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**Journal of Human
Resource Management**

**ROLE OF HUMAN RESOURCE PRACTICES ON SERVICE DELIVERY OF PUBLIC HEALTH FACILITIES
IN NAIROBI CITY COUNTY, KENYA**

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2021

ROLE OF HUMAN RESOURCE PRACTICES ON SERVICE DELIVERY OF PUBLIC HEALTH FACILITIES IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

HR practices are the means through which human resources personnel develop the leadership of organization staff. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing on-going performance appraisals. Motivation-enhancing HR practices are intended to boost employee motivation. These practices include developmental performance management, competitive compensation, extensive benefits, promotion possibilities and job security. The players in the health sector are the Government of Kenya, which manages public health institutions, faith-based organisation (FBOs) and non-governmental organizations (NGOs), donors and private investors. Hospitals in Kenya are structured in levels, which includes dispensaries and private clinics, health centres, sub-county hospitals and nursing homes, county hospital and private hospitals, level five hospitals and referral hospitals. Nairobi City County is one of the 47 counties of Kenya. Nairobi City County public health care system faces critical human resources crisis for health management due to high turnover rate associated resulting from lack of developing an incentive policy for attraction and retention of health workers. The main objective of the study is to determine the Role of human resource practices on service delivery of public health facilities in Nairobi City County, Kenya. The specific objectives were to determine the influence of recruitment management, to find out the influence of employee training management, to establish the influence of job evaluation management and to examine the influence of labour welfare management on service delivery of public health facilities in Nairobi city county, Kenya. A descriptive research design was used in this study. The sample frame in this study consisted of a list of National Hospitals, Nursing/Maternity Homes, Health Centre, Dispensaries and Clinics within Nairobi County as provided by registered master facility list. Primary data was collected using questionnaires, which was self-administered by the researcher with the help of a research assistant. Open-ended questions helped the researcher to obtain personal ideas and suggestion from the respondents, which are free in response the study, used the most common internal consistency measure known, as Cronbach's alpha (α) in testing the reliability of the instrument. The data that was obtained from the research instruments was analysed by use of descriptive statistics (frequencies and percentages) as well as inferential statistics. The Statistical Package for Social Sciences (SPSS) computer software version 21 was used to facilitate data analysis and presentation. Inferential statistics is concerned with making predictions or inferences about a population from observation and analysis of a sample. The study found out that Training and development, is primarily individualistic in nature and focused on ensuring that employees develop throughout their careers to capture more opportunity. Organization capable of capitalizing on employee skills, while focusing too as well on organisation development will generate a company culture resulting to professional

development. The study concluded that Labour welfare entails all those activities of public health facilities in Nairobi County which are directed towards Relationship-building, problem solving involves recognizing and managing the particular conflict not personalities and committees The study recommend that training should be central framework for the way in which a public health facilities in Nairobi County leverages an effective human resources department to empower employees with the skills for current and future success. The responsibility of the human resources department in regard to employee

INTRODUCTION

The study analysed the Role of human resource practices on service delivery of public health facilities in Nairobi City County, Kenya. Specifically, this chapter provides information on the global perspective of human resource practices on service delivery and then narrows down to regional and then local perspectives. It highlights the background information, statement of the problem, general and specific objectives, and research questions, justification of the study and the scope of the study.

According to Nizam and Nabilah (2018) defines that HR practices are the means through which human resources personnel develop the leadership of organization staff. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing on-going performance appraisals. Motivation-enhancing HR practices are intended to boost employee motivation (Khanyile, 2018). These practices include developmental performance management, competitive compensation, extensive benefits, promotion possibilities and job security. Motivation enhancing HR practices direct employee efforts toward the accomplishment of work objectives and provide employees with the motives necessary to engage in enhanced employee performance .According to the Njue & Kiiru (2018),when using motivation-enhancing HR practices, employees are expected to work toward the attainment of specific goals, receive task- or behavior-based feedback and be adequately rewarded for increased employee performance .

Globalization and the movement of firms abroad have given the HR function a more strategic and influential role within the organization. The worldwide standards for human resource management in evaluation, compensation and development are the milestones en-route towards a global human resource policy, which has been practised in recent years at German companies like BASF, Bayer, DaimlerChrysler, Henkel, Lufthansa, SAP, Schering, Siemens, and Volkswagen. Global policies relating to employee appraisals, remuneration and promotion help to achieve a level playing field in the context of employee reward and career development. The HRM practices in DaimlerChrysler and Lufthansa ensure equitable treatment of employees, regardless of their geographical base, and result in greater efficiencies in terms of application and administration (Olanya & Okemakinde, 2008).

Regulatory policies are important, and majorly linked to the type of business an organisation conducts. EU regulations place restrictions on the remuneration of certain classes of employee in the financial services sector that apply to affected employees of businesses anywhere in the world that have a parent based in the EU. The human resource practices have enabled organization to succeed in creating a comprehensive executive structure, allowing multinational

organization to treat key questions of human resource policy in a unified way through Evaluation, compensation, management development, training and education. Worldwide (Brewster & Hegewisch, 2017).

The development to address human resource management (HRM) issues in sub-Saharan Africa through effective HR practices and procedures are extremely important, as they provide structure, control, consistency and fairness within an organisation (Rothenberg& Tang, 2017). It ensures compliance with relevant employment legislation and informs employees of the Company's expectations and their own responsibilities. A Personnel Policy forms part of the contractual agreement between employer and employee.

Kenya is increasingly becoming an international hub for the East Africa region and many multinational companies entering the region use Kenya as the entry point to venture into the region and as a logistics center for regional operations once fully operational in the region. The Human resource practices and Procedures Manual in Kenya provide guidelines in the management and development of human resource capacity towards the achievement of various national goals and objectives (Wanguku, 2016). The Policies are written guidelines that explain generally what the employer's requirements are and how employees will be treated. As organizations create new policies, they are careful to avoid language that conveys rigid rules that must be followed exactly as written in all circumstances. Flexibility is built into the wording and promises that could be interpreted as a contract should be eliminated. (Chepkonga& Nyaga, 2019).

Nairobi City County is one of the 47 counties of Kenya (Constitution of Kenya 2010). The smallest yet most populous of the 47 Counties. There are about 5,000 Health Facilities in Kenya (MOH, 2017). Hospitals in Kenya are classified based on the agency that owns the health facility (MOH, 2013). The players in the health sector are the Government of Kenya, which manages public health institutions, faith-based organisation (FBOs) and non-governmental organizations (NGOs), donors and private investors (MOH 2017). Hospitals in Nairobi County are structured in levels, which includes dispensaries and private clinics, health centres, sub-county hospitals and nursing homes, county hospital and private hospitals, level five hospitals and referral hospitals (MOH, 2017).

Statement of the Problem

Nairobi City County public health care system faces critical human resources crisis for health management due to high turnover rate resulting from lack of developing an incentive policy for attraction and retention of health workers (Chepkonga & Nyaga, 2019). There is a weak human resources practices on labour welfare management, guidelines to develop and review schemes of service for health workers including poor procedures on competitiveness in recruitment of new health workers . Sub county hospitals failure to implement policy guidelines on performance management and poor linkage of individual performance to training and promotion has led to medical practitioner's high attrition rate in Nairobi county (Ngure & Waiganjo, 2018).

Human resource practices have been identified as a major weakness in the entire Nairobi county health sector. Reports reflected increasing striking trends in Nairobi County up to 15 %, officers

and their juniors on the entry-level leaving to private sector hence a shortfall of 45% of the health workforce against ideal number suggested by the WHO with Paediatric surgeons had a shortage of 20%, and the cardiologists had a shortfall of 35% against the Norms and Standards Guidelines with endocrinologists like chest specialists reflecting lowest presentation of 3%. These led to causes of death with HIV/AIDS increasing daily in the county followed by the conditions arising during the peri-natal period 10.7 %, malaria 7.2 % and lower respiratory infections 7.1 %, followed by the conditions arising from emergency and accidents cases of 10.7 % (Wanguku, 2016).

The impacts of the Human Resources practices on the promotion of public health programmes have not been based in many of the studies undertaken in Kenya. There is little or no empirical literature available to this study on effects of human resource practices, which is key sector. Studies by Mwangi and Njuguna (2019) on performance appraisal strategies on performance of teachers in public secondary schools in Kiambu County, Kenya the research focused on Rewards and their effects on employee's motivation thus narrowing the findings. It did not address other aspects of compensation and their effects on employees. Matolo and Waititu, (2019). Relationship between Reward Management and Employee Performance in Technical Training Institutes in Kenya the study focused on compensation programs offered by organizations but did not clearly elaborate on the specific components of compensations and their effects on service delivery. Patro (2017) research on public and private social security measures for workers: the study focused on comparative study Indicator of incentive for employees the study did not cover on factors impacting the delivery of services In public health and welfare study. It is against this background that the study seeks to establish the Role of human resource practices on service delivery of public health facilities in Nairobi City County, Kenya.

Research Objectives

- i. To determine the influence of recruitment management on service delivery of public health facilities in Nairobi City County, Kenya.
- ii. To explore the influence of employee training management on service delivery of public health facilities in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Adams' Equity Theory

The study was based on Adams' Equity Theory in establishing influence of Recruitment Policy on public health facilities in Nairobi City. Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer. Equal opportunity as equal chance non-discriminatory, Equal opportunity as equal access fair procedures and Equal opportunity as an equal share (outcomes and positive action). A recruitment process needs support from the right tools, methods and techniques. The process explains structured interviews or group interviews and for which roles

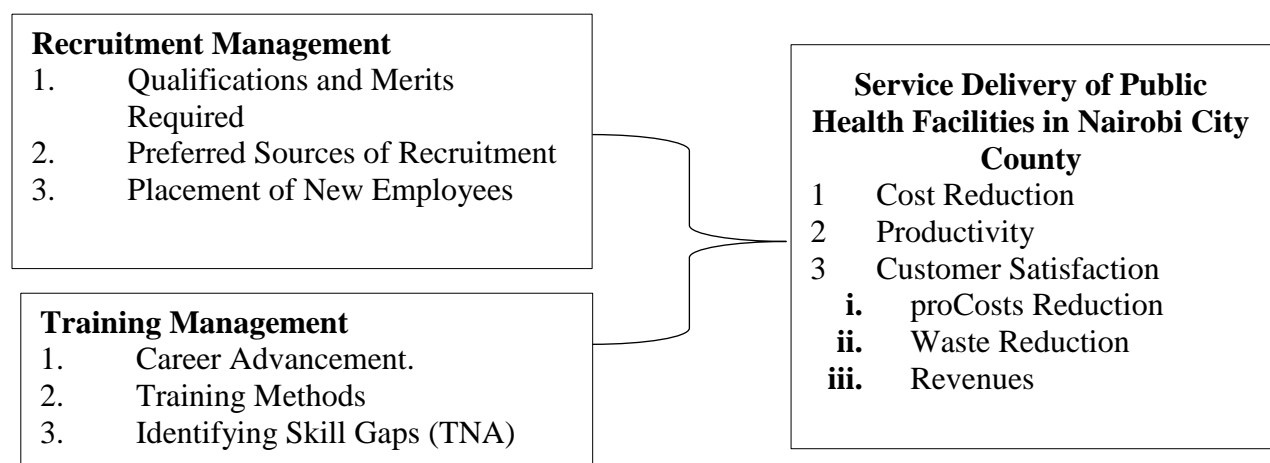
they are most worthwhile (Saviour & Kafui, 2017). Adams' Equity Theory identified that policy and procedure cover all activities that form part of the recruitment and selection process.

Equity theory is model for measuring how satisfied an employee is in their job. According to John S. Adams, staff try to keep a balance between how much they give to the organisation (inputs), and what they receive from your business in return (outputs). However, what an employee thinks of their current input-output balance can change day-to-day if they think one of their colleagues currently has a better balance between what they give and what they get back. In the theory, Adams labelled the colleagues as referents. Organizations should make the business case for diversity be seen as an opportunity and strength, rather than a threat (Wanguku, 2016).

Human Capital Theory

The Human Resources Concept evaluated the effects in planning and development strategies of public health organisations in the City County of Nairobi. Human capital is an image of the investment people make in it; it effectively boosts their economic efficiency in other words, their ability. Human capital theory and signalling theory. Human capital theory, initially formulated by Becker (1963) and Rosen (1987), argues that individual workers have a set of skills or abilities, which they can improve or accumulate through training and education. As students (future workers) accumulate human capital, their value in the marketplace should increase as they bring more expertise and effectiveness to their job tasks (Bonareri, 2019). If human capital increases with additional education, a worker's market value should theoretically increase in proportion to the amount of education he or she receives, often captured by the total number of credits accumulated. Their philosophy is based on the concept of the ingenuity of human capital, which ultimately leads to higher personal income. Supporters of this hypothesis assume that educated individuals are prosperous persons, meaning educated persons who earn more personal income than the other people. "The theory of human capital is based on the premise that formal education is extremely instrumental and necessary to increase the population's production capacity (Olanyan & Okemakinde, 2008)

Conceptual Framework



Empirical Review

Recruitment management

According to empirical studies by Patro (2017) on Employee welfare measures in public and private sectors: A comparative analysis. In Public health and welfare: Concepts, methodologies, tools, and applications this paper reports on international migration and recruitment of nurses to the United Kingdom. The paper outlines the health and labor market context in the United Kingdom, examines the dynamics of the U.K. nursing labor market by assessing flows of nurses. The study found that a successful recruiting and selection strategy allows hiring managers to enforce fixed requirements during the recruitment process, minimising the likelihood of prejudicial conduct or prejudice. During screening, before advertising and the job description clearly indicated the principal selection criteria were to be determined. Then only those criteria would assess each candidate. In each interview, the same interviewees and a set of previous questions asked by each candidate should be present, allowing them the same answer. In addition, the candidates should be interviewed. Before any reference, controls should be done in a consistent manner, asking similar questions of each candidate's referees and former employers (Olson & Olson, 2018).

Employee Training Management

According to research by Brewster & Hegewisch (2017) on Policy and practice in European human resource management: This paper sets out to examine the relationship between training and firm performance in middle-sized UK companies. It recognises that there is evidence that "high performance work practice. The paper's key contribution is to justify the wider concept of education, training and development (ETD) as applicable to such companies. It then finds that clusters of some ETD variables do appear to be associated with better middle-sized company performance. The study established that Training and Development is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed, and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency (Kirimi, & Maende, 2019).

RESEARCH METHODOLOGY

This research used a descriptive analysis design. The target population of this study was the entire 201 health facilities in Nairobi County as at January 2020(Nairobi City County 2019). The unit of analysis in this study consisted of a list of National Hospitals, Nursing/Maternity Homes, Health Centre, Dispensaries and Clinics within Nairobi County as provided by registered master facility list (Nairobi County, 2019).

Probabilistic sampling ensures that every unit of the population has an equal chance of being selected unlike the non-probabilistic where other elements have no chance of being selected (source). Primary data was collected using questionnaires which were self-administered by the researcher with the help of a research assistant. The primary research data was collected from the 134, doctors, nurse's facility in charge and the drugs store officers working Nursing/Maternity Homes, Health Centre, Dispensaries and Clinics in Nairobi County Government by means of self-administered questionnaire. The data that was obtained from the research instruments and

was analyzed by use of descriptive statistics (frequencies and percentages) as well as inferential statistics. The Statistical Package for Social Sciences (SPSS) computer software version 21 was used to facilitate data analysis and presentation.

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

Response Rate

The study targeted sampled 134 population of health facilities in Nairobi County consisting of a list of National Hospitals, Nursing/Maternity Homes, Health Centre, Dispensaries and Clinics within Nairobi County as provided. Out of the 134 distributed questionnaires 108 were filled and returned. This translated to a response rate of 80.60%. This response was good enough and representative of the population and conforms with Hennink, & Bailey(2020) that A survey response rate of 50% or higher should be considered excellent in most circumstances. Based on the above assertions, the studies 88.03% response rate was considered adequate for the study.

Descriptive Analysis

Recruitment management

The study aimed to assess health facility human resource practices in promoting service delivery in Nairobi City County. The respondents were required to indicate the level of these practices within their facilities using a five point Likert scale and the results were as follows: Use of Recruitment management the respondents to a moderate extent agreed that The HR managers outline the typical recruiting procedure by listing the recruitment phases for various roles including entry or senior positions, which was supported by a mean score of 4.12 and standard deviation 0.87. The study finding established that Support from the right equipment, protocols and strategies is needed for a recruiting process so as to have qualified nurses and doctors which was supported by a mean score of 4.09 and standard deviation of 0.75.

The study established that internal selection is an instrument for boosting healthcare workers' morality, as internal recruitment provides jobs and resources for current personnel since enables consistency in career growth, which was supported by a mean score of 3.89 and standard deviation of 0.61.

The respondents to a great extent agreed that Misfit between the work and the health worker might be stopped by careful selection through selecting qualification base selection, which was supported by a mean score of 4.03 and standard deviation of 0.87. The study findings revealed that Recruitment of new health practitioners helps in the recruitment of new blood and thus a new range of expertise and ideas brought on board to improve on service delivery, which had a score of 3.97 mean and standard deviation of 0.79. Majority of the respondents agreed that Placement is an essential HR feature, which decreases injury rates and increases job efficiency if properly managed with the health center and hospitals which had mean score of 3.82 and standard deviation of 0.38. From the study findings implies that a selection system should depend on job analysis. This ensures that the selection criteria are job related and will provide meaningful organizational value The study findings concurred with those of Saviour & Kafui, (2017) That Personnel-selection systems employ evidence-based practices to determine the most

qualified candidates, which can include both new candidates and individuals within the organization.

Table 1. Recruitment management

Statement	Mean	Std
Recruiters and recruiting managers may obey the instructions of this policy, or may select the rules to follow.	3.82	0.77
The HR managers outline the typical recruiting procedure by listing the recruitment phases for various roles including entry or senior positions.	4.12	0.87
Support from the right equipment, protocols and strategies is needed for a recruiting process	4.09	0.75
There are alternate policies or activities with less discriminatory effect that can better or similarly achieve the same goal	3.93	0.66
The recruiting managers are approved of their open work before advertising; let them know who they should call.	3.80	0.81
Internal selection is an instrument for boosting healthcare workers' morality, as internal recruitment provides jobs and resources for current personnel.	3.89	0.61
Internal recruiting allows staff to be committed.	3.88	0.59
Misfit between the work and the worker may be stopped by careful selection.	4.03	0.87
Recruitment of new health practitioners helps in the recruitment of new blood and thus a new range of expertise and ideas.	3.97	0.79
The job offered should lead to the qualification of the healthcare worker	3.77	0.74
Placement is an essential HR feature which decreases injury rates and increases job efficiency if properly managed	3.82	0.38

Training management

The study aims to assess Nairobi county health facility practices that constitute Training management in the health sector. The respondents were required to indicate the level of these practices within their facilities using a five point Likert scale and the results were as follows: Use of Training and development support describe the use of coaching and/or mentoring in order to provide appropriate levels of training and development support which was supported by a mean score of 4.04 and standard deviation of 0.83. The study revealed that Training and development administration provide details with regard to the means by which training and development provision will be administered to the nurses and doctors under different medical sector, which was supported by a mean score of 3.75 and standard deviation of 0.63.

The study established to strong extent that the respondents agreed that Evaluation demonstrate to employees and managers how decisions on who receives training and development and the reasons for this allocation are made which was supported by a mean of 3.98 and standard deviation of 0.84. To a great extent, the respondents established that creating an opportunity to pursue other career interests by encouraging health workers to continue pursuing dreams and

seek out new opportunities with the Nairobi health sector, which was supported by a mean score of 3.74 and standard deviation 0.70. Moderately the respondents indicated that Training approaches on the job are easy and inexpensive since they use the real workplace, managers to provide training at health facilities were doctors, and nurses are base as was supported by a mean score of 4.10 and standard deviation of 0.87. Further, the respondents were requested to indicate their level of agreement Training on the job is meant to establish best practises and to complete the work which they strongly supported with a mean score 3.88 and standard deviation of 0.75. Moderately the respondents indicated that TNA analyses help healthcare providers concentrate on educational opportunities that health professionals need to improve skills. From the study, finding these implies that staffs are more likely to feel valued if they are invested in and therefore, less likely to change employers. The study findings were in agreement with those of Ocen & Angundaru, (2017) that Training and development is seen as an additional company benefit. Recruitment costs therefore go down due to staff retention

Table 2. Training and Development Policy

Statement	Mean	Std
Training and development support describe the use of coaching and/or mentoring in order to provide appropriate levels of training and development support	4.04	0.83
Training and development administration provide details with regard to the means by which training and development provision will be administered.	3.75	0.63
Evaluating the effectiveness of the training or development program determining how effective the program has been,	3.86	0.48
Evaluation demonstrate to employees and managers how decisions on who receives training and development and the reasons for this allocation are made	3.98	0.84
Create an opportunity to pursue other career interests by encouraging health workers to continue pursuing dreams and seek out new opportunities.	3.74	0.70
Calculate growth and progress as much as possible and determine ways to change	3.97	0.88
Promote further learning and growth because health professionals will have to obtain further training or certifications to seek a senior position.	3.99	0.60
Training approaches on the job are easy and inexpensive since they use the real workplace and managers to provide training	4.10	0.87
Training on the job is meant to establish best practises and to complete the work;	3.88	0.75
TNA analyses help healthcare providers concentrate on educational opportunities that health professionals need to improve skills.	3.97	0.73

Inferential Analysis

Correlations Analysis

The study undertook correlation matrix analysis to examine human resource practices in promoting service delivery of public health facilities in Nairobi City County, Kenya. Table 4.9 presents the correlation matrix analysis on human resource practices in promoting service

delivery the correlation factor ranged from $-1 \leq 0 \leq 1$. The acceptance confidence level was 95% or significance level of 0.05. The study conducted a Pearson Moment Correlation analysis, which is represented by r . For all the study variables; Recruitment management, training management, job evaluation management and labour welfare management on Service delivery.

The study found that there existed a strong significant positive correlation $r=0.783$, $P=0.000$ between ; Recruitment Management and the service delivery of public health facilities in Nairobi City County. The correlation was statistically significant $P=0.001 < 0.05$ at 95% confidence level. The study found that there existed a strong significant correlation between Training Management and the service delivery of public health facilities in Nairobi City County, 0.809 . The correlation was statistically significant $P=0.000 < 0.05$ at 95% confidence level.

Table 3. Correlations analysis

		Service delivery	Recruitment management	Training management
Service delivery	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	108		
Recruitment management	Pearson Correlation	.783 ^{**}		
	Sig. (2-tailed)	.000		
	N	108	108	
Training management	Pearson Correlation	.809 ^{**}	.977 ^{**}	
	Sig. (2-tailed)	.000	.000	
	N	108	108	108

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

Regression Analysis Results.

A multiple linear regression analysis was done to examine the relationship of the independent Variables with the dependent variable. The R^2 is the coefficient of determination. This value explains how human resource practices varied with Recruitment management, training management, job evaluation management and labour and welfare management. The model summary table shows that four predictors can explain 75.0 % of change Service delivery of public health facilities in Nairobi County Namely Recruitment management, training management, job evaluation management And labour welfare management on Service delivery an implication that the remaining 25.0 % of the variation in human resource practices could be accounted for by other factors not involved in this study. This shows that the variables are very significant therefore need to be considered in any effort to boost human resource practice on service delivery in Public Health Facilities in Kenya:

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.740	.326

a. Predictors: (Constant), Recruitment management, training management,

b. Dependent Variable: Service delivery of public health facilities in Nairobi County

ANOVA

Result in Table 4.11 indicated that the Total variance 43.657 was the difference into the variance which could be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$. Based on the findings, in Table 4.11 the results indicate the $F_{Cal} = 77.197 > F_{Cri} = 2.326$ at confidence level 95 % and sig is $0.000 < 0.05$. This implies that there was a goodness of fit of the model fitted for this study: $Y = 2.220 + 0.203X_1 + 0.613X_2 + 0.199X_3 + 0.458X_4 + e$

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.737	4	8.184	77.197	.000 ^b
	Residual	10.920	103	.106		
	Total	43.657	107			

a. Predictors: (Constant), Recruitment management, training management,

b. Dependent Variable: Service delivery of public health facilities in Nairobi County

Coefficient Analysis

The study found that Recruitment management has significance positive influence in Service delivery of public health facilities as indicated by $\beta_1 = 0.203$, $p = 0.001 < 0.05$, $t = 1.273$. The implication is that a unit increase in Recruitment management would led to a significant increase in Service delivery of public health facilities by $\beta_1 = 0.203$. From coefficient results the study found that Training management has the highest positive influence on Service delivery of public health facilities as indicated by $\beta_2 = 0.613$, $p = 0.002 < 0.05$, $t = 4.366$. The implication was that a unit increase in Training management would results into increase in Service delivery of public health facilities by $\beta_2 = 0.613$. From the regression coefficient findings, the study revealed that Job evaluation management would have a significant positive influence on Service delivery of public health facilities in Public Health Facilities as indicated by $\beta_3 = 0.199$, $p = 0.000 < 0.05$, $t = 2.354$,

The implication is that an increase in Job evaluation management would lead to an increase in Service delivery of public health facilities in Public Health.

The regression findings further indicated that there existed a significant positive relationship influence of Labour welfare management and Service delivery of public health facilities as indicated by $\beta_4=.458$, $p=0.002>0.05$, $t=6.167$. This implied that an increase in Labour welfare management would lead to an increase in on Service delivery of public health facilities in Public Health.

Table 6. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.220	.187		11.891	.000
Recruitment Management	.203	.159	.318	1.273	.001
Training Management	.613	.140	1.068	4.366	.003

SUMMARY OF RESULTS, CONCLUSION AND RECOMMENDATION

Conclusion of the study

The study concluded that Screening and selection in public health facilities in Nairobi County process and assessment should be conducted to understand the relevant skills, knowledge, aptitude, qualifications, and educational which are job-related experience of potential medical doctors and nurses. The Methods of screening should include evaluating resumes and job applications, interviewing, and job-related or behavioral testing.

The study concluded that employee Training and development in public health facilities in Nairobi County have emerged as a crucial element of improving on service delivery. Investing in employee training and development not only serves as a motivation, but it also enables the Nairobi county government to create a highly skilled workforce, employee that has baseline knowledge of their individual and their team's goals.

Recommendation of the study

The study recommended that Recruitment management ensures that all the procedures related to hiring and selection are performed transparently, and all the members involved the hiring manager, HR, are following the recruitment process with having complete confidence over the end-result. Being transparent implies that candidates are always informed about the status of

their application and informed if they are awarded a job. Recruitment and Selection policy fulfills the requirements of a job but also ensures that public health facilities in Nairobi County will continue to maintain its commitment to providing equal opportunity to employees. Adherence to such a policy will enable Nairobi County hire the best possible candidates for public health facilities.

The study recommends that training should be central framework for the way in which a public health facilities in Nairobi County leverages an effective human resources department to empower employees with the skills for current and future success. The responsibility of the human resources department in regard to employee development primarily pertains to varying forms of training, educational initiatives, performance evaluation, and management development. Through employing these practices, human resource managers significantly improve the potential of each employee, opening new career-path venues by expanding upon an employee's skill set. When employees receive consistent training and up skilling, it fosters their creativity. The training programs help employees to be more independent and creative when they encounter challenges in their work.

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