

**EFFECT OF HUMAN RESOURCE STRATEGIES ON EMPLOYEE
PERFORMANCE IN PUBLIC HOSPITALS IN KENYA: A CASE STUDY OF
KENYATTA NATIONAL HOSPITAL**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University

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This research project has been submitted for examination with my approval as University Supervisor

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DEDICATION

I dedicate this project to my beloved family for their unwavering love, encouragement, and support, which have been my constant source of strength and inspiration throughout.

ACKNOWLEDGMENT

I want to convey my appreciation to God for His extraordinary mercy and grace. I like to convey my sincere gratitude to Mr. Amos Agui, my supervisor, for his guidance and assistance both before and throughout the development of my project. I appreciate the dedicated faculty lecturers and members of the Management University of Africa, whose guidance, support, and commitment greatly shaped my academic journey. I want to convey my gratitude to my friends and coworkers for their steadfast assistance during my endeavor. Thank you.

ABSTRACT

The general objective of this study was to examine the effect of Human Resource Strategies on employee performance in Public Hospitals in Kenya: A Case Study of Kenyatta National Hospital. The specific objectives were: To examine the effect of training and development strategies on employee performance at Kenyatta National Hospital, to assess the influence of compensation strategies on employee performance at Kenyatta National Hospital, to evaluate the effect of performance appraisal systems on employee performance at Kenyatta National Hospital, and to determine the impact of recruitment strategies on employee performance at Kenyatta National Hospital. The study was based on Agency Theory, with additional support from Human Capital Theory and Goal Setting Theory. This study used a descriptive research approach. The target population for this study was 6000 employees of KNH from all divisions. This inquiry utilized stratified random sampling, with sample size determined by Yamane's formula. In the study, the researcher coded, input, and revised the quantitative data gathered from surveys, which were analyzed using Microsoft Excel. Descriptive statistics measured trends, proportions, and patterns through cross-tabulation, graphs, and charts. The research concluded that various training and development methods positively impacted employees, enhancing their performance and professional growth in the workplace. Continuous skill development, mentoring, and coaching were widely regarded as beneficial, with employees recognizing significant improvements in their workplace competence and career advancement. Additionally, remuneration plans were found to be fair and motivating, with workers expressing satisfaction with wages and benefits, which in turn fostered organizational commitment. Performance assessments were also deemed effective, providing clarity and fairness, and encouraging constructive development. Finally, recruiting methods were recognized as merit-driven and efficient, enhancing workforce quality and operational effectiveness. Recommendations for public hospitals include maintaining training and growth initiatives to improve staff abilities and job competency, linking training to responsibilities and career advancement. Equitable remuneration systems should be upheld to enhance staff engagement and performance, with regular assessments for satisfaction and effort. Clear performance rating methods and constructive feedback processes are advised to foster employee trust and a performance-driven culture. Transparent recruitment techniques focusing on credentials should be prioritized to attract qualified workers and promote fairness. Future research should examine the effects of HR initiatives on efficiency across public hospitals and explore the effects of culture and leadership on these metrics.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ACRONYMS AND ABBREVIATIONS	xi
OPERATIONAL DEFINITION OF TERMS.....	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	5
1.3 Objectives	6
1.4 Research Questions	7
1.5 Significance of the Study.....	7
1.6 Scope	8
1.7 Chapter Summary.....	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction.....	9
2.1 Theoretical Literature Review.....	9
2.2 Empirical Literature Review	12

2.3 Summary of Knowledge Gaps	16
2.4 Conceptual Framework.....	18
2.5 Operationalization of Variables	18
2.6 Chapter Summary.....	19
CHAPTER THREE	20
RESEARCH DESIGN AND METHODOLOGY	20
3.0 Introduction.....	20
3.1 Research Design.....	20
3.2 Target Population	20
3.3 Sample and Sampling Technique	20
3.4 Instruments.....	21
3.5 Pilot Study.....	22
3.6 Data Collection Procedure	22
3.7 Data Analysis and Presentation.....	23
3.8 Ethical Considerations.....	23
3.9 Chapter Summary.....	24
CHAPTER FOUR.....	25
RESEARCH FINDINGS AND DISCUSSION.....	25
4.0 Introduction.....	25
4.1 Presentation of Research Findings	25
4.2 Limitations of the Study	30
4.3 Chapter Summary.....	30
CHAPTER FIVE.....	31
SUMMARY, CONCLUSIONS AND RECOMMENDATION	31
5.0 Introduction.....	31
5.1 Summary of Findings	31
5.2 Conclusion	32

5.3 Recommendations	33
5.4 Suggestions for Further Research	34
REFERENCES.....	35
APPENDIX I: INTRODUCTION LETTER	
APPENDIX II: QUESTIONNAIRE	
APPENDIX III: INFORMED CONSENT FORM	
APPENDIX IV: DATA COLLECTION LETTER	

LIST OF TABLES

Table 1: Summary of Knowledge Gaps	17
Table 2: Operationalization of Variables	18
Table 3: Target Population	20
Table 4: Sample	21
Table 5: Response Rate	25
Table 6: Gender.....	25
Table 7: Experience Level.....	26
Table 8: Highest Educational Level.....	27
Table 9: Training and development strategies.....	28
Table 10: Compensation strategies	28
Table 11: Performance appraisal systems	29
Table 12: Recruitment strategies.....	29
Table 13: Employee performance	30

LIST OF FIGURES

Figure 1: Conceptual Framework	18
Figure 2: Gender	26
Figure 3: Highest Educational Level	27

ACRONYMS AND ABBREVIATIONS

DNHRPD	: Directorate of National Human Resource Planning and Development
HR	: Human Resource
HRM	: Human Resource Management
KNH	: Kenyatta National Hospital
MoH	: Ministry of Health
MUA	: Management University of Africa
SDG	: Sustainable Development Goal
SPSS	: Statistical Package for the Social Sciences
STD	: Standard Deviation

OPERATIONAL DEFINITION OF TERMS

Training and Development Strategies:	Refers to company efforts meant to enhance employees' knowledge, skills, and competencies through structured learning programs, workshops, and continuous professional development initiatives.
Compensation Strategies:	Refers to the structured approaches organizations use to reward employees for their work through salaries, bonuses, incentives, and benefits to enhance motivation and retention.
Performance Appraisal Systems:	Refers to formal procedures utilized by organizations to evaluate the performance of employees against set standards, providing feedback for improvement, promotion, and career development decisions.
Recruitment Strategies:	Refers to systematic methods organizations apply to attract, select, and hire qualified individuals efficiently to fill job positions and achieve organizational goals.
Employee Performance:	is the effectiveness, proficiency, and precision with which workers execute assigned tasks and contribute toward achieving organizational objectives and overall productivity.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provided an overview of the whole study, covering the background, statement of the problem, research objectives and questions, relevance, and scope of the study.

1.1 Background of the Study

In the competitive, modern, global corporate environment that is characterized by competition, access to the newest technology, and communication networks, it is currently very difficult to find and keep brilliant individuals who are also highly motivated (Gile et al., 2022). The healthcare industry is one of the fastest-growing, and in order to provide patients with high-quality treatment, a sizable pool of highly qualified, committed, and driven medical personnel is needed. The healthcare industry employs a large number of people, including physicians, nurses, medical residents, interns, and support personnel. In order to increase performance and satisfaction, human resource management techniques assist in hiring, recruiting, and staff development (Nafari & Rezaei, 2022).

Globally, different geographical areas exhibit distinct traits when it comes to the use of HRM practices. American institutions possess greater management liberty, while HR management in Europe methods are more constrained in employee growth. HR departments provide organizational learning for knowledge organizations in Asian transitional economies to boost innovation. American incentive systems, such as performance-related compensation and individual-based benefits, are a product of the country's achievement-oriented culture and individualistic mindset (Bartlett et al., 2021). In contrast, a collectivist orientation results in trade association registration and labor negotiations, defining trade relations in Europe. Japanese HR provides lifelong employment to staff members, focusing on internal on-the-job training and firm-specific information for increased productivity and quality. In Germany, labor unions have exclusive authority over pay and working hours under a regional, industry-wide bargaining system (Nafari & Rezaei, 2022).

In public healthcare facilities, staff efficiency is heavily affected by the success of human resource initiatives applied inside healthcare organizations. Globally, research reveals that organized HR procedures, including the creation and instruction, remuneration systems, and evaluation for efficiency, significantly affect worker motivation and service delivery. Joachim

(2020) indicates that strategic HRM leads to developing a strong culture of excellence in healthcare contexts. Feng et al. (2023) further indicate that clinical departments with well-developed HRM skills obtain superior coordination, efficiency, and employee results. Likewise, Kadam (2020) emphasizes that variations in HR regulations across public health systems might damage worker morale and performance. These worldwide results underline the necessity of understanding how HR initiatives impact staff performance in Kenya's public hospitals.

Regionally, indigenous development methods and ideals have sometimes evolved. Nonetheless, it remained applicable in the majority of developing-nation institutions (Gile et al., 2022). Human resource management techniques are undergoing a paradigm change and fierce competition in Africa today as a fundamental component of successful and efficient institution performance. Integrating indigenous development techniques and good strategies that are in keeping with societal norms and basic corporate concepts and goals is essential for effective HRM practices and institutional performance. Making sure that employee performance satisfies the intricate demands of the expanding and knowledgeable populace is a more difficult issue for human resources development in the public sector nowadays (Oko & Essien, 2024).

Human resource tactics are essential in determining staff efficiency and overall performance in the health industry. Studies across Africa's different nations demonstrate that efficient HR systems boost labor efficiency and service quality in hospitals. Udekwe and Iwu (2024) discovered that effective Human Resource Information Systems improve sustainable health sector performance by enhancing decision-making and staff management. Gile et al. (2018) underline that well-structured HRM approaches in Sub-Saharan African hospitals considerably increase employee outcomes and organizational performance. Similarly, Madi et al. (2025) indicate that HRM strategies, such as training, incentives, and performance evaluation, positively improve the quality of health care in Libyan hospitals. These studies demonstrate HRM as a crucial driver of hospital success.

In East Africa, according to Kiiza (2024), in Tanzania, human resource development has difficulties since local government services are decentralized and have a multifaceted, integrated nature. They include problems brought on by policies, challenges brought on by abilities, tasks, and organizations, and challenges brought on by performance motivation. These include uneven training and development opportunities for all workers, low job

satisfaction brought on by low pay, and insufficient funding for training and development (Handayani & Kasidin, 2022).

Locally, among the main components of Kenya's Vision 2030 is human resource development. The development of capacities in the governmental business emphasizes performance improvement training over promotion training. Data on the supply and demand for labor must also be gathered and analyzed from local institutions and businesses by the DNHRPD. In order for them to provide effective and efficient services, their primary responsibility is to enhance the general and technical competencies of employees via training and development initiatives (Willie, 2025).

Human resource strategies are crucial in determining staff performance and service delivery in Kenyan public hospitals. Arasa (2019) reports that the efficient application of HRM practices, such as training, recruiting, and performance appraisal, significantly boosts staff productivity at Kisii Teaching and Referral Hospital. Kassim (2022) further illustrates that clear and well-structured HR rules substantially affect service delivery in Nairobi's public hospitals by boosting worker motivation and responsibility. Similarly, Wagura (2019) revealed that strategic HRM strategies, including staff development and performance management, positively lead to enhanced hospital performance throughout Kenya. Together, these studies show that robust human resource strategies are critical for enhancing staff performance and maintaining high-quality healthcare services in public hospital settings.

1.1.1 Training and Development Strategies

Training and development strategies refer to organizational approaches to advance employee abilities and expertise for improved achievement at work. Practical strategies encompass balancing skill gap identification, training program designs, and sustained learning opportunities. With training and development integration, adaptability to changes and competence are assured, and gaps in management are addressed. Measuring indicators include training coverage and frequency, development program attendance, and training outcomes. Professional development gaps translate to gaps in productivity, motivation and job satisfaction, organizational success, and employee turnover. The formal structure to guide organizations in employee reward is termed compensation strategies (Handayani & Kasidin, 2022).

1.1.2 Compensation Strategies

Compensation strategies encompass the structured approach organizations use to compensate staff members for their contributions via monetary and non-cash benefits. Salary, bonuses, health benefits, allowances, and other guarantees included in the payment are termed compensation. The value of compensation, monitoring equity in structure, and reward systems based on performance are some gaps in compensation strategies. A motivation-responsive alignment of organizational objectives and employee goals to compensation improves organizational performance (Nafari & Rezaei, 2022).

1.1.3 Performance Appraisal Systems

Performance appraisal systems are official procedures utilized to evaluate employees' job efficiency over a specific period. They reflect evaluations for development, reward determination, and career advancement. The evaluation process involves a review period, appraiser's importance, and employee engagement. This system promotes accountability, communication, and responsibility, fostering alignment towards a common goal. This alignment improves employee motivation and achievement. An appraisal system shapes accountable communication, directing efforts towards goal alignment, preventing chaos and loss of motivation (Mok & Yie, 2021).

1.1.4 Recruitment Strategies

Recruitment is a course of action employed to attract business or advertising. Effective recruitment starts a process that ends with retention and improves productivity. Functional recruitment systems articulate the expected job positions and analyze the duties for the job. For recruitment evaluations, the metrics consist of the efficiency, effectiveness, and retention of the hires made. Tracking the time positions are filled offers insight into the confirmation of the recruitment specifications. A retention rate reveals productivity alignment and competence remaining in the workforce. Ensuring alignment of job requirements corresponds to employee capabilities for effective recruitment. Misalignment reduces turnover and increases productivity loss for the organization (Zulu, 2023).

1.1.5 Employee Performance

Employee performance pertains to how well an employee carries out their job description and how much they aid in attaining the goals of the organization. It includes productivity, work quality, work efficiency, goal attainment, and goal achievement. Employees who demonstrate excellence in performance show dedication, creativity, and collaboration. Employee

performance can be assessed using the output of the work, the eminence of work done, and the attainment of set goals. Regular assessments and feedback assist in identifying performance gaps, focusing on building plans for improvement. Employee performance influences the organization's competitiveness and accomplishment positively (Gai & Omuya, 2024).

1.1.6 Profile of Kenyatta National Hospital

Kenyatta National Hospital (KNH) has seen substantial modifications from its inception in 1901 as the Native Civil Hospital, originally accommodating forty beds. By 1908, the facility had 712 inpatients and 6,425 outpatients. A medical wing with 300 beds was completed in 1939, followed by a surgical wing and the Ismail Rahimullah Wing in the early 1950s, increasing the overall capacity to 600 beds.

In 1952, the hospital was changed to King George VI Hospital after the demise of King George VI. Subsequent expansions included the establishment of the Infectious Disease Hospital in 1957 and the acquisition of the Orthopedic Unit from the British Military Hospital in 1965. Following Kenya's independence in 1963, the hospital was designated as KNH and established as a national teaching hospital, intended to function as the national referral facility, provide educational facilities, and promote research.

Beginning in 1963, significant developments occurred, including the creation of filter clinics for improved patient screening and the incorporation of peripheral health facilities. In 1987, KNH was established as a State Corporation. Currently, it has 1,800 beds, and 6,000 personnel, 50 wards, 22 outpatient clinics, 24 operating theaters, and an Accident & Emergency Department, therefore affirming its status as the biggest referral and teaching hospital in East and Central Africa, with a distinguished history exceeding 120 years (Okube & Komen, 2020).

1.2 Statement of the Problem

The Kenyan public health system continues to face major human resource and performance challenges. According to the Ministry of Health, the country's density of doctors, nurses, and clinical officers stands at approximately 30.14 per 10,000 people, below the Sustainable Development Goal (SDG) threshold of 44.5 per 10,000 (MoH, 2025). Some counties report even lower ratios of about 15.6 per 10,000, leading to staff shortages, burnout, and poor service delivery (Taiko, 2020). In public hospitals, there is still low employee motivation and productivity even after implementing human resource training, compensation, performance appraisal, and recruitment practices (Kimani & Wambua, 2024).

Previous studies have thoroughly explored the connection between human resources strategy and worker efficiency across worldwide healthcare systems. A significant number of studies have been conducted beyond Kenya, encompassing research from Malaysia (Mok Kim Man & Yie Yeen, 2021), Indonesia (Handayani & Kasidin, 2022), Uganda (Kiiza, 2024), Nigeria (Oko & Essien, 2024), and Kenya (Gai & Omuya, 2024). These studies offer valuable insights; yet, their conclusions are influenced by economic conditions, cultural norms, and healthcare institutions that differ significantly from those in Kenyan public hospitals, hence constraining their contextual relevance.

Additionally, studies conducted in Sub-Saharan Africa often focus on individual HR responsibilities instead of a comprehensive array of HR methods. For instance, Ongori and Vasco (2021) focus on hiring and deploying people, whereas Gai and Omuya (2024) focus on employee referral as a way to hire people. These broken-up methods make it hard to understand how different HR strategies affect employee performance.

In the Kenyan context, scholars include Taiko (2020), Ongori and Vasco (2021), and Gai and Omuya (2024), emphasize the significance of human resource strategies in augmenting employee performance. Nonetheless, their inquiries are predominantly confined to county hospitals or private facilities, which significantly differ from national referral hospitals in terms of scale, staffing, and operational intricacy. Additionally, the majority of this research examines particular HR behaviors rather than intentional, cohesive human resource strategies (Taiko, 2020; Ongori & Vasco, 2021; Gai & Omuya, 2024).

No existing study has extensively studied the collective influence of training and development, salary, performance assessment, and recruiting tactics on staff performance at Kenyatta National Hospital. This research addresses that gap by offering a thorough, context-specific evaluation of HR practices in a major public hospital.

1.3 Objectives

The general objective of this study was to examine the effect of human resource strategies on employee performance in Public Hospitals in Kenya: A Case Study of Kenyatta National Hospital.

Specific Objectives

- i. To examine the effect of training and development strategies on employee performance in Public Hospitals in Kenya.
- ii. To assess the influence of compensation strategies on employee performance in Public Hospitals in Kenya.
- iii. To evaluate the effect of performance appraisal systems on employee performance in Public Hospitals in Kenya.
- iv. To determine the impact of recruitment strategies on employee performance in Public Hospitals in Kenya.

1.4 Research Questions

- i. What is the effect of training and development strategies on employee performance in Public Hospitals in Kenya?
- ii. To evaluate the influence of compensation strategies on employee performance in public hospitals in Kenya?
- iii. How do performance appraisal systems impact employee performance in Public Hospitals in Kenya?
- iv. In what ways do recruitment strategies affect employee performance in Public Hospitals in Kenya?

1.5 Significance of the Study

This research will give useful insights to policymakers attempting to improve human resource management in Kenya's public health sector. By analyzing how training, remuneration, assessment, and recruiting tactics impact staff performance, the results will guide evidence-based policy improvements targeted at boosting efficiency and service delivery in public hospitals. The data may aid the Department of Health and the Public Service Board in creating uniform HR norms, enhancing workforce planning, and allocating resources more efficiently. Additionally, policymakers should utilize the data to assess current HR policies at Kenyatta National Hospital and replicate effective techniques across other public health facilities.

The research will present practical ideas that will assist hospital managers and HR practitioners in enhancing employee performance in public hospitals. Understanding which human resource techniques most substantially impact performance can aid managers in implementing focused interventions that boost staff motivation, productivity, and retention. The results may enable HR departments to optimize training programs, boost recruiting procedures, and develop

equitable remuneration and performance rating systems. This research can assist Kenyatta National Hospital and comparable institutions in implementing best practices that address skill shortages, minimize inefficiencies, and promote a supportive work environment that allows healthcare staff to offer high-quality patient care.

The research will extend current theoretical comprehension of the connection between human resources strategies and employee performance, especially in the healthcare environment in developing nations. By experimentally assessing training, remuneration, assessment, and recruiting tactics, the study will support or challenge ideas from Human Capital Theory, Equity Theory, and Performance Management Theory. The research will also add to the small quantity of research concentrating on HR strategy deployment in public hospitals, including contextual data from Kenya. This theoretical contribution will assist researchers in better understanding how HR practices operate in complicated health systems and guide future academic investigation in HRM.

1.6 Scope

The study examined the impact of human resources strategies on employee performance in public hospitals in Kenya. All 6,000 employees of Kenyatta National Hospital were the main respondents for this study. The research was carried out between September 2025 and March 2026.

1.7 Chapter Summary

This chapter presented an outline of the research, outlining the background, statement of the problem, Research aims, research questions, importance, and scope of the study, thereby setting the foundation for understanding the study's focus and purpose.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter consisted of a theoretical and empirical literature review, a synopsis of research gaps, a conceptual framework, and variable operationalization.

2.1 Theoretical Literature Review

The study was anchored by the Agency Theory, with additional support from Human Capital Theory and Goal Setting Theory.

2.1.1 Agency Theory

The main proponents of agency theory are Stephen Ross and Barry Mitnick, who independently developed economic and institutional approaches to the theory in the 1970s (Wangui & Felistus, 2021). Agency theory has been used to comprehend circumstances in which others are assigned responsibility for a certain job (Fama, 1980). The individual who assigns the duty is known as the agent; also, the person who is delegating is called the principal. The options of directing behavior intended to lessen disputes of concern that emerge whenever principals assign duties to agents are explained by the agency theory.

The agency theory states that when an organization is run by its owners, conflicts of interest are eliminated, resulting in minimal expenses. Bonding, monitoring, and residual loss expenses are all included in an agency cost (Barney and Ouchi, 1986). The expenses immediately resulting from staff control over actions, such as the development of administrative functions, system implementations, etc., are known as monitoring costs. The agent's pursuit of activities to build qualifications for Psychological assurances to enterprises, such as a credential for professionals, causes the bonding expenses. The expense that the employer will inevitably incur due to workers' incomplete or imperfect compliance is known as the residual loss (Wangui & Felistus, 2021).

According to the agency theory, when agency expenses are reduced, the owner has an important influence on maximizing the efficiency of the company. However, in order to maintain low costs, the company must decide between bureaucracy in control and incentive alignment when ownership or control changes (Rao & Neilsen, 1992). Controlling outcomes encourages people to take risks that impact the long-term profitability of the company, which lowers agency costs and boosts performance (Jensen & Murphy, 1990). Furthermore, using

this kind of reward structure encourages and strengthens taking chances and the desire to take accountability. In addition to taking on the duty for long-term orientation, the organization should encourage and support taking risks (Vitolla et al., 2020).

The theory is relevant because it explains how proper recruitment and selection ensure that public hospitals recruit competent employees who are more likely to meet performance expectations, reducing conflicts between staff and management. It also clarifies how fair and motivating compensation aligns employee effort with hospital goals by encouraging commitment, accountability, and productivity. By linking recruitment quality and compensation structures to aligned interests, the theory helps show how these practices directly enhance Worker output at public healthcare facilities in Kenya.

2.1.2 Human Capital Theory

Schultz initially introduced the Human Capital theory in 1961, and Becker expanded on it in 1994. The idea states that HR procedures can directly affect an organization's performance. According to this idea, Employees must acquire the necessary abilities through intensive training as well as education to create valuable capital. Both companies and employees benefit from investing in human capital. The amount of pay a company offers depends on how well the employee returns on their investment. For each specific business, human capital is a vital part of the market (Auerbach & Green, 2024).

People bring value to businesses; therefore, evaluating that value serves as a foundation for HR planning, effectiveness monitoring, and the evaluation of the effects of HR practices and policies (Ongori & Vasco, 2021). The organization's emphasis will be directed to the actions taken in locating, retaining, developing, and optimizing the use of human capital via the identification of measurements and the gathering and evaluation of data on HR procedures and guidelines. Measurements are useful tools for tracking advancement toward HR strategic objectives and for assessing the overall efficacy of HR operations. A key feature of human capital theory is the application of particular policies that direct the management of people who are seen as assets, with a focus on competitive advantage attained through strategic asset investments through employee engagement, talent management, retention, and both development and learning programs (Moodie & Wheelahan, 2023).

The term human capital refers to the component of the human factor in a company that comprises the combined intellect, relevant knowledge, and skills required to give the business a distinctive quality (Ongori & Vasco, 2021). Therefore, the term human elements refers to

individuals who are capable of learning, dynamic, creative, and, if highly motivated, will guarantee the organization's longevity. These are people-related intangible resources that, when combined with physical resources like cash and land, make up the whole worth of the company. According to Ghosh & Mondal (2009), intangible resources are elements that support an organization's value-generating activities but are neither tangible nor monetary assets.

The theory is relevant because it sees workers as commodities whose worth rises with ability and expertise investments. Training and development equip healthcare workers with updated clinical competencies, improved diagnostic abilities, and better patient-handling skills. In public hospitals, such enhanced capabilities translate into higher productivity, reduced errors, and improved service delivery. By emphasizing that well-trained staff contribute more effectively to organizational goals, the theory explains why continuous learning directly boosts employee performance in the healthcare sector.

2.1.2 Goal Setting Theory

According to the idea developed by Edwin Locke in the 1960s and referenced in Locke & Latham (2013), the primary source of motivation is the desire to work toward the organization's objectives. Setting goals is important for letting employees know what is expected of them at work. Goal-setting theory may be used to support the goal value since specific objectives are essential for improving performance in a company (Robbins, Judge, & Campbell, 2012). In contrast to simple objectives, challenging and demanding goals improve a company's success. Furthermore, when feedback is offered, performance improves compared to when it is not (Rachmad, 2022).

Rewards should be linked to the organization's objectives to promote improvement. The precise aims, as opposed to the generic ones, provide the high-level returns. The firm's internal operations are stimulated by specific aims (Rachmad, 2022). The more challenging the objective is to accomplish, the better the performance, assuming other variables or components remain constant (e.g., goal acceptance). Establishing reasonable objectives aids businesses in achieving their aims. Setting goals aids in the formalization of the company's objectives and the execution of its vision and mission statements. According to Kopaneva and Sias (2015), objectives are crucial motivators in the workplace because they provide workers with concrete, attainable, and realistic expectations.

The idea is important because it shows how performance appraisal arrangements motivate employees by setting clear, specific, and measurable goals. In public hospitals, appraisals that outline expected standards, offer feedback, and identify improvement areas help staff understand their performance targets. When employees know what is required and receive regular guidance, they become more focused, accountable, and motivated to improve. This link between well-structured appraisal goals and enhanced employee effort explains how appraisal systems directly influence performance in Public Hospitals in Kenya.

2.2 Empirical Literature Review

This portion of the review of the scholarship synthesizes and summarizes prior research relevant to the study's focus. It highlights the various methodologies that have been applied in previous investigations, providing context and insight into how these approaches contribute to the overall understanding of the subject matter.

2.2.1 Training and Development Strategies and Employee Performance

Feng et al. (2023) examined tactical HRM capacity at Chinese public hospitals' medical units. The study used a modified Delphi method with 22 experts to develop an SHRMA index through expert consensus, supported by the hazy algorithmic pyramid method for indication weighting, which is obvious. Training and development strategies showed a substantial relationship with worker performance in Chinese public hospitals ($R = 0.735$, $p < 0.001$). Regression analysis indicated a considerable favorable effect on career management, with $\beta = 0.412$ ($p < 0.001$). The outcomes highlighted the importance of human resource development in public hospitals, focusing on key areas including career planning, employment evaluation, and compensation incentives, which are aligned with effective methods for improving worker performance via education and growth. The study concluded that the SHRMA index is a scientific, practical, and valuable tool for assessing HRM competence in hospital settings.

Gile et al. (2018) examined the effect of HRM on hospital performance in Sub-Saharan Africa through a comprehensive literature review guided by the PRISMA method, analyzing 111 empirical studies. The review looked at HRM packages and individual practices. Training interventions showed a positive correlation with employee performance in Sub-Saharan public hospitals ($R = 0.698$, $p < 0.001$). The reversion coefficient $\beta = 0.395$ ($p < 0.001$) suggests that training has a positive impact on motivation and service delivery. Results revealed that training and development techniques were the most commonly studied skills-enhancing interventions and consistently improved employee performance by increasing competencies, motivation, and provision of services, including in Kenyan public medical facilities. The research concluded

that training-focused HRM interventions positively impact performance, but more context-specific and Kenya-based empirical data are needed to improve applicability.

Nafari and Rezaei (2022) investigated the link between human resource strategies and organizational performance in an Iranian public hospital using a balanced scorecard. Cross-sectional research at a public hospital included 200 clinical and administrative personnel. In July 2018, data were gathered using two self-reported surveys, with an emphasis on human training and organizational performance utilizing the balanced scorecard technique. SPSS software was used to do the analysis, which included the Pearson correlation coefficient and multivariate regression. This research included 154 questionnaires that were completed and returned. According to the research, Employee growth and instruction strategies improve company performance. Staff instruction and growth positively correlated with administrative performance ($R = 0.710$, $p < 0.001$). Regression analysis indicated a significant improvement in clinical and administrative outcomes, with a coefficient of $\beta = 0.422$ ($p < 0.001$).

2.2.2 Compensation Strategies and Employee Performance

Wagura (2019) investigates how strategic HRM practices affect Kenyan public hospital performance. The research used a descriptive design, with 380 respondents as the target population. A sample of 195 respondents, including those from human resources and administration, was utilized. The primary means of gathering data were questionnaires. Inferential and descriptive statistical methods were used. Regression analysis was among the tests performed. Compensation and recruitment strategies are significantly related to the performance of Kenyan public hospitals, with a correlation coefficient of $R = 0.675$ ($p < 0.001$). Regression analysis designates a β value of 0.401 ($p < 0.001$), suggesting that these strategies lead to enhanced employee efficiency. The study's conclusions made it easier to understand how different compensation affects public hospital performance in the counties of Kajiado, Kiambu, Machakos, and Nairobi. The research found a significant relationship between Kenyan public hospital efficiency and recruiting and selection.

Zulu (2023) investigated the relationship between organizational performance in Zambia and recruiting criteria. This study investigates participants' opinions on hospital recruiting standards and their influence on organizational efficacy via semi-structured interviews and theme analysis. Purposive sampling was used to uncover a complicated link between hiring procedures and organizational success, highlighting crucial elements including credentials, experience, abilities, cultural fit, and goal alignment. Recruitment and compensation practices

significantly contribute to the hospital's effectiveness, with a relationship value of $R = 0.682$ and a regression coefficient $\beta = 0.387$, indicating improved morale, engagement, and retention ($p < 0.001$). The results point up possibilities for improvement by highlighting the advantages and disadvantages of the present hiring procedures. The report also addresses how hiring techniques impact employee engagement, morale, and retention, highlighting the significance of successful tactics in raising organizational performance.

Kassim (2022) investigated how human resource policies affected the provision of services in Nairobi County, Kenya's public hospitals. The study, which focused on 80 Nairobi County public healthcare facilities, used a descriptive cross-sectional research approach. It encompassed all hospitals and used a census technique to gather primary data using structured questionnaires. Frequency and other descriptive statistical techniques, proportions, variance, and averages, were employed in the study using SPSS version 22. Additionally, research was employed to assess the relationship between service delivery and human resource policy. According to the research, Nairobi County, Kenya's public hospitals' service delivery was significantly impacted by compensation regulations. Compensation policies in Nairobi County public hospitals are significantly correlated with service delivery, demonstrating a sturdy association ($R = 0.698$, $p < 0.001$) and supporting improvements in worker productivity, with a regression value of $\beta = 0.409$ ($p < 0.001$).

2.2.3 Performance Appraisal Systems and Employee Performance

Handayani and Kasidin (2022) conducted an employee performance study using human resource management strategies in a private hospital in Surakarta. The research was carried out at a private medical facility in the Surakarta region, with a sample size of 120 people. A simple sampling method involves collecting samples through a survey. Performance appraisal systems positively correlate with employee performance ($R = 0.722$, $p < 0.001$) and have a factor of correlation ($\beta = 0.421$, $p < 0.001$), with work satisfaction serving as a partial mediator. The findings revealed a strong, favorable influence of performance appraisal on the efficiency of employees. But work contentment acts as a mediator between the influence of the efficiency rating and the remuneration mechanism for worker productivity, not the effect of training.

Taiko (2020) investigated how employee performance in public hospitals in Kajiado County, Kenya, was impacted by HRM practices. The investigation used a descriptive method of research. To collect primary information, a methodical survey was employed. The study was carried out at Kajiado County's five public hospitals. Each health cadre's medical personnel

served as the observational unit. Performance appraisal is significantly correlated with employee performance in Kajiado County public hospitals, with an association value of $R = 0.711$ ($p < 0.001$). Regression analysis indicates a β value of 0.398 ($p < 0.001$), affirming the efficacy of HRM performance. Thus, worker efficiency was favorably and strongly correlated with performance appraisals. The research recommended that management expand its external human capital recruiting sources in order to support equity for job applicants and improve employee performance via the hiring of qualified health professionals.

Kadam (2020) evaluated HRM policy and practice in India's public health system with an emphasis on Odisha via document reviews and in-depth interviews with policymakers, managers, and health workers, utilizing the Purcell and Hutchinson (2007) framework and a framework-analysis technique. The research revealed that performance assessment systems were poorly administered, with important components missing or inconsistently applied, limiting their influence on employee attitudes and conduct. Weak management autonomy, limited skills, and contextual variables such as location, gender, and sector changes further hampered performance. Poorly implemented appraisal systems show a weak association with staff efficiency ($R = 0.452$, $p < 0.01$). The regression analysis indicates a $\beta = 0.221$ ($p < 0.01$), highlighting the necessity for better context-sensitive appraisal methods. The research indicated that insufficient performance assessment methods limited staff performance, underlining the crucial need for improved, context-sensitive implementation.

2.2.4 Recruitment Strategies and Employee Performance

Oko and Essien (2024) investigated the connection between HR management procedures and workers' job effectiveness at the University of Uyo Teaching Hospital in Nigeria. The study approach used was a descriptive survey. There were 2,090 workers in the research population, and 369 people made up the sample size. The research purposefully examined the whole sample to prevent sampling bias and mistakes. The instrument used to collect the information was a questionnaire with a structured format. The information was analyzed using Pearson's product-moment coefficient (r). The data analysis was facilitated using the SPSS package. Recruitment strategies at the University of Uyo Teaching Hospital significantly correlate with employee performance ($R = 0.729$, $p < 0.001$), with a coefficient of regression $\beta = 0.437$ ($p < 0.001$), indicating a positive influence on output. The research's conclusions displayed a strong positive association between hiring practices and employees' productivity at the University of Uyo Teaching Hospital.

Ongori and Vasco (2021) evaluated the influence of recruiting and deployment procedures on the performance of healthcare personnel in Kenya. The study adopted a descriptive research methodology, targeting healthcare personnel at public hospitals, using a stratified sample. Data were acquired via questionnaires and examined using descriptive and regression analysis. Outcomes suggested that successful recruiting strategies, transparent hiring, clear job descriptions, and competency-based selection positively boosted employee performance at Public Hospitals in Kenya by boosting motivation and job fit. Structured recruitment strategies are significantly positively correlated with the performance of healthcare personnel in Kenya, as indicated by a coefficient of $R = 0.714$ ($p < 0.001$). Regression analysis further supports this relationship with $\beta = 0.412$ ($p < 0.001$), highlighting improvements in motivation and job fit. The research showed that organized, fair, and merit-based recruiting methods are crucial in boosting staff performance inside public healthcare organizations.

Wangui and Felistus (2021) studied the influence of recruitment and selection on the performance of private secondary schools in Nyeri County, Kenya. A descriptive survey approach was adopted, targeting teachers and administrators, using a randomly chosen sample. Questionnaires served as the major data gathering instrument, while analysis employed descriptive statistics and regression approaches. Results demonstrated that successful recruiting strategies, fair selection procedures, qualification-based hiring, and transparent interviews significantly enhanced employee performance in Public Health facilities in Kenya by enhancing competence, motivation, and commitment. Transparent selection and recruitment significantly correlate with employee performance in Nyeri County private schools ($R = 0.703$, $p < 0.001$), demonstrating that these factors enhance competence and commitment ($\beta = 0.405$, $p < 0.001$). The research specified that professionalized and transparent recruiting methods boost employee performance and institutional efficiency.

2.3 Summary of Knowledge Gaps

Identifying knowledge gaps is essential for advancing research and enabling effective responses. This overview emphasizes key research areas with insufficient information, underscoring the necessity of addressing these gaps to enhance knowledge and outcomes.

Table 1: Summary of Knowledge Gaps

Author & Year	Research Topic	Methodology	Findings Research	Gaps	Focus of the current study
Feng et al. (2023)	HR strategies and employee effectiveness	Survey	HR strategies improved staff productivity	The research was carried out in a non-healthcare sector, limiting its applicability to hospitals	The research examined public hospitals to offer insights for KNH, emphasizing training and development strategies, compensation strategies, performance appraisal systems, and recruitment strategies.
Nafari & Rezaei (2022)	Compensation and employee performance	Quantitative analysis	Compensation significantly influenced performance	The study used data from private organizations, creating a contextual gap	The current study examined compensation strategies within public hospitals in Kenya
Wagura (2019)	Training and development and employee output	Descriptive study	Training enhanced employee output	The study was conducted in a county government setting, not in national hospitals	The current study investigated training effects specifically at Kenyatta National Hospital
Handayani & Kasidin (2022)	Recruitment systems and staff performance	Case study	Effective recruitment improved staff performance	The study focused on Indonesian institutions, creating a regional gap	The study examined factors impacting a Kenyan public hospital, specifically looking at compensation strategies, performance appraisal systems, and recruitment strategies.
Oko & Essien (2024)	Performance appraisal and workforce productivity	Mixed methods	Appraisal systems improved productivity	The study used a broad public sector sample, not hospital-specific	The current study narrowed the focus to performance appraisal within KNH

2.4 Conceptual Framework

A conceptual framework is a theoretical structure used in research to describe significant ideas, variables, linkages, and assumptions. It provides the basis for understanding and interpreting research findings, as well as directing the development of hypotheses, data collection methods, and analysis. It promotes mental organizing and situates research within established theoretical frameworks.

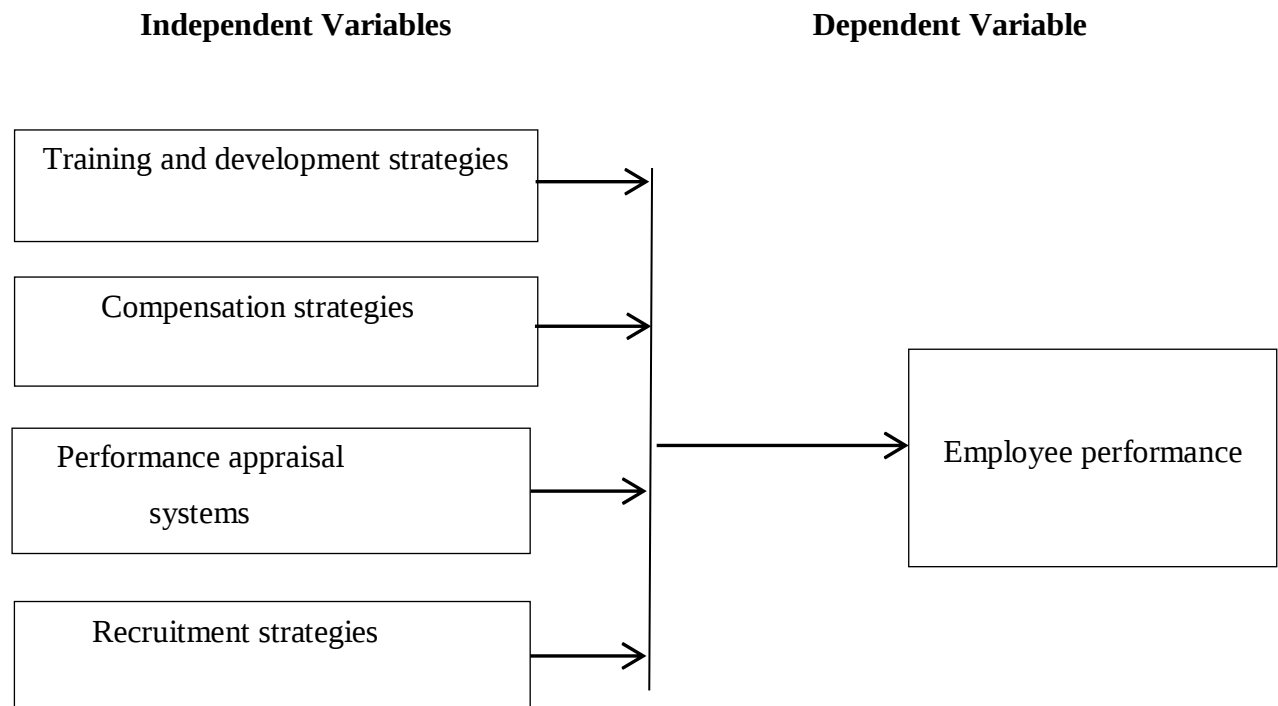


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

Table 2: Operationalization of Variables

Variable	Indicators	Measurement Scale	Analysis
Training and development strategies	• Skill enhancement • Training frequency • Career growth • Coaching support • Workshop attendance	Likert Scale	Descriptive statistics
Compensation strategies	• Salary adequacy • Fair allowances • Benefits access • Incentive availability	Likert Scale	Descriptive statistics

Variable	Indicators	Measurement Scale	Analysis
Performance appraisal systems	• Pay satisfaction • Clear criteria • Regular reviews • Feedback quality • Goal alignment • Evaluation fairness	Likert Scale	Descriptive statistics
Recruitment strategies	• Transparent hiring • Merit selection • Recruitment speed • Job matching • Advertising effectiveness	Likert Scale	Descriptive statistics
Employee performance	• Task completion • Work quality • Productivity level • Timeliness consistency • Service efficiency	Likert Scale	Descriptive statistics

2.6 Chapter Summary

The chapter covered assessments of the theoretical and empirical literatures, the conceptual framework, detailed operationalization of variables in relation to the research, summaries, and study gaps.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The section primarily focused on the study approach employed. The population under examination, sampling strategy, data gathering method, data examination, pilot study, and ethics concerns in research are all covered.

3.1 Research Design

According to Sekaran and Bougie (2016), a research design is a road plan for acquiring, evaluating, and interpreting data in line with the study goals. This study used a descriptive research approach. Descriptive design is the process of acquiring information to test an argument or answer questions about the state (Mugenda & Mugenda, 2019). The descriptive approach was used in the research since it permits the rapid and cost-effective gathering of big amounts of data. According to Sekaran and Bougie (2016), descriptive research was used to identify and characterize the properties of the variable of interest in the circumstance.

3.2 Target Population

According to Collis and Hussey (2014), a target population is a properly defined group of people or objects that are being assessed for statistical analysis. All 6,000 employees of Kenyatta National Hospital were the main respondents for this research. Thus, the study's target population consisted of 6000 KNH personnel across all departments.

Table 3: Target Population

Category	Target Population	%
Top Management	150	2.5%
Middle Management	850	14.2%
Lower-level management	5,000	83.3%
Total	6,000	100%

3.3 Sample and Sampling Technique

The process of selecting individuals from a statistical population to estimate the characteristics of the entire population is called sampling (Orodho, 2003). Sampling is essential because of the limited amount of time and assets available to finish the inquiry. To get a sample from a

non-homogeneous population, this inquiry used stratified random sampling. The strata were based on each department within the firm. By selecting individuals from all socioeconomic backgrounds, a population mirror was formed. Cooper and Shindler (2014) indicate that using stratified sampling minimizes errors, expenses, and workloads, making it easier to collect high-quality data. The researcher employed Yamane's formula to determine the sample size (given below).

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = margin of error

$$n = \{6000 / 1 + [6000 (0.05)^2]\} = 375$$

$$n = 375$$

Table 4: Sample

Category	Sample Size (n)	%
Top Management	9	2.5%
Middle Management	53	14.2%
Lower-level management	313	83.3%
Total	375	100%

3.4 Instruments

The investigation's information was gathered using primary sources, specifically by using a questionnaire. Only brief, simple, closed-ended questions were asked. In response to closed-ended questions, Participants were prompted to indicate how much they disagreed with the statements using an assortment of answers. Participants were asked to evaluate how they agree with each of the descriptive statements on a 5-point Likert scale. The survey was split into two parts: one inquired regarding the backgrounds of the responders, and the other asked about the factors being studied.

3.5 Pilot Study

According to Kothari (2004), a pilot study is an initial examination conducted before a research project to measure statistical variability, determine an appropriate sample size, and refine study design. According to Mbulwa and Kinyua (2020), a pilot study should include 10% of the sampled individuals. The investigator distributed 37 questionnaires to Nairobi West Hospital personnel, who were left out of the ultimate research. This was done to ensure that the surveys' key aims are met correctly and to validate the survey questions (Mugenda & Mugenda, 2009).

3.5.1 Validity

According to Lerigo-Sampson (2022), research instrument validity improves when study data accurately represent the phenomena under investigation. This research conducted content validity. The investigator conducted a comprehensive literature review to determine content validity. The researcher also consulted with MUA teachers and supervisors to assess the questionnaire. Mugenda and Mugenda (2003) offer two operational strategies for measuring the reliability of research resources: expert perspectives and pilot training.

3.5.2 Reliability

Assessments were conducted to verify the dependability of the study equipment. Kothari (2004) contends that a really remarkable finding must be both unprecedented and capable of substantiating the validity of the study methodology, as well as being entirely reproducible. Thus, this research assessed the interior precision of the device status. The study used Cronbach's Alpha Reliability Valuation to accomplish this objective. A reliability coefficient over 0.70 is applied in social science research to indicate the instrument's dependability (Fields, 2015).

3.6 Data Collection Procedure

The investigator first visited Kenyatta National Hospital (KNH) to obtain authorization for the research, after obtaining a reference consent from the Management University of Africa. Participants were then informed about the investigation's goals, with the aims and the investigation's scope emphasized throughout the process. Where possible, questionnaires were administered electronically, with links sent via email or WhatsApp to facilitate timely participation. Hard copies were also provided for participants who prefer them. Completed questionnaires were collected after one week, with extensions granted for those needing more time (Yeomans, 2017). All responses were compiled for analysis.

3.7 Data Analysis and Presentation

Data analysis involves evaluating, cleaning, and modeling data to identify important information, make suggestions, and support decision-making (Mugenda & Mugenda, 2003). Accordingly, the researcher coded, imputed, and revised the quantitative statistics collected from the reviews. The quantitative data were scrutinized with Microsoft Excel. The study used SPSS version 28 to analyze data, generate statistics, and interpret research findings. Descriptive statistics were used to measure underlying trends, means, proportions, and patterns in cross-tabulations, graphical representations, and charts.

3.8 Ethical Considerations

This section presented the ethical considerations of the study, emphasizing the importance of obtaining informed consent, ensuring voluntary participation, maintaining confidentiality, protecting participants' privacy, and guaranteeing anonymity, thereby safeguarding the rights, dignity, and well-being of all respondents (Dooley et al., 2017).

3.8.1 Informed Consent

Consent in any research effort refers to a voluntary choice to participate in the study. To acquire information and data from respondents, informed consent must be secured by informing participants of their rights, the investigation's aims, and the procedures that must be followed, the hazards involved, and the benefits of participation (Hasan et al., 2021). The investigator got permission from the essential authorities to ensure that this review observes to study ethics.

3.8.2 Voluntary Participation

A human study participant exercising their liberty to choose whether or not to join in an investigation is known as voluntary participation (Akdeniz et al., 2021). This says that for the research to begin, the participant must grant their informed consent. Research participants were informed of the investigation's results goal so they may make their own judgments about participation.

3.8.3 Confidentiality

Confidentiality in research relies on maintaining the privacy of notions and data (Åkerfeldt & Boistrup, 2021). A quick introduction to a survey was created to ensure a certain amount of privacy and ensure that the information is utilized solely for educational purposes. The data

obtained for this study were managed with the utmost secrecy and were only available to the persons participating in the research.

3.8.4 Privacy

Every investigator must protect privacy while performing a study, according to research privacy, which is an element of research codes and ethics. Furthermore, it guarantees respondent anonymity by making sure that no respondent may be recognized based solely on their survey or interview replies. As a consequence, the investigator ensured the privacy of all responders and the information they provided (Dooly et al., 2017).

3.8.5 Anonymity

Anonymity, as described by Ahmed and Ishtiaq (2021), is the preservation of confidentiality by not disclosing respondents' identities, races, or cultures, as well as any other private information about them. Thus, every response was coded for secrecy, so they did not have to answer surveys using their definite identities.

3.9 Chapter Summary

This section discourses the research strategies employed to conduct these studies. The nature of the inquiry highlights the descriptive design, which is the primary strategy for conducting research and data analysis. Additionally, a detailed description of the analytical technique employed, in addition to the sample size, sampling procedure, and target population, and research instruments employed to collect information, is provided.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The section covers the display of study results, limitations of the research, and a synopsis of each chapter.

4.1 Presentation of Research Findings

The presentation of the results of research is covered in this subsection, focusing on demographic data, response rates, and descriptive analysis.

4.1.1 Response Rate

Table 5: Response Rate

Response	Frequency	Percent
Response	275	73.3%
Non response	100	26.7%
Total	375	100

The study's sample size consisted of 375 respondents from different KNH departments. 275, which is or 73.3% of the 375 respondents who finished the poll and sent it in for analysis. This response rate surpasses the cut-off criterion set by Saunders et al. (2017), who pointed out that if a 50% response rate is achieved, survey findings should be generalizable to the whole population of interest. A reaction rate of 60 percent is regarded as acceptable, while results above 70 percent are optimal and often endorsed for use. These results are effectively shown in Table 5.

4.1.2 Demographic Results

4.1.2.1 Gender

Table 6: Gender

Response	Frequency	Percent
Male	150	54.5%
Female	125	45.5%
Total	275	100

A person's gender refers to whether they are male or female (Acar, 2012). The gender of the respondents was asked by the researcher. Of the responders, 54.5% were males and 45.5%

were women. This shows that both sexes are well represented, but with a somewhat larger percentage of males. Gender is a significant factor to take into account when evaluating respondents' opinions on a variety of subjects, according to Kothari (2004).

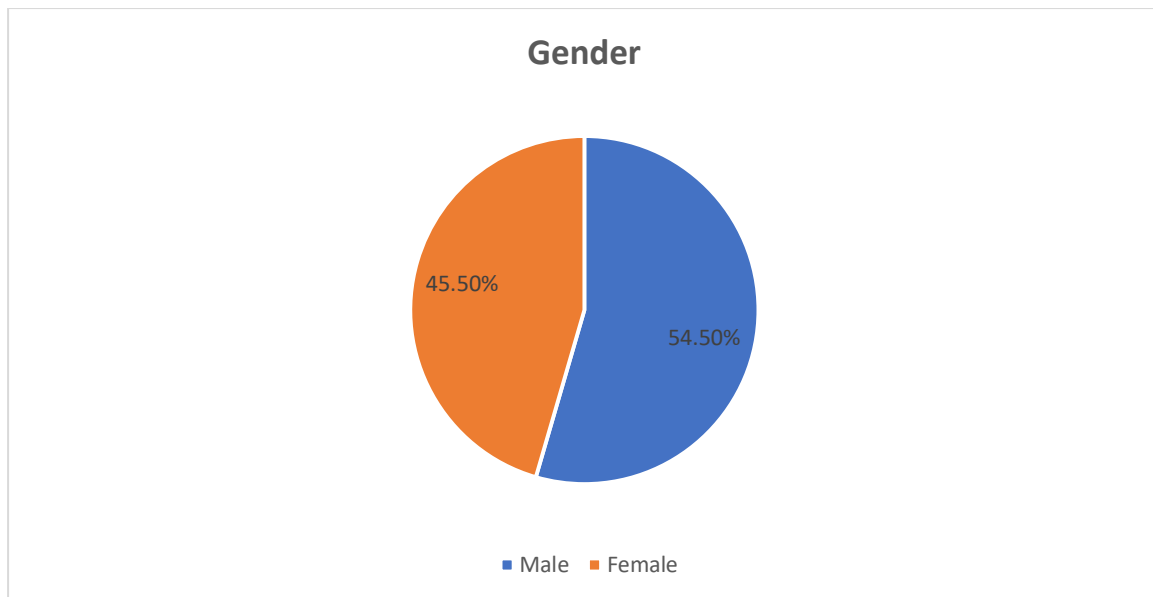


Figure 2: Gender

4.1.2.2 Experience Level

Table 7: Experience Level

Response	Frequency	Percent
1- 5 Years	66	24.0%
6 – 10 Years	110	40.0%
11 Years and Above	99	36.0%
Total	275	100

The inquiry determined the respondents' degree of experience. The results of the research showed that 40% of those surveyed had worked for six to ten years. Those who had been employed for eleven years or more came next (36.0%), and those who had worked for less than five years (24%). According to Mbui's (2016) study, respondents who had worked for the organizations for a longer period of time were better informed on the subjects the researcher was looking for. These findings are shown in Table 7.

4.1.2.3 Highest Educational Level

Table 8: Highest Educational Level

Response	Frequency	Percent
Certificate	22	8%
Diploma	74	26.9%
Undergraduate	101	36.7%
Postgraduate	78	28.4%
Total	275	100

The study's identified respondents provided the answer shown in Table 8 when asked to assess their level of schooling. The statistics showed that 36.7% had undergraduate degrees, 28.4% had graduate degrees, 8% had certificates, and 26.9% had diplomas. This shows that most respondents had strong educational backgrounds, indicating that they could comprehend the study's questions. According to Smith (2021), a person's reactions may be influenced by their educational background. As such, this must be taken into account while evaluating the results.

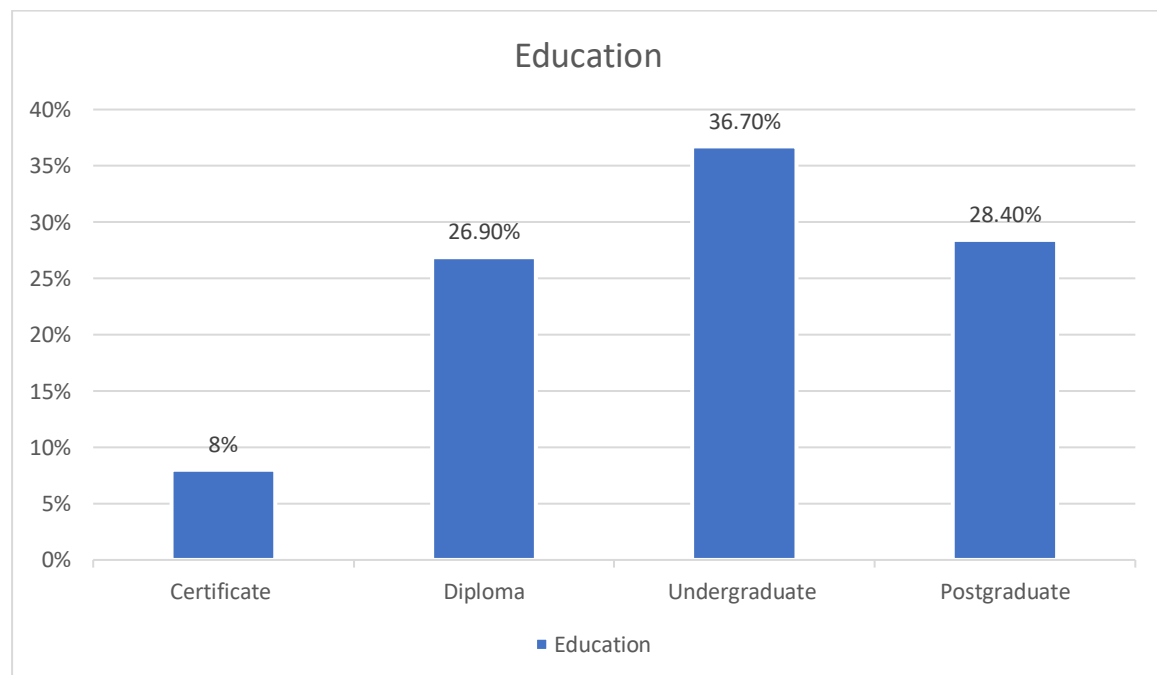


Figure 3: Highest Educational Level

4.1.3 Descriptive Statistics

Training and development strategies

Table 9: Training and development strategies

Statement	Mean	STD
Our hospital provides continuous skill enhancement opportunities for employees.	4.011	0.946
The frequency of staff training sessions meets my professional needs.	3.961	0.947
The organization supports my long-term career growth through development programs.	4.076	1.035
Coaching and mentorship support are readily available to guide my performance.	3.983	0.904
Workshops offered by the hospital effectively improve my job competence.	4.149	0.854

The results in Table 9 reveal that training and development initiatives were favorably regarded by respondents. Continuous skill improvement chances got a high mean (Mean=4.011, STD=0.946), while the frequency of staff training sessions also garnered good answers (Mean=3.961, STD=0.947). Support for long-term professional progression via development programs was scored favorably (Mean=4.076, STD=1.035). Coaching and mentoring availability received a good mean score (Mean=3.983, STD=0.904). Workshops boosting work competency recorded the highest mean (Mean=4.149, STD=0.854).

Compensation strategies

Table 10: Compensation strategies

Statement	Mean	STD
My salary is adequate compared to my job responsibilities.	4.056	0.962
The allowances provided by the hospital fairly support my daily needs.	3.978	0.862
I can easily access the benefits offered by the organization.	4.178	0.962
The hospital provides incentives that encourage better performance.	3.908	1.062
I am happy with my whole pay.	3.903	0.709

The data in Table 10 reveal that pay methods were usually evaluated favorably by workers. Salary appropriateness related to work duties recorded a significant mean (Mean=4.056, STD=0.962). Allowances supporting everyday requirements were likewise well appraised (Mean=3.978, STD=0.862). Accessibility of benefits revealed a high level of agreement (Mean=4.178, STD=0.962). Incentives promoting improved performance had a modest mean (Mean=3.908, STD=1.062). Overall satisfaction with remuneration was assessed favorably (Mean=3.903, STD=0.709).

Performance appraisal systems

Table 11: Performance appraisal systems

Statement	Mean	STD
The performance appraisal system uses clear and well-communicated evaluation criteria.	4.039	0.920
My performance is reviewed regularly and consistently each year.	4.048	0.833
The feedback I receive after appraisals helps me improve my performance.	3.908	0.905
Performance goals are aligned with my job duties and expectations.	4.183	1.057
The evaluation process is fair and free from favoritism.	4.137	0.855

The data in Table 11 demonstrate that performance assessment methods were considered as successful by most respondents. Clear and well-communicated assessment criteria recorded a solid mean (Mean=4.039, STD=0.920). Regular and consistent performance assessments were likewise regarded highly (Mean=4.048, STD=0.833). Feedback utility following assessments showed a good mean (Mean=3.908, STD=0.905). Alignment of performance objectives with work tasks rated highly (Mean=4.183, STD=1.057). Perceived fairness of the assessment procedure was similarly assessed favorably (Mean=4.137, STD=0.855).

Recruitment strategies

Table 12: Recruitment strategies

Statement	Mean	STD
The hospital follows a transparent and fair recruitment process.	3.876	1.010
Staff are selected based on merit and qualifications.	4.243	0.960
Recruitment processes are completed within reasonable timelines.	4.107	0.768
Newly recruited staff are well matched to their job roles.	4.017	1.069
The hospital advertises job vacancies widely and effectively.	4.195	0.758

The data in Table 12 reveal that recruiting tactics were typically scored favorably. Transparency and fairness in recruiting reported a modest mean (Mean=3.876, STD=1.010). Selection based on merit and credentials earned the highest mean among the items (Mean=4.243, STD=0.960). Timeliness of recruiting procedures was favorably appraised (Mean=4.107, STD=0.768). Matching of newly acquired workers to job positions revealed a significant mean (Mean=4.017, STD=1.069). Advertising of job positions was likewise regarded favorably (Mean=4.195, STD=0.758).

Employee performance

Table 13: Employee performance

Statement	Mean	STD
I consistently complete my assigned tasks as required.	4.031	1.109
The quality of my work meets the expected standards.	3.995	1.062
My productivity level at work is consistently high.	4.117	0.901
I complete my duties within the required timelines.	3.964	1.025
I deliver services efficiently to patients and colleagues.	4.016	1.009

The data in Table 13 reveal that employee performance levels were assessed highly. Consistent completion of specified activities recorded a good mean (Mean=4.031, STD=1.109). Quality of work matching anticipated criteria was favorably appraised (Mean=3.995, STD=1.062). Productivity levels at work indicated a high mean score (Mean=4.117, STD=0.901). Timely fulfillment of responsibilities was assessed favorably (Mean=3.964, STD=1.025). Efficiency in service delivery to patients and colleagues likewise reported a significant mean (Mean=4.016, STD=1.009).

4.2 Limitations of the Study

This research was confined to Kenyatta National Hospital, which may restrict the application of the results to other public hospitals in Kenya owing to contextual and operational variations. The research relied on self-reported data, which may be impacted by response bias, including exaggeration or understatement of impressions. The cross-sectional study approach recorded perceptions at one moment in time and did not account for changes in human resource strategy or employee performance over time. Additionally, some respondents may have suppressed vital information owing to fear of persecution, despite pledges of secrecy.

4.3 Chapter Summary

The section discussed the display of research results, outlining the essential insights derived from the research. It also addressed the constraints faced throughout the investigation procedure, providing a critical examination of factors that may have affected the results. Finally, a summary of the chapter was provided, encapsulating the key points and conclusions drawn from the research.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

The section covers an overview of the findings, conclusions, and recommendations of the study.

5.1 Summary of Findings

The research explored how human resource initiatives impact employee performance at Kenyatta National Hospital. With a good response rate of 73.3%, the results are credible and representative. The respondents were generally balanced in gender, experienced in their jobs, and mainly well-educated, which lends credibility to the data obtained. Workers evaluated human resource processes favorably. Training and development programs were considered as useful in enhancing skills and career progress. Compensation practices, including pay and benefits, were generally good, while incentives may be enhanced. Performance assessment methods were regarded fair, regular, and beneficial in driving staff progress. Recruitment methods were also evaluated favorably, especially in choosing competent workers, but openness needs some development. In general, staff reported excellent levels of performance, including productivity, quality of work, and timely service delivery, suggesting that effective HR strategies play a vital role in boosting performance in public hospitals.

5.1.1 Training and Development Strategies and Employee Performance

The first goal was to examine the effect of training and development strategies on staff efficiency in public Hospitals in Kenya. The research concluded that training and development programs were extensively adopted and usually successful in boosting staff skills and competencies. Continuous learning opportunities, seminars, and mentoring programs enhanced career progression and increased workplace competency. Employees saw these programs as relevant to their professional requirements, demonstrating that organized training techniques have a major part in increasing service and performance delivery in public hospitals.

5.1.2 Compensation Strategies and Employee Performance

The second aim was to assess the effect of compensation strategies on worker performance. Findings demonstrated that compensation schemes significantly affected employee performance. Salaries, allowances, perks, and incentives were seen as generally fair and

supportive of employees' job duties. Accessible perks and performance-related rewards led to motivation and work satisfaction. However, differences in views underscore the need for constant assessment of pay plans to ensure they stay competitive and consistent with employee expectations.

5.1.3 Performance Appraisal Systems and Employee Performance

The third aim was to evaluate the effect of performance appraisal systems on worker performance in Public Hospitals in Kenya. The research revealed that performance assessment methods were typically clear, systematic, and linked with job requirements. Regular assessments and constructive comments fostered staff progress and responsibility. Employees regarded assessment procedures as mostly fair and objective, which improved confidence in the system. Alignment of performance objectives with organizational expectations enhanced consistency in individual performance and overall institutional effectiveness.

5.1.4 Recruitment Strategies and Employee Performance

The fourth aim was to determine the impact of recruitment strategies on worker performance in Public Hospitals in Kenya. The data demonstrated that recruiting techniques were primarily merit-based, transparent, and timely. Proper matching of workers to job responsibilities boosted efficiency and eliminated performance disparities. Effective advertising of openings increased the talent pool, while disciplined selection procedures enhanced staff quality. Nonetheless, opinions of fairness varied somewhat, highlighting the significance of enhancing transparency to retain trust in recruiting methods.

5.2 Conclusion

The research determined that education and training methods were efficiently executed and favorably viewed by workers. Continuous skill development, frequent training sessions, mentoring, and coaching were considered beneficial for professional progress. Employees reported that seminars and development programs boosted workplace competence and promoted long-term career growth. Training programs were matched with employee requirements and led to enhanced capacity, confidence, and preparation for job duties within the hospital setting. These results demonstrate persistent institutional commitment to staff development and continual performance improvement across departments and positions broader context.

The research concluded that remuneration plans were typically considered fair and supportive of employee success. Employees reported satisfaction with wage sufficiency, allowances, benefits accessibility, and incentive systems. Compensation policies were considered as related to motivation, work satisfaction, and desire to fulfill assigned activities. Overall views suggested that remuneration arrangements matched daily job demands and fostered favorable attitudes regarding organizational commitment and sustained effort inside the institution. These outcomes reveal congruence between incentives and employee expectations, increasing morale and engagement across varied professional positions and operational circumstances in practice overall.

The research concluded that performance assessment methods were mainly clear, systematic, and consistently utilized. Employees regarded the assessment criteria as properly stated and fit with job tasks. Regular evaluations and constructive criticism fostered performance development and responsibility. Appraisal systems were typically considered fair and objective, boosting confidence and acceptability among personnel. Assessment systems helped to clarify expectations and reinforcement of desirable performance behaviors within the institution. These outcomes show systematic assessment processes that created uniform awareness of performance criteria across staff groups and departmental roles overall in operations.

The research concluded that recruiting tactics were largely merit-driven, transparent, and efficient. Selection methods stressed credentials and suitable matching of people to job tasks. Timely recruitment and thorough publicity of openings assisted the acquisition of skilled individuals. Employees regarded recruiting processes as contributing to workforce quality and successful position placement. Overall, recruiting tactics encouraged operational efficiency and fairness within the institution. These outcomes reflect effective recruiting methods that enhanced trust in staffing decisions among workers, contributing to stability and clarity in daily operations.

5.3 Recommendations

The research suggested that public hospitals should preserve and increase training and development methods that enable continual skill advancement. Regular training sessions, seminars, and organized mentoring programs should be maintained to enhance professional development and increase job competency. Emphasis should be put on connecting training material with employee responsibilities and career advancement requirements. Strengthening

coaching assistance may further boost employee competency and confidence, ensuring staff stay well prepared to offer excellent services and adapt to growing healthcare needs within the hospital context.

The research recommended that hospitals should maintain equitable and supportive remuneration systems to retain staff engagement and performance. Salaries, allowances, perks, and incentive systems should continue to align with job duties and daily work demands. Ensuring simple access to benefits and sustaining performance-related incentives helps encourage healthy work attitudes. Regular assessment of remuneration systems is crucial to retain employee satisfaction, dedication, and sustained effort, hence sustaining consistent performance and stability within public healthcare institutions.

The report recommended that hospitals should continue adopting clear and properly stated performance rating methods. Regular performance evaluations and constructive feedback channels should be reinforced to encourage staff progress and responsibility. Aligning evaluation objectives with work activities should be kept to promote clarity of expectations. Maintaining fairness and objectivity in assessments helps further increase employee trust and acceptance of the appraisal process, maintaining a performance-driven culture within the healthcare setting.

The report suggested that public hospitals should continue prioritizing transparent, merit-driven recruiting techniques. Selection methods should continually concentrate on credentials and proper job matching to promote worker performance. Timely recruiting processes and thorough publicity of openings should be continued to attract qualified workers. Strengthening openness in recruiting may further boost employee trust in hiring choices, support workforce quality, and promote fairness and efficiency across departments and professional positions within the hospital.

5.4 Suggestions for Further Research

Further studies should evaluate the influence of human resource initiatives on employee efficiency across several public hospitals to boost the generalizability of results. Longitudinal studies might be undertaken to analyze how changes in training, salary, assessment, and recruiting techniques affect performance over time. Future research may also study the influence of company culture, leadership styles, and employee engagement as intervening factors. Comparative research between public and private hospitals would give greater insights into contextual variations in human resource strategies.

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APPENDIX I: INTRODUCTION LETTER

RE: DATA COLLECTION

I am a student at the Management University of Africa pursuing a degree in Management and Leadership. I am conducting an academic research study on the EFFECT OF HUMAN RESOURCE STRATEGIES ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN KENYA: A CASE STUDY OF KENYATTA NATIONAL HOSPITAL.

I kindly request your support in responding to the questions in this questionnaire. Please rest assured that the information provided will be treated with strict confidentiality and will be used solely for this study.

Thank you for your valuable assistance.

Magdaline Wambui Nyambura

BML/34/01264/1/23

APPENDIX II: QUESTIONNAIRE

PART I: BASIC INFORMATION

1. Indicate your gender

Male ☐ Female ☐

2. For how long have you worked in this Organization?

1- 5 Years ☐ 5 – 10 Years ☐

11 Years and Above ☐

3. Specify your highest educational Level

Certificate ☐ Diploma ☐

Undergraduate ☐ Postgraduate ☐

PART II: INDEPENDENT VARIABLES

Use the Likert scale provided to respond to the following statements

1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (U), 4. Agree (A), 5. Strongly Agree (SA)

Variable	Statement	1	2	3	4	5
Training and development strategies	Our hospital provides continuous skill enhancement opportunities for employees.					
	The frequency of staff training sessions meets my professional needs.					
	The organization supports my long-term career growth through development programs.					
	Coaching and mentorship support is readily available to guide my performance.					
	Workshops offered by the hospital effectively improve my job competence.					
Compensation strategies	My salary is adequate compared to my job responsibilities.					
	The allowances provided by the hospital fairly support my daily needs.					
	I can easily access the benefits offered by the organization.					
	The hospital provides incentives that encourage better performance.					
	I am satisfied with the overall compensation I receive.					
Performance appraisal systems	The performance appraisal system uses clear and well-communicated evaluation criteria.					
	My performance is reviewed regularly and consistently each year.					
	The feedback I receive after appraisals helps me improve my performance.					
	Performance goals are aligned with my job duties and expectations.					
	The evaluation process is fair and free from favoritism.					
Recruitment strategies	The hospital follows a transparent and fair recruitment process.					
	Staff are selected based on merit and qualifications.					
	Recruitment processes are completed within reasonable timelines.					
	Newly recruited staff are well matched to their job roles.					
	The hospital advertises job vacancies widely and effectively.					
Employee performance	I consistently complete my assigned tasks as required.					

Variable	Statement	1	2	3	4	5
	The quality of my work meets the expected standards.					
	My productivity level at work is consistently high.					
	I complete my duties within the required timelines.					
	I deliver services efficiently to patients and colleagues.					

APPENDIX III: INFORMED CONSENT FORM

I agree to take part in Magdaline Wambui Nyambura's research that will focus on the EFFECT OF HUMAN RESOURCE STRATEGIES ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN KENYA: A CASE STUDY OF KENYATTA NATIONAL HOSPITAL. I have been given the assurance that my identity will remain secret, that I won't be identified, and that I will have the choice to decline participation and the freedom to end it whenever I want. I have been informed that the results of the study will be sent to me upon request, and that the research is voluntary.

Initials: _____ Date: _____

APPENDIX IV: DATA COLLECTION LETTER



Date: 21st January 2026

TO WHOM IT MAY CONCERN

MAGDALINE WAMBUI NYAMBURA- BML/34/01264/1/23

This letter serves to introduce the above named who is a **(Bachelor of Management and Leadership)** student and is interested in carrying out research on **Effects of Human Resource Strategies on Employee Performance in Public Hospitals in Kenya. A Case Study of Kenyatta National Hospital**

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

 Dr. Juster Nyaga
Dean, School of Management and Leadership