



**HUMAN RESOURCE PRACTICES AND EMPLOYEE PERFORMANCE IN KENYA MEDICAL TRAINING COLLEGE
WESTERN REGION**

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ABSTRACT

The purpose of this study was to establish the influence of human resource practices on the employee performance in Kenya Medical Training College Western region. The specific objectives were to: determine the influence career development, performance appraisal, job promotion and recognition on employee performance in Kenya Medical Training College Western region. The research adopted a descriptive survey design. The target population was 88 respondents comprising of Departmental heads, Administrative Officers, Lecturers, Accountants, Supply Chain Management Officer, Clerical officers and ICT officer from five KMTC college campuses in Kakamega, Bungoma, Webuye, Busia and Vihiga. A sample size of 88 respondents was selected using census sampling. Questionnaires were used to collect primary data. Data collected was analyzed using both descriptive and inferential statistics. Results of the study were: career development had a positive, linear and significant (p -value is less than 0.05) with the employee performance; there was a statistically significant positive relationship between job promotion and employee performance; there was a statistically significant positive relationship between performance appraisals and employee performance and that there was a statistically significant and employee recognition and employee performance. The study therefore concluded that human resource practices has significant positive effect on employee performance in Kenya Medical Training College Western region as it significantly accounted for 67.1% variation. The study recommended that management of KMTC should create opportunities for advancement of employees, offer training ground for career movement within the organisation. KMTC management should adhere strictly to its promotion policy, ensure promotion process is fair and employees are promoted based on merit and employees should be provided with feedback after performance appraisal and ensure that performance appraisal carried out is fair and provide an opportunity for self-review and reflection to employees.

Key Words: Career Development, Performance Appraisal, Promotion, Recognition, Employee Performance

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INTRODUCTION

Historical Milestones in Human Resource Development dates back to Frederick Taylor, known as the father of scientific management, who played a significant role in the development of the personnel function in the early 1900s (Akmal, 2015). In 1890-1910 Frederick Taylor developed his ideas on scientific management. Taylor advocates scientific selection of workers based on qualifications and also argues for incentive-based compensation systems to motivate employees. He advocated for rewarding workers for meeting and/or exceeding performance standards. In his book, *Shop Management*, Taylor advocated the "scientific" selection and training of workers (Charity, 2015). Although Taylor's focus primarily was on optimizing efficiency in manufacturing environments, his principles laid the ground-work for future HRM development. As Taylor was developing his ideas about scientific management, other pioneers were working on applying the principles of psychology to the recruitment, selection, and training of workers. The development of the field of industrial psychology and its application to the workplace came to fruition during World War I, as early vocational and employment-related testing was used to assign military recruits to appropriate functions (Falola, Osibanjo & Ojo, 2014).

The Human Resource management professional's Act, human resource professionals in Kenya were called upon to provide evidence of the input of human resources on the performance of their employees (Apwoka et al., 2015). With the implementation of the Act, (2012), in Kenya, performance of the HR function within the health sector was supposed to improve even better. According to Otiende, (2013), the ability of the human resource functions to demonstrate their integral role in the achievement of improved employee performance was requisites to justify their function's existence in the health sector in Kenya.

KMTC provides more than 80 percent of the healthcare workforce in Kenya and, with the government's expansion of health facilities, there is a high demand for medical personnel, which the institution is keen to halve by 2025 (GoK, 2018). From only 28 campuses five years ago, it has over 68 campuses in 44 counties. This has seen the number of student applicants grow to more than 35,000 per year. This has set KMTC on a pedestal, such that it has to chase after the government by training more medical personnel. The other purpose of the expansion is to cater for the education needs of the youth. It assures Kenyans universal health when KMTC trains medical workers with the right skills and attitude. On this front, KMTC leads with 18 training programmes in middle level health professionals. To cater for the needs of emerging and re-emerging diseases, KMTC has training institution confirmed to design new higher diploma programmes in nephrology, anaesthesia and trauma medicine.

KMTC's administration is charged with managing the various institutional resources required to advance the college's mandate, strategic objectives, mission and goals through the Board of Directors. These administrative divisions provide day to day management of the College's financial, physical and human operations are directed by the Chief Executive Officer assisted by his two Deputy Directors (Academic Affairs and Finance and Administration). Other includes senior managers, the Registrar (Curriculum Quality assurance, admission research students affairs)Finance, Human Resource, Institutional Advancement, Procurement, Principals, Admissions, Student Affairs, Legal office operate , Communication and Information and Communication Technology (ICT) (GoK, 2018).

Yet, despite the adoption of multi-campus college systems in many jurisdictions, surprisingly little is known about how the administration functions of main campuses affect their quality of training. This paper takes an important step towards addressing

this knowledge gap. In so doing, it investigates the administrative function in the management of various KMTC campuses that spread across the country.

Statement of the Problem

The success of any organization in terms of realization of its strategic objectives is directly affected by individual execution of roles and responsibilities within the organization (Baumard, 2018). The overall success of an institution in achieving its strategic objectives depends on the performance level of employees Roseline (2015). Employee performance is a function of ability and motivation, where ability is comprised of the skills, training and resources required for performing a task and motivation is described as an inner force that drives individual to act towards something. According to Odhon'g and Omolo, (2015), organizations would be more effective, efficient and flexible and committed as a result of robust human resource practices. The expansion of KMTC has not been without challenges although the government pays for the training of human resources. The KMTC Board management provides various facilities and infrastructure to facilitate training of health professional in various programmes. Lately KMTC is also facing an admissions crisis following low levels of students applying for various courses at its campuses spread across the country. Besides, local universities and private colleges have been expanding into KMTC's market share with improved curriculum. Poor infrastructure at some Kenya Medical Training Institute Campuses has been termed as a stumbling block in the admission of students to take up courses at the institutions. These institutions are said to be lacking enough physical facilities to accommodate high numbers of students' pursuing various courses in the institution. Some institutions are offering less number of courses although they have capacity to offer more than eighteen courses if enough administrative support is given to these campuses. It is against this backdrop that this study sought to

examine human resource management on employee performance in selected Kenya Medical Training College campuses in Western Kenya.

Review of the past studies conducted in Kenya on employee's commitment has shown that there exists a relationship between human resource management practices and employee performance. Lyria (2014) investigated the effect of talent management on organizational performance in firms listed in the NSE in Kenya and Gathungu (2016) investigated the influence of HRM practices on employee performance but focused on Commercial Banks in Kenya. Makhamara (2017) investigated the influence of strategic human resource management practices on employee performance in level five public hospitals in Kenya and Githu (2018) investigated the influence of career development on employees' commitment but focused on public universities in Kenya. Although studies have been done to link human resource management practices to employee performance, limited focus has been given to the Kenya medical Training College. It is against this background that this study was undertaken to address this research gap, and also provide a better understanding through empirical evidence of the influence of human resource practices and employee performance in Kenya Medical Training College Western region.

Objective of the Study

The overall objective of this research was to establish the influence of human resource practices and employee performance in Kenya Medical Training College Western region. Specifically, the study addressed the following objectives:

- To determine the influence of career development on employee performance in Kenya Medical Training College Western region.
- To establish the influence of job promotion on employee performance in Kenya Medical Training College Western region.

- To examine the influence of performance appraisals on employee performance in Kenya Medical Training College Western region.
- To examine the influence of recognition on employee performance in Kenya Medical Training College Western region..

This study was guided by the following research hypotheses:

- **H₀1:** Career development does not significantly influence employee performance in Kenya Medical Training College Western region.
- **H₀2:** Employee promotion does not significantly influence employee performance in Kenya Medical Training College Western region.
- **H₀3:** Performance appraisal system has no significant influence on employee performance in Kenya Medical Training College Western region.
- **H₀4:** Recognition has no significant influence on employee performance in Kenya Medical Training College Western region.

LITERATURE REVIEW

Theoretical Framework

Two Factor Theory

This study was based on Two Factor Theory also known as Herzberg's Motivation-Hygiene Theory. The key proponent of the theory was Herzberg (1959). The theory postulates that there are certain factors at the work place which cause job satisfaction while another set of factors cause dissatisfaction. Herzberg (1959), asserts that job satisfaction and dissatisfaction act independent of each other. The two factors are; motivators (intrinsic) which results in positive satisfaction arising from intrinsic conditions of the job itself and Hygiene factors (extrinsic) that do not give positive satisfaction although dissatisfaction results from their absence. Motivators may include: challenging work, recognition, achievement, promotion, professional growth among others. Hygiene factors may include: company policy, supervision,

relationship with the boss and colleagues, work conditions, salary, security among others. The theory assumes that at high levels, motivators' results in satisfaction while at low levels, hygiene result in dissatisfaction (Murinova, Sinovsky and Horak, 2010). The theory argued that meeting the lower needs which are hygiene factors does not necessarily lead to satisfaction but meeting higher level intrinsic or motivation factors results in job satisfaction (Yusoff, Kian & Idris, 2013).

Expectancy Theory

This theory was the idea of Vroom (1964). The expectancy theory asserts that workers will be easily motivated to perform when rewards are linked to performance (Sliter *et al.*, 2015). Scandura (2018) defines expectancy theory as the intensity and attractiveness of individual expectations of performance-generated outcomes. If the incentive responds to one's personal objectives according to the hope principle, motivational soundness is achieved.

Expectancy models predict one's motivation level varies depending on the attractiveness of the incentives pursued, and the opportunities of accessing those incentives. Employees perceive that they may receive valuable rewards from the organization, and therefore tend to put more effort into the work (Steyn & Vawda, 2014). The theory of expectation focuses on three variables: expectation, instrumentality and valence of which they must be high for good performance among the workers.

Universalistic Theory

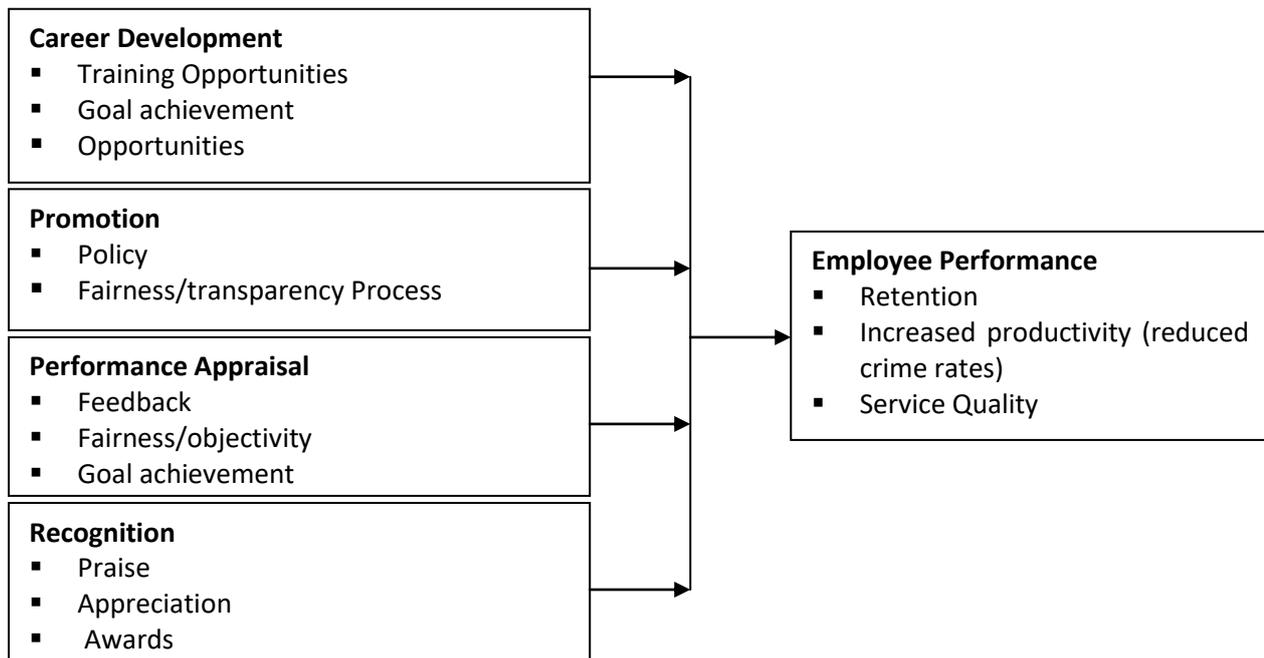
In recent times, HRM has assumed new prominence because of continuing concerns about global competition, the internalization of technology and the productivity of labour through effective HRM practices (Bratton & Gold, 2006). It is argued that these market imperatives require Managers to change the way in which they manage the employment relationship in order to allow the most effective utilization of human resources. Managers

and academicians argue that traditional approaches to managing workers are inappropriate and can no longer deliver the services. Harnessing workers' full potential and producing the attitudes and behaviour is considered indispensable for the competitive edge that requires three aspects of managerial control to change i.e. organizational design, culture and effective HRM practices (Storey, 2004).

Ability, Motivation, Opportunity Theory (AMO Theory)

Ability, Motivation and Opportunity, (AMO) theory from (Appelbaum et al., 2000) cited by (Katua et al, 2014) proposed HRM-performance framework and argues that organizational performance was best served by employees who have the ability to do the work, possessed the necessary skills and knowledge who were motivated to work and who had the opportunity to arrange their skills in doing their

work. But Musah (2008), viewed performance as a function of Ability Motivation plus Opportunity (AMO). The philosophy of the AMO theory was that there was no specific list of HR practices that may influence performance. Instead, the whole process depended on HR architecture that covered policies designed to build and retain human capital that influenced employee behaviour. HRM polices that were required in order to turn AMO into action were usually considered to be recruitment and selection, training and development of career opportunities, these are linked to ability and skill; rewards and incentives, are linked to motivation and involvement, team working, work-life balance, while welfare services and autonomy are linked to opportunity to participate. According to Appelbaum et al. (2000). The theory therefore implied that specific personal performance hinged on ownership of requisite capabilities, skills and high innate impetus.



Independent variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

The result of the research by Dewi and Utama (2016) supports the statement which states that

career development has positive and significant influence on performance. It means that, good career development system will increase employee

performance. Patrick and Kumar (2011) in their study on career management, employee development and performance in Indian Information Technology Organizations also point out that career development will influence organizational performance which will eventually have an effect on the effectiveness of the organization itself.

The possibility of advancement often serves as a major incentive for superior managerial performance and promotions are the most significant way to recognize superior performance. Therefore, it is extremely important that promotions be fair, based on merit and untainted by favouritism (James *et al.*, 2010). In some instances, even fair and appropriate promotions can create a number of problems for instance, members of an organization who are bypassed feel resentful, which may affect their morale and productivity. In Uganda's context there is always a problem of failure to retain staff especially higher cadres. This is evident in the Uganda Employee Forces. Barungi (2015) contends that this problem has its roots in conditions of service and job satisfaction.

Bohlander (2014) puts it forward that promotions involve change of the assignment to that of a higher level in the organization. The new job normally provides an increase in pay and status and demands more skills and carries more responsibility. Promotions enable an organization to utilize the skills and abilities of its personnel more effectively thus, good performance realized. The three principle criteria for determining promotions are merit, seniority, and potential.

Nsubuga (2018) argues that performance appraisal is the review and discussion of an employee's performance of assigned duties and responsibilities. The appraisal is based on results obtained by the employee on the job, not on the employee's personality characteristics. The appraisal measures skills and accomplishments with reasonable

accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth. It should not, however, be considered the supervisor's only communication tool (Simmons & Petrescu, 2018). Different institutions have helped in understanding the relation between performance appraisals and job satisfaction. Locke and Latham (2002) indicated that measurable and challenging goals help to align individuals' and companies' goals, leading to higher levels of motivation and job satisfaction and, hence, employees' effort at work. Furthermore, Goal-Setting Theory implies that the level of goal achievement is closely related to employee satisfaction (Snell, 2005). Frequently, organizations link goal achievement to remuneration systems, such as performance-related pay. Previous studies have shown that performance-related pay is associated with higher levels of overall job satisfaction (Green & Heywood, 2008).

Bryson *et al.* (2012) empirically investigated the relationship between piece-rate, team-incentive (or profit-sharing schemes) and job satisfaction in 15 firms using qualitative analysis and showed that workers under PRP schemes are more satisfied with their job, controlling of wage levels as well as individual, business unit, and country-fixed influences. Previous research has broadly analyzed the impact of the social context of performance appraisals on employee reactions to these appraisals (Levy & Williams, 2004; Pichler, 2012). One dimension focuses on the rater-rate relationship comprising topics such as supervisor support, trust, rating accuracy, and reliability as a precondition for the acceptance and usefulness of formal appraisal systems. Rating distortions, which are very prominent in organizations (Moers, 2005), lead to less acceptance among employees and decrease the economic incentives to provide effort. These rating distortions may have very different reasons, including strategic incentives of the raters, such as favouritism or punishment (Poon, 2004) or interpersonal motives.

Waiyaki (2017) suggest that recognition reflects a return to the efforts and contribution of an employee and his performance. For any company, whether large or small, an employee appreciation system can be an essential morale building tool. Different organisations, therefore, use rewards and recognition as rewards for the better performance of their employees (Beer & Walton, 2014). The workers deserve not only a decent wage and compensation package, but also an appreciation of their work (Wiese& Coetzee, 2013). They are far less likely to worry about money and security if they feel recognized and involved (Adeogun, 2017)

Employees can only fulfil the dream of employers by sharing their dreams (Acedo *et al.*, 2016). If employees are recompensed, work is done. Employers get more from the behaviour; they don't think they get it from employees automatically. Therefore, employees should be honoured immediately for their motivation in exceeding or exceeding their targets. By doing so, employees connect recognition directly with their comportment and higher performance. The positive reinforcement should always be the focus of effective recognition systems. The desired behaviour in organisations, with positive strengthening, is supported. This encourages employees to take positive measures that lead to benefits. Reward programs within the organization should be properly designed to strengthen positive behaviour leading to performance (Torrington, 2019). The recognition for results and accomplishments as motivational factor is an act of notice, praise or blame.

METHODOLOGY

This study adopted a descriptive survey design. The population of this study was 88 employees comprising of Departmental heads, Administrative Officers, Lecturers, Accountants, Supply Chain management Officers, Clerical officers and ICT officer from Webuye, Bungoma, Kakamega, Vihiga and Busia Kenya Medical Training Campus. A total of 88 respondents were used as the sample size using census sampling technique. Primary data was used in this study. The primary data was collected using structured questionnaire. Data was collected by use of self-administered questionnaires. Both the descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (correlation and regressions) were used to analyze the data collected with significance level of 0.05. The findings were presented in form of tables and models.

FINDINGS

Descriptive Statistics

Descriptive statistics shown in tables below represented descriptive analysis of the summarized answers of the respondents on various questions on each specific objective measured on a Likert scale denoted as; 5 Strongly Agree, 4 Agree, 3 Uncertain, 2 Disagree and 1 Strongly Disagree.

Career development

Respondents were asked five questions about issues of career development in as far as they affect employee performance of Kenya Medical Training College campuses in Western region. The results were presented in Table 1.

Table 1: Descriptive Statistics; Career development

Statement	Mean	Std. Dev
KMTC offers training to employees through advertisement to ensure fairness.	3.51	0.89
KMTC provides opportunities for career advancement.	3.68	0.80
KMTC pays for employees to attend seminars and workshops.	3.85	0.83
KMTC pays fees for employees who further their studies.	3.31	0.95
Career growth and development in KMTC enhances fair treatment to all employees	3.68	0.95
Valid N (listwise)	68	
Grand mean	3.61	

From table 1, 51.5% of the respondents agreed that KMTC offers training opportunities to employees through advertisement to ensure fairness although 30.8% of them were undecided. This implied that available KMTC offers training opportunities to employees through advertisement to ensure fairness as indicated by a mean of 3.51. Most respondents also agreed (51.5%) and strongly agreed (11.8%) that KMTC pays fees for employees who further their studies. On the other hand, 30.9% of the respondents were undecided in regard to KMTC pays fees for employees who further their studies.

When asked that KMTC pays for employees to attend seminars and workshops; 58.8% agreed, 16.2% were uncertain, 4.4% disagreed while 17.6% strongly agreed. The mixed up responses are possibly because KMTC pays for employees to attend seminars and workshops. Further slight majority respondents agreed (45.6%) and strongly agreed (4.4%) that KMTC provides opportunities for career advancement. However, 32.4% of the respondents were undecided implying that some respondents were not sure whether KMTC provides opportunities for career advancement.

Lastly, most respondents agreed (57.4%) and strongly agreed (13.2%) that Career growth and development practices in KMTC enhances fair treatment to all employees. A mean of 3.68

indicated that career growth and development practices in KMTC enhance fair treatment to all employees. A study done by Sommer and Kulkarni (2012) established that employees benefit from performance feedback because it helps them better grasp their job requirements and increases their knowledge and abilities to complete tasks efficiently. Albrecht, Bakker, Grumen, Macey and Saks (2015) added that performance feedback is a critical leader behaviour that helps organizations gain a competitive advantage. Employees expect their bosses to help them achieve their career goals and objectives, according to (Kang, Gatling and Kim, 2015). Supervisors, according to Wadhwa (2012), are a source of information and have an impact on employees' perceptions of their work environment .Kim (2015)added that employees expect their supervisors to support them in achieving their career goals and objectives. Wadhwa (2012) also indicated that supervisors are a source of information and influence the perceptions of their work climate.

Job promotion

Secondly, respondents were also asked five questions about issues of job promotion in as far as they affect employee performance of Kenya Medical Training College campuses in Western region. The results were presented in Table 2.

Table 2: Descriptive Statistics; Job promotion

Statement	Mean	Std. Dev
There are opportunities for promotion in KMTC	4.15	1.05
KMTC offers promotional opportunities for the employees who qualifies and meets the requirements.	3.62	1.08
Employees are promoted based on merit	3.62	0.99
KMTC strictly sticks to promotion policy	3.40	1.07
Promotion of employees is carried out regularly	3.68	0.95
Valid N (listwise)	68	
Grand mean	3.69	

From the table 2, most respondents strongly agreed (48.5%) and (27.9%) agreed that KMTC strictly sticks to promotion policy. However, few (19.1%) disagreed (17.6%) were uncertain, (39.7%) agreed while (22.1%) strongly agreed that KMTC offers promotional opportunities for the employees who

qualifies and meets the requirements. Interestingly, slight majority respondents (47.1%) agreed and further 16.2% strongly agreed that employees are promoted based on merit. However, 11.8% of the respondents did not agree on the same. Further, most respondents agreed (58.8%) and strongly

agreed (13.2%) that employees are promotion of employees is carried out regularly. Lastly, 39.7% of the respondents agreed and 13.2% strongly agreed that there are opportunities for promotion in KMTC. However, 25% of them were undecided and 17.6% disagreed.

This is in agreement to what was shown by research by Lamba and Choudhary (33), promotion tends to increase commitment. Wan, Sulaiman, and Omar (2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have

a lower intention to leave the organization. Promotion can be made on different criteria's like seniority, merit etc. However, Gathungu, Iravo and Namusonge (2015) showed that with promotion, employees' commitment reduces. The current study is in agreement with Phelan and Zhiang (2011) studied on promotion systems and organizational performance in Netherlands.

Performance appraisals

Thirdly, respondents were asked about use of performance appraisals in regard to management of employee performance. The summated responses were summarized in table 3.

Table 3: Descriptive Statistics; Performance appraisals

Statement	Mean	Std. Dev
KMTC has a performance appraisal system	3.88	0.97
Employees are appraised regularly	3.94	1.02
Employees are provided feedback after performance appraisal	3.68	1.04
Performance appraisal has helped employees set and achieve meaningful goals	3.34	1.22
The appraisal system provides an opportunity for self-review and reflection to employees.	3.49	1.06
Valid N (listwise)	68	
Grand mean	3.69	

From table 3, slight majority respondents agreed (48.5%) and strongly agreed (19.1%) that KMTC has a performance appraisal system. A mean of 3.88 supported this observation implying that KMTC has a performance appraisal system. Further, most respondents agreed (51.5%) and strongly agreed (29.4%) that employees are appraised regularly.

The results further revealed that majority of the respondents affirmed that employees are provided with feedback after performance appraisal as indicated by 61.8% who agreed and further 14.7% who strongly agreed. However, 14.7% of the sampled respondents disagreed implying that employees are appraised regularly. Similarly, 48.5% of the respondents agreed and 11.8% strongly agreed that performance appraisal has helped employees set and achieve meaningful goals. However, 14.7% of the respondents did not support

this notion of performance appraisal has helped employees set and achieve meaningful goals.

Lastly, most respondents agreed (44.1%) and strongly agreed (14.7%) that the appraisal system provides an opportunity for self-review and reflection to employees. On the other hand, 19.1% were undecided as well as disagreed implying that the appraisal system provides an opportunity for self-review and reflection to employees. This is in line with Tziner, Murphy and Cleveland (2011) who stated that attitudes and beliefs towards the organization and about the appraisal system affect how ratings are done and how feedback is handled. The attitudes and the beliefs have an influence on the accuracy and usefulness of the ratings. The findings are in agreement with those of Greenberg (2013) who identified the ability of a supervisor to make an accurate evaluation of a subordinate's performance as an important influence on fairness

perceptions. In addition, several aspects were apparent; Raters have necessary skills in performance assessment; Raters need more training in conducting performance appraisal interviews. According to Roberts (2013), the effectiveness of performance appraisal systems is contingent on the attitudes of rater and rates. This study also supports the fact that appraiser's

attitude will impact on employee's attitude too and acceptance of performance appraisal systems

Recognition

Lastly, respondents were asked to give out their views on Kenya Medical Training College campuses in Western region Recognition. The responses were summarized in the table 4 below.

Table 4: Descriptive Statistics; Recognition

Statement	Mean	Std. Dev
Supervisor verbally appreciates me when i accomplish assigned work.	3.96	1.01
KMTC gives presents and other physical rewards to appreciate employees who accomplish their tasks.	4.22	1.02
KMTC employees are commented and rewarded for the work done	3.40	1.26
Outstanding employees at KMTC are recognized through awards of certificates during the end of year ceremony.	4.12	1.09
Recognition of employees by the KMTC management has resulted in improved performance.	3.59	1.05
Valid N (listwise)	68	
Grand mean	3.86	

To begin with, slight majority of the respondents agreed (47.1%) and strongly agreed (30.9%) that supervisor verbally appreciates them when they accomplish assigned work, while 36.8% agreed and 48.5% strongly agreed on KMTC gives presents and other physical rewards to appreciate employees who accomplish their tasks. A mean of 4.22 indicated that KMTC gives presents and other physical rewards to appreciate employees who accomplish their tasks.

Further, (36.8. %) of respondents agreed and (19.1%) strongly agreed that KMTC employees are commented and rewarded for the work done. However, 20.6% of the respondents were undecided an indication that some respondents were not sure whether KMTC employees are commented and rewarded for the work done. However, majority of the respondents confirmed that outstanding employees at KMTC are recognized through awards of certificates during the end of year ceremony as indicated by 44.1% of

the respondents who strongly agreed and 38.2% who agreed with a convincing mean of 4.12.

Conclusively, most respondents' agreed (54.4%) and strongly agreed (13.2%) recognition of employees by the KMTC management has resulted in improved performance. However, 17.6% of the respondents were not sure with these assertions hence need for inferential analysis. Achua and Lussier (2013) argued that employees who are much valid organization tend to improve their performance and at the same time reduce turnover which positively affects organization performance. Gong (2009), concurs with the above statement by stating that, in order to increase employee performance one of the significant factor that should be considered and which falls under the non-financial rewards is recognition. Bradler, Dur, Neckermann, and Non (2016) found that recognition increases subsequent performance substantially, and particularly when recognition is exclusively provided to the best performers. Remarkably, workers who

did not receive recognition are mainly responsible for this performance increase.

Inferential Analysis

Inferential analysis was based on linear and multiple regressions.

Pearson Correlation Analysis

The results from the correlation table below shows that all independent variables (career development, job promotion, performance appraisals and

Recognition) were significantly related with the dependent variable (employee performance of Kenya Medical Training College campuses in Western region) hence possible to run regression analysis. That is; Career development; $r = .651$ at $p = 0.001$; Job promotion; $r = .574$ at $p = 0.01$; performance appraisals; $r = .618$ at $p = 0.01$ and Recognition; $r = .703$ at $p = 0.01$. The results are shown in table 5.

Table 5: Correlations Analysis

		CD	JP	PA	ER	EP
CD: Career developments	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	68				
JP: Job promotion	Pearson Correlation	.355**	1			
	Sig. (2-tailed)	.003				
	N	68	68			
PA: Performance appraisals	Pearson Correlation	.494**	.583**	1		
	Sig. (2-tailed)	.000	.000			
	N	68	68	68		
ER: Recognition	Pearson Correlation	.503**	.431**	-.688**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	68	68	68	68	
EP: Employee performance	Pearson Correlation	.651**	-.574**	.618**	-.703**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	68	68	68	68	68

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

Multiple Regression Results

After fulfilling assumptions of normality, linearity and multicollinearity, multiple regression analysis was then computed so as to assess the multiple effects of independent variables (career

development, job promotion, performance appraisals and Recognition) on employee performance in Kenya Medical Training College campuses in Western region.

Table 6: Multiple Regression Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.651	.3716916

a. Predictors: (Constant), Career development, Job promotion, Performance appraisals and Recognition

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.785	4	4.446	32.184	.000 ^b
	Residual	8.704	63	.138		
	Total	26.489	67			

a. Dependent Variable: Employee performance
 b. Predictors: (Constant), Career development, Job promotion, Performance appraisals and Recognition

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.043	.323		.134	.894
Career development	.407	.102	.345	4.005	.000
Job promotion	.242	.080	.271	3.030	.004
Performance appraisals	.188	.081	.111	2.321	.013
Recognition	.328	.083	.405	3.927	.000

a. Dependent Variable: Employee performance

Table 6 showed multiple regression results for influence of predictor variables (career development, job promotion, performance appraisals and Recognition) on the outcome variable (employee performance of Kenya Medical Training College campuses in Western region). The result show $R^2 = 0.671$, thus the model explains 67.1% of the variations in employee performance of Kenya Medical Training College campuses in Western region. The F statistic is 32.184 significant at $p < 0.001$. This implies that the independent variables in the study are indeed different from each other and significantly influence the dependent variable (employee performance of Kenya Medical Training College campuses in Western region).

The conceptualized regression equation was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y= Employee performance of Kenya Medical Training College campuses in Western region

β_0 = Constant Term

$\beta_1 - \beta_4$ = Beta Coefficients

X_1 = Career development

X_2 = Job promotion

X_3 = Performance appraisals

X_4 = Recognition

From the multiple regression results, the substitution of the equation;

$$Y = 0.043 + 0.407X_1 + 0.242X_2 + 0.188X_3 + 0.328X_4$$

Thus, from substituted equation, assuming all the four independent variables are 0.000 units, the employee performance in Kenya Medical Training College campuses in Western region will be insignificantly 0.043 units. From the values of unstandardized regression coefficients, with standard errors in parenthesis, all the four independent variables (career development; $\beta = 0.407$ (0.102) at $p < 0.001$; job promotion; $\beta = 0.242$ (0.080) at $p < 0.01$; performance appraisals; $\beta = 0.188$ (0.081) at $p < 0.05$; Recognition; $\beta = 0.328$ (0.083) at $p < 0.01$, were significant predictors of employee performance in Kenya Medical Training College campuses in Western region. Therefore, study hypotheses ($H_{01} - H_{04}$) can be responded to.

Test of Hypotheses

Hypothesis one (H_{01}) stated that career developments have no significant effort on employee performance in Kenya Medical Training College campuses in Western region. From the results shown, the beta coefficient for career development is $\beta = -0.407$; $p = 0.000$ at $P < .001$.

Hypothesis one was therefore rejected because the results showed career development is positively related to employee performance in Kenya Medical Training College campuses in Western region and a unit increase in career development, employee performance in Kenya Medical Training College campuses in Western region will significantly increase by 0.407 units with a standard error of 0.102.

Hypothesis two (H₀₂) stated that job promotion has no significant effect on employee performance in Kenya Medical Training College campuses in Western region. From the results shown, the beta coefficient for job promotion is $\beta = -.242$; $p = 0.003$ at $P < .01$. **Hypothesis two was therefore rejected** because the results showed job promotion is positively related to employee performance in Kenya Medical Training College campuses in Western region and a unit increase in job promotion, employee performance in Kenya Medical Training College campuses in Western region will significantly increase by 0.242 units with a standard error of 0.080.

Hypothesis three (H₀₃) stated that performance appraisals have no significant influence on employee performance in Kenya Medical Training College campuses in Western region. From the results shown, the coefficient for performance appraisals is $\beta = .188$; $p = 0.013$ at $P < .05$. **Hypothesis three was therefore rejected** because the results shows performance appraisals is positively related to employee performance in Kenya Medical Training College campuses in Western region and a unit increase in performance appraisals, employee performance in Kenya Medical Training College campuses in Western region will significantly increase by 0.188 units with a standard error of 0.081.

Hypothesis four (H₀₄) stated that recognition has no significant influence on employee performance in Kenya Medical Training College campuses in Western region. From the results shown, the beta coefficient for Recognition is $\beta = -0.328$; $p = 0.000$ at $P < .01$. **Hypothesis four was therefore rejected** because the results showed recognition is positively related to employee performance in Kenya Medical Training College campuses in Western region and a unit increase in employee recognition, employee performance in Kenya Medical Training College campuses in Western region will significantly

increase by 0.328 units with a standard error of 0.083.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that career development significantly influence employee performance in Kenya Medical Training College Western region. This implies that increase in career development such as paying employee who are attending seminars, workshop, providing opportunities for career advancements well as fair treatment to all employees as far as career development are concerned will results to increase in employee performance.

The study concluded that job promotion significantly influence employee performance in Kenya Medical Training College Western region. This postulates that increase in job promotion opportunities, offering promotional opportunities for the employees who qualifies and meets the requirements and promoting employees regularly will results to increase in employee performance. Promotion as a vital human resources function in any organization and the main essence of promotion is a motivation to employees to improve overall employee performance so as to achieve any organization objectives

The study concluded that performance appraisal significantly influence employee performance in Kenya Medical Training College Western region. This implies that improvement in performance appraisal such regular appraising and provision of feedback will results to increase in employee performance. Periodic feedback in relation to objectives helps keep the behaviour on track, provides a better understanding of the reasons behind a given level performance and ensures the employees knows how well/poorly they are performing.

The study concluded that career employee recognition significantly influence employee performance in Kenya Medical Training College

Western region. This postulates that increase in employee recognition such as supervisor verbally appreciates employees whenever they accomplished assigned work, outstanding employees being recognized through awards of certificates during the end of year ceremony and giving presents and other physical rewards to appreciate employees who accomplish their tasks will result to increase in employee performance.

The study recommended that KMTC management should create opportunities for advancement of employees, offer training ground for career movement within the organisation. Nomination for employees to undergo various staff career growth and development programs such as training should be conducted in a fair and transparent manner by County. This can be achieved through well-defined training policy that considers various opportunities associated with training programs. This would motivate employees to participate various staff career growth and development programs which would enhance organizational performance.

The study recommended that KMTC management should adhere strictly to its promotion policy, ensure promotion process is fair and employees are promoted based on merit. Management should put a lot of emphasis on merit-based promotion in a process guided by integrity, inclusivity and transparency. This can be achieved by formulating ad hoc committee to formulate policies and regulations on promotion, this would motivate employees at KMTC campuses to surpass their individual performance hence improvement in employee performance.

The study recommended that KMTC management should adopt performance appraisal process that does not only emphasize on academic qualifications in place of ability to achieving targets set, that

address shortcomings such as lack of materials and equipment necessary to carry out duties allocated to employees effectively. This would help management in developing performance appraisal that address performance of the employees depending on different levels of job description and measure what it is intended to be measured.

Based on the findings, the study recommended that top management Kenya Medical College should come up with well-defined structure that will regularly recognize employees with exemplary performance in various categories. This kind of recognition by the management as well as their supervisors would make employees feel appreciated for their input and therefore, help the organization to achieve their goals.

Areas for further research

From the results, the coefficient of determination (r^2) was 0.671; showing that 67.1% of the variations in the employee performance at KMTC campuses in Western Kenya can be explained by the four predictor variables in the study and the remaining 32.9% of the variations in performance is explained by other factors not captured in the model. Based on that, the study recommends that future studies to focus on the other variables which were not captured in the model. This includes employee recruitment and employee social welfare which were outside the scope of this current study.

Further studies could consider other campuses in Kenya which are outside Western Kenya. Finally, the current study did not use moderating or intervening variables, therefore, future studies can introduce moderating or an intervening variable in their models such as organizational culture, government policies among other that can influence the role of human resource management practices on employee performance.

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