



INFLUENCE OF STRATEGIC RECRUITMENT AND SELECTION ON EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR IN KENYA

FELISTUS HILDAH MAKHAMARA, DR. ESTHER W. WAIGANJO, DR. JOSPHAT KWASIRA

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¹Felistus Hildah Makhamara, ²Dr. Esther W. Waiganjo, ³Dr. Josphat Kwasira

¹Ph.D Student, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

²Lecturer, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

²Lecturer, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

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ABSTRACT

The Health Sector in Kenya is ranked as one of the major basic needs and as one of the pillars of vision 2030 as well as the constitution, high priority is placed on the provision of health services and service delivery. County governments have been given mandate by devolution to come up with models and designs which suits unique structures in their health sector. The main objective of the study was to investigate the influence of strategic recruitment and selection on employee performance in the health sector in Kenya. The study used descriptive research survey and adopted cross-sectional survey research design. The study targeted all permanent employees of ranks of senior management, middle management, lower management and general staff in the health sector (hospitals). A target population of 1428 from which a sample of 146 was taken was used. A simple random sampling was used in selecting the public hospitals for the study. A pilot study was conducted for the data collection instrument which was pretested before data collection for validity and reliability. Both primary and secondary data methods were used. Data was collected using questionnaires and interview schedules. Data was analyzed using The Statistical Package for Social Sciences (SPSS) version 22 and presented in tables and pie-charts. Findings for the study indicated that strategic recruitment and selection influenced employee performance in the health sector in Kenya. From the study findings, the researcher recommends the use, implementation and sensitization of strategic recruitment and selection contingent to the health sector that will steer up employee performance. The researcher suggested a study to be carried out in both public and private hospitals to generalise the influence of employee performance. And also that evaluation of external factors that influence employee performance in the health sector be carried out.

Key Words: Strategic Recruitment and Selection, Employee Performance, Health Sector in Kenya

Background of the Study

By nature, Strategic Human Resource Management implies a managerial orientation which ensures that human resources are employed in a manner conducive to the attainment of organizational goals and objectives. The concept of Strategic Human Resource Management (SHRM) evolved in the 1990s with an increased emphasis on a proactive, integrative and value-driven approach to human resource management. (Schuler, 2007). It is influenced by the global competition, and the corresponding search for sources of sustainable competitive advantage, and has achieved its prominence because it provides a means by which firms can enhance the competitiveness and promote managerial efficiency and effectiveness through employee performance in the organization.

Strategic HRM focuses on several issues including the fit between human resource management practices and organizational strategic goals, the integration of human resource management in an organizational strategic management, the involvement of human resource function in senior management teams, the devolvement of human resource practices to line managers and taking a strategic approach to employee selection and recruitment, strategic training and development, strategic compensation or reward, performance reward, employee voice mechanism, welfare practices and performance appraisal and the value that is added to the organizational performance by the Human resource management (Dessler, 2013).

Ongoing analysis that is in the SHRM generally looks at the way human resource (HR) adds strategic value and contribute to both employee performance and organizational performance. It is a strategy that sees people as a key resource and a critical element in an organization. Strategic human resource implies that by integrating HRM with the organization's strategy and by applying particular sets of human resource (HR) practices,

employees will be managed more effectively hence individual performance will improve, giving way to a firm's success (Farnham, 2010). Strategy highlights the need for determination of long-term goals of an organization, the undertaking of causes of action and the allocation of resources necessary for carrying out these goals (Armstrong, 2009). Strategic human resource management practices are those practices specifically developed, implemented and executed based on a deliberate linkage to an organization's strategy (Huselid, 2007). The term strategic human resource management implies that employees are strategic resources of an organization i.e. human capital that must be managed and leveraged in executing organizational strategy.

Strategic, Human Resource Management aims to achieve strategic integration and coherence in the development and operations of HRM Practices in the health sector of county governments in Kenya. Strategic integration deals with both vertical and horizontal integration and coherence of HRM practices in line with the devolved health sector of every county's strategies (Midida, 2014). The HRM policies and practices are among the functions that the county service boards are charged with in the county governments that facilitate the health sector (4th schedule of the 2010 constitution).

Globally, for example in the USA, recruitment and selection in their devolved health sector is redesigned to incorporate new administrative responsibilities, qualifications, skills requirements and resource available at different levels of the devolution system. In Brazil, an important federally supported primary healthcare program specifically retains many staffing concerns for instance, composition of teams, personnel job description even while program implementation has been devolved to the Municipal level. This design was done to ensure that the local implementation met national objectives as well as to avoid political interference, Frederico *et al*

(2009)' China also has difficulties in transferring staff members between local government units endowed with devolved human resource powers. Devolved health care can also increase or even create horizontal inequities among personnel. According to Lui (2007), staff members in China and Philippines who perform similar jobs are paid differently because some continue to be administered by the central government while others are paid by the local government.

At the regional level, for example in Tanzania, devolution especially that of the human resource is positively associated with quality of health care. The recruitment and selection procedures for Junior staff fall under districts while the senior management are handled centrally (Rahman, 2013). Even though recruitment and contracting procedures have been decentralized in Tanzania to the district level especially for lower cadre, the recruitment and selection have remained lengthy coupled with delays. According to Milga, (2009), when analyzed, the degree of devolution in government and NGO health care facilities, measured against ability to fire personnel, set salary scales, pay workers from local resources. It was found that devolution was associated with better quality of care including health education, client responsiveness, clinical and diagnostic procedures. In Ethiopia devolution of health care was introduced in 1996 and seen as the primary strategy to improve health service delivery. It formed part of a broader devolution strategy across different sectors of which healthcare was one. Devolution first took place at regional level and was further extended to the district, or *Woreda*, level in 2002.

Locally, health in Kenya is ranked as one of the major basic needs which the government of Kenya has tried to meet its demand for many decades now. As one of the pillars of vision 2030 in Kenya, as well as the new constitution, high priority is placed to the provision of health services in

Kenya. Further the constitution under the Bill of Rights states that access to healthcare is a right to every Kenyan. The healthcare sector is trying to fulfil the expectations of Kenyans through various strategic interventions such as infrastructure and service delivery (MOH, 2013). The mission of the government of Kenya has been to improve both preventive and curative health services to enable Kenyans to engage in productive nation building activities.

Employee performance is a core concept within work and organizational psychology. It is a multidimensional and dynamic concept. It is a term synonymous with human resources and it is all about performance of employees in a given organization and the level at which the employees perform their work. It has to do with all the job activities expected of an employee and how well those activities are carried out, (Kavoo-Linge, *et al.*, 2013). Employee performance is also viewed at in terms of outcomes, as well as in terms of behaviour (Armstrong, 2009). According to (Kenney *et al.* 2003) employee's performance is measured against the performance standards set by the organization. These could be productivity, efficiency, effectiveness, and quality and profitability measures and customer feedback. Effectiveness is the ability of employees to meet the desired objectives or target (Stoner, 2006). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Armstrong 2009).

Statement of the Problem

HR function is the backbone of the health sector in Kenya, as it introduces new ideas, new voices and strategic processes, and hence it achieve its objective without the strategic management of its Human resource, (Njoroge *et al.*, 2015). Health in Kenya is ranked as one of the major basic needs which the government of Kenya has tried to meet its demand for decades. As one of the pillars of vision 2030 in Kenya, as well as the new

constitution, high priority is placed on the provision of health services and health professionals are the life giving force. In the devolved government, the Health Policy 2012-2030 provides guidance to the health sector in terms of identifying and outlining the key activities in achieving the government's health sector goals. This policy is aligned to global health commitments MDG and the Constitution of Kenya. Yet since the devolvement of health sector in 2013, there has been very little to show on its implications and service delivery. There is evidence that the employees in the health sector are shrinking thereby affecting the service delivery (GoK, (2014). Employee unrest has been witnessed that affects employee performance. The stakeholders concerned together with county and national governments seem to be doing very little to arrest the situation notwithstanding the fact that if not arrested quickly it could jeopardize employee performance and service delivery.

The WHO report of (2012) indicated that the performance of health sector in Kenya was below 50%. Poor employee performance in the hospitals has been witnessed by unsatisfied staff, lack of promotion, poor working conditions, imposition of unqualified officers, lack of drugs and equipment, skill mismatch and low staffing levels, unfairness; HRH strategic plan 2009-2012. A report by (KMPPDU November, 2015), cites same issues in addition to lack of qualified staff, mistreatment by county executives and high turnover of qualified, talented staff.

Kamuri (2010) carried out a study on the challenges facing the implementation of outsourcing strategy at the KNH. And Muchomba (2013) investigated the influence of devolved governance on performance of the health sector where he looked at leadership style, technology, devolved procurement and regulatory framework as his variables. None of these studies have been carried out to determine the influence of strategic

human resource management practices on employee performance in the devolved Health Sector in Kenya. This study was therefore ideal and it aimed to fill the gap.

Objective of the Study

The objective of the study was to investigate the influence of Strategic recruitment and selection on employee performance in the Health Sector in Kenya.

Research Hypothesis

The study was guided by the following hypothesis:

Strategic recruitment and selection has a positive significant influence on performance of employees in the health sector in Kenya.

LITERATURE REVIEW

This chapter looked at the influence of strategic selection and recruitment on employee performance in devolved health sector in Kenya. This information aimed at addressing the missing gaps.

Theoretical Framework

According to Ulrich (2005) cited by Sabwani (2014) attempts to link human resource management and employee performance rely on a belief that improving the way people are managed inevitably leads to enhanced performance.

Human Capital Theory

This theory states that people possess innate abilities, behaviours and personal energy and these elements make up the human capital they bring to their work (Davenport 1999). The theory says that it is the knowledge, skills and abilities of individuals that create value. As a result, focus has to be on the means of attracting, retaining and developing human capital. According to Armstrong (2010), individuals generate, retain and

use knowledge and create intellectual capital. The individual's knowledge is then enhanced by the interactions between them i.e. social capital and generates institutionalized knowledge that organizations possess. According to Armstrong (2010), human capital theory sees people as assets and that organizations that invest in people improve employee performance and this generates positive results to the organization. Block (1990) has argued that Human Capital Theory is a poor concept of capital. It is unable to understand human activity other than as the exchange of commodities and the notion of capital employed is purely a quantitative one.

This misses the point that capital is an independent social force where the creation of value comes about through its capital accumulation. Given this explanation then, human capital is an abstract form of labour – a commodity and not capital. Another criticism argued is based on the assumption that education improves productivity and thus could explain higher wages. The theorists here did not take into account the transfer of learning. Does the duration of education and training increase productivity? A higher productivity indeed does not increase the wages. But many other factors could influence productivity. The pay could depend on the industry, while wages differ in different regions and in some organizations, and unions regulate pay system.

In linking this theory to the devolved health sector in Kenya, the study notes that the Human resource for Health (HRH) is a key resource for the health sector and in the hospitals. The theory confirms that knowledge, skills and abilities of individuals create value. As a result, focus has to be on the means of attracting, retaining and developing human capital. Doctors, Nurses, Clinical Officers, laboratory technicians, information technology and general health workers and administrators have the knowledge and skills that need to be developed because

these abilities and skills adds value to the entire health sector.

Conceptual Framework

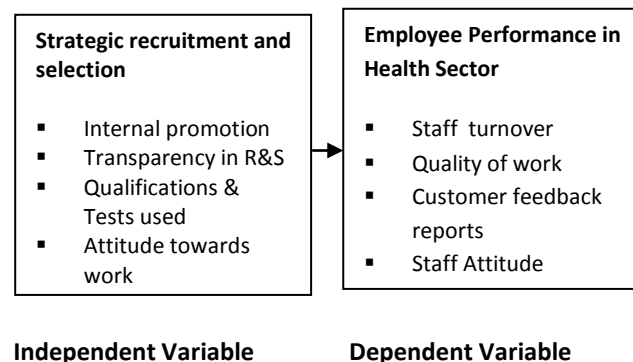


Fig. 1 Conceptual framework

Review of Literature

Strategic recruitment, selection and Employee performance

This requires that the organization be clear about critical skills and qualifications it needs in order to make a choice of human resource on the basis of attributes that are difficult or impossible to change. It ensures that the right people, with the desirable characteristics and knowledge are in the right place so that they fit in the culture and the climate of the organization. Strategic recruitment and selection looks for people with the right attitudes, values and culture, attributes that are harder to train or change and that predicts potential employee performance and likelihood to remain with the organization (Cole, 2008). According to Sabwami 2014, strategic recruitment and selection is a key practice that creates profits. According to (Waiganjo, *et al.*, 2013) selective resourcing which is a key component of strategic recruitment and selection influences firm performance of corporate organizations in Kenya in the manufacturing sector.

The researcher also found that recruiting and selecting the right employees increases the employee performance and effectiveness, and contributes to employee retention in the

organization. According to Cole *et al.* (2008), examined pre-employment tests as a key component of selection, and the research found that when employed, these tests can select employees that stay with the organization longer and have the potential to perform. Passing employment tests may give an applicant a stronger sense of belonging to the organization and increases the degree of commitment to the organization if implemented.

According to Huselid *et al.* (2011), cited by Sabwami (2014) a possible indirect link between strategic recruitment, selection and employee performance was forging of internal links between employer and employee which then created the right culture for employee performance. According to Paul & Anantharaman (2003) a strategic selection and recruitment process ensured that the employees with the right qualifications were identified and selected.

This led to production of quality products or work by these employees. A stringent Strategic R&S system gave those employees who were selected a sense of elitism, imparted high expectation of performance, and conveyed a message of the importance of people to the organization, Pfeffer (2006) Cited by Sabwani (2014). Strategic recruitment and selection is about marching human resource to the strategic and operational needs of the organization and keeping the number and quality of employees required.

According to Mutembei *et al* (2014) in their study on staffing process, they found that strategic recruitment and selection positively correlated to employee performance as it brought to the organization employees who matched the abilities of the present human resources and fitted into the existing interpersonal structure, which in the long run lowered training costs. And Chand & Katou (2007) demonstrated that strategic R & S, were strongly correlated with profitability and suggested that management of an organization focus on those practices for improved employee performance.

Employee Performance

According to Armstrong (2010), performance is both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, but behaviours are also outcomes in their own right, the product of mental and physical effort applied to tasks. Employee performance comprises of actual results of an employee as measured against its intended goal (Cheruiyot *et al*, 2013). According to (Kenney, 2007), employee's performance is measured against the performance standards set by the organization.

In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and goals and meet organizational expectations, they are believed to be good performers. This means that effective administration and presentation of employee's task which reflect the quality desired by the organization can also be termed as performance. According to (Dessler 2011), employee performance is an individual measurable behaviour which is relevant for organizational goal achievement. Employee performance goes beyond the individual factors that include external factors such as reward motivation and work environment. Their performance is measured under four dimensions; quality, quantity, dependability and work knowledge, (Mazin 2010). According to Cole, (2008), employee's performance is measured against the performance standards set by the organization. Performance is the achievement of specified task measured against predetermined or set standards of accuracy, completeness, cost and speed.

According to Apiah *et al*, (2010), an employee's performance is determined during job performance reviews. Contextual performance refers to activities which do not contribute to the technical core but which support the organizational, social and psychological

environment in which organizational goals are pursued, (Lovell, 2009). Contextual performance is predicted by other individual variables. They include behaviours which establish the organizational social and psychological context and help employees to perform their core technical or task activities (Buchman et al, 2007). Low performance and not achieving the set goals might be experienced as dissatisfying or even as a personal failure. High performers get promoted more easily within an organization and generally have better career opportunities than lower performance Sabwami,(2014). The study by (Baloch *et al*, 2010), measured the impact of three HR Practices which were Reward and compensation practices, training practises and performance evaluation practice on perceived employee performance. The results of correlation indicated a significant relationship between these practices and employee performance.

And with the trend of growing globalization, coupled with the uncertainty that clouds the global economic improvement in productivity and performances of employees, this study established that county hospitals needed employees who were equipped with skills, knowledge and competencies and right qualifications for the execution of their strategies and planning, (Ismail, *et al.*, 2014). Their survival were contingent upon highly productive employees, (Ismail, *et al*, 2014), and the county hospital's ability to fore know their hospital needs, health worker's needs especially high performing ones could gain them a competitive advantage, (Majid, 2015).

Empirical Review

In his study, Singh (2004) investigated the relationship between six HRM practices and firm level performance in India. 359 firms were drawn from firms listed in the Centre for Monitoring Indian Economy (CMIE) database. Of these 359 firms, 82 responded positively to the survey. Using regression and correlation analysis, the

study found significant relationship between the two HR practices, namely, training and compensation, and perceived employee performance that led to market performance of firms. A study by Waiganjo, *et al*, (2013), using multiple regression analysis, data was analyzed from 210 organizations across 12 key industrial subsectors in the Manufacturing sector in Kenya.

The study sought to determine whether competitive strategies had any relationship between SHRM and firm performance of corporate organizations in Kenya. The study established that, selective resourcing, incentives, extensive training, information sharing and use of teams and decentralization had a positive influence on the performance in the Manufacturing industry. Further competitive strategies; cost lead HR strategy, had no moderating effect on the relationship between SHRM and performance while quality lead HR strategy and innovation had influence on relationship between SHRM and performance.

A study by Eshun and Duah (2011) carried out to ascertain whether rewards motivated employees, to identify what kind of rewards employees considered most beneficial and to discuss the dilemmas and difficulties managers faced in applying AMO Theory to workplace. The study analyzed 20 interviews with people in various positions and organizations in the Accra and Tema Municipalities of the Greater Accra Region, Ghana. It was found out that while the use of rewards was important in motivating employees, there was need for management and employees to have a clear understanding of the human nature and what actually motivated employees. In a study carried out by Atambo (2012), investigations were carried out on the relationship between employee recognition and individual performance at Kenyatta National Hospital, using cross-sectional survey design to obtain data on a target population of forty (40) different cadres of staff. Data was collected using a survey

questionnaire and statistically analyzed using SPSS. The study established that career advancement opportunities, compensation and recognition strategies translated in improved employee performance.

In a study carried out by Alam *et al*, (2013) on SHRM Practices and its impact on Employee Performance, of Cement Industry in Bangladesh, India. The researchers investigated the impact of various components of SHRM practices on Employee Performance; a sample of 160 employees from seven companies listed in Dhaka Stock Exchange was used. Data was analyzed by a regression analyses and the result showed that training, compensation and employee participation had a positive impact on employee performance.

Moreover, work life balance improved the quality of service in the cement industry. In another study, Gray and Shasky (2007), also using multiple regression analysis examined the impact of strategic HRM practices on the performance of state Governments agencies. The results showed that when organizations employed such personnel practices as internal career ladders, formal training system, result-oriented performance appraisal, employment security, employee voice and performance-based compensation, they were more able to achieve their organizational goals and objectives. Using a stratified random sampling by industry, Kai *et al*, (2007) surveyed 231 firms listed on the Australian stock Exchange (ASE).

The researcher used descriptive statistics and correlation analysis. The results indicated that strategic integration and development of HRM practices were practiced to a moderate extent in the firms sampled. The degree of alignment of HRM with business objectives and strategies had a positive relationship with perceived employee performance. In a study on the status of strategic human capital management in County Government by (Sowa *et al*, 2012) in North Carolina.

The study sought to interview HR directors from six counties in New York and North Carolina. It sought to find out if SHRM practices were being implemented in the counties and the level of adoption and if the county governments engaged in the strategic practices for improvement of employee performance. Results showed that the adoption of the SHRM practices were ongoing and had a positive influence on the employee performance in the said counties.

RESEARCH METHODOLOGY

This chapter has discussed the systematic description of the various methodologies and techniques that were used in conducting the research. The study adopted cross-sectional survey research design. The study also utilized both quantitative and qualitative research approaches. The philosophy that guided the research was *positivism philosophy*. The target population for the study comprised of 1428 permanent employees of the four public county hospitals. They are Bungoma county hospital, Kajiado county hospital, Kangundo county hospital, and Kakamega county hospital. These consisted of the Senior Management that included the hospital superintendent, Middle management, lower management and general members of staff. The researcher sampled the respondents from four county public hospitals. The total number of respondents that were the source of sampling frame was 146. The sample size was drawn from the four (4) county public hospitals selected for the study. Simple random sampling and stratified techniques were used. The sample which was selected from Bungoma county hospital was **34**, Kakamega county hospital **37**, Kajiado county hospital **39** and Kangundo county hospital **36** respectively. A standardized questionnaire was developed that was used in the study. Interviews were used as a method of data collection. The researcher obtained permission from JKUAT on approval of the proposal to proceed on data collection. The researcher also

sought permission from the National Council for Science and Technology (NACOSTI Kenya), and also from the relevant county hospitals where the study was carried out. A pilot test was carried out with fourteen conveniently selected respondents from two hospitals that did not form part of the sample. The researcher used Cronbach's alpha coefficient to test the reliability of the questionnaire. Both descriptive and inferential statistical techniques were used to analyse the data. For the statistical model, the researcher used multiple linear regression models.

RESEARCH FINDINGS AND DISCUSSION

The chapter presents the research findings and results of the study. Out of a total of 146 questionnaires that were distributed to the sampled respondents, 131 of them were filled and returned. Of the returned questionnaires, 11 were incorrectly filled and therefore not used in the final analysis. According to the study findings, majority of the respondents were male 52.3% while female respondents were 47.5%. Majority of the respondents in the hospitals were between ages 30-40 year bracket representing a 55.0 %; 28.3% were below 30 years of age; 11.7% were more than 60 years of age and 5% were between age bracket of 50-60 years of age. Thus the highest were 55% while the least were 5%. This means that the sample used by the study was well distributed in terms of age and could therefore give reliable information. Based on the level of education, majority of the respondents had a university degree i.e. 85.8%; 10.0% had attained middle level college education and 4.2% had attained secondary. This showed that most of the respondents were knowledgeable and gave valid, reliable and more accurate response. Based on their working experience, majority of the respondents 56.7% had worked for the county hospital for between 5-10 years. Ideally when combined, more than 85.2% had worked for the county hospital for more than 5 years and only 14.8 % had worked with the county hospital for

less than 5 years. From the findings, the researcher concluded that majority of the respondents had enough experience with the hospitals' strategies and hence would provide valid and credible information with regard to strategic HRM practices and employee performance. On job titles, majority of the respondents 14.4% worked as nurses at the hospitals while the least were IT officers. This indicates the importance of nurses as they cut across all the departments or sections. In Kenya's health care system, health professionals are the life giving force the doctors, nurses, clinical officers, laboratory technicians and technologists, radiographers and radiologists, pharmacists, nutritionists and dieticians, dentists, health managers, and public health officers and technicians among others. The health workforce ensures patients can access needed preventive, diagnostic and curative services.

Strategic Recruitment and Selection

According to study findings; majority 87% of the respondents indicated that their hospital had a recruitment and selection policy while 13% indicated there was no recruitment and selection policy at the hospital. The respondents indicated the average turnover in the hospital was 77.70 before implementation of recruitment and selection policy and 19.56% after the implementation of recruitment and selection policy. 88% of the respondents strongly disagreed that transparency and fairness is followed when recruiting and selecting employees; A total of 48% strongly disagreed that Valid and standardized tests are used when required in the selection process. 69% of the respondents strongly disagreed that promotions are frequently done in a transparent manner; 72% disagreed that the County Hospital recruitment process ensures that very qualified candidates are attracted. A total of 71% of the respondents strongly disagreed that internal promotion is considered for those with experience and qualifications; 79% of the

respondents also disagreed that attitude towards work is used as a criteria in employee selection. A further 85% respondents indicated that they strongly disagreed that new employees are always administered one or more employment tests (skill test, aptitude tests, mental/cognitive ability) prior to Recruitment and selection.

Employee Performance

Majority of respondents of 95% disagreed that Staff turnover has decreased in their county hospital due to efficient use of human resource practices that motivate, attract and retain them in the hospital this; 0% respondents were undecided on if Employees in the hospital were leaving their jobs to look for greener pastures elsewhere. A total of 83% of respondents disagreed that the customer feedback reports indicated positive results about the employee's services while 82% of respondents disagreed that employees in the county hospital were satisfied with their day to day responsibilities and activities. A total of 83% of the respondents disagreed that employee's attitude towards work had improved. A total of

79% disagreed that the quality of work provided by the employees in the hospital was exceptional. In addition, a total of 79% respondents disagreed that employees in the hospital provide efficient services to their customers and the customers were very happy about this exemplary service. A total of 86% also disagreed that they were satisfied with their job position and the responsibilities that they performed in their hospital.

Testing of hypothesis

This section of the report provides information about testing of the research hypothesis. Where Strategic Recruitment and Selection is SRS.

Hypothesis: Strategic Recruitment and Selection and Employee Performance

Strategic Recruitment and Selection has a positive significant influence on Employee performance in the health sector in Kenya.

Table 1: Coefficients Model of Strategic Recruitment and Selection

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	3.308	.431		7.682	.000
	SRS	.204	.100	.184	2.032	.044

a. Dependent Variable: EP

From Table 1, the study findings revealed that Strategic Recruitment and Selection had a significant influence on employee performance in health sector in Kenya (t-statistic=2.032, p-value=0.044<0.05). Therefore at 5% level of significance the null hypothesis was not rejected, indicating that strategic recruitment and selection had a positive influence on employee performance in the health sector in Kenya. For every unit increase in strategic recruitment and selection there was a corresponding increase in employee performance by 0.204.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the findings and conclusions are drawn from the study. The summary, conclusions and recommendations are presented in line with the objectives of the study.

Influence of Strategic Recruitment and Selection and Employee Performance

The objective for the study was to determine whether strategic recruitment and selection influences employee performance in the health

sector in Kenya. Several indicators were used on which the study established that fairness and transparency was not followed in the county hospitals when recruitment and selection was being done. This held the highest score of 88%. It was also established that valid and standardized tests were not being used when recruiting and selecting employees; this indicator scored the highest percentage. Internal promotion was found not to be considered for experienced staff with the highest score. The study also established that no employment tests like aptitude, skill tests and mental/cognitive were in place at the county hospitals. The study also established that though the hospitals had a recruitment and selection policy, it was not in force and this had led to high employee turnover of experienced and talented staff.

Conclusion

The study determined that strategic recruitment and selection influenced employee performance in the health sector in Kenya. It can therefore be concluded that it was the responsibility of the top management to introduce indicators that can attract and retain new staffs that are talented. Internal promotion especially for employees who are qualified should be enhanced to improve and boost employee morale. When selecting new staff, transparency, several tests like aptitude, cognitive and skill tests, behavioural tests should be included in the recruitment and selection criteria. The study also concluded that policy on recruitment and selection should be enhanced and adhered to for a clean process. Aptitude and cognitive tests that include behavioural tests are very important since the health sector is a very sensitive sector that handles the health/life of people.

Recommendations

The study recommends that since strategic and recruitment is very important to the performance

of employees in the health sector and that since it is a key factor in influencing employee performance, the county hospitals and in overall the health sector in Kenya, recruitment and selection should be done in a transparent manner, employees with qualifications should be subjected to internal promotion to enhance continuity and improvement of work, competency tests that include aptitude, skills tests, cognitive should be included in the criteria for recruitment and selection and the policy should be followed to the letter. The criteria for internal promotion should be adhered to and if there is no criterion, human resource managers should come up with this criterion. The study also found out there were employees who were hired on contractual and or casual basis. The study recommends that the health sector streamlines this area and employ these people on a permanent basis. The health sector could also ask the exchequer for more capitations to realise this issue.

Areas for further Research

The researcher suggested further research to be conducted to investigate other factors which influence employee performance. Other scholars could also evaluate external factors that influence employee performance in the health sector in Kenya. A study could be carried out in both public and private hospitals to generalize what influence employee performance. The researcher noted that no study has been carried out on environmental factors that influence employee performance in the health sector. The researcher also noted that senior health workers like doctors, and hospital superintendents at the county hospitals are still under the National Government. This contributed to the poor performance of employees. A study could also be carried out to establish if the health sectors have been completely devolved.

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