respondents were neither satisfied nor dissatisfied with the workplace flexibility. The average of the responses show that the respondents generally were satisfied with the workplace flexibility (mean score 3.31).

4.8 Correlation Analysis

The researcher conducted correlation analysis to test the strength of association between the research variables. This was done via SPSS where the independent and dependant variables were defined and tabulated for analysis. According to Mugenda and Mugenda (2003), correlation is the measure of the relationship or association between two continuous numeric variables. Correlation indicates both direction and degree to which

they co-vary with one another from case to case without implying that one is causing the other. Correlation analysis results give a correlation coefficient which measures the linear association between two variables (Crossman, 2013). The strength of the relationship can be determined via the Pearson correlation (r). If the r value is 0, then it indicates no relationship between two variables and if the r value is 1, then it can be interpreted as perfect positive correlation, while if the r value is -1, it can be interpreted as negative correlation. According to the study of Cohen (1988), the r value can interpret the strength of the relationship. The strength of relationship is described as $r = 0.10$ to 0.29 or -0.10 to -0.29 represent 'weak', $r = 0.30$ to 0.49 or -0.30 to -0.49 represent 'medium' and $r = 0.50$ to 1.00 or -0.50 to -1.00 represent 'strong'. First the research transformed the questions under each variable by consolidating them and collapsing into one variable namely Motivation, Recruitment and selection, Reward management, Training and Performance management. Table 4.9 is the guideline for the strength of the relationship. The findings of the study are presented in Table 4.11

Table 4.11 Correlation

		Motivation	Recruitment & selection	Reward management	Training	Performance management
Motivation	Pearson Corr Sig. (2-tailed)	1				
Recruitment & selection	Pearson Corr Sig. (2-tailed)	.510 .000	1			
Reward management	Pearson Corr Sig. (2-tailed)	.483 .000	.503** .000	1		
Training	Pearson Corr Sig. (2-tailed)	.540 .000	.603** .000	.438** .000	1	
Performance management	Pearson Corr Sig. (2-tailed)	.416 .000	.731** .000	.463** .000	.569** .000	1

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

The study findings show that there was a positive and significant association for all the variables (p -values < 0.05). However while some depicted relatively strong relationship, others have a fairly weak relationships. The study findings show that the relationship between reward and selection and reward management could be described as strong and positive ($r=0.503$). Also featuring strong and positive association was recruitment and selection and training ($r=0.603$), recruitment and selection and performance management ($r=0.731$), recruitment and selection and motivation

($r=0.510$), performance management and training ($r=0.569$) and training and motivation ($r=0.54$). The results of the study that reward management and training had a positive though relatively weak association ($r=0.438$). The findings show other associations that are positive and relatively weak are reward management and performance management ($r=0.463$), reward management and motivation ($r=0.483$) and performance management and motivation ($r=0.416$).

4.9 Regression Analysis

In this section the study sought to determine the relationship between the dependent variable notably $Y =$ motivation of health care workers and the independent variables represented by $X_1 =$ recruitment and selection, $X_2 =$ reward management, $X_3 =$ training and $X_4 =$ performance management.

The regression model is presented below:

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

The findings are presented in Tables below which include the summary model, ANOVA and the coefficients.

4.9.1 Summary Model

The coefficient of determination is presented in Table 4.12.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.384	.372	.512

a. Predictors: (Constant), performance management, Reward management, Training, Recruitment and selection

In Table 4.12 the results show that the coefficient of determination for hospitals was 0.384; this therefore, means that about 38.4% of the variation in the motivation of healthcare workers is explained by recruitment, training, performance management and reward management.

4.9.2 Analysis of Variance

The study tested for the adequacy of the model. The findings are presented in Table 4.13.

Table 4.13: ANOVA^a

		Sum of Squares	Df	Mean Square	F	Sig.
Public	Regression	33.195	4	8.299	31.607	.000 ^b
	Residual	53.300	203	.263		
	Total	86.495	207			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Performance, Reward, Training, Recruitment

The ANOVA output show that the value of the F-Statistics as 31.607 and significance of 0.000. This implies that the tests are statistically significant as the p-value is less than 0.05.

4.9.3 Beta Coefficient

The relationship of the variables for health care workers is presented in Table 4.14.

Table 4.14: Beta Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.181	.192		6.143	.000
Recruitment and selection	.173	.069	.219	2.514	.013
Reward management	.217	.056	.253	3.873	.000
Training	.303	.068	.321	4.469	.000
Performance management	-.035	.062	-.047	-.563	.574

Substituting for the equation:

$$\text{Motivation} = 1.181 + 0.173X_1 + 0.217X_2 + 0.303X_3 - 0.035X_4$$

The study findings show that the relationship between the dependent variable and the independent variables was positively significant (p-values < 0.05) save for the performance management which had a negative relationship with health care workers. The findings show that this test was equally statistically insignificant (p-value > 0.05).

The findings of the study are interpreted to mean that a unit change in recruitment and selection would result into a 0.173 change in motivation of health care workers in Machakos. The study findings further mean that a unit change in reward management will lead to a 0.217 change in the health care workers motivation. A unit change training would lead to a 0.303 change in healthcare workers motivation. Finally a unit change in performance management would result in a negative change of 0.035 in health care workers motivation.



CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter entails the summary and discussion of findings in relation to the reviewed literature. It gives an overview of the finding of this study; the role of human resource management practices on motivation of healthcare workers in Machakos County.

5.2 Discussion of the Findings

5.2.1 Effect of recruitment on employee motivation

The study found that health facilities did proper analysis prior to the selection process (mean score, 3.01). The findings further show that according to most respondents (42.3%), job responsibilities and job descriptions were clearly defined. Most of the respondents (45.7%) stated that the organizations did not prefer referred candidates. Respondents agreed that generally, the selection methods used were reliable (mean score 3.15). The study established that generally, the association amongst the selection and recruitment strategy and healthcare workers' motivation was positive and substantial among the healthcare workers healthcare facilities. The results revealed that there was a positive and significant relationship between recruitment and selection and employee motivation. These findings agree with Olatunji and Ugoji (2013) who noted that recruitment processes were used in organizations to impact personnel behaviour including motivation and performance. This findings are equally in support of Jonathan (2012) who in his study noted that recruitment and selection of healthcare workers influenced employee motivation to a great extent. He noted that recruitment and selection accounted for 72.4% of the variance in employee motivation. This study further concurs with Marcus (2010) who established that there was a direct association amongst the selection process and healthcare workers' motivation and commitment in the public institutions.

5.2.2 Effect of Training on Employee Motivation

The study established that most of the employees (51.4%) in the healthcare facilities were satisfied with job related training. The study findings show that generally, the respondents were pleased with the career advancement opportunities (mean score, 3.12). Most respondents (54.3%) agreed that training helped improve the way work was conducted. The results show that majority of the respondents (57.1%) agreed that

training helped in decreasing the physical workload. According to 50.9% of the respondents, the organization was dedicated to professional training. Results show that 64.3% of the respondents believed that they had opportunity to apply their talents in the organizations. The results of the study demonstrate that there was a relatively strong, positive and significant relationship between training and healthcare workers' motivation. This was equally true with the regression where the study established a positive and significant connection between the training strategy and employee motivation with the results showing a unit change in training resulting into 0.303 change in employee motivation. The findings on satisfaction with the job training support the views of Siebern-Thomas (2005) who noted that job related training enhance general skills and hence may raise job satisfaction. The results further concur with Seligman (1978) who noted that training and development increased healthcare workers' motivation. The findings are in support of Wright and Boswell (2002) and Campbell and Kuncel (2002) who noted that conducting training has a constructive effect equally to the healthcare workers' performance and motivation. The study findings also concurred with Khan (2011) and Khan (2012) that training of healthcare workers has a positive effect on the motivation and performance of employees. The study supported the views of Naong (2014) who observed that workers who participate in training and development programmes are more motivated in comparison to those workers who participate less in the programmes.

5.2.3 Effect of performance management on employee motivation

The study established that according to most respondents (48.1%) there were no clear action value plans in the organizations. The results further revealed that most respondents (53.3%) the organizations did not practice target setting for all their employees. Most respondents (48.6%) did not believe that their organizations set realistic targets while 51% of the respondents noted that the organizations did not practice regular forecasting to evaluate whether they were still on track. However, as to whether the management carried out performance review, most respondents (42.8%) agreed that it was so. The association between performance management and employee motivation was significant and positive but relatively weak ($r = 0.416$). The regression results however show there was a negative relationship between performance management and employee performance. This relationship was statistically insignificant ($p\text{-value} > 0.05$). The findings on practiced setting of targets for all

employees contradict Chenhall (2005) who noted that performance management, strategic planning and target setting allow for translation of vision and strategy into strategic objectives. The study findings further support the opinions of Ferreira and Otley (2009) that performance management increases institution's capabilities to observe its performance and performance drive. The findings also disagree with Dewettinck and Dijk (2013) and Dewettinck (2008) who noted that performance management system has the ability to improve individual employee outcome, self-regard, operative on the job and wellbeing in execution work duties. Further the study findings contradict Haines and St-Onge (2012) and Glennding (2002) that performance management leads to accomplishment of business goals, enriched optimism, better customer satisfaction, increased retention and improved ease in adapting to organizational changes.

5.2.4 Effect of reward management on employee motivation

The study revealed that most respondents from the healthcare were not satisfied with the financial benefits (mean score 2.77). The health workers were also not contented with the non-financial benefits (mean score 2.70) same as the retirement plan offered (mean score 2.85). However, the respondents were satisfied with the healthcare related benefits (mean score 3.03), the paid leave (mean score 3.21) and the workplace flexibility (mean score 3.31). The results show that there was a strong but relatively weak association between reward management and employee motivation ($r = 0.483$). The regression revealed a positive and substantial connection amongst reward management and healthcare workers' performance. These findings concur with Hopwood (1973) who noted that giving recompenses can considerably impact a subordinate's behaviour and as such comprise use of incentive system to influence anticipated behaviour of workers. The findings show that there was a positive association amongst reward management and workers performance agree with Sandilyan et al (2012) who asserted that reward system positions as appropriate influencer of motivation for employees to execute exceedingly and achieve non-monetary reward. The findings also back views by Mokaya et al (2013) who noted that rewards certify workers remain motivated always and are out for openings to rise and accomplish recognition. The results show that Rehman (2009) who noted that advanced recompenses would motivate the employees as they would feel more appreciated, this great satisfaction would lead to high performance.

5.3 Conclusion

According to the findings this study on the effects of recruitment on health workers motivation, it established that health workers were satisfied with the organizations practiced recruitment and there was a positive and significant relationship between the recruitment and staff motivation. Recruitment positively influences motivation of healthcare staff in the healthcare sector. Therefore, how the healthcare institutions do its recruitment selection is key in determining the motivation of the staff as best practices encourage workers to improve their performance.

Secondly, the study established that the respondents acknowledged the important role of training. The results however show that there was a positive significant relationship between training and health care staff motivation, therefore training influences motivation of healthcare workers. Hence, training was useful in making the workers feel motivated which would then influence their performance and also get new skill on how to perform their work better.

Thirdly, the study findings showed that according to most health care staff, the organizations practiced performance management only to a small extent. The study found a negative and insignificant influence of performance management on employee motivation.

Finally, the study illustrates that the respondents agreed they were content with the reward management in their organizations. The study findings show that there was a positive significant association between the reward management and employee motivation in the healthcare facilities. Therefore reward management positively influences motivation of healthcare workers. The study established that the best combination which influenced motivation among healthcare workers was recruitment and training.

5.4 Recommendations

The following recommendations were made:

First, the study recognised the overall, human resource management practices had a direct influence on motivation. The recommendation that the human resource management in the healthcare facilities should find the best combination of the human

resource management practices that will produce the highest employee motivation has been suggested.

The study established that recruitment has noteworthy influence towards employee motivation. A recommendation therefore comes forth stating healthcare facilities should enhance the use recruitment with the view of attracting the best talents in their facilities, hence enhance employee motivation and organization's performance.

The study established that training had a significant positive effect on the employee motivation in the healthcare facilities. The study recommends that the healthcare facilities should embrace the use of training with the view of enhancing employee motivation and thereby achieve competitive advantage.

The study results revealed that performance management had a negative insignificant effect on the employee motivation in the healthcare facilities. The study recommends that the healthcare facilities should embrace performance management to enhance their employee motivation and hence organizational performance.

From the results, rewards positively affected employee motivation in the healthcare facilities. The study recommends that the human resource management in the organizations should use more of rewards to motivate their employees.

5.5 Suggestions for Further Research

This study was done on selected health facilities in Machakos County in particular. Future studies should be undertaken to do a comparative study to check if the other health facilities in other major town like Nairobi and Mombasa gives the same result. In addition, the sampled facilities in this study were drawn from healthcare centres within one geographical region. Future research may consider expanding the scope to include firms in other geographical regions to confirm the findings of this study and establish whether there is significant difference in strategies human resource practices employed by these healthcare facilities based on their geographical scope.

5.6 Limitations of the Study

The validity of this study rested on the fact that this research collected data from different sources and further made use of findings from secondary research to make inferences. While this research upholds quality by virtue of sticking to the proposed design and the use of efficient tools and techniques of analysis, it is worth noting a number of limitations which may affect quality.

- i. The timeframe allocated for the research did not allow for monitoring of human resource practices in the selected hospitals.
- ii. Respondents took long to answer the questionnaire though the researcher followed them up and ensure that they are submitted in good time so as to end the study in good time.
- iii. Only six hospitals in county were used in this research meaning that this research findings could not be an exact reflection of the other counties in the entire country.
- iv. The responses given by the respondents could be affected by their own experiences, which means that they may not reflect the SHRM situation in the given hospitals.



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APPENDICES

Appendix 1: Letter of Introduction

Dear Respondent,

I am **JAQUELINE MORAA MIRERA**, a Master's Degree student in **Healthcare Management** at Strathmore University. I am conducting a research to establish **THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON MOTIVATION OF HEALTH CARE WORKERS IN MACHAKOS COUNTY** in partial fulfilment for the award of the degree.

I would kindly appreciate assistance from you by providing information by completing the attached questionnaire. Kindly note that the information you provide is to be used for academic purposes only and will be treated with utmost confidentiality and will not be shared with any an unauthorized person(s). Results of the study will be shared on request from you.

Your cooperation and honesty in filling this questionnaire will be highly appreciated. Thank you in advance for your time and cooperation.

Yours faithfully,

JAQUELINE MORAA MIRERA



Appendix II: Questionnaire

You are kindly requested to complete the attached questionnaire so as to enable me accomplish the study. Please, note that all the information given shall be purely used for academic purposes and shall be treated as confidential. Thank you for taking your time to complete the questionnaire and for your cooperation.

Section A: General Information

1. Nature of the facility

Public

Private

2. Gender of the respondent

Male

Female

3. Age of the respondent

20 to 30 years

31 to 40 years

41 to 50 years

51 to 60 years

Above 60 years

4. Level of education

College diploma

Degree

Masters

5. Cadre of employment

Medical Officer

Consultant

Nurse

Pharmacist

Pharmaceutical technologist

Laboratory technologist

Clinical Officer

6. Work experience

0-5years []

6-10years []

11-15years []

16-20years []

21-30years []

>31years []

Section B: Human Resource Management Practices:

Recruitment

7. To what extent do you agree with the following statement relating to the effect of recruitment on employee motivation in the healthcare sector in Machakos County?

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree.

Statement	1	2	3	4	5
My organization does proper job analysis before selection process begins					
Job responsibilities and job description are clearly defined to the candidates appearing for selection process					
The organization prefers referred candidates					
The selection methods used by the Organization are reliable					
The organization does timeliness recruitment and Selection process					
HR provides an adequate pool of quality applicants					
The interviewing process and other selection instruments, such as testing are effective					
The HR team act as a consultant to enhance the quality of the applicant pre-screening process					
The organization looks for experienced employees in selection Process					
The resume screening and short listing method used by the organization is satisfactory					
The organization is using satisfactory methods of interview					

The criteria for short listing of candidates used by the organization is satisfactory					
The organization does employee verification before and after selection					

Reward management

8. To what extent do you agree with the following statement relating to the effect of reward management on employee motivation in the healthcare sector in Machakos County? 1=Strongly Disagree, 2=Disagree, 3=Neutral ,4=Agree and 5 =Strongly agree.

Statements	1	2	3	4	5
I am Satisfied with my total benefits package					
I am satisfied with the healthcare-related benefits offered by my organization					
I am satisfied with the amount of paid leave offered by my organization					
I am satisfied with the retirement plan offered by my organization					
I am satisfied with the workplace flexibility offered by my organization					

Training

9. To what extent do you agree with the following statement relating to the effect of training on employee motivation in the healthcare sector in Machakos County? 1=Strongly Disagree, 2=Disagree, 3=Neutral ,4=Agree and 5 =Strongly agree.

Statements	1	2	3	4	5
I participate in trainings in our organization					
I am satisfied with job related training my organization offers					
I am pleased with career advancement opportunities available to me					
Training helps in improving of the way work is conducted					
Training helps in decreasing physical work load					
Training helps in coping with dangerous situations at work					
Am satisfied with training opportunities for professional growth					

My organization is dedicated to my professional training development					
I am satisfied that I have the opportunities to apply my talents and expertise					
I am satisfied with the investment my organization makes in training and education					
I am often so involved in my work that the day goes by very quickly					
I am willing to take on new tasks as needed					
I am determined to give my best effort at work each day					

Performance Management

10. To what extent do you agree with the following statement relating to the effect of performance management on employee motivation in the healthcare sector in Machakos County? 1=Strongly Disagree, 2=Disagree, 3=Neutral ,4=Agree and 5 =Strongly agree.

Statements	1	2	3	4	5
The organization has a clear action value plan used to measure the performance					
The organization practices target setting for all its employees.					
The organization sets realistic budgets					
The organization practices regular forecasting to evaluate whether it is still on track					
The organization practices performance measurement					
The management carries out performance review of its actual performance, targets and forecast for timely and corrective action					
The organization gives incentive compensation to its employees for motivation					

Section C: Motivation

11. To what extent do you agree with the following statement relating to employee motivation in the healthcare sector in Machakos County? 1=Strongly Disagree, 2=Disagree, 3=Neutral ,4=Agree and 5 =Strongly agree.

Statements	1	2	3	4	5
I am Satisfied with my job					
In general I like working here					
My organization has a sound program to attract qualified persons					
My job makes good use of my skills and abilities					
I will probably not be looking for a job in the near future					
I infrequently think about quitting					
I would seriously think of leaving this organization for a better pay					
I would seriously think of leaving this organization for a better position					
I am contented with my current pay					
Financial incentives motivate me more than non-financial incentives					
Non-financial benefits provided are satisfactory					
My good performance is pleasingly rewarded					
I feel like the job I do gives me a good status					
I am satisfied with my responsibility and role that I have at work					
There are opportunities for advancement in this organization					
I experience personal growth such as updating skills and learning different jobs					
Visibility with top management is important to me					
I am pleased with support from the human resource management					
Participating in activities done in my organization motivates me					
My supervisor recognizes work done by me					
Team spirit is well felt in my organization					

Thank you.

Appendix III: Health Facilities in Machakos County

Name	Type
1. Athi- River Shalom Hospital	Private
2. Bishop Kioko Hospital	Private
3. Kangundo Hospital	Public
4. Kathiani Hopsital	Public
5. Mwala Hospital	Public
6. Shalom Hospital Machakos	Private

