IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT PRACTICES AT KISII TEACHING AND REFERRAL HOSPITAL

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DECLARATION

This research project is my original work and has not been submitted for examination in any other University.

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This research Project Report has been submitted for examination with my approval as a University supervisor.

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DEDICATION

I dedicate this project report to Almighty God for having given me the opportunity to study and having given me the Gift of Knowledge. I also dedicate this project report to my husband and children for their financial and moral support throughout my academic endeavor.

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ABBREVIATIONS AND ACRONYMS

HR   Human Reosurce

HRM Human Resource Management

HRP   Human Resource Practice

KTRHKisii Teaching and Referal Hospital

ABSTRACT

Human resource management functions involve the management and development of people in organizations, formulation and implementation of human resource practices and policies. The aim of this study was to establish challenges facing the human resource management practises at Kisii Teaching and Referral Hospital. The methodology employed in this research was a case study design. The tool used was an interview guide. Respondents were drawn from the human resource department and two line managers were interviewed. The interviews were well versed with the human resource management function and had knowledge and understanding of Kisii Referral Hospital's operations. Results from the study established that human resource managers at Kisii Referral Hospital experience challenges of policies and procedures that curtail recruitment such as delayed information from line managers on staffing requirements for departments. Influential people canvass for positions leading to a compromised selection process. Demand for specialized health care has increased at Kisii referral Hospital and also inadequate financial resources to meet these demands, resulting in cutting costs and hence understaffing. Human resource managers at Kisii Referral Hospital experience challenges related to training and development due to differing training needs, preferences and learning potential of various cadres of staff. Lack of employee satisfaction, poor working conditions are also challenges which cause staff grievances. Managing diversity at Kisii Referral Hospital is a challenge especially due to the large number of employees from different backgrounds, ethnicities and diverse social and economic situations of employees. Powerful subcultures based on occupation and specialization cause differences, managing these differences and orientations are a challenge to the human resource managers. Other challenges at Kisii Teaching Referral Hospital facing human resource managers include low staff morale and poor working environment, restricted financial allocations from the government and staff persistently engaging in industrial action. There is limited capacity and authority of the human resource department to mitigate challenges. Lack of a proper system for performance evaluation reportedly limited the human resource managers' ability to evaluate competencies and performance of staff. In conclusion the study is of importance to the management of Kisii Teaching and Referral, and the government. It will help the hospital's management in managing its human resources and also aid in addressing the myriad challenges facing the human resource managers. The study will also be of importance to other public health institutions, as it will provide insight on some of the challenges being faced by the human resource managers and aid the management in improving their human resource management policies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Successful implementation of HR practices need to become institutionalized into the interpretive schemes of organisational actors in order to make such practices gain legitimacy in organizations (J Patterson, J HultmanB Van Mierlo et al 2018). It follows that implementation of human resource practices entails entails broadly the transition process during which human resource policies and practices develop from an idea or goal, into an institutionalised, functioning organisational instrument (Ostroff& Bowen, 2016; Wright & Nishii, 2013). Thus, implementation of HRM practices is considered to be a rational process with foreseeable and where attendant difficulties can be dealt with or or avoided if such practices are designed and managed correctly (J Patterson, J Hultman B Van MierloMierlo et al., 2018).

This study was anchored on the Human Capitaltheory (HCT) (Becker 1964), and Ability, Motivation and Opportunity (AMO)theory (Paauwe&Boselie 2005) and Self Determination Theory (SDT) (Deci and Ryan, 2000). HCT argues that training and development activities are not costs to be minimized but return on investments which should be part of anorganisational investment capital (Becker 1964). AMO posits that employees perform well when they have the capabilities, adequate motivation, and their work environment provides opportunities to participate (Boxall & Purcell 2003). SDT postulates that employees need autonomy, relatedness, and competence in order to promote their growth, well-being, and performance (Deci and Ryan, 2000)

Kisii Level 5 Hospital was upgraded into a Teaching and Referral Hospital (KTRH) and this allowed residents in the County and even beyond to access specialized treatment at lower costs. Since it is a research centre, the hospital is now attracting more funding ultimately improving health care service provision. In 2014, it received Ksh 57 million and presentlt it is now receiving Kshs.120 million as a conditional share. In addition, other development partners like Danida has now come on board (Kisii County Government, Annual Development Plan, 2018/2019). Accordingly, the County has recruited and deployed health workers among them specialists, medical officers, nurses, radiologists, and pharmaceutical technicians, medical lab technologists among

others(Kisii County Government, Annual Development Plan, 2018/2019).With all these recruitment of human resources taking place, this study is motivated by the need to investigate how the HRM practices have been implemented at KTRH as it seeks to deliver on its services mandate

1.1.1 Implementation of Human Resource Management Practices

A review of the literature has shown that scholars often write about implementation of HRM practices but rarely define it. Klein and Sorra (**1996**) defines it as a process of gaining targeted employeesø appropriate, committed, and skilful use of an HRM practice that is aligned with the corporate strategy. Schuler and Jackson (1987) defines implementation HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Other scholars have defined it as a set of internally consistent policies and practices designed and implemented to ensure that a firmøs human capital contribute to the achievement of its business objectives (Delery& Doty, 1996;Minbaeva 2005). Thus implementation of HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization (Tan &Nasurdin 2011). Various scholars have described implementation of HRM practices as encompassing performance appraisal, career management, reward system, training, and recruitment (Laursen& Foss, 2003; Shipton, Fay, West, Patterson &Birdi, 2005). Purcell et al., (2003) identified implementation of HRM practices to include career development and opportunities for advancement, training opportunities, job influence and challenge, involvement and communication, performance management and appraisal processes and Work-life balance. Given the diverse nature of implementation of HRM practices as advanced by various scholars, this study will examine the implementation of HRM practices of performance appraisal, career management, training, reward system, recruitment as used by (Tan &Nasurdin 2011).

1.1.2 Kisii Teaching and Referral Hospital

Overtime, Kisii Teaching and Referral Hospital (KTRH) has been upgraded into a Teaching and Referral Hospital.The hospital being a research Centre, is now attracting more funding ultimately improving health care service provision. The facility is now receiving Kshs.120 million as a conditional share from the County Government. This has resulted in the County Government recruitinand deploying health workers among them specialists, medical officers, nurses, radiologists, and pharmaceutical technicians, medical lab technologists among others.

In collaboration with other development partners, the County has managed to equip the KTRH by installing modern equipment including digital x-rays, kidney dialysis machine, theatres and intensive Care units. Other noticeable infrastructure constructed by the County Government include digitalized pharmaceutical store that has helped in tracking medical supply stemming from drug theft and identifying drug stock outs at the vast hospital. Construction a 100 body capacity mortuary, 50-unit hostel block, 250 male ward, renovation of the laundry block and kitchen in KTRH have also been done. KTRH has also been equipped with an Emergency Ambulance service complete with trained Emergency Medical technicians. A 24-hour telephone line has been established dedicated to respond to ambulance emergency needs.

1.2. Research Problem

Various scholars have yet to arrive at a consensus on what constitutes successful implementation of HRM practices. A study by Bowen&Ostroff (2004) found out that successful implemention of HRM practices depended on how employees perceived HRM to be distinctive and consistent among policy makers. Bondarouk et al., (2006) argued for the alignment in understanding of HRM practices between line managers and human resource practitioners. A study by Wright& Nishii (2013) established that in order to implement HRM successfully, the gap between intended, actual and perceived HRM practices should be kept to a minimum by providing adequate information before implementing hrm practices. a study by Mugira (2014) found out that recruitment and selection, performance appraisal and teamwork significantly influenced performance. Thus as much as scholars have provided many explanations and solutions that has led to

many valuable insights into HRM practices implementation, it has remained one-sided and static as they have not explained the dynamics of RM implementation and the interactions between organisational actors and HRM.

Kisii Teaching and Referral Hospital (KTRH) being upgraded to a teaching and referral hospital is now attracting more funding ultimately improving health care service provision. Currently, the the facility receives Kshs.417 per year million as a conditional share from the County Government. This has resulted in the County Government recruitin and deploying health workers among them specialists, medical officers, nurses, radiologists, and pharmaceutical technicians, medical lab technologists among others.

Various global and local studies have been done on implementation of human resource management practices.A study by Nehles et al., (2006) on implementing HRM practices by first line managers established that lack of capacity, competencies, support and policy and procedures hindered successful implementation of the practices.Kehoe & Wright (2010) study on the impact of high-performance human resource practices on employeesø attitudes and behaviors in a large multi - unit food service organization in USA found out that employeesø perceptions of the use of high-performance HRM practices at the job group level positively influenced their attitudes and behaviors. Tan &Nasurdin (2011) study on the influence of human resource management practices and organizational innovation in Malaysian manufacturing firms established that training and performance appraisal were positively related organizational innovation.

A study by Mugira (2014) on the influence of human resource practices on project implementation in Meru County, Kenya established that, recruitment and selection, performance appraisal and teamwork significantly influenced project performance. Wairimu (2012) study on the challenges of implementing human resource strategies in the civil service in Kenya established organizational culture hindered effective implementation of HR strategies especially performance based systems.

A review of the literature has revealed a number of conceptual and contextual gaps. Most studies have focused on challenges of implementing HRM practices in private organizations (Nehles et al., 2006; Mugira 2014). Other studies have focused on the

influence of HRM practices on performance or how the practices are perceived by employees (Kehoe & Wright 2010; Sagwa et al., 2015). This study will however focus on the HRM practices implementation and challenges faced in a publicly funded hospital in Kenya. Thus is a bid to address these gaps, this studysought to answer: How has KTRH implemented its HRM practices and the attendant challenges?

1.3 Research Objectives

The objective of this study were:

i) Identify the human resource management practices that have been implemented at Kisii Teaching and Referral Hospital (KTRH).

ii) Establish the challenges KTRH has faced in implementing the HRM practices

iii) Determine measures that have been put in place to mitigate the challenges at Kisii Teaching and Referral Hospital

1.4 Value of the study

This study aimed at adding knowledge and enriching theory by informing academicians and researchers on how to conceptualize implementation of HRM practices. It helped them apply the theories and develop a competing framework that allows them get a more complete picture of the underlying HRM practices phenomena.

Findings from this study informed the top management and human resource practioners of KTRH of the importance of successfully implementing HRM practices by providing a favorable environment for employees that helps them to develop their creative knowledge, ability and skills. Theyfurther usedthe study findings to highlight areas that need improvement and in the implementation of HRM practices. This study informed policy makers such as the Government of Kenya through the Ministry of Health, top management and human resource practioners of KTRH and other regulatory agencies to formulate and implement policies that will be used in different contexts in the implementation of effective HRM practices and develop a common understanding on how to improve the HRM practices in Kenyan publicly funded hospitals.

CHAPTER TWO:LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on the theories anchoring the study and empirical literature on implementation of HRM practices. The empirical literature summarized and emerging knowledge gaps highlighted.

2.2 Theoretical Foundation

The study was groundedin three theories namely: Human Capital Theory (Becker 1993), Ability Motivation Opportunity Theory(Boxall & Purcell 2003) and Self Determination Theory(Deci, Ryons andSoler 1995).

2.2.1 Human Capital Theory

This theory posits that education and training represent investment in future productivity and not just consumption of resources (Becker 1993). According to Nafhuko et al., (2004),what underpins the human capital theory is the belief that employees learning capacities are of comparable value to other resources involved in the production of goods and services (Becker, 1964). Thus, this implies that both organizations and employees depend on investments in human capital to increase competitiveness, profits, and pay. The theory explains that education and training are investments that make individuals genuinely more productive. Thus, individuals who are more productive will also have higher earnings and be more employable.

According to Buta (2015)well trained employees (human capital) are able to create and exploit knowledge. Human resource management must play its pivotal role in the acquisition, development and retention of human capital for an organization. The staffing function of human resource management must also be effective in the search, recruitment and acquisition of the employees with the human capital necessary for the organization's needs. When such a resource is effectively utilized, the results are higher productivity for both the employees and the organization (Scultz 1961).

2.2.1 Ability-Motivation-Opportunity Theory

The theory suggests that employee performance depends on the ability of the employee, their level or motivation and whether they are given the opportunity to perform the tasks assigned to them (Boxall & Purcell 2003). The theory provides a theoretic basis for clarifying work performance (Blumberg & Pringle,1982). The theory explains how human resource practioners need to increase employeesø abilities, motivation and opportunitiesto participate in order to effectively enhance their innovative behavior as they are critical in achieving desired outcomes (Schimansky, 2014). The theory proposes that ability guaranteesthat employees have the appropriate skills in order to engage in activechanging of the work environment (Appelbaum et al, 2000).

According to Hutchinson (2013) ability can be influenced by recruitmentand selection to ensure that capable employees are recruited in the first instance, andby training, learning and development. Motivation can be influenced by extrinsic and intrinsic rewards, performance reviews, feedback,and workó life balance. Opportunity can be influenced by communication, involvementinitiatives, teamworking, and autonomy. Thus, employeesø perceptions regarding the applicability of ability-enhancing, motivation-enhancing, and opportunity-enhancing human resource practices result in enhanced affective commitment and superior firm performance (Kundu&Gahlawat 2018).

2.2.2 Self-Determination Theory

This theory postulates that the three universal basic needs of for autonomy, relatedness, and competence, or what are refrred to as innate psychological nutriments, are essential for an employeesøpsychological growth, integrity and well-being (Deci and Ryan, 2000). It explains that an employeesø need for autonomy such as experiencing choice, initiating oneøsown actions leads to job satisfaction (Van den Broecket al., 2008). Thus individuals who are intrinsically motivated are able to undertake tasks by themselves without external motivation and often do the task to deceive pleasures or self satisfaction, on the other hand, that extrinsically motivated individuals are propelled to perform tasks by external forces.

Motivated behavior comprises the least level of self-determination. Motivated individuals have no sense or purpose, have no drive to change the direction of events and also have no expectations in a form of rewards (Whittaker and Marchington,2003). Therefore, human resource managers must first perceive that such tasks will add value to themselves and their teams. Armstrong (2008) argues that perceive value addition is a critical determinant or whether managers will implement human resource management practices or not. This theory therefore states that employees have a general tendency to develop positive and enhanced self evaluation which results in an overly-positive perception of one own capabilities and performance (Kulik and Bainbridge, 2006).

2.3 Implementation of Human Resource Management Practices

The organizations human resource strategies depend mainly on the overall business strategy and the culture of the organization, which contributes to shape and determination of the need for human resources, both in terms of quantity and quality and also helps to identify the requisite skill levels. On the other hand, the competitive business environment, particularly the economic scenario and position of the organization determines the extent to which financial resources could be budgeted for the development of human resource strategies in the organization (Mutsuddi, 2012). The most tangible aspect of strategic human resource management is a set of human resource policies and processes in existence in an organization and these would normally address the various aspects of people management such as recruitment, diversity management, development, and reward and employee relations. In other words, rather than being able to identify the human resource strategy of an organization, one will encounter the organizations recruitment strategy, reward strategy, either explicitly addressed as a strategy or reflected in the organizations policies and processes. For many organizations, the main focus of their human resource strategies is to acquire, develop and maintain a high performance workforce. Since there are many important aspects of people management strategy, it becomes essential that these various strategies are coherent and supportive of each other, as well as being aligned with the overall business strategy. Other crucial aspects are effective communication and change management. In order to be motivated to achieve organizations goals, its people need to understand what is expected of them and how their

efforts contribute to their organizations success, hence the need for excellent communication systems (Foot and Hook, 2010).

(Gomez-Mejia et al., (2010) alludes that even the best laid strategic human resource plans may fail when specific human resource programs are poorly chosen or implemented. In addition to fitting with organization strategy, environment, organizational characteristics and organizational capabilities, a firms human resource strategy are more likely to be effective if they reinforce one another rather than work at cross purposes. Because it is not always possible to know beforehand if a human resource program will meet its objectives, a periodic review/evaluation of human resource programs is necessary. Human resource programs that look good on paper may turn out to be disasters when implemented because they conflict too much with the company's realities. To avoid this, it is important to take note of the following points before implementing a new human resource program: the appropriateness of the human resource program to implement human resource strategies; the possibility that the human resource programs may meet resource constraints; the communication tool for the human resource programs and the operationalization of the HR programs

2.4 Challenges of Implementing Human Resource Management Practices.

On global look out, a study carried out by Mattso (2007) in Russia on compensation as an added value on employee's performance, established that as employees become aware of the regional differences in the compensation structures, some campaigns for similar rewards hence unrest demanding for the same opportunities to add value in the productivity. Relatively, studies by Armstrong (2009) and Allan Price (2007) concur that, well managed Human Resource practises has a positive effect on human resource activities and business policies whose goal is performance improvement.

According to a survey of more than three hundred human resource professionals that was carried out in A study done in Australia on the challenges faced by human resource professional found out that managing change, employee engagement & retention, demonstrating value as a business partner, building internal credibility and influence and employee development were the major challenges (Asia ó Pacific HR Report, 2016)

to investigate the major challenge facing human resource management functions, found that money and productivitywere more valued than employeesø needs and welfare hence great employee turn out and that due to lack or limited employee refreshment of their past knowledge, they lack development of new ideas hence value decrease in productivity. However, my opinion is that money is one of the least employee reward in motivating workers.

According to Anakwe (2002) andNyambegare, (2002) established that the adoption of Western practices, Nashii and Ozbilgin, (2007) in the African region in relation to management and development of human resources may be unsolidified as Africa has distinctive characteristics, Anakwe (2002) including its heterogeneous.

A study by Okpara & Wynn (2008) on human resource management practices in a transition economy: Challenges and prospects in Nigerian Companies established that although HRM practices, such as training, recruitment, compensation, performance appraisal and reward systems, are still in place, issues of tribalism, AIDS, training and development and corruption were some of the challenges that needed to be addressed. A study by Njau (2012) found out that delayed information from line managers on staffing requirements and canvassing by influential politicians for positions compromised the selection process.

In other previous studies where researchers like Elaine Wanjiku Ngugi,(2011) studied the extent of involvement of Line managers in human resource management practices in Thika water and sewage company limited and concluded that most of the line managers were involved in human resource planning to a moderate extent, however , not fully involved in development of policies for recruitment, motivation and reward. These managers were moderately involved in employee relations, communication of strategy and measurement of performance / appraisals, however, not full involved in negotiations of employment solving issues arising from employment and employment relations.However, Elaine did not study on the involvement of line managers in defining the holiday time of employees, employee exit analysis and taking part in industrial relations.

It is evident there is mixed results from the empirical studies that have looked at the perception of challenges of implementing HR practices hence performance. They're have

been no clear consensus in the literature review on the perception of how HR challenges hinder HR implementation of HR practices and performance.

Diversity is also a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality, low morale and loss of competitive advantage. Organizations have to manage the resulting paradox (Price, 2007).

Kosset and Lobel (1996) argue that human resource management policies and practices require organizations to strike a balance between opposing forces or influences. Shifts in demographics and labour force participation have changed the composition of employment in favour of women, rising levels of education have made workers more aware of their uniqueness and fueled the expectation that companies should tolerate and even accommodate differences among individuals and groups. The challenge for human resource managers is how to strike a balance between diversity and commonality. Foot and Hook (2008) have noted that equality and diversity are major issues that affect everyone in the workplace. All employees' current and potential have a right not to be discriminated against unfairly and blocked in their careers for reasons that have nothing to do with their abilities in relation to their work. Line managers need to be trained further in understanding what the organization aims to gain from diversity, and in managing people in such a way that they can achieve their full potential.

Ikama (2010) has noted that managing diversity in organizations is not an easy task, it brings about challenges of communication, perception, cultural, language, ineffective communication of key objectives resulting in confusion, lack of teamwork and low morale. Providing diversity training to everyone might be too costly, but organizations should lay out their expectations to all employees.

Armstrong (2008) has noted that human resource is concerned with playing a major role in the achievement of continuous improvement in organizational and individual performance and in the human resource processes that support that improvement.

Ulrich, (1997) has indicated that one of the key roles of human resource professionals is to act as change agents, delivering organizational transformation and culture change. Human resource has to be fully aware of the reasons why people resist change. Resistance to change occurs where there are employees who will refuse to accept the fact

that the social and cultural makeup of their workplace is changing. The bid to maintain a status quo mentality silences new ideas and inhibits progress (Ikama, 2010). The greatest challenge for managers is to overcome barriers, especially emotional ones, to acceptance of change. Carefully planning forestalls many problems, but human resource managers will still need to interpret and deal effectively with various forms of resistance (Heller, 1998). Literature on organizational change advocates that employee involvement is crucial to successful change, especially in situations that require attitudinal and cultural change (Burnes, 2004).

Organization culture is the shared understanding of employees about how they do things within an organization. It can be defined as the set of important assumptions that members of an organization share in common (Pearce and Robinson, 2003). The content of an organization's culture derives from 3 sources: the influence of the business environment in general, and the industry in particular; founders, leaders and organizational employees who bring a pattern of assumptions with them when they join the organization and the actual experience people in the organization have had in working out solutions for coping with the basic problems the organization encounters.

Culture affects the way managers behave within the organization as well as the decisions they make regarding the organization's relationship with the environment. On the other hand, it can be its weakness by obstructing the smooth implementation of policies by creating resistance to change (Kagwaini, 2008).

Employee retention is another. Having acquired staff with reliable work habits, the challenge for most organizations has always been retention of such marketable and sought after human assets. The retention of key strategic employees can have a major impact on the success or failure of an organization Baraza (2008). This problem is particularly acute for the professional service sector like hospitals where the loss of key personnel can affect the organizations ability to maintain consistency in service delivery. The retention of talented employees increases the reputation and image of the organization and thus increases selection attractiveness which in turn enhances a firm's ability to recruit high performing staff.

According to Rust et. al. (1996) organizations with satisfied employees have satisfied customers. Organization with strategies of high quality customer service also have programs aimed at nurturing a loyal workforce in order to achieve quality customer service. Baraza (2008) states that the reason for this is simply a function of the fact that the employees intimate knowledge of organization routines grows with their length of service. Ultimately a customer's contact with a company is through employees. Overtime contact between employees and repeat customers build bonds of trust and expectations. When these employees leave a vacancy chain is set in motion, often involving the transfer of many other employees. This again disrupts the smooth working of the organization and quality defects emerge at the end of the chain with external customer effect. Managing costs is a major challenge in many organizations.

The management of reward is heavily constrained by the financial position of the organization. The challenge is to design competitive reward packages which serve to attract, retain and motivate staff, while at the same time keeping a lid on the costs so as to ensure the organization's financial viability. This is not an easy task, and it is made harder because of the great significance that employees themselves attach to their pay and particularly to the level of pay they receive in comparison to other people.

According to Torrington D. et al., (2008)Labour market rigidities which include strong social protections for working people like minimum wage and significant strength of trade unions possess a legal challenge (Pollin, 2009). Affirmative action giving women and the minority an equal chance of employment has seen companies consider their selection process. Such laws and administrative rules restrict information that can be gathered from applicants and the way information is evaluated (Gatewood et. all. 1987). Organization policy and financial constraints where policy restrict management's behavior is also a challenge. Human resource must operate within the legal framework. A main challenge here for the human resource manager is how to accommodate all the legal requirements. Recruitment efforts have to thus account for these legal requirements and give all applicants equal opportunity to compete (Kagwaini, 2008).

2.5 Mitigating Measures Adressing the Challenges of Implementing Human Resource Management Practices

There are two key issues to be addressed in developing HR strategies: achieving vertical fit or integration and achieving horizontal fit or integration. When considering how to integrate business and HR strategies it should be remembered that business and HR issues influence each other and in turn influence corporate and business unit strategies. It is also necessary to note that in establishing these links, account must be taken of the fact that strategies for change have also to be integrated with changes in the external and internal environments. Fit may exist at a point in time but circumstances will change and fit no longer exists. An excessive pursuit of ‑fitø with the status quo will inhibit the flexibility of approach that is essential in turbulent conditions.

Horizontal fit or integration is achieved when the various HR strategies cohere and are mutually supporting. This can be attained by the process of ‑bundlingø, which is carried out by first identifying appropriate HR practices; second, assessing how the items in the bundle can be linked together so that they become mutually reinforcing; and finally drawing up programs for the development of these practices, paying particular attention to the links between them.

All too often, 80 per cent of the time spent on strategic management is devoted to designing strategies and only 20 per cent is spent on planning their implementation. It should be the other way round. It is necessary to plan with implementation in mind. Because strategies tend to be expressed as abstractions, they must be translated into programs with clearly stated objectives and deliverables (Armstrong, 2012).

A strategic approach to HRM seeks to proactively provide a competitive advantage through the companyøs most important asset: its human resources. While human resources are the most important asset, they are also the single largest controllable cost in the organization. The HRM practise needs to be integrally involved in the preparation of strategy to identify the people related business issues the organization faces. Once the strategy has been determined, HRM has a profound impact on the implementation of the plan by developing and aligning HRM practices that ensure that the organization has motivated employees with the necessary skills. The emerging strategic role of the HRM

function requires that the HR practitioners in future develop business, professional technical, change management and integration competencies. Only through these competencies can the HR professional take a strategic approach to HRM (Noe et al., 2010).

2.6 Summary of the Literature and Knowledge Gaps

Various empirical studies have been conducted on human resource and implementation of strategic change management practices. Some of the studies have consistently cited that human resources are key determinant of successful strategy implementation in any organization. Mutuku (2011) in his study identified human resource as key factor in strategy implementation. The study addressed in detail the responsibilities of heads of sections in HR practices implementation. He found out that, the main aspects of management practices that affected strategy implementation include; providing support for employees, encouraging creativeness, allowing people participate in making job-related decisions, and creating and sharing organizational goals. The findings of the study showed that all top managers have significant relationships with HR Practices implementation.

Ngugi, (2014) did a descriptive survey study with an aim of addressing the importance of employee training and development as a way of motivation for effective HR practices implementation. In Kenya and from the above studies, there have been several attempts to understand the role of the human resource in various facilities in implementation of strategic change management practices. However, no attempt has been made to understand the implementation of human resource management practices at Kisii Teaching and referral hospital knowledge gap that this study seeks to fill. Other related studies have been done on implementation of human resource management practices in other settings and in the past and due to laps of time and other environmental changes, the findings of this study could be different from the findings of other studies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the logical procedures and methods that were applied to collecting information, These include; research design, data collection procedures, and data analysis techniques

3.2 Research Design

Research design is the format that guides the implementation of a research method, and the subsequent analysis of acquired data (Sapsford, 2007). It provides a framework for the generation of evidence that is suitable both to a certain set of criteria and to the research question in which the investigator is interested. This study adopted a descriptive survey research design to investigate the implementation of human resource management practices at Kisii teaching and referral hospital. A descriptive research design Babbie (2010) is adequate when data collected describes persons, organizations, settings or phenomena. This technique was carefully selected by the researcher because it is economical hence convenient for a data collection process. Further, through this design the study established the link between study variables and study problem.

3.3 Data Collection

Data was collected from both primary and secondary sources.. The primary data was obtained through an interview guide. Respondents were human resources officer from the human resources department, two heads of departments in the clinical areas, and one head nursing officer they were responsible for monitoring the progress HR management implementation. The Board develops policy directions and guidelines and appoints the Executive Director who becomes its Secretary. The Director is responsible for day-to-day management of the Hospital and is assisted by two Deputy Directors, one responsible for Clinical Services and the other for Administration and Finance. Serving under the two Deputy Directors are the heads of departments, professionals and other staff cadres The researcher settled on four interviews because the data gathered would be the samilar, and therefore the four interviews enabled the researcher to check the information for accuracy and get additional information. Information was gathered through face to face interviews

3.4Data Analysis

According to Kothari (2009) after collection of data it has to be processed and analyzed in accordance with the outline laid down for the purpose at that time of developing Research plan. Upon completing of data collection, the questionnaires were scored and data was edited, coded and entered into the computer for analysis. A code sheet was used to synthesize the data; Qualitative data was analyzed using content analysis. The data was then analyzed and interpreted using the descriptive statistics on frequency distribution and percentages method to make clear inference on the trends and occurrences on challenges implementation of HR management practices at kisii teaching and referral hospitalNachmias (1999) define content analysis as a technique for making inferences on the trends.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The study aimed to establish challenges ofImplementation of Human Resource Management Practices at Kisii Teaching a Referral Hospital. Interviews were conducted with four officers in the hospital. The researcher used an interview guide to conduct face to face interviews with the four interviwers who included an officer in the human resources department, two clinic officers and one chief nursing officer**.**

4.2 Human Resource Management Practises at Kisii Teaching and Referral Hospital

Kisii Teaching and referral Hospital has an established human resources department that is headed by the manager human resources. The mandate of the department is stated in the vision and mission statements. To be the provider of innovative human resource services for specialized quality healthcare. The mission of the department is to attract and retain competent human resource, facilitate need-driven training and development programmes, institute performance management systems and reward employees competitively. The department is charged with the management and administration of the hospital's current operational staff that constitutes 58% technical staff who include doctors, dentists, pharmacists, paramedics, nurses, and auxiliary staff. Administrative staff makes up the remaining 42%.

The myriad of medical and clinical positions present in the hospital's healthcare delivery there are also significant requirements for workers with skills in management and administration, legal and compliance services, physical plant operations, safety and security, information technology, fund raising and community affairs food and nutritional services.

The study established that Kisii teaching and referral hospital endeavors to be to an equal opportunity employer and seeks to recruit the most qualified person for the job.
Affirmative action is applied in regard to gender equity, participation of physically challenged persons and persons from marginal regions without adversely compromising the principles of meritocracy. The study established that the authority to recruit staff at all levels rests with the hospital's board of management. The board of management delegates

authority to the chief executive officer and to specific committees. All vacant positions in the hospital are filled competitively. When vacancies occur for managers and policy makers who give leadership and direction to the operations in the hospital, the chief executive officer informs the board. The management recruitment committee works under delegated authority of the board and recruits professional staff. The management recruitment committee is chaired by the chief executive officer. The general staff recruitment committee under delegated authority of the chief executive officer recruits general staff. The general staff recruitment committee is chaired by the director human resource and operations.

Selection is done on merit. The heads of departments give priority to those who have been working on locum basis at the hospital. Specialized doctors are selected from the doctors who are pursuing their masters' level of education in this institution. On completion of the masters' programme, if there are vacant positions in their area of specialization, then the doctors that are interested in joining the hospital are absorbed into the hospital's healthcare provision system. Oral interviews are carried out to fight for most positions in certain areas such as technical department as they are done inlaboratories and shortlisted practically candidates are then intended for another interview

This study established that the Hospital's salary structure consists of Job Groups starting with Job group J,K,L,M,N The salary scales in force at any one time are circulated to staff through issuance of circulars. The salaries for non-union sable staff are harmonized with the scales in the Civil Service and salaries for union sable staff are as awarded by the Industrial Court and are negotiated from time to time as per collective bargaining agreement. Acting allowance is paid to an officer who is appointed to act in a higher position. The acting allowance is paid at the rate of 15% of the employee's basic salary.

It is paid to an officer when he/she acts in the higher post for a continuous period of thirty days or more. Doctors, dentists, and pharmacists are paid non-practice allowance which compensates them for working at the hospital without engaging in private practice. Medical risk allowance is paid to all employees since they are all working in a hospital environment. All regular employees are paid leave allowance once a year.

Newly appointed employees are required to complete a minimum period of six months service before being eligible for annual leave, subsequent to which they are paid the leave allowance through the payroll. All employees are paid house allowance to enable them access reasonable accommodation. The hospital owns institutional quarters.

Employees in occupation of these houses receive house allowance and pay rent to the Hospital at market rates. The study also noted that the hospital regards a healthy employee to be a great asset not only to it, but also to the nation as a whole.

Consequently, the Hospital accords medical benefits to all employees and their nuclear families in order to maintain good health.

Prior to the beginning of the performance period, the departments prepare a departmental work plan based on the strategic plan. Supervisors meet with staff under their direct supervision to discuss and ensure that the objectives and performance targets of the department are understood and annual individual work plans are drawn. The departmental work plan includes the departmental priority objectives from which individual performance targets are derived.

The individual work plan describes the performance targets or expected results on specific assignment and activities for which the staff member is responsible during the performance year. The employee holds discussions with the immediate supervisor to agree on the work plan. End of year assessment takes place at the end of assessment period where the supervisor and the appraise meet to discuss overall performance. Both the employee and the supervisor sign the assessment report after which it is forwarded to the head of department to indicate their remarks and countersign.

The study established that the hospital's policy on training is to continually upgrade core competencies, knowledge, skills and attitude of employees. The training aims at addressing identified performance gaps. Emphasis is on short courses geared towards performance improvement. Employees charged with supervisor responsibilities undergo short supervisory management courses. The hospital also supports long term training in recognition of the need for highly skilled personnel to meet its mandate. For every area, due consideration is given to the cost effectiveness and convenience. The hospital ensures that new employees undergo induction training to orientate them on the hospital's

operations and expectations. Each department then orientates new employees on departmental expectations.

The study also discovered that there is a committee within the hospital that training committee and executes various functions like consideration of the hospital training projections and analysis of training needs as well as setting up a hierarchy of priorities within the overall training projections; Identification and selection of suitable candidates for various training programmes locally, regionally and overseas; and assessment of available scholarship awards and optimum utilization of local training resources. The staff training and development committee considers applications originating from departmental training and development committees. The human resource department organizes training which is provided internally in various areas like critical care nursing, nephrology nursing, theatre nursing and accident and emergency nursing. The study found out that the department has partnered with international training institutions to assist in the provision of specialized training for the medical and paramedical staff.

4.3 Challenges Facing Human Resource Management practises at Kisii Teaching and Referral Hospital

Challenge is campaigning for positions by influential people both within the hospital and from outside. Campaigningfor positions by influential people places the heads of departments and the human resource managers in awkward and compromising situations. Position lobbying leads to poor and premature employment leads to admitting candidates who might not be the best qualified leaving out better qualified candidates. This situation is aggravated by the high rate of unemployment in the country. The high rate of unemployment has resulted in a flooded job market with many applicants seeking employment which results in huge number of applications.

The study established that the management encounters several obstacles during recruitment emanating from the increased demand for specialized healthcare due to limited budget to satisfy needs . The inadequate resources results in measures to cut costs and hence understaffing in both technical and auxiliary areas is experienced. Understaffing is exacerbated when workers affairs, food and nutritional services. Moreover training is expensive, and this therefore leads to underestimating the training

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needs and training requirements of the employees in an effort to contain cost which is a challenge. The institution managers' experiences challenges in their efforts to evaluate training programs to send employees, carrying out training needs assessment and cost benefit analysis also poses a great challenge.

Achieving friendly employee relations in the hospital is a challenge for the human resource managers. According to the study there was lack of employee satisfaction especially due to poor pay often leading to industrial action especially by the doctors and nurses. As one respondent put it, the pay is not adequate but there is leeway to engage in other activities out there that generate income, that is, there is latitude. Lack of job satisfaction and poor pay causes the employees to look for other sources of income. For example doctors are able to engage in private practice while they are still employees of the hospital. Poor working conditions are also a challenge which causes staff grievances that are inevitable and resolving employee grievances is a challenge for the human resource managers. These unresolved grievances have usually resulted in limiting the health care professionals in meeting the needs of their patients especially because it creates a tense atmosphere that is almost hostile.

All human resource records are kept in manual filing systems. Thus keeping track of important personnel data, information and records is a challenge for the human resource managers. The study established that the hospital has not been able to fully take advantage of the current information and communication technologies particularly with respect to the capture, organization and management of medical data and employee physical and psychological characteristics. Diversity of people in the hospital is often a cause of misunderstanding, suspicion and conflict in the hospital. Conflict results in absenteeism and low morale of workers. The human resource managers have to provide practices, and solutions that strike a balance between opposing forces and influences.

The study established that managing diversity in the hospital is a challenge especially due to the large number of employees from different backgrounds, ethnicities and diverse social and economic situations of employees. There are also powerful subcultures in the hospital based on occupation and specialization for example, physicians, nurses and pharmacists. These groups have their own definition of errors, quality and efficiency in

healthcare. The interests of the physicians, nurses and pharmacists and their functional and occupational orientations do not facilitate an efficient approach to the promotion of safety and performance improvements, thus managing these differences and orientations is a challenge to the human resource managers.

The human resource managers have to contend with manual systems of record keeping. The hospital's management has been slow to embrace computerization of its systems. All human resource records are kept in manual filing systems. Thus keeping track of important personnel data, information and records is a challenge for the human resource managers. The study established that the hospital has not been able to fully take advantage of the current information and communication technologies particularly with respect to the capture, organization and management of medical data and employee records due to the expensive of healthcare management information systems and human resource management information systems.

The study established that revenue was common among the greatly experienced staff. There are especially challenges in retaining their nurses due to unsatisfactory salary and benefits, unsuitable shifts and working hours, presence of better opportunities abroad and within the country and heavy workload. There is no retention strategy through better pay, appropriate staffing norms, working and retirement incentive packages. The current poor conditions of service have limited the hospital's ability to attract and retain qualified and experienced health professionals. Other challenges leading to staff turnover include lack of a sense of ownership of the work and responsibilities by employees. Many of the employees do their work more from a sense of duty rather than taking it as if it were their own work. This study found out that the hospital has not institutionalized positive employee involvement practices. Other challenges leading to staff turnover include low staff morale and poor working environment.

One of the biggest challenges for the hospital today is the availability of a strong, capable, and motivated workforce. The hospital is people driven and the primary expenses are labour costs. The study established that 50% percent of the total working cost of the hospital is in employee wage and assistances. This means a huge budget for the payroll to meet all employee salaries. Meeting this huge budget with restricted

financial allocations from the government is a challenge to HR managers. The most important asset to the hospital besides physical capital and consumables is their health human resources, without which they cannot properly function. The challenge for the human resource managers is to provide competitive pay packages for the employees. It is paramount to provide competitive pay in order to retain qualified employees. In order to manage costs associated with employee remuneration, the human resource managers have to also manage the number of employees, skill mix, and wages. This situation is exacerbated by insuffient government funding to the hospital which hinders the financing activities such as replacement of staff, equipment and purchase of supplies. Yet the staff is persistently engaging in industrial action and strikes demanding for increased pay and better working conditions.

Lack of proper performance evaluation mechanisms is another challenge for the human resource managers. Although doing performance appraisal is a requirement, not many employees recognize its importance. Lack of a system for performance evaluation emerged as a major challenge as it has reportedly limited the hospital's ability to evaluate competencies and performance of their staff, especially critical staff members.

A genuine employee assessment requires that every human resource leader looks at workers in line with both their present performance and their potential. Many human resource leaders assess present performance only because it is the easier. This kind of assessment defeats the true spirit of performance appraisal, which should focus on understanding the potential and passions of employees and aligning these with their responsibilities as much as possible. There is lack of a focused performance appraisal system that requires concerted efforts aimed at identifying, developing and deploying the right people in the appropriate jobs. Another challenge in performance assessment occurs as the employees do not set specific targets to achieve and neither do they discuss these targets with their supervisors.

4.4 Measures that have been put in place to mitigate the challenges at Kisii Teaching and Referral Hospital

The effective process of any enterprise or system requires that the individuals involved learn to perform the functions of their current jobs at a satisfactory level of expertise. An operational organization however, requires that it has within itself a pool of individuals who are qualified to accept increasing responsibilities to move into other higher level jobs with reasonable facility (Sing et al., 1992).

The term development implies something that is ongoing and that advancement is made over time. This fits with the emphasis nowadays on lifelong learning. As people work longer they need to continue to develop to improve their skills, knowledge or competencies (Foot M. et al., 2008). Human resource development is a strategic approach to investing in human capital. It draws on other human resource processes, including resourcing and performance assessment, to identify actual and potential talent.

Development of human resource provides a framework for self-development, training programmes and career development to meet an organization's future skill requirements (Price, 2007).Reward management is concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the development reward strategies and design, implementation and maintenance of reward systems which aim to meet the needs of both the organization and its stakeholders. Reward can be regarded as the fundamental expression of the employment relationships (Armstrong, 2009). Pay is an important feature of human resource management; it is the main reason why people work. It is a sensitive and controversial area that has been extensively debated at both practical and theoretical levels. According to (Allan Price, 2007) Compensation is a term used to incorporate everything received by an employed individual in return for work. Employees may see compensation as a return in exchange between their employer and themselves, as an entitlement for being an employee of the company, or as a reward for a job well done (Milcovich, 2001). The compensation that people receive for their contribution to an organization includes monetary and non-monetary components.

Remuneration does not simply compensate employees for their efforts. it also has an impact on the recruitment and retention of talented people (Price, 2007).

Torrington et al., (2008) indicated that compensation is vital to the employment bond. While there are plenty of people who enjoy working and who claim that they would not stop working even if they were to win a large sum in a lottery, most of us work in large part because it is our only means of earning the money we need. How much we are paid and in what form is therefore an issue which matters hugely to us. Both salaries, benefits and other forms of reward, typically accounts for a large part of an organization's total cost.

4.5 Discussion of the Findings

Implementation of human resource management practices has always been an area of concern for both researchers and scholarsFrom the findings of the study, there are policies and procedures which curtail recruitment such as delayed information from line managers on staffing requirements for departments. At Kisii Teaching and Referral hospital canvassing for positions especially by influential people is common thus compromising the recruitment and selection process. There is a challenge in recruitment emanating from the increased demand for specialized health care and inadequate financial resources to meet these demands, leading to cost cutting hence understaffing in the hospital.

There are challenges related to training and development at Kisii Teaching and Referral Hospital since each group in the hospital has different training needs, preferences and learning potential, training is expensive hence underestimating staff training needs and requirements. Evaluating training programs to send employees, carrying out training needs assessment and cost benefit analysis also poses a great challenge. Lack of employee satisfaction due to poor pay leading to industrial action, poor working conditions are also a challenge which causes staff grievances. Unresolved grievances result in tense atmosphere. Managing diversity at Kisii Teaching and Referral Hospital is a challenge especially due to the large number of employees from different backgrounds, ethnicities and diverse social and economic situations of employees. There are also powerful subcultures in the hospital based on occupation and specialization for example,

physicians, nurses and pharmacists have differing interests, thus managing these differences and orientations is a challenge to the human resource managers.

Human resource managers at Kisii Teaching and Referral Hospital have to contend with manual systems of record keeping which is a challenge since they have not computerized systems. Other challenges include lack of a sense of ownership of the work and responsibilities by employees, low staff morale, poor working environment and high turnover among the more highly experienced staff.

At Kisii Teaching and Rreferral Hospital, payroll budget is fifty to sixty percent of the total operating cost, covering this huge budget is a challenge to the human resource managers considering the restricted financial allocations from the government and staff persistently engaging in industrial action. There is limited capacity and authority of the human resource department to mitigate challenges hindering human resource development in the hospital. Kisii Teaching and referral Hospital lacks a proper system for performance evaluation which has allegedly limited the human resource managersø ability to evaluate competencies and performance of staff.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of findings on the challenges facing human resource managers at Kisii Teaching and RefarralHosipital, the conclusion of the study by the researcher, recommendations to mitigate some of the challenges, limitations of the study and recommendations for further research**.**

5.2 Summary of Findings

The study sought to establish challenges facing implementation of human resource management practices at Kisii Teaching and Referral Hospital. The researcher held face to face interviews with the respondents to collect data using an interview guide. The hospital is a labour intensive institution with a wide diversity of position types requiring a broad cross-section of skill sets, professional training and academic preparation. From the study it was established that the human resource managers experience various challenges when carrying out theirfunctions.

Policies and procedures such as delayed information fromline managers about staffing requirements are curtails that affect recruitment At Kisii Teaching and referral Hospital stumping for positions particularly by prominent people is common thus compromising the recruitment and selection process. There is a challenge in recruitment emanating from the increased demand for specialized health care and inadequate financial resources to meet these demands, leading to cost cutting, hence understaffing in the hospital.

Increased demand for specialized healthcare professionals is an issue due to limited resources to meet their needs hence cost cutting and understaffing in the institution.

The facility is facing training and development constraints because every group within has different training needs,preferences and learning potentiality which is expensiveto meet hence underestimated training need requirements. Evaluation of training programs and carrying out training need assessment,cost benefits analysisis a great challenge

There is frequent unrest due to employee disastsfactions, salary and poor working conditions, which brings about staff grievances. The unsolvedgrievances ends up as a

conflict between the management and the staff hence poor and limited production of services andunresolved grievances. õManaging diversity here at Kisii Teaching and referral Hospital is a crisisbecause of a large number of employees from different backgrounds, ethnicities and diverse social and economic situations of employees.øõwe have also powerful subcultures here based on occupation and specialization for example, physicians, nurses and pharmacists have differing interests,and so managing these differences and orientations is a challenge to both institutional and Heads of Departmentmanagers.øõ We have poor record keeping since the system used is manual which tend to slow the services and even becomes a big issue to track records backhence many patient records get lost and/or poor services offeredøø There is lack of ownership and responsibilities by employees, low staff morale and high turnover.øøKisii Teaching and Referral Hospital payroll budget is fifty to sixty percent of the total operating cost.Covering this huge budget is a problem to the management considering the restricted financial allocations from the government and staff persistently engaging in industrial action. There is limited capacity and authority of the human resource department to mitigate challenges hindering human resource development in the hospital. The facility lacks a proper system for performance evaluation which has allegedly limited the human resource manager's ability to evaluate competencies and performance of staff.

5.3 Conclusion

Kisii Teaching and referral Hospital being an important Referral and teaching hospital requires an efficient human resource management practices to support the role of the hospital in healthcare services delivery to the nation. Sound human resources management practices are essential for retaining effective professionals in the hospital. The central focus of the human resource department should be geared towards the success of the hospital.

Having an efficient human resource management function system to provide accurate and timely information for human source planning is crucial.

The human resource managers face enormous challenges,given the complexity of the services the hospital provides. The role of the human resource managers and those who combine the role of human resource management with other responsibilities should not be underestimated. The management of the hospital should provide managerial support to

the managers with human resource management responsibilities as an effective mechanism to improve employee motivation, job satisfaction and retention. Managerial support includes but not limited to coaching and mentoring staff, supporting continuing education pursuits, and mediation between staff and administration. Human resource managers also have a leadership role, which is an essential component of employee retention, particularly through encouraging an atmosphere of autonomy and shared governance, in addition to empowerment and group cohesion.

Offering continuing education, training sessions and implementing professional clinical/career ladders can be an effective measure for improving retention and improving health worker efficiency and can lead to scaling up of productivity. Training and continuing education are forms of non-financial incentive which allow employees the opportunity to advance their careers.

5.4 Recommendationsfor policy and practice

To enable the hospital deliver good quality, safe healthcare, improving human resources management is critical. Human resource management is a discipline which requires a distinct knowledge base and training and there is therefore a need to expand human resource professional knowledge and competencies to perform well especially among departmental heads that play a vital role in human resource management and provide supervisory support. The management should prove further education or training to the clinicians who assume human resource management responsibilities. This is necessary to increase their competencies for the effective management of human resources.

Differential training is necessary given that various categories of healthcare professionals have differing skill requirements. The hospital should device a framework for meeting training needs to enhance performance. The human resource function should provide development opportunities for its staff that include mentoring, career counseling and supervisory development opportunities.

The human resource managers should formulate plans and policies to ensure retention and maintenance of competent staff in the hospital. This can help reduce incidences of labour turnover and save the hospital from incurring unnecessary recruitment costs.

Retention progrmmes aimed at creating incentives to motivate employees to perform better and to create job satisfaction, they include offering permanent employment, seminars, trainings, and education programmes. Managerial support is an effective mechanism to improve employee motivation, job satisfaction and retention.

Managerial support includes but not limited to coaching and mentoring staff, supporting continuing education pursuits and mediation between staff and administration. Managers also have a leadership role, which is an essential component of employee retention, particularly through encouraging an atmosphere of autonomy and shared governance, in addition to empowerment and group cohesion.

The management of the hospital in conjunction with the human resource managers should spearhead the adoption of new technologies. Such technologies include the computerization of human resource records and adopt current human resource management information systems. Embracing information technology will result in improved records management and increase efficiency. These human resource information systems will lead to significant advances in the delivery and quality of services.

Employee involvement and recognition is strongly associated with the adoption of quality and efficient management practices. There is strong association between employee involvement and the development of a strong customer focus, building knowledge and intellectual capital. Employee involvement is significantly related to ensuring high levels of quality and responding quickly to change. The human resources managers can adopt practices that encourage employee involvement, recognition, applaud and reward individual effort. This can lead to positive outcomes such as low staff turnover and better employee performance.

A proper performance evaluation system should be instituted and sensitization of employees on the need and importance of performance appraisal conducted. The performance appraisal system should be one that allows human resource leaders look at both employees' present performance, their potential and passions and align these with their responsibilities as much as possible. Workers should also be given an opportunity to set targets and discuss these targets with their supervisors in order to improve

commitment and effort to achieve the set targets.

5.5 Limitations of the Study

This being a case study on challenges facing implementation of human resource management practises at Kisii Teaching and referral, the findings of this research are only applicable to Kisii Teaching and referral Hospital and not to the entire public health care sector in Kenya. It may therefore not be possible to generalize the findings of the study to the entire industry.

The interviewers were very busy thus it proved difficult to get them for a face to face interview. But,the researcher managed to interview them after making several telephone calls to reserve an appointment with them for interview

5.6 Suggestion for Further Research

The researcher suggested that more survey should be done on the challenges facing the human resources, the individual employees themselves working at Kisii Teaching and Referral Hospital in their provision of healthcare services. Further research can also be undertaken to establish if the institution has adopted any strategic human resource management practices at the hospital in order to efficiently manage its human resources. The researcher recommended a longitudinal type of approach for further study in the the same institution, to determine whether there is a link between one factor and another.

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Appendices

APPENDIX I: INTERVIEW GUIDE

SECTION A: PERSONAL DETAILS OF RESPONDENT

1. Interviewee∕s Managerial Position…………………………
2. What is your highest academic qualification…………….
3. Do you posses any professional qualification or training in human resource management?...
4. For how long have you worked in Kisii Teaching and referral hospital?..............

SECTION B: Challenges of implementing Human resource management

1. Are there HRM policies in urHosiptal?

2. What challenges do human resource planningface ?

3. Are there challenges faced during recruitment and selection?

4. What challenges do you experience when paying and rewarding ?

5. Do you face any challenges during training and development of your staff?

6. Do you witness any problem in employee relations

7. Are there challenges faced when carrying out performance appraisal exercise and performance management in general?

8. What are some of challenges you faced in managing diversity of people in the facility?

9. Is resistance to change a challenges in the hospital? If yes how?

10. Does the facilty experience any challengeculture especially from different categories of staff?

11. Cite some of the problems realized in health, safety and welfare matters for staff in the hospital

12. Are there measures put in placein employee retention efforts and reducing turnover?

13. What are some of the problems you face in communicating various policyand is information in the hospital ?

14. How do you manage cost?

15. Are there measures put in place to encounter the implementation of labour laws and legal needs in the Hospital?

16. Are there measures put in place by the facility management to mitigate the problems faced by Kisii Teaching and Referral Hospital