

ASSESSING THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR IN MACHAKOS COUNTY, KENYA

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Abstract

The study sought to determine the influence of Human resource management practices on employee performance in the health sector in Kenya; study of selected hospitals in Machakos Town .The specific objectives were; to investigate the influence of manpower planning on the performance of employee on selected hospitals in Machakos Town; to determine the influence of recruitment and selection on the performance of employees on selected hospitals in Machakos Town; to establish the influence of training and development on the performance of employee on selected hospital in Machakos Town ; and to examine the influence of reward and compensation on the performance of employees on selected hospitals in Machakos Town .The study adopted a mixed research design and the targeted employees grouped in 5 strata consisting top management, doctors, pharmacists, clinical officers, and nurses. Stratified random sampling was used to select a total of 251 respondents from a population of 709 from the various strata's identified. Self- administered questionnaires were used to collect data. The study used multivariable linear regression using SPSS. The study asserts that manpower

planning recruitment and selection, training and development, reward and compensation had significant positive relationship with employee performance. The study concludes that manpower planning, recruitment and selection, training and development, reward and compensation is positively related to employee performance. The study recommends that the management of the hospitals should incorporate manpower planning in their organization. The management should recruit and select employees fairly without any discrimination. The organization should arrange for training and development activities for their employees. The management should reward their employees for work well done.

Keywords: Human Resource, HRM Practices, Employee Performance, Health Sector, Kenya

INTRODUCTION

Human resource management (HRM) practices are designed to facilitate and support the recruitment, hiring, development, and management of employees (Wood and Wall 2002), with the goal of raising levels of employee performance and satisfaction. The most effective human resource management practices are performance appraisal, training and development, reward and compensation, career development, health and safety (Ming. 2012). Past research shows a strong correlation between human resource management practices on employee performance. This is because by following appropriate human resource management practices the employee are felt appreciated, satisfied, motivated, more engaged with training which will improve the performance and encourage the employee to retain (Amin, 2013).

Adwan (2008) with his study entitled "The Reality of workforce planning in the non-governmental health sector in the provinces of Gaza", showed that institutions do not engage workers in the planning processes of the workforce sufficiently, and that the influential considerations of administrative structure regulatory in the process of workforce planning is characterized by lack of clarity, as well as the professional experience in manpower planning and top management support for the process of workforce planning. . This has led to the hiring of the wrong employees and failure to anticipate fluctuations in hiring needs which automatically leads to increased costs for the firm in the long run and subsequently low service delivery.

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organisational performance as well as lead to a more positive organisational image (Pilbeam and Corbridge, 2006). Ineffective recruitment has a number of cost implications for employers: low morale which can affect employee performance; lost business opportunities, as well as higher levels of labour turnover. Findings from the

Chartered Institute of Personnel and Development Recruitment and Retention survey puts the cost of staff turnover at around £12,500 for managerial and professional staff (CIPD, 2006a). Organizations without proper human resource management practices will invest often more on attracting and recruiting employees that fits for the organization, train them to align with the overall culture and strategy of the organization which will incur higher costs (Moon & Li, 2012). 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 (Milga, 2009).

As of 2006, the existing health network in Kenya had over 5170 health facilities countrywide (Economic survey, 2007). The health sector has public and private sub-sectors (Rakuom, 2007). The private sector comprises of for-profit health care institutions and the not profit health care institutions such as faith based health care institutions and non-governmental organizations (NGO). The health care governance at national, provincial and district levels are under the central government, local government and private owners (Rakuom, 2010). The national hospital comprise of national referral centres for advanced health care. The district level supervises district health services hospitals, health centres, dispensaries and community-based health care services. There is a provincial referral hospital in each province except Nairobi province that serves the district hospitals (Rakuom, 2010). The public sector owns and operates 55% of the total health facilities. Private and FBO health facilities complement the provision of health care by the government through the remaining 45 percent (FBOs 14 % and Private 31 %) of health facilities. Private-for Profit (PFP) facilities are clinics that provide about 80 percent of outpatient curative services.

According to National human resource for health strategic plan (2012), providing high quality health care service for all Kenyans remains a challenge largely because of economic, social, political and other factors that have resulted in an imbalance between the demand and supply of health services and limited human resource for health, inadequate number of skilled HR have had a particularly negative impact on efforts to expand and access and improve the quality health services. The core HR challenge identified in the strategic plan cut across the sector. The span virtually all the critical HR areas; including policy & institutional arrangement, HR planning, recruitment and placement, performance management and appraisal, reward & motivation, capacity building and employee welfare.

Pre-service and in-service health training area major challenge. In service training is poorly co-ordinated and is often not informed by identified needs. For a number of cadres the output of pre-service institutions is below the levels required to meet identified staff gaps in the

short & medium terms (Ministry of medical services, 2009). Training and development strategies help improve patient outcomes. Mentorship and training of nurses, enhances clinical knowledge, changes in clinical behaviour such as improvements in environmental hygiene, timely patient reviews and use of patient protocols are some of the behaviours and organizational outcomes that lead to improvements in quality of health services (Nairobi Hospital Annual Report, 2013).

A number of HRH assessments have identified significant weaknesses in the HRM systems in both MOH and FBO health care providers (national human resource for health strategic plan (2012) .The HR challenges include; i) HR management professionals are insufficiently at central ,regional & facility levels, ii) clear job description for staff are lacking ,iii) Orientations of new staff is erratic and non-standardized ,iv) There is no performance management system for majority of health managers & staff, v) There are long delays in the handling & implementation of HR and handling of grievances, vi) The HRIS is extremely weak, as a result it is difficult to get the accurate HR data needed for decision making, vii) There are inordinately long delays in recruiting and deployment even when funding is available, viii) The health sector does not have a retention strategy covering all staff, ix) The health sector does not have an incentive package for health workers posted to hard to reach areas. Per diems and other payments made to compensate staff for work-related travel or participation in staff development activities are recognized as an important factor in motivating health workers (Henderson and Tulloch 2008; McCoy, Bennett et al. 2008). Yet, reviewers have noted the potential for per diems to distort incentive structures for public servants or encourage corruption or patronage (Chêne, 2009) Riddle (2010) suggested that the impact of per diems was like an “acute illness” affecting local staff in developing countries and resulting in demands for payment for participation in research, training, or health interventions.

Despite these concerns, little has been done to document risks and problems with per diem policies in developing countries, and the overall impact of per diems on health worker performance is not well understood. Vian, (2009) collected data on perceptions among a small sample of U.S. researchers working on public health studies in developing countries. She found that informants were troubled by the ways in which per diem policies are affecting work practices, including delays caused by people attending training programs which do not relate to work targets or goals, and falsification of records in order to gain more per diem (Vian 2009).

According to Rakuom (2010) a study entitled “Determining staff requirements in hospitals”, the study found that 62.8% of the health workers are public health workers. However the public sector is still understaffed. Reports indicate that health facilities are understaffed and that over 500 dispensaries do not have a nurse (Rakuom, 2010). Previous research reveals

that between 2004 and 2005, provincial hospitals lost 4% of their health workers compared to 3% in district hospitals and 5% in health centres' (Chankova, Muchiri & Kombe, 2009). Financial performance of private hospitals such as Nairobi hospital reveals increase in revenue by 14% in 2012 (Nairobi hospital Annual Report, 2012). In 2013 revenues increased by 2% to kshs 6.9 billion from 6.7 billion in 2012 (Nairobi hospital Annual Report 2013). Along with business strategy that facilitates growth and expansion in health services such as inpatient clinical services, pharmacy services, laboratory medicine, radiology and imaging effective HPR enhance financial performance and quality of service provision

According to the health sector working group report on medium term expenditure framework (2016), Kenya has an average of 19 doctors and 173 nurses per 100,000 population, compared to WHO recommended minimum staffing levels of 36 and 356 doctors and nurses respectively. Regarding the optimal staff establishment, the sector would require 72,234 staff. Currently the sector has an approved staff establishment of 59,667 but only about 49,096 positions are filled, leaving 10,371 positions vacant. The Research and Development (R&D) sub-sector has developed a critical mass of human resource to conduct health research. Currently the number of research personnel (in post) stands at 204. Poor working conditions remain a major challenge. These have resulted in brain drain which is adversely affecting research and development capacity in the sector.

Machakos Town has both private and public hospitals. The study based on the definition of a hospital by WHO will target the following private hospitals: Shalom community hospital, Bishop Kioko hospital and Machakos level –five which is a public hospital. According to www.Machakosgovernment.com, Kenya Health sector strategic and investment plan (July 2012 - June 2018), the health sector still faces significant HR shortages, in spite of the investment made during the NHSSP II. This is because of the increased in expected services provided coupled with the freeze in recruitment that existed during the 1st half of the NHSSP 11.

The Status of the HR processes (HRH Area) 1) Appropriate & equitable distributed health workers; inadequate number of health workers, lack of skill inventory and lack of budgetary support to enhance recruitment. 2) Attraction and retention of HW; high level of attrition, unfavourable terms and conditions of work and lack of incentive for hard- to- reach areas. 3) Institutional and HW performance; lack of adequate functional structures to support performance, leadership and management capacities not institutionalized in all service delivery and weak regulatory. 4) Training capacity building and development of HW; (pre-service training) lack of mechanisms to link training institutions with service need in the sector, skill inventory lacking, training policy in health sector not developed and inadequate facilities. (In-

service training) lack of policy guideline on competence and skill required for specific cadres, skill inventory of HW not available, lack of internship policy and lack of training funds

Purpose of the study

The study sought to determine the influence of human resource management practices on employee performance in the health sector in Machakos County, Kenya.

THEORETICAL REVIEW

Hard and Soft Approaches of HR

Hard and Soft versions of human resource management was founded by Whittington (2012), the two are the most widely adopted models. According to this framework in the soft version the employees are measured as an additional value to the organization bearing in mind employees require training and development with careful management to develop the quality, commitment and flexibility while in the hard version employees maximum potential is used for the benefit of the organization and employees are considered as a tool to achieve the organizational goals (Truss, et al., 1997; Dainty, et al., 1998; Ihuah, 2014).

The theory is relevant to my study because of its integration with training and development of employees which ultimately leads to improved performance. Training is essential in every organization for it facilitates proper alignment of organizations strategic plans with human resource management practices which aid in accomplishment of the short, mid and long term plans.

The Guest Model

This model was founded by Guest (1997) and inspired by the Harvard framework is a fusion of both soft and hard approach of human resource management (Janssens & Steyaert, 2009). In 1997 Guest claimed about the need for a proper theory that emphasizes on three main characteristics 1: Human resource 2: Performance 3: and finally a theory on how both could be related. According to this model organizations can achieve high employee performance, stronger problem solving, reduce employee turnover, achieve greater goals and improve cost in an effective manner by adopting a coherent strategy of human resource practices properly integrated with the business strategy (Marsden, 2002).

The model is relevant to the study because it puts a lot of emphasis on proper management of the human resource that aid in efficient and effective management of an organization. The soft approach aims at rewarding and compensating employees competitively with other industries by considering their input to the success of the organization because they

are considered the most important resource. The hard approach puts emphasis on the commitment of the employees to the achievement of organizational goals. An organization should therefore adopt both soft and hard approach in order to effectively management the workforce.

Human Capital Theory

The theory was founded by Grey Becker (2010) and it asserts recent challenges such as globalization, a knowledge-based economy, and technological evolution have obliged many countries and organizations to seek new ways to maintain competitive advantage (Kwon, 2009). The standard approach in labour economics is said to view human capital as a set of skills or characteristics that enhance a worker's productivity. Human capital is said to refer to the stock of productive knowledge and skills possessed by workers. Boldizzon (2008) adds that, the concept of human capital is semantically the mixture of human and capital. In tandem with the meaning of capital in the economic perspective, the human is the subject to take charge of all economic activities such as production, consumption, and transaction.

The theory is relevant to my study in that during recruitment and selection process, the organization should select the most qualified; most experienced and exposed personnel in order to make it possible to align human talent with the new emerging business practices. This will enable the organization to gain leverage for healthy competition with other sectors hence increased production.

EMPIRICAL LITERATURE

Employee Performance

World Health Organization (2006) defines employee performance as a combination of staff available (retained and present) and staff being competent, productive and responsive. According to the report when staff members are available their performance is determined by productivity, responsiveness and competence. These elements are influenced by absenteeism motivation and job satisfaction. To achieve employee performance would require putting in place strategies to improve productivity, responsiveness and competences at all levels in an organization. Khan (2006) defines employee performance as the degree of accomplishment of the task that makes up an employee's job. According to him job performance is determined by: an employee's capacity, which relates to the extent to which an individual possesses the relevant skills, abilities, knowledge and experience to perform; availability of opportunity to perform; willingness which relates to the degree to which an employee both desires and is willing to exert effort towards attaining some level of motivation to perform. Both WHO and Khan

in their definitions agrees to the fact that employee performance is determined by several factors. In their definitions they single out employee's capacity, employee's willingness to perform, employee competences which must be spread at all levels of the organization as some of the determinants of employee performance. They both agree that employee performance is important to an organizations survival (Beach, 2009).

Employees are bound to be much more productive when they work in a positive, supportive environment. Managers must strive to maintain an enjoyable, family-oriented atmosphere in which all employees focus on achieving team goals. According to Dessler (2008) recognition has a positive impact on performance either alone or in conjunction with financial rewards. Praising employees for achieving their goals is important in maintaining an enjoyable work environment. Recognizing success is critical, and equally important is inspiring employees to work toward achievements. Employees will be inspired by knowing their contributions are valued and that management is confident in their capabilities (Khan 2006).

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 & kiruri 2013). Employee performance is also viewed at in terms of outcomes, as well as in terms of behaviour (Armstrong, 2009). According to (Kenney, 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). 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.

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, (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, 2007).

Employee performance and productivity is of major concern in any economy worldwide. Choudry (2009) in his study Determinants of Labour Productivity, notes that Africa and south Asian countries (except India) performance in labour productivity is not very encouraging. Labour productivity level in 2005 in sub- Saharan Africa economies was the lowest among all regions. He further emphasized the need to pay more attention on average education attainment level, producing productive employment to attract foreign direct investments.

Human resources management practices have significant impact on organizations productivity. Abdulla (2009) points out that training and development, team work, human resources planning and performance appraisal are correlated with an organizations business performance. Human resources management practices cannot be ignored when focusing on an employee's performance. HRM practices have been noted to significantly affect organizational performance to greater extent. ALDamore (2012) consider HRM practices as a significant predictor of organizational performance.

Mutsotso (2010) in his study entitled "the impact of HRMP on employee performance in international non-governmental organization" points out that education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations. It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated

workforce. Skills building initiatives are very important to employees. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance. However this development depends on the individual employee's willingness to develop, organizational culture, top management attitude and organizational opportunities for growth.

Munjuri, (2011) in his study entitled "the impact of HRM practices on employee performance" showed a significant impact of HRM practices on employee's performance. Employee performance is directly linked with performance of the organization. The successful organizations consider the HRM practices as a crucial factor that directly affects the employee's performance. Boselie (2005) stated that in 104 research studies, HRM was taken as a set of employee management practices. Hameed (2011) described seven HRM practices that are relevant to overall organizational performance. ALDamore (2012) argues that organizations must hire skilled and capable employees in order to be successful in today's global environment. Actual HR practices are applied by line managers on a daily basis that positively impact employee's perception about HRM practices applied to them (Purcell and Kinnie, 2007). The successful implementation or failure of HRM practices depends on the skills of the managers (Guest, 2011).

Manpower Planning and Employee Performance

Human resource planning is generally defined as the process that identifies the number of employees a company requires in terms of high quality and quantity, hence it is seen as an ongoing process of regular and structured planning Dessler (2007). The main purpose of human resource planning is to make sure that employees have best level of interaction with their jobs. Also, this planning process confirms that employees are in right number as required (there is neither surplus of manpower nor shortage). The three fundamental functions of human resource planning include; labour forecast, managing demand for employees and available supply in market and keeping a balance between labour supply and demand predictions in order to gain competitive advantage over the competitors (Bowes, 2008).HRP is variously called manpower planning, personnel planning or employment planning (Armstrone, 2009).

Human resource planning (HRP) is described as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003). Human resource planning (HRP) is a crucial process in every organization. It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failure to

anticipate fluctuations in hiring needs could be costly in the long run. The process of HRP ensures that, an organization's employees have the requisite skills and competencies an enterprise needs for it to succeed (Ghazala & Habib, 2012). Gupta (2008) adds that, HRP prepares appropriately employees for potential rationalization. It further enables a firm to make adequate preparations for recruitment and strategic hiring.

Requisites for Successful Manpower Planning

According to Aswathappa (2008), to have the right number and the right quality of people requires effective human resources planning and serious managerial attention and commitment. It is therefore important to consider the following factors; (i) HRP must be recognised as an integral part of corporate planning. The planner of human resource must therefore be aware of the corporate objectives. (ii) Backing of top management of HRM is absolutely very essential, (iii) HRP responsibilities should be centralised in order to co-ordinate consultations between different management levels, (iv) personnel records must be complete and up-to date and readily available, (v) The time horizon of the plan must be long enough to permit any remedial actions, (vi) The techniques of planning should be those best suited to the data available and the degree of accuracy required, (vii) plans should be prepared by skill level rather than aggregates, (viii) data collected, analysis, technique of planning and the plans themselves need to be constantly revised and improved in light of experience.

Importance of manpower planning

According to Aswathappa, (2008), In order to highlight the importance of HRP, the benefits are discussed under the following roles: (i) future personnel needs; planning is significant as it helps determine future personnel needs. Surplus or deficient in staff strength is the result of the absence of defective planning. (ii) Coping with change; HRP enables an enterprise to cope with changes in competitive forces like markets, technology, products, and government regulations. (iii) Creating highly talented personnel; jobs are becoming highly intellectual and incumbents are getting vastly professionalised and therefore the human resource manager should use his/her ingenuity to attract and retain qualified skilled personnel.

(iv) protection of weaker sections; in matters of employment and promotions sufficient representations need to be given to physically handicapped, children of socially and physically oppressed and backward-class citizens. A well-conceived personnel programme would protect the interests of such groups. (v) International stratifies; international expansion strategies depends on HRP. Without effective HRP and subsequent attention to employee recruitment, selection, placement, development and career planning, the growing competition for foreign

executives may lead to expensive and strategically disruptive turnover among key decision makers.(vi) foundation for personnel functions; manpower planning provides essential information for designing and implementing personnel functions such as recruitment, selection, personnel movement (transfers, promotions, layoffs)and training and development.

Manpower Planning Principles

According to Armstrone (2009), manpower planning and development is our effort to equip our personnel, visualize the future, as history by determining how we could want the future to appear. Manpower planning and development is not how precisely we can predict the future but rather to uncover the things we must do today in order to have a future. This implies that manpower planning and development involves forecasting. Almost all manpower planning and development involve forecasting and managers depend upon these forecasts in determining cause of action. To do this, managers must be able to look at the present and prepare it with past to be able to predict the future. Manpower planning and development to be effective, it must include the following principles;

Manpower planning and development should be based upon clearly defined objective and make use of all available information, Manpower planning and development should consider factors in the environment which will help or hinder the organization in reaching its goals, They should take account of the existing organization and provide for control, so that performance can be checked with established standards, They should be précised, practicable and simple to understand and operate, They should be flexible, to ensure that circumstances necessitates change and this can be affected without disrupting the manpower plan. Therefore, manpower planning and development no matter by whatever it is defined, has one primary aim and that is the attainment of individual and company objectives.

Manpower Planning Process

According to Aswathappa (2008), steps in manpower planning and development include: (i) Demand Forecasting: The idea of demand forecasting entails predicting and targeting. This involves a process of estimating the future quality of manpower planning and development required by an establishment,(ii) Supply Forecasting: Manpower resources comprises of the total effective effort that can be put to work as shown by the number of people available and the capacity of employees to do the work and their productivity. Supply forecasting also include manpower planning that is slightly available from within and outside the organization having allowed for absenteeism, internal movement, promotion, wastage and change in hours and conditions of work.,(iii) Determine Manpower Recruitment: Manpower planning is determined by

relating the supply to demand forecast and establishing any deficit or surplus that will exist in the future. (iv) Manpower Productivity and Cost: Productivity is the output of goods and services which can be obtained from a given input of employees within the organization. Manpower planning and development cost on the other hand represent the overall expenditure of manpower planning which includes remuneration cost, retirement cost, training cost and personnel administration cost,(v) Action Planning: The manpower planning should be prepared on the basis of manpower requirement and the implication of the information on productivity and cost. The main demand depending on circumstances will consist of requirement planning, redundancy plan, re-development plan, productivity plan and retention plan, (vi) Manpower Budgeting and Control: This is concerned with estimating manpower planning and development requirement in terms of numbers, skills and goals needed to accomplish a specific task within a time frame which is usually a financial year. It should also clarify responsibility for implementation and establishment of reporting procedure, monitoring against the manpower plan.

Meathfield, 2008) explained that Manpower planning (MPP) is the development of strategies to match the supply of workers to the availability of jobs at organizational, regional, or national level. MPP involves reviewing current manpower resources (supply), forecasting future requirements (demand) and availability (supply), and taking steps to ensure that the supply of people and skills meets demand. At a national level, MPP may be conducted by government or industry bodies, and at an organizational level, by human resource managers (WHO, 2010). Given the relationship between effective recruitment and organisational performance, organisations need to adopt a more strategic approach to HR planning before moving on to the actual recruitment and selection process (Pilbeam and Corbridge, 2006). HR planning involves defining job roles and the associated competencies, as well as developing an understanding of the labour market, both internal and external, in order to match the availability of potential labour to organisational needs.

Schmidt felt that they require more manpower in the near future. The reasons include expansion plans, expected increase in sales orders from customers and technological changes that are contemplated by the units. Interestingly, about every alternative unit undertakes human resource planning for a short term using informal techniques of human resource forecasting such as instant decisions about the human resource requirement and extrapolating past trend of workforce into future (Schmidt,2007).Majority of units in an organization require more manpower in the near future. The reasons include expansion plans, expected increase in sales orders from customers and technological changes that are contemplated by the units (Dessler 2007).

Speamerfam (2011) describes that hiring the best talent for the organization is the job of HR department. Significant amount of planning is required for all this in order to put attractive advertisement to attract talented candidates. Afterwards, job descriptions and job specifications are put forward to provide details relevant to the work, the responsibilities to handle in a particular job, required qualifications, technical and other needed skills. In human resource planning, turnover rate of employees is also forecasted. Lastly, interviews are done and candidates are selected to whom training is provided so that they conduct all their job activities very well.

This effective working motivates the employees and reduces the turnover rate of employees. Also, the administrative activities of HR department such as performance appraisal, employee compensation management need proper planning and management of all the functions. Ulrich, (2011) also highlighted the significance of human resource planning process by mentioning that objectives of the organization are achieved when planning is done properly. Therefore, organizations at first collect data about the goals and objectives, afterwards it arranges people, resources and other competencies required to meet the objectives. (Pilbeam and Corbridge,2006) defines HRP as a process which helps out in properly performing important HR functions such as true and timely information is provided about when to do recruitment of employees. This timely process saves extra cost of company.

Sarkodie (2011) in his study 'human resource planning practice in managing human resource' revealed that without proper human resource planning organizations cannot attain their goals. In different organizations, Human resource planning owns a significant role in deciding and specifying the characteristics of applicants, in order to select the best fit that organization looks for. Walker,(2007) elaborated that it is important to rightly implement human resource planning in order to create the lead time necessary to confront potential problems

Recruitment, Selection and Employee Performance

Recruitment is the process of attracting, screening, and selecting qualified people for a job (Hoover, In Press). According to Montana and Chankova (2009), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidate are able to fulfil their new roles effectively. Recruitment form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Clarke, 2008).

Recruitment activities involve either external candidates from outside organisations or current employees, in which case it is called internal recruitment. The success of recruitment depends upon its ability to create a large pool of competent applicants. There are numerous sources of recruitment which may be categorized into two: internal and external Aswathappa (2008). The internal sources of recruitment are present employees, employee referrals. External sources of recruitment are the professional associations, newspaper advertisements, campus recruiting, unsolicited applicants, management consulting firms, and internet. According to CIPD (2006b) the key recruitment channels used to attract applicants include: advertisements in local newspapers; recruitment agencies/search firms; corporate websites; specialist journals; encouraging speculative applications; employee referral schemes, and national newspaper advertisements. Findings from the Chartered Institute of Personnel and Development: Recruitment and Retention survey puts the cost of staff turnover at around £12,500 for managerial and professional staff (CIPD, 2006a).

Recruitment and selection can play a pivotally important role in shaping an organisation's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, (2010). Since recruitment and selection involve getting the best applicant for a job Ballantyne, (2009).It has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess Okoh, (2005). For Mondy (2010), the important thing is for some suitable plan to be used, complying with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants.

According to Clarke, (2008) the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Boxall, Purcell and Wright (2007), highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success.

Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which organisations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

Ballantyne, (2009) identified some of the problem affecting recruitment and selection as, the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted to inadequate use of job description and standard employee requirement in the process of recruitment. Clarke, (2008), indicates that a common problem in recruitment and selection is poor Human Resource Planning (HRM). This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time.

Mondy (2010), affirms that recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining in the organization. Appointment decisions are the most important ones a manager has to make; they affect the manager’s ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of HR managers have a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Clarke, 2008).

Mondy (2010), refers to selection as „the process of choosing from a group of applicants those individuals best suited for a particular position in an organization.“ Whereas the recruitment process is aligned to encourage individuals to seek employment with the organisation, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organisations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma & Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees are central to

the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

According to Gamage (2014) the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Selection is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry & Temtime, 2009). It is also an expensive process to hire someone new into the organization. So it is not something organizations want to put time and money into just to find they have hired somebody who is not suitable. It is vital that organizations get the process right the first time round, because resources are scarce enough as it is. Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs (Henry & Temtime, 2009).

Selection is one of the most important functions of HRM because wrong selection of employees hampers organizational performance enormously (Dessler 2007). Employee selection in a country is influenced by the perception, fairness, favouritism, and internal and external pressures (Aswathapa 2008). Organisational recruitment plays a crucial role in the development of human capital and strategic human resource management (Millmore, 2007). Given that the primary objective of recruitment is to identify and attract potential employees.

One way of potentially minimising biases associated with employee referral schemes is to ensure that the scheme is supported by a fair selection process, one where all parties involved are fully trained for their recruitment and selection role. Another possibility is to set clear criteria/boundaries around participation in the scheme by certain groups of employees. Senior managers and HR professionals at Xansa for example, with primary responsibility for recruitment, are not allowed to participate in the employee referral scheme (CIPD, 2006b). 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).

Bratton and Gold (2007), differentiate recruitment and selection while establishing a clear link between them by stating that recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the jobs, given management goals and legal requirements. Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms

an important part of the work of human resource managers or designated specialists within work organisations. It is the human resources that give competitive edge” and therefore should be selected carefully and developed in order to achieve employees” commitment (Storey, 1995).

Oginda (2012) in his study entitled the effects of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu Municipality, Kenya revealed that a total of 168 new small enterprises were registered by the beginning of 2009 Kisumu Municipal Office 2010, but by the beginning of the year 2012, the number had reduced to 123. Majority of SMEs in Kisumu Municipality do not develop to full maturity. According to Acharya (2008), a constant characteristic among SMEs is their premature collapse. SMEs, just like other business organizations, need to be prepared for what may lie ahead through development of contingencies and flexible processes. Their future must be shaped by the consequences of their own planning and actions as effected by the human resource force Acharya, (2008). According to Holton and Trot (2006). SMEs must take hold of their future through proper HRM, and in particular, through effective recruitment and selection practices.

The study by Henry & Temtime, (2009) entitled employee recruitment and selection practices in the construction industry emphasized on the importance of a quality process during the time of recruitment and hiring given that the right type of labour is hard to come by. In fact, while lending credence to the importance of hiring quality candidates who are hard to find Tendon (2006) warned that talent deficiency is unrelated to huge population. While reporting that recruitment is the only component for attracting and retaining knowledge workers, Unwin (2005) gave significance to the process involved during the time of recruiting and hiring good candidate.

Although the study conducted by Subbarao (2006) on “the role of recruitment and selection practice of small and medium hotels of Accra” explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well established or less established. According to Sarkar and Kumar (2007) organizational performance is hinged on the approach which the organization adopts in the recruitment and selection of employees. To this end, Sarkar and Kumar (2007) spoke of a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts (Sinha & Thaly, 2013).

Vyas (2011) in his study “the impact of recruitment and selection n employee performance of small and medium enterprise in Kisumu municipality” asserted that the current trend is that organizations are looking for methods of reducing the time and effort in the recruitment and selection process. However, Munyon, summers, Ferris and Gerald (2011)

admonished that methods of team staffing should translate to competitive advantages to a firms. In similar vein, DeVaro (2008) demonstrated that recruitment strategies can lead to positive organizational outcomes. For Sinha and Thaly (2013) adopting qualitative system in recruitment and selection has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring (Sinha & Thaly, 2013).

Training, Development and Employee Performance

Training is imparting a specific skill to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning. The main purpose of training and development is by improving the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets. Armstrong (2009) clearly stated in his book that organizations could benefit from training and development through winning the “heart and minds of” their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization.

Training and development is considered to be the most common HR practice Tzafrir, (2006). Training and development refers to any effort to improve current of future employees’ skills, abilities, and knowledge Aswathappa, (2008). Thang and Buyens (2008) through reviewing 66 studies conducted in different parts of the world opined that training and development leads to superior knowledge, skills, abilities, attitudes and behaviour of employees that eventually enhance organizational performance. Tzafrir, (2006) unearthed that training and development had positive impact on organizational effectiveness in Bangladeshi context.

Training refers to the methods used to give new or present employees the skills they need to perform their jobs Dessler,(2008). Training refers to improving competencies needed today or very soon) Thang and Buyens (2008).. Training is the planned and systematic modification of behaviour through learning events, programmes and instruction which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively Armstrong,(2006). Dessler (2008) argued that the training process starts with determining what training is required. Analysing training needs depends on whether you are training new or current employees. The main task in analysing new employees' training needs is to determine what the job entails and to break it down into subtasks, each of which you then teach to the new employee. Analysing current employees' training needs can be done through task analysis and performance analysis.

McDowall et al. (2010) argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. Apospori, (2007) deduced that there is a considerable impact of training on organizational performance. Training and development increase the employee performance. Taking training and feedback together or separately they both are very important and have a very important role to achieve the organizational goals and targets. In one of this study of (Mohsin & Nadeem, 2007).

Training and development enhances job productivity, positive attitude of employee allowing to acquire superior knowledge, skills and abilities Tangthong, (2014), likewise performance appraisal, reward and compensation motivates employees to stay focused and engaged Tay, (2011), while career development and supervisor support increase the employees organizational loyalty and reduce the negative thoughts towards the organization Merchant, (2013). .Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance Chris Amisano, (2010) .This clearly shows that employee performance is important for the performance of the organization and training & development is beneficial for the employee to improve his performance.

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In the present economy training and development is among one of the key human resource management practices which leads to skills, abilities, superior knowledge, positive attitude and behaviour of employees resulting the organization in profit Tangthong, et al., (2014). This includes on-the job training, off-the job training, job rotation, coaching & mentoring, and employee development. On-the-job training improves work efficiency, develops interest in work, gives satisfaction and reinforces the commitment towards the organization leading to employee retention (Ameeq-ul-Ameeq and Hanif, 2013)

Tzafir, (2006) in his study entitled "Human resource performance practices in managing human resource" found that combined effect of training and development along with career

development opportunities have a significant influence on employee performance. Meathfield, (2008). These employees are motivated to train themselves in order to enhance their career opportunities and develop themselves Meathfield (2008). This cause employee to be motivated and retain in the organization. Mostly employees are not much interested in training and development if that training is not linked with career development Ramlall, (2003). Training is the planned and systematic modification of behaviour through learning events, programmes and instruction which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively (Armstrong, 2006).

Iranzo (2008) in their paper “skills dispersion and firm productivity” pointed out that the right measure of skills has remained quiet controversial. The most common proxies have been the educational attainment and experience, by themselves or as the basis for the construction of more sophisticated measures of human capital. However this are only measures of formal skills that only imperfectly reflect innate differences in ability and informal skills, such as accuracy on the job or communication ability. They further note that the productivity of each worker depends on the skills of other workers in the firm as well. Skilled employees are a strategic input for any organization. The ILO report (2008) points out that training for new skills gives opportunity for better career paths within the organization, higher income and employability. In addition it is recognized that new skills are required for organizations to remain competitive and be able to retain their workers.

Reward, Compensation and employee performance

The reward system consists of all organisation components- including people, process, rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organisation” Puwanenthiren, (2011). Armstrong (2009), on his part defined the reward system as consisting of a number of interrelated processes and activities which combine to ensure that reward management is carried out effectively to the benefit of the organisation and the people who work there. Puwanenthiren (2011) also identified three main components of a reward system to include; compensation, benefits and recognition.

According to Armstrong, (2009) these components encapsulate the total rewards in an organisation which include transactional and relational rewards. Benefits are described as forms of value other than payment that are provided to employees for their contribution to the growth of the organisation. Benefits can come in two forms- tangible and intangible benefits. Tangible benefits include contribution to retirement plans, life insurance, vacation pay, holiday pay,

employee stock ownership plans, profit sharing and bonuses, etc. Intangible benefits on the other hand include, appreciation from a boss, likelihood for promotion, office space, etc.

Puwanenthiren (2011) asserts that compensation is described as base pay and or variable pay. Base pay is tied to the value of the job to the organization in relation to the market value and the expertise required to performing the job. While variable pay is based on the performance of the person in that role which include achieving set targets. Examples of variable pay are bonuses. In considering the deployment of a robust reward system, the employer has to consider several options ranging from decisions on whether the reward would be periodic or instantaneous, cost savings or profit based individual or group based. All these ingredients are very vital to designing a good reward system (Puwanenthiren, 2011).

Compensation refers to all types of pay or rewards going to employees and arising from their employment (Dessler, 2007). Compensation is very much important for employees because it is one of the main reasons for which people work. Employees' living status in the society, satisfaction, loyalty and productivity are also influence by the compensation (Aswathappa, 2008). Puwanenthiren (2011) found that incentive compensation was associated with perceived market performance in USA.

Employee compensation system resulted in better organizational performance in Indian firms (Goel, 2008). Barney and Hesterly (2008) studied HRM practices of 92 medium and large business enterprises (Public and private sector) located in Dhaka, Bangladesh. They found that only 62% of surveyed organizations had an HR/Industrial Relations (IR) department. HRM practices of ten higher institutions of learning in Bangladesh were examined by Akhter (2006). She measured correlation between employee's opinions regarding HRM practices in their institution, their age, education and experience.

In a globalised world characterized by competition, access to latest technology and communication systems, and an unfettered access to financial markets around the world, the ability to attract and retain qualitative workforce, as well as keep them highly motivated has however become a great challenge. Employers now require their employees to do more with less, while employees on their part, are asking for more incentives. This requires that organizations should device a system that will strike a balance, if they want to continue to have increased performance. Puwanenthiren (2011) noted that organizations are increasingly realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. He went further to say that 'establishing this balance is one of the main reasons to reward employees.

To motivate behaviour, the organization needs to provide an effective reward system. A reward strategy is a declaration of intent that defines what the organization wants to do in the

longer term to develop and implement reward policies, practices and processes that will further the achievement of its business goals and meet the needs of the stakeholders Armstrong, (2006). An effective reward system has four elements: rewards need to satisfy the basic needs of all employees; rewards need to be included in the system and be comparable to ones offered by a competitive organization in the same area; rewards need to be available to people in the same positions and be distributed fairly and equitably Goel,(2008). Managers often use rewards to reinforce employee behaviour that they want to continue. According to Perce and Robinson (2007) reward power is available when the manager confers rewards in return for desired actions and outcomes. A reward is a work outcome of positive value to the individual (Armstrong, 2006).

According to Barney and Hesterly (2008), an organizations employee compensation policy and practice is important in implementing a strategy. A company that adopts a compensation policy that is consistent and reinforces its strategies is more likely to implement those strategies than a firm that adopts compensation policies that are inconsistent with its strategies Armstrong, (2006). A reward strategy should enhance commitment and engagement and provide more opportunities for the contributions of people to be valued and recognized.

According to Rudman (2003) paying for performance is a big issue in contemporary human resources management; organizations have long believed that productivity improve when pay is linked to performance and payment by results systems and incentives are developed to support this belief. Studies have found a positive relationship between performances related pay and performance (Huselid, 1995; Dotty, 1996; Goel (2008). People receive extrinsic or intrinsic rewards (Armstrong, 2008, Dessler, 2006, Goel 2008). Extrinsic rewards e.g. pay bonuses, promotions, time off, special assignments, office fixtures, awards and verbal praise are externally administered (Dessler, 2006; Armstrong, 2008). Intrinsic rewards are self-administered (Dessler, 2006).

The overall reward system needs to be revised because all people are different, managers must provide a range of rewards, pay, time off, recognition, or promotion (Armstrong, 2008). Rewards demonstrate to employees that their behaviour is appropriate and should be repeated.

Different scholars have spoken strongly on the use of team incentives, for example, Dessler (2008) says that firms that rely on teams to manage their work must develop incentive plans that encourage teamwork and focus team members' attention on performance. Goel (2008) argues that performance related pay is an effective motivator and conveys a clear message that high levels of performance are expected and will be rewarded. However they should not be distributed on the basis of narrow definition of the output of each individual, but

also on the basis of appraisals of how well the individual contributes to the performance of the team, unit or company as a whole depending on the company structure. According to Johnson, Scholes and Whittington (2006) planning of rewards should take on board the reality of more team working in delivering strategy.

Establishing meaningful incentives for performance is a difficult task because individuals are unique and maintain different value systems. What may reward one employee may not be a reward to others Dessler, (2006). Maslow in 1943 proposed a theory of motivation in which he said that money is motivator; however later Herzberg in his two factor theory of motivation differs with that and instead classifies money as a hygiene factor. Financial incentives and rewards can be true motivators, but only when balanced against the potential drawbacks and packaged with ongoing verbal recognition, encouragement and support. How targets, budgets and rewards are structured will affect the way in which managers and other people behave and pursue the organizational objectives Johnson, Scholes & Whittington, (2006).

According to Armstrong and Murlis (2006), it is also important to consider non-financial rewards which vary according to the nature of the employment relationship and also the personal characteristics of the employee. (Hatic, 2012) identify the following non-financial rewards: feeling part of a community, a sense of personal achievement, social recognition and social and societal responsibility. Motivated employees are very productive William & Kinicki (2008); and hence help to improve performance.

Rewards can be broken down into two broad types, intrinsic and extrinsic Hatic, (2012). Intrinsic rewards are derived from “the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one’s skills and abilities and sufficient feedback regarding the effectiveness of one’s efforts. Extrinsic rewards on the other hand comprise promotions, private office space and the social climate. Other examples include competitive salaries, pay raises, merit bonuses and time-off” Hatic, (2012).

Research has shown that employees derive satisfaction from the work they do in terms of accomplishing set targets, taking up challenging jobs, taking responsibility and working to enhance personal and professional growth. These are regarded as intrinsic rewards because they fill a particular need for employees. Intrinsic rewards according to Thomas (2009) “are psychological rewards that employees get from doing meaningful work and performing it well”. A good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives. An effective reward program may have three components: immediate, short-term and long term. This means immediate recognition of a good performance,

short- term rewards for performance could be offered monthly or quarterly and long- term rewards are given for showing loyalty over the years Schoeffler, (2005). Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance.

Rewarding should not only be applied to individual employees within the organization but also to teams that perform excellently. Incentives given for good behaviour usually improve the relationship between the employees and management because employees feel that they are being appreciated for their efforts and good work. This leads to increased employee morale, better customer care as well as increased productivity. Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization and it reduces employee turnover. Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources Yokoyama, (2010).

For rewards to be effective, they have to be seen as fair. This means there has to be openness with respect to information about how the reward system operates and how employees will be rewarded. Employees should also be involved in designing the reward system and its administration Thomas (2009). In employee recognition process, employees are praised which is a key essential as employees seek the need to be valued and respected. This process increases individual productivity, loyalty, retention and high employee satisfaction Danish & Usman, (2010). Non-monetary incentives attract, motivate and retain competent human resource in the organization (Fogleman & McCorkle, 2013; Ahmed & Ahmed, 2014).

Extrinsic rewards increases the level of employee performance and satisfaction also found as a strong factor for employee motivation Saeed, et al., (2013). Intrinsic rewards were found to be a sustainable source of motivation for employees. Extrinsic rewards are more positive and stronger in relation to intrinsic rewards in retaining employees (Yokoyama, 2010).

Reward and compensation are the forms of tangible benefits and financial returns that an employee receives, however with the emerging economy and the present work environment the rewards and recognition takes in different forms. These include performance based rewards, employee recognition, non-monetary incentives, extrinsic rewards, and intrinsic rewards. Performance based pay improves employee performance in addition to motivating and engaging employees (Harvey-Peter, 2010; Fauzi, et al., 2013).

A study conducted in two districts in Burkina Faso, cited by Ridde (2010), entitled effects of reward on employee performance in organization in commercial banks Awka (2009) found that per diem income exceeded health worker salaries. Policymakers have justified spending on per diems because of the important benefits, including reimbursement of work-related expenditures, encouraging professional development activities, and motivating employees to work in remote areas or under difficult conditions. But increasingly, per diems are a strategy for salary subsidy as health care workers react pragmatically to the financial difficulties caused by extremely low salaries or pay checks.

A study conducted by Frye (2006) entitled the impact of HRMP on turnover, productivity and corporate financial performance showed a positive relationship between compensation and organization performance. Frye (2006) reported that compensation strategies play an important role in recruiting and retaining skilled employees.

Most of the firms used Performance-based compensation to reward employees Collins and Clark, (2008). Performance-based compensation positively influences employee's performance Danish & Usman, (2010). A research study by Ridde (2010), entitled 'Impact of HRM practices on employee's performance' showed a significant relationship between compensations and employee performance. An effective HRM strategy is to integrate performance and compensation system that enhance employee's will to work effectively and efficiently (Wright, 2009). Teseema and Soeters (2006) indicate a significant correlation between compensation and employee's performance. It is important that employer view compensation practices in a favourable light as compensation practices heavily influence employee recruitment, turnover and productivity.

METHODOLOGY

Research Design

A study done by Ngui (2014) on the effects of HRM strategies on performance of commercial banks in Kenya adopted mixed method approach. Mixed research design was therefore be used for the study. Creswell and Piano (2007) asserts that a mixed research design is a method that focuses on collecting, analysing, and mixing both qualitative and quantitative data in a single study or a series of studies. The researcher used the design because a combination of both the qualitative and quantitative approach provided a better understanding of a research problem as opposed to the use of either one of them Creswell and Piano, (2007). The qualitative research design was descriptive in nature having the ability to represent findings of the study as they presently exist without making any alterations while the quantitative research design showed the relationship between the independent and dependent variables in numerals statistics.

Questionnaires with both open and closed ended questions were used to investigate the relationship between manpower planning, recruitment and selection, training and development, and reward and compensation on employee performance. The closed-ended and open-ended questions were used to collect quantitative and qualitative data in order to explore on the influence of human resource management practices on employee performance on the identified hospitals.

Target Population

According to world health organization (WHO), hospitals are health care institutions that have an organised medical and other professional staff and inpatient facilities and deliver services 24 hours per day, 7 days per week. They offer a varying range of acute, convalescent and terminal care using diagnostic and curative services

The study targeted a total of 709, comprising of 515 employees of Machakos Level Five Hospital, 81 from Bishop Kioko Catholic Hospital and 113 from shalom community which constituted of the top management, doctors, pharmacists, clinical officers and nurses. Below is a table showing the different categories of healthcare staff and their number.

Top management was targeted because they are charged with the responsibility of making sure that the human resource management practices are operational in the organization. The doctors and clinical officers have the role of ensuring correct diagnosis, undertaking patient's consultation, monitoring and administering medication. The pharmacists prepares medication by reviewing, interpreting and dispensing medicines to patients as prescribed by the doctors and the clinical officers. The nurses on the other hand care for the patients by administering medications, observing and monitoring records and communicating with the doctors and clinical officers.

Sample size

Sample size refers to the number of items to be selected from the universe to constitute a sample Kothari, (2004).The researcher used the formula of fishers *et al* (1991) for determining the sample size;

$$n = \frac{z^2 * p * q}{a^2}$$

Where; z- is the z-value = 1.96

p - Population proportion 0.50

Q = 1-p

a - level of significance = 5 %

$$\text{Thus, } n = \frac{1.96^2 * 0.5 * 0.5}{0.05^2}$$

$$n = 384$$

Adjusted sample size

$$Nf = n / (1 + (n) / N)$$

$$Nf = 384 / (1 + (384) / 709)$$

$$Nf = 249$$

According to Mugenda (2003), in the above formula

nf = desired sample size when the population is less than 10,000

n = desired sample when the population is more than 10,000

N = estimate of the population size

Sampling technique

Sampling technique refers to the part of the research plan that indicates how cases are to be selected for observation mugenda, (2009). Census was used to select the private and the public hospitals in Machakos town because of their limited number. The researcher then used stratified random sampling to select the top management, doctors, pharmacists, clinical officers and nurses from the identified strata's. Stratification was done by dividing the population into homogenous groups that have similar characteristics based on the different categories' of healthcare workers. Simple random sampling was then used to select respondents from each group.

Data Collection Instrument

The study used questionnaires that were filled in order to obtain information from the respondents. George & Jones (2008), say a questionnaire is a research instrument of a series of questions and other prompts for the purpose of gathering information from respondents. The researcher used structured questionnaire with both open and close ended questions. The instrument was used because of its ability to collect large amounts of information from a large number of people in a short period of time. Questionnaires were self-administered to the selected respondents because of their literate abilities to fill in the research instrument. The questionnaire consisted of section A containing personal information of the respondents and section B capturing on the dependable and independent variables consisting of the employee

performance, manpower planning, recruitment and selection, training and development and reward and compensation. Likert, (1932) asserts that a "Likert scale" is the sum of responses to several Likert items. A five-point Likert scale anchored by 1- agree, 2-strongly agree, 3-disagree, 4- strongly disagree and 5- don't know were used to measure the perceived influence of HRMP on employee performance. It is a useful question type when one wants to get an overall measurement of sentiment around a particular topic, opinion, or experience and also to collect specific data on factors that contribute to that sentiment (Likert, 1932).

Data Collection Procedure

The following procedure was used to collect data: (i) A letter of introduction was obtained from Machakos University in the department of business entrepreneurship and management sciences through the post graduate coordinator, (ii) The researcher also obtained permission from National Commission for Science, Technology and Innovation (NACOSTI) to carry out the research, (iii) The researcher then visited Machakos Level Five to seek permission from medical superintendent who gave permission to carry out the research in the institution, she also visited Bishop Kioko catholic hospital and shalom community hospital (iv) The researcher visited the various sections to speak to the officers in charge in order to obtain permission to collect data from each of the selected units, (v) With the help of the officers in charge of every unit the researcher was assisted to sample some staff from each of the strata in order to assist in filling the questionnaire, (vi) The researcher then administered the questionnaire with the help of the officers in charge of those units, (vii), The researcher then collected the questionnaires that had already been filled after three weeks as would be agreed upon.

Pilot Testing

Pilot testing also known as pre-testing means small scale trials run of a particular component of a questionnaire. Sound measurement must meet the tests of validity, reliability and practicality (Kothari, 2004).

Reliability of the Research Instruments

Reliability of instruments refers to how consistent the results from a test are Mbwesa (2006) defines reliability as the degree to which a measure supplied consistent results. According to Mugenda and Mugenda (2003) pre-testing an instrument is meant to ensure that items in the instrument are stated clearly and have the same meaning to all respondents. The study used cronbach's alpha to measure reliability of the questionnaire.

The coefficient of internal consistency is computed as $\text{Alpha} = \frac{Nr}{1+r(N-1)}$

Where r = the mean of inter-item correlation

N = number of items in the scale

In this technique, the more the number of items in a scale, the higher the reliability as long as the added items does not reduce the average inter-item reliability ((Berg, 2007). Cronbach's alpha reliability coefficient ranges between 0 and 1. The closer the Cronbach's alpha is to 1.0 the greater the internal consistency of the items. Cohen, Manion, & Morison (2007) provide the following rules " $a > 0.9$ Excellent, $a \geq 0.8$ Good, $a \geq 0.7$ Acceptable, $a > 0.6$ Questionable, $a > 0.5$ Poor .The attainment of $a \geq 0.8$ will be probably a reasonable goal.

Validity of the Research Instruments

Mugenda and Mugenda (2003) define validity of an instrument as a measure of the degree to which the results obtained using the instrument represented the actual phenomenon under study. This assisted the researcher to gather accurate and meaningful data which was based on the research results that are consistent. Cohen, Manion, & Morison (2007). Content Validity was established by consulting the supervisors on the appropriateness of the content coverage of the questionnaire verses the issues that were studied.

Data Processing and Analysis

Data was collected and organized for statistical analysis. Manpower planning, recruitment & selection, training & development and reward & compensation were used as the control variable and were tested to show how they influence employee performance in the selected hospitals. Data processing involved editing, coding, data entry, verification; tabulating and computing (i.e. percentages, averages, frequencies and regression coefficients) Descriptive statistics was computed on independent variable in order to describe the data collected. This aided in determining the extent to which HRMP influence the performance of employees. Quantitative data was presented by the use of frequency tables, graphs, pie-charts and explanatory notes. The study then used the SPSS program version 18 to analyse the quantitative data collected.

Empirical models are those that are based entirely on data (Orodho 2012). He noted that these assumptions ensure the relationship between variables. Multivariable linear regression analysis will be carried out to establish the influence of HRMP on employee performance. Employee performance was therefore be the dependent variable while Manpower planning, Recruitment & selection, Training & development and Reward & compensation were the independent variable. The following relationship between the dependent and the independent variables can be formulated.

Employee performance depends on HRMP and can be expressed as follows; $P=f(c)$

Where; P is employee performance

C is HRMP

Where employee performance was measured by competency, responsiveness and employee productivity while HRMP was measured by Manpower planning, Recruitment & selection, Training & development and Reward & compensation. Therefore regression model can be expressed as follows;

$$P = a + a_1x_1 + a_2x_2 + a_3x_3 + a_4x_4 + e$$

Where; a is the intercept coefficient of regression

a1, a2, a3, a4 are regression coefficients

x1 – Manpower planning

x2- Recruitment & Selection

x3- Training & development

x4- Reward & compensation

e- Error term

FINDINGS

Model Summary

The study analysed the variations of employee performance due to the manpower planning, recruitment and selection, training and development, reward and compensation. Adjusted R squared was 0.629, this implies that there was 62.9% variation of employee performance, due to the changes of manpower planning, recruitment and selection, training and development, reward and compensation. The remaining 37.1% imply that there are other factors that lead to employee performance which were not discussed in the study. R is the correlation coefficient which shows the relationship between the study variables. From the findings, the study found that there was a strong positive relationship between the study variables as shown by 0.799.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	0.638	0.629	0.00437

Analysis of Variance

The analysis of variance ANOVA is used to determine whether the data used in the study is significant. From the ANOVA statistics, the processed data, which is the population parameters,

had a significance level of 0.001 which shows that the data is ideal for making a conclusions on the population's parameter as the value of significance (p-value) is less than 5%.The F calculated was greater than F critical ($190.943 < 2.410$), this shows that manpower planning, recruitment and selection, training and development, reward and compensation significantly influence employee performance.

Table 2. Analysis of Variance

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	18.454	4	4.614	190.943	.002 ^b
	Residual	5.678	235	0.024		
	Total	24.132	239			

The regression equation was

$$Y = 0.934 + 0.465 X_1 + 0.779 X_2 + 0.589 X_3 + 0.665X_4$$

The equation above reveals that holding manpower planning, recruitment and selection, training and development, reward and compensation significantly influence employee performance as shown by constant = 0.934 .

Manpower planning and employee performance

Manpower planning is statistically significant to employee performance as shown by ($\beta = 0.465$, $P = 0.019$). This shows that manpower planning had significant positive relationship with employee performance. This implies that a unit increase in manpower planning will result to increase in employee performance.

Recruitment and selection and employee performance

Recruitment and selection is statistically significant to employee performance as shown by ($\beta = 0.779$, $P = 0.003$). This indicates that recruitment and selection had significant positive relationship with employee performance. This implies that a unit increase in recruitment and selection will result to increase in employee performance.

Training and development and employee performance

Training and development is statistically significant to employee performance as shown by ($\beta = 0.589$, $P = 0.008$). This shows that training and development had significant positive relationship with employee performance. This implies that a unit increase in training and development will result to increase in employee performance.

Table 3. Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.934	0.186		5.022	0.010
	Manpower Planning	0.465	0.104	0.231	4.471	0.019
	Recruitment And Selection	0.779	0.113	0.303	6.894	0.003
	Training And Development	0.589	0.088	0.186	6.693	0.008
	Reward And Compensation	0.665	0.096	0.219	6.927	0.001

Correlation Analysis

The study used the Pearson Moment Correlation analysis to determine the association between manpower planning , recruitment and selection , training and development, reward and compensation performance of employees on selected hospital in Machakos Town. The results revealed that there was a strong positive correlation between manpower planning and employee performance as shown by $r = 0.754$, statistically significant $p = 0.002 < 0.01$; there was a positive correlation between recruitment and selection and employee performance as shown by $r = 0.804$, statistically significant $P = 0.000$; there was a positive correlation between training and development and employee performance as shown by $r = 0.789$, statistically significant $P = 0.002$; there was a positive correlation between reward and compensation and employee performance as shown by $r = 0.845$, statistically significant $P = 0.000$. This implies that manpower planning, recruitment and selection schedules, training and development, reward and compensation with employee performance are related.

Table 4. Correlations

		Employee Performance	Manpower Planning	Recruitment And Selection	Training And Development	Reward And Compensation
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	240				
Manpower Planning	Pearson Correlation	.754**	1			
	Sig. (2-tailed)	.001				
	N	240	240			

Recruitment and Selection	Pearson Correlation	.804**	.342	1		
	Sig. (2-tailed)	.000	.061			
	N	240	240	240		
Training and Development	Pearson Correlation	.789**	.434	.545	1	
	Sig. (2-tailed)	.002	.056	.057		
	N	240	240	240	240	
Reward and Compensation	Pearson Correlation	.845**	.282	.421	.286	1
	Sig. (2-tailed)	.000	.097	.065	.187	
	N	240	240	240	240	240

Table 3...

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

Reward and compensation and employee performance

Reward and compensation is statistically significant to employee performance as shown by ($\beta = 0.665$, $P = 0.001$). This implies that that reward and compensation had significant positive relationship with employee performance. This shows that a unit increase in reward and compensation will result to increase in employee performance.

CONCLUSIONS

The study revealed that manpower planning was statistically significant to employee performance. This shows that manpower planning had significant positive relationship with employee performance. This implies that a unit increase in manpower planning will result to increase in employee performance. The study concludes that manpower planning is positively related to employee performance.

The study established that recruitment and selection was statistically significant to employee performance. This implies that recruitment and selection had significant positive relationship with employee performance. This shows that a unit increase in recruitment and selection will result to increase in employee performance. The study concludes that recruitment and selection is positively related to employee performance.

It was found that training and development was statistically significant to employee performance. This shows that training and development had significant positive relationship with employee performance. This implies that a unit increase in training and development will result to increase in employee performance. The study concludes that training and development is positively related to employee performance.

The study revealed that reward and compensation was statistically significant to employee performance. This indicates that reward and compensation had significant positive

relationship with employee performance. This shows that a unit increase in reward and compensation will result to increase in employee performance. The study concludes that reward and compensation is positively related to employee performance.

These findings suggested that there is need for the selected hospitals in Machakos to look into aspects of manpower planning, recruitment & selection, Training & development and most importantly ways of rewarding & compensating employees in relation to their contribution to the organization. Mechanisms that support and address any challenges that might pose as a threat in effectly implementing these practices should be adopted.

POLICY RECOMMENDATIONS

The study investigated on the influence of human resource management practices on employee performance on selected hospitals in Machakos Town .Based on the findings, recommendations were made to the selected hospitals and other private and public hospitals across the different counties in order to improve service delivery to patients who visit the various hospitals.

The study recommends that the management of the hospitals should incorporate manpower planning in their organization. This will help in the development of strategies to match the supply of personnel in the organization. It will also aid employees to grow their skills and knowledge and will also ensure that qualified employees are working in the organization hence aid in improving employee performance.

Organizations should conduct staff rationalization in order to ascertain the actual number of the employees working in the organization. Job analysis should also be conducted properly in order to aid in job description and specification of individual applicants. Job Induction should be conducted well to facilitate familiarization and adjustment of the employees to the organization .The management should also engage human resource management professionals in HRMP.

Organizations should follow recommended codes of practice, Justice and fair treatment for all applicants to aid in proper recruitment and selection, the management should recruit and select employees fairly and equitably without any discrimination, this will ensure that the organization gets the right employees fit for the right job. Proper recruitment also enables attraction and retention of the most qualified personnel in the organization who fill the available vacancies. Appropriate and equitable distribution of workers should be a top priority concern of the management. This will address issues of inadequate number of health workers, issues of ghost worker, impersonations, lack of skill inventory and non-availability of budgetary support that is meant to enhance proper recruitment.

The organization should arrange for training and development activities for their employees. This will ensure that they grow their knowledge, abilities and skills and increase

their expertise in the area of work. Proper scrutiny of documents for the employees attending training should properly be done and documented to avoid falsification with the aim of awarding undeserving employees with per diem for purposes of travels. Mechanisms should be established in order to facilitate proper match of employees need for training with work goals or targets.

The management should reward their employees for work well done. This will make employees feel appreciated. Compensating employees is also important because it helps the employees to feel part of the organization hence can contribute positively towards growing and steering the organization to the right direction. Both group and individual reward and incentive programmes should be rolled out in order enhance employee commitment and encourage health completion which would be reflected by the improved employee performance. Establishment of a pay system that is competitive with similar industries would enhance retention and reduce labour turn over.

Devolution of the health sector has actually posed a lot of challenges affecting proper service delivery especially in the public sector. Sentiment from majority of the staff at Machakos level Five Hospital pointed out that the county government seem not to have been adequately prepared to handle and manage the health sector. Issues of salary increments based on laid down policies on promotions have not been effected, recruitment & selection procedures not well adopted and most importantly inadequate payment systems for the employees including lack of promotions after acquiring an additional professionals papers' among other issues of concern. The national government in liaison with the county government should work together to ensure proper implementation of the HRMP through proper management and budgetary provisions.

SUGGESTIONS FOR FURTHER STUDIES

The study explored on the influence of manpower planning, recruitment & selection training & development and reward & compensation on employee performance on selected hospitals in Machakos Town. For better insight on the same, investigations in the private and public sectors in other countries should be done in order to have general view on the influence of HRMP in the health care sectors. Further research in this area should focus on the influence of performance appraisal, health and safety, employee welfare, work-life balance and performance management among other aspects in HRMP on employee performance. Secondly, a study should be carried out on the influence of Human resource management practices on employee performance under the devolved government system in other economic sectors.

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