

**THE INFLUENCE OF HUMAN RESOURCE POLICIES ON SERVICE DELIVERY  
AMONGST PUBLIC HOSPITALS IN NAIROBI COUNTY, KENYA**

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## DECLARATION

### Student Declaration

This is to certify that this research work is my original work and has not been submitted for a degree award in any other university.

Signed



Date 23/11/2022

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### Declaration by Supervisor

This research proposal has been submitted for examination with my approval as the University of Nairobi supervisor.

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### **DEDICATION**

This work is dedicated to, first and foremost, the Almighty Allah, whose wisdom and favours are far beyond my comprehension, my parents Mr. and Mrs. Kassim who have ensured I never lack and keep pushing my aspirations, my siblings Warda and Ahmed Kassim who have been examples to follow throughout my life, my forever pillar of support, love and encouragement Samwel Kinoti and my forever best friend, Yellow.

## TABLE OF CONTENT

|   |             |
|---|-------------|
| <b>DECLARATION</b> .....                                  | <b>ii</b>   |
| <b>ACKNOWLEDGEMENT</b> .....                              | <b>iii</b>  |
| <b>DEDICATION</b> .....                                   | <b>iv</b>   |
| <b>ABSTRACT</b> .....                                     | <b>viii</b> |
| <b>CHAPTER ONE</b> .....                                  | <b>1</b>    |
| <b>INTRODUCTION</b> .....                                 | <b>1</b>    |
| 1.1 Background of the Study .....                         | 1           |
| 1.1.1 Human Resource Policies .....                       | 3           |
| 1.1.2 Service Delivery.....                               | 6           |
| 1.1.3 Public Hospitals in Nairobi County .....            | 8           |
| 1.2 Research Problem.....                                 | 9           |
| 1.3 Research Objective.....                               | 10          |
| 1.4 Value of the Study .....                              | 10          |
| <b>CHAPTER TWO</b> .....                                  | <b>12</b>   |
| <b>LITERATURE REVIEW</b> .....                            | <b>12</b>   |
| 2.1 Introduction .....                                    | 12          |
| 2.2 Theoretical Foundation of the Study .....             | 12          |
| 2.2.1 Social Exchange Theory .....                        | 12          |
| 2.2.2 Service Quality Theory .....                        | 13          |
| 2.3 Human Resources Policies and Service Delivery .....   | 14          |
| <b>CHAPTER THREE</b> .....                                | <b>16</b>   |
| <b>RESEARCH METHODOLOGY</b> .....                         | <b>16</b>   |
| 3.1 Introduction .....                                    | 16          |
| 3.2 Research Design .....                                 | 16          |
| 3.3 Population of the Study .....                         | 16          |
| 3.4 Data Collection.....                                  | 16          |
| 3.5 Data Analysis and Presentation .....                  | 17          |
| <b>CHAPTER FOUR</b> .....                                 | <b>18</b>   |
| <b>DATA ANALYSIS, INTERPRETATION AND DISCUSSION</b> ..... | <b>18</b>   |
| 4.1 Introduction .....                                    | 18          |

|       |  |           |
|-------|--|-----------|
| 4.2   | Response Rate .....  | 18        |
| 4.3   | Organizational Characteristics .....                       | 18        |
| 4.3.1 | Level of Hospitals .....                                   | 18        |
| 4.3.2 | Length of Time Hospital Operational .....                  | 19        |
| 4.3.3 | ISO Certification .....                                    | 20        |
| 4.4   | Descriptive statistics .....                               | 20        |
| 4.4.1 | Human Resource Policies .....                              | 20        |
| 4.5   | Service Delivery .....                                     | 23        |
| 4.6   | Regression Analysis .....                                  | 25        |
| 4.7   | Discussion of results .....                                | 27        |
|       | <b>CHAPTER FIVE .....</b>                                  | <b>28</b> |
|       | <b>SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>       | <b>28</b> |
| 5.1   | Introduction .....   | 28        |
| 5.2   | Summary of Findings .....                                  | 28        |
| 5.3   | Conclusion .....   | 29        |
| 5.4   | Recommendations .....                                      | 30        |
| 5.5   | Limitations of the Study .....                             | 31        |
| 5.6   | Suggestion for Further Research .....                      | 31        |
|       | <b>REFERENCES.....</b>                                     | <b>32</b> |
|       | <b>APPENDICES .....</b>                                    | <b>39</b> |
|       | APPENDIX I: QUESTIONNAIRE .....                            | 39        |
|       | APPENDIX II: LIST PUBLIC HOSPITALS IN NAIROBI COUNTY ..... | 42        |

## LIST OF TABLES

|  |           |
|--|-----------|
| <b>Table 4.1; Response Rate .....</b>                                | <b>18</b> |
| <b>Table 4.2; Level of Hospital .....</b>                            | <b>19</b> |
| <b>Table 4.3; Length of Time Hospital has been Operational .....</b> | <b>19</b> |
| <b>Table 4.4; ISO Certification .....</b>                            | <b>20</b> |
| <b>Table 4.5; HR Policies .....</b>                                  | <b>20</b> |
| <b>Table 4.6; Service Delivery .....</b>                             | <b>23</b> |
| <b>Table 4.7; Model Summary .....</b>                                | <b>25</b> |
| <b>Table 4.8; ANOVA .....</b>  | <b>25</b> |
| <b>Table 4.9; Coefficients .....</b>                                 | <b>26</b> |

## **ABSTRACT**

Service delivery is critical in ensuring access to healthcare and equitable access to healthcare for social economic development, achievement of agenda four objectives, vision 2030, and Sustainable Development Goals (SDGs). The public hospitals within Nairobi County, just like the rest of the country, are required to deliver services in a reliable, effective, efficient, and accountable manner. However, there have been several service delivery disruptions within Nairobi County including over six national strikes between 2010 and 2016. As a result, there are numerous human resource policies enacted after the industrial strikes. Therefore, this study sought to determine the influence of human resource policies on service delivery amongst public hospitals within Nairobi County, Kenya. The study used descriptive cross-sectional research design. The target population was 80 public hospitals within Nairobi City County. The study used a census approach and hence involved all the 80 public hospitals within Nairobi City County. The study utilized primary data which was collected using structured questionnaire. The primary data was analysed using descriptive statistics with the assistance of SPSS version 22. Moreover, descriptive statistics included frequency distribution, percentages, standard deviation and means. The study employed regression analysis to evaluate the relationship between human resource policies and service delivery. The study findings were presented using Tables. The study found that training and development policies have significant effect on service delivery amongst public hospitals within Nairobi County, Kenya. The study also found that compensation policies had significant influence on the service delivery amongst public hospitals within Nairobi County, Kenya. The study established that working environment policies have no significant effect on service delivery amongst public hospitals within Nairobi County, Kenya. The study further established that career development policies have significant effect on service delivery amongst public hospitals within Nairobi County, Kenya. The study therefore recommends that the hospitals management should provide courses that are tailored to medical staff as well as provide paid time-off to encourage staff to undertake these trainings. In addition, the hospitals should as well create mentorship programs that provide mentors for staff to nurture them into ways of promoting their careers in and out of the hospitals they serve. Further, the study recommends that the hospitals should strive to have collaborative engagements with unions of their medical staff to ensure there are no disruptions in the delivery of service among medical staff.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Human resources policies are critical in the functioning of an organization and in driving service delivery in the organization. Ogwoka, Namada and Sikalieh (2017) noted the need for human resource department to implement human resource policies that drive service delivery within the organizations. Diverse scholars have highlighted the link between human resource policies and service delivery in organizations. Bosire, Ngoze and Kwendo (2017) indicated that effective human resource policies is an enabling component to change management within bureaucratic public sector leading to more responsive organizations to their user needs. This responsiveness of the public sector bodies to user needs is a key component of service delivery. Amongst the human resource policies that Bosire *et al.*, (2017) indicated were critical to service delivery included training and development policies, compensation policies, working environment policies, and career development policies.

Saani and Tawiah (2017) indicated the need for organizations to have training and development policies that ensure staff are continuously trained on their core duties, and continuously empowered in their service delivery. Gebreyes (2018) noted that training and development policies ensures that the staff have adequate knowledge to perform their tasks and roles. The role of work environment policies on service delivery has been noted by Ebikeseye and Dickson (2018) as well as Shimengah (2018). Ebikeseye and Dickson (2018) perceiving that employees must work in a conducive working environment that fosters employee commitment in their job performance which has an impact on service delivery. Compensation policies equally have an influence on the service delivery aspects. Madinah (2016) asserts that employees need to be adequately compensated for their services as a motivating factor. Career development policies has been linked to factors such as employee commitment (Dialoke & Wabara, 2017), job security (Majid *et al.*, 2017), employee loyalty (Majid *et al.*, 2017), employee motivation (Kepler, 2017), employee engagement (Saluy & Kemalasari, 2017) and job satisfaction (Naway & Haris, 2017) which have mediating influence on the service delivery.

The study's theoretical foundation will be based on the Social Exchange Theory (SET) and service quality theory. SET was developed by George Homans in 1958 and examines the working relationship between the employee and employer (Zamin & Hussin, 2021). According to (Baykal *et al.*, 2018) SET views the interrelationship between persons to create a high reward, mutual trust, and attraction to these relationships. (Eli *et al.*, 2020a) views the SET as social exchanges between parties of something valuable between them and explains diverse reasons on why people maintain relationships. According to (Khanyile, 2019) SET is based on three components that is social exchange vs. economic exchange, reciprocity and inequalities. The exchanges of benefits in a relationship determines on whether an individual stays in the relationship or moves on. According to (Dawi *et al.*, 2018) the decision to stay in a relationship is based on cost benefit analysis. The benefits of such a relationship must outweigh the costs of being in such a relationship. The theory will be used in this study for the purposes of detailing organizational treatment of the employees through human resource policies (training and development policies, compensation policies, working environment policies and career development policies) and how the employees react to the diverse treatment through service delivery aspects.

The service quality theory was conceptualized in 1988 by Parasuraman, Zeithaml, and Berry (Ramli, 2019). The theory examines the service quality as the variation between expected service level and delivered service level in terms of reliability, assurance, tangibility, empathy and responsiveness. The theory viewed reliability in terms of accuracy in service delivery aspects. Responsiveness was viewed as provision of prompt service (Agbi *et al.*, 2020). Empathy was viewed as a means of provision of individualised care to customers (Upadhyay, 2020). Assurance was viewed as an ability to convey trust and tangibles covers physical facilities of the institution (Alhazmi, 2020). The business must strive to lessen the gap between expected service delivery and the actually delivered service. The theory will be used in this study for the purposes of detailing the service quality measurement of the public health services within Nairobi County.

Healthcare workers in public hospitals are involved in the service delivery within the healthcare sector. Health care is critical in ensuring that there is a productive society undertaking social economic development of both the individual citizens and the country. Thus, healthcare is one of the social pillars of Kenya's vision 2030 which envisions the provision of affordable and equitable

healthcare for all Kenyans. This is in recognition of the fact that good health and nutrition boosts human capacity to be productive. Additionally, healthcare provision is one of the agenda four pillars given its importance in the social economic development of the country. Human resource capacity of healthcare service providers is thus critical in enabling the government to achieve its social economic agenda. In this context, human resource policies of health workers become critical in achievement of healthcare service provision. Human resource policies of healthcare workers have an influence on their motivation, productivity and ultimately, service delivery. However, due to the challenges in human resource policies for public health workers in Kenya, there have been several service delivery disruptions within Nairobi county including over six national strikes between 2010 to 2016 (Kemri, 2020). In 2017, doctors went on a 100 day strike while nurses underwent a 150 day strike making it one of the longest strikes amongst healthcare workers in Kenya (Kemri, 2020).

### **1.1.1 Human Resource Policies**

Human resource policies refer to the formal rules that organizations have put in place in the management of its workforce to ensure achievement of organizational mandates (Kassim and Ndegwa, 2017). On the other hand, Ishak and Kamil (2016) noted that human resources policies refer to the generalized guidelines of employee management aspects. Finally, Saani and Tawiah (2017) consistent with the views of Ishak and Kamil (2016), noted that human resources policies refers to the continuous guidelines that an organization undertakes in people management within its organization. Human resource policies cover a wide range of issues including training and development policies, work environment policies, career development policies and compensation policies, amongst others.

Training and development policies relates to components of training and development in an organization. According to Saani and Tawiah (2017), training relates to the acquisition of specific skills and knowledge that are important in driving superior organizational performance. Al-Sulaiti (2019) asserts that there are various aspects that training and development policies focus on including financial resources required in training, curriculum used in training, trainers of the courses, trainees aspects, identification of training and development needs, and training outputs. Kassim and Ndegwa (2017) further mentioned that training and development policies would cover

aspects such as training techniques (refresher courses, on-the job training, and training orientation) and training and development needs assessment aspects such as training objectives as well as policies. According to Gachie (2016), training refers to the diverse organizational activities undertaken with a view of improving on the competences and skill set of the employee in order to drive their performance aspects. Training has also been viewed as a formal and systematic activity targeted at employees for the purposes of acquisition of skills, proficiencies, and attitudes for the purposes of improving on the employee performance aspects (Nwachukwu & Chladková, 2017). Khan, Perveen and Shujat (2017) viewed development to refer to the availing of learning opportunities and designs with an aim of enhancing employees to grow. Training and development thus has been linked to employee performance through leading to acquisition of superior skills, attitudes, abilities, behaviours, and intellectual capacities for the achievement of organizational performance (Kassim & Ndegwa, 2017; Samra, 2018).

Compensation policies are also a component of human resource policies. According to Prasetio, Azis and Anggadwita (2019) compensation policies refers to the quantifiable benefits that employee receives in exchange for their services to their employer. On the other hand, Rahaman, Abdul and Rahman (2016) views compensation policies as providing guidelines for management of the total of all rewards provided to employees in exchange of their services in order to attract, retain and motivate the employees. Prasetio *et al.*, (2019) further noted that compensation policies constitute both the monetary and non-monetary benefits that the employee accrues as a result of the services provided to the employer. A compensation policy sets guidelines on aspects such as base compensation, pay incentives, and indirect compensation/benefits. Khudhair, Rahman and Adnan (2020) further notes that compensation policies also address the objectives of various compensation packages and criteria for benefiting from these benefits. According to Saluy and Kemalasari (2017) compensation refers to both the financial and non-financial benefits that the employees are given in exchange for their labour. Jaleta, Kero and Kumera (2019) further viewed compensation policies to relate to the intrinsic and extrinsic rewards received by the employees after the performance of their work. Compensation policies thus discuss on the manner in which the financial and non-financial benefits are administered in an organization with a view of driving organizational performance. In this context, Onuorah, Okeke and Ikechukwu (2019) argues that compensation policies touch on the awarding of aspects such as salaries, bonuses, incentives,

commissions and allowances. The non-financial compensation policies include aspects such as health insurance, and car benefits amongst others.

Career development policy is another major component of human resource policies. According to Ishak and Kamil (2016) career development policy constitutes guidelines touching on the achievement of specific employee and organizational goals. On the other hand, Ndegwa, Gachunga, Ngugi and Kihoro (2016) views the career development policy in terms of the guidelines relating to the organization matching the experience, skills and aspirations of individual employees to the organizational goals. Sofiyanti and Nurdiansyah (2017) asserts that career development policy documents the guidelines for qualification for specific roles, and promotion criteria within the organization. Ali, Bashir and Mehreen (2019) viewed career development to refer to the cumulative set of knowledge, effort, and initiatives towards progress within working life. On the other hand, Ndegwa *et al.*, (2016) has viewed career development as a platform for helping organizations to match the skillset of the employees and employee experiences with a view of enabling meeting of organizational demands. Ishak and Kamil (2016) further viewed career development to involve the process of achieving diverse employee and organizational goals. Career development policies thus discuss the career development aspects within an organization. In particular, Dialoke and Wabara (2017) mentioned that career development policies is constituted by diverse components. In this context, career development policies give guidelines on the manner in which the organizations' future and immediate human resources needs o will be met, inform the employees on possible career paths within the organization, and the integration of diverse activities within the career development plans.

Finally, a work environment policy discusses the aspects related to the characteristics on the work and the manner in which it is carried out. Olcer and Durmuscelebi (2018) asserts that work environment policy relates to the guidelines touching on the relationship between the organization and the employees within the organization. According to Riyanto, Sutrisno and Ali (2017) work environment policy touches on the physical and non-physical aspects. Sree and Satyavathi (2017) indicated that work environment policies would touch on diverse aspects such as safety at work, tools and equipment required for work, working hours, and team relations amongst others. Ndungu (2017) viewed working environment to relate to both the physical and behavioural components of

the working environment. The physical environment relates to the aspects such as comfort and office layout. On the other hand, Ndungu (2017) noted that the behavioural components of the working environment relates to the levels of interaction and levels of distraction. Riyanto *et al.*, (2017) notes that working environment policies relates to the guidelines touching on the physical and behavioural environment in which the employees work. Bhavya and Satyavathi (2017) argues that the working environment policies should touch on diverse issues including employee safety, job security, relationship with co-workers, participation in decision making, relationship with co-workers, and relationship with management team. Andrejić, Pajić and Kilibarda (2020) further noted that the communication between various team members within an organization in respect to various work functions is a critical component of working environment policies.

### **1.1.2 Service Delivery**

According to Ramli (2019) service delivery relates to the manner in which the service is provided to customers and the options available to the clients. On the other hand, Tawana, Barkhuizen, and Plessis (2019) views service delivery as the means of meeting customer needs and expectations. Gafar (2017) further views service delivery as the contact between an organization and its clients in which there is exchange of value from the firm to the client. There are diverse measures that are utilized in the measurement of service delivery. According to Wagana, Iravo, Nzulwa and Kihoro (2016) service delivery can be measured using service accessibility, efficiency, service quality and customer satisfaction with provided services. On the other hand, Intiswar and Rugami (2019) notes that service delivery components include reliability, responsiveness, assurance, empathy, and tangibles aspects in provision of service.

According to Upadhyay (2020) reliability aspects of service delivery means the organization is able to deliver on its promises in respect to its services, goods, pricing, and processes. Valenzo-Jiménez, Lázaro-López and Martínez-Arroyo (2019) further viewed reliability to imply the ability to provide the organizational services in responsible and accurate manner.

Assurance refers to the conditions that in which the employee exhibits confidence in their undertaking with the clients. According to Alhazmi (2020) assurance aspects involves items such as being knowledgeable on the customer requirements.

The reliability component of service delivery refers to the accuracy in service provision (Alhazmi, 2020). On the other hand, Agbi, Asamoah and Sewu (2020) views the reliability in service delivery as the capacity to provide service independently without supervision.

Responsiveness is another major component of service delivery measures. Responsiveness of an organization in service delivery refers to the timeliness that it takes to respond to the customer queries (Upadhyay, 2020). Karanja (2016) further viewed responsiveness to imply the willingness of the organization to take care of customer's needs and wants. This view is further emphasized by Njau, Mutungi and Mutinda (2019) who views responsiveness as the willingness of the employee to provide prompt and quick services to their clients.

Alhazmi (2020) views responsiveness component in service delivery as the provision of service in a fast and effective manner. Other components associated with responsiveness in service delivery include timeliness in service delivery, changing to meet user needs, and promptness in service delivery (Mosimanegape *et al.*, 2020; Sari *et al.*, 2019; Upadhyay, 2020). Assurance is a key component of service delivery aspects. According to Alhazmi (2020) assurance in service delivery is associated with inspiring confidence in service delivery through service provider's behaviours and knowledge (Hong & Hai, 2018). (Agbi *et al.*, 2020) and (Mosimanegape *et al.*, 2020) further links the assurance aspects of service delivery with inspiring trust, and confidence in service delivery through skills, know how, competence, experiences, and professionalism of the service provider. Bai (2019) further asserts that assurance includes sub components containing competence (having the knowledge and skills), courtesy, credibility, and security in service provision.

Empathy is another major component of service delivery. According to Upadhyay (2020) empathy means provision of individualized care to the customers. This is with a view of winning trust. The provision of individualized service is further indicated by Alhazmi (2020) as description of empathy. According to Kumar, Gupta and Shyam (2020) empathy aspects in service delivery is associated with caring aspects to the clients, understanding of customer needs and provision of individualized attention to the customer. Bai (2019) further breaks down empathy to include ease of access to service provider both physically and socially, communication to customers in a

language they understand, and making effort to understand specific customer needs for individual customers.

Lastly, tangibles are a further component of service delivery. In this context, Tadesse and Yohanne (2019) notes that tangibles relate to the appearance of tools, equipment, and buildings involved in service delivery. According to Valenzo-Jiménez *et al.*, (2019) tangibles refers to physical appearance of employees, tools and working environment aspects. Other aspects associated with tangible aspects in service delivery include product designs, employee appearance, and physical infrastructure aspects of service delivery (Valdez-Juárez *et al.*, 2019).

### **1.1.3 Public Hospitals in Nairobi County**

Healthcare is one of the major services expected from a functional government and access to healthcare is enshrined in the constitution. According to articles 43 (1) (a) of Kenya's constitution, each citizen has a right to access healthcare including reproductive health (Government of Kenya., 2021). With a view of enhancing service delivery, healthcare is one of the devolved services to the county governments in the republic of Kenya (Government of Kenya., 2021). In this context, healthcare within Nairobi county is delivered through three major Hospitals and a network of over 80 health centres in Nairobi county (County Government of Nairobi., 2021). According to County Government of Nairobi., (2021) healthcare services provided include preventive, curative and protective, and reproductive health services. Service delivery expected in public institutions has been spelt out in the Ministry of Health quality statement. According to Ministry of Health., (2019), service delivery in Kenyan Hospitals ought to be equitable, affordable, accessible and of utmost high quality health services to Kenyans. In this context, public service delivery in Kenyan Hospitals is expected to conform to the ISO 9001:2015 standards in service provision (Ministry of Health., 2019). Amongst the aspects of ISO 9001:2015 that the Ministry of Health expects in service delivery include effectiveness, efficiency, reliability and accountability in service delivery (Ministry of Health., 2019).

There are several healthcare practitioners involved in the Nairobi city county. According to (Nairobi City County., 2018) health care sector employees provide diverse health care services for the county of Nairobi. These functions include community healthcare, public health dynamics,

occupational therapy, maternity services, specialist medical care, dental healthcare, and general healthcare on diverse ailments amongst other aspects.

## **1.2 Research Problem**

Human resource policies have been found to influence service delivery in various ways. Bosire, Moses and Evans (2017) asserts that strategic human resource policies drive to a more responsive organization to user needs. Nekesa and Wanjira (2020) asserts that training and development policies ensure staff are continuously trained on their core duties and continuously empowered in their service delivery. Work environment policies impact on job motivation and performance which are predictors of service delivery in organizations (Ebikeseye & Dickson, 2018). Compensation policies impact on service delivery through their impact on employee motivation and thus service delivery through aspects such as timeliness of salaries and amount of salary payments. Career development policies are linked to employee commitment, job security, employee loyalty, employee motivation, employee engagement and job satisfaction which are predictors of service delivery (Naway & Haris, 2017; Sianturi & Tampubolon, 2017).

Within the context of public hospitals, service delivery is critical in ensuring access to healthcare and equitable access to healthcare for social economic development, achievement of agenda four objectives, vision 2030, and Sustainable Development Goals (SDGs). In this context, public hospitals within Nairobi county, just like the rest of the country, are required to deliver services in a reliable, effective, efficient, and accountable manner (Ministry of Health., 2019). However, there has been several service delivery disruptions within Nairobi county including over six national strikes between 2010 to 2016 (Kemri, 2020). In 2017, doctors went for a 100 days strike while nurses underwent a 150 day strike making it one of the longest strikes amongst the healthcare workers (Kemri, 2020).

In Kenya, Chelimo and Ouma (2017) undertook a study on human resource policies and employees' performance at Co-operative bank. The study was undertaken in Nairobi County. The study discovered that compensation policies had an influence on performance of the organization. Hee *et al.*, (2019) undertook a research on HRM practices and job performance in courier service company. The study was undertaken in Malaysia. Hee *et al.*, (2019) found that compensation and

benefits didn't have a statistically significant influence on the job performance aspects within the context of courier services company. (Bosire *et al.*, 2017) examined the influence of human resources practices and service delivery in Kakamega county. The study was undertaken in Kakamega county Kenya. AS per the study, human resources practices had statistically significant impact on the service delivery. (Moraa & Muli, 2018) undertook a research focusing on HRM practices on the performance of selected commercial banks. The study was undertaken in Kisii county, Kenya. The study found that there was a statistically significant link between compensation policies and performance of the banks. These studies, while examining the various factors that have influenced service delivery, have not done so within the context of public service delivery in Kenyan hospitals. The current study is premised on whether human resource policies enacted after the various industrial strikes have had any influence on service delivery. This will be examined by addressing the question; Do human resource policies influence service delivery amongst public hospitals in Nairobi County, Kenya?

### **1.3 Research Objective**

The study's objective is to determine the influence of human resource policies on service delivery amongst public hospitals within Nairobi County, Kenya

### **1.4 Value of the Study**

The research will make several contributions to the theory. The research will give literature review materials for researchers discussing service delivery and human resources policies. The study will contribute to the theories touching on the service delivery in organizations. In this context, the study will provide empirical evidence that either approve or disapprove the various service delivery theories that will be utilized in the study.

The study will generate knowledge on the influence of the human resource policies (training, career development, compensation, and work environment) on service delivery aspects. The study results may thus be used by health professional policy makers in aiding to optimize the training, career development, compensation and work environment policies in order to drive service delivery aspects within public health facilities in Nairobi County and within the country in general.

The study will provide a link between human resource policies and service delivery within the public health facilities and amongst health practitioners. The study findings will influence practices amongst health professionals in respect to compensation, working environment aspects, and career development aspects within the public health institutions in order to drive the service delivery.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter sets out theoretical foundation of the research, conceptual and empirical literature that has also been reviewed on human resources policies and service delivery, and the link between the human resources policies and service delivery.

#### **2.2 Theoretical Foundation of the Study**

The researcher will use Social Exchange Theory (SET) and service quality theory.

##### **2.2.1 Social Exchange Theory**

This study is based on the Social Exchange Theory (SET). The theory was developed by George Homans in 1958 and examines the working relationship between the employee and employer (Zamin & Hussin, 2021). According to (Baykal *et al.*, 2018) SET views the interrelationship between persons to create a high reward, mutual trust, and attraction to these relationships. (Eli *et al.*, 2020a) views SET as social exchanges between parties of something valuable between them and explains diverse reasons on why people maintain relationships. According to (Khanyile, 2019) SET is based on three components that is social exchange vs. economic exchange, reciprocity and inequalities. The exchanges of benefits in a relationship determines on whether an individual stays in the relationship or moves on. According to (Dawi *et al.*, 2018) the decision to stay in a relationship is based on cost benefit analysis. The benefits of such a relationship must outweigh the costs of being in such a relationship.

On the other hand, (Shen *et al.*, 2019) views trust as the basis for interpersonal and inter organizational relationships. In the process of interaction between parties there is trust-conflict aspects that would occur as parties interact with the balancing of this trust-conflict relationship influencing the stability of relationship between parties. (Idrus *et al.*, 2019b) in commenting on reciprocity notes that mutual benefits received in a relationship enables parties to go beyond the call of duty. In this context, (Eli *et al.*, 2020a) notes that if the members in an organization receive various support from the organization they engage in then they tend to be able reciprocate with higher productivity. (Sun & Bunchapattanasakda, 2019) thus argues that the employee attitudes and behaviors are subject to the manner in which the organization treats them.

This theory will be used in this study for the purposes of detailing organizational treatment of the employees through human resource policies (training and development policies, compensation policies, working environment policies and career development policies) and how the employees react to the diverse treatment through service delivery aspects. The theory is relevant in this research in the context that there are two parties in a working relationship that is between the employer and the employee. The interaction between these human resource policies from the employer directed towards the employee leads to an exchange from the employee to the employer through the service delivery aspects.

### **2.2.2 Service Quality Theory**

The service quality theory was conceptualized in 1988 by Parasuraman, Zeithaml, and Berry (Ramli, 2019). The original model had extracted ten components of service quality measurement that is tangibility, competence, reliability, courtesy, credibility, responsiveness, security, communication, accessibility, and understanding the customer (Alhazmi, 2020). The measurements were further reduced to five dimensions that is, reliability, assurance, tangibility, empathy and responsiveness. In this context, the theory examines service quality as the variation between expected service level and delivered service level in terms of reliability, assurance, tangibility, empathy and responsiveness. The theory viewed reliability in terms of accuracy in service delivery aspects. Responsiveness was viewed as provision of prompt service (Agbi *et al.*, 2020). Assurance was viewed as ability to convey trust and tangibles covers physical facilities of the institution (Alhazmi, 2020). Empathy is viewed as a means of provision of individualised care to customers (Upadhyay, 2020). The business must strive to narrow the gap between expected service delivery and the actually delivered service.

This theory will be used in the study for the purposes of detailing the service quality measurement of public health services within Nairobi County. The service quality aspects within the public hospitals will be underpinned by the various components associated with the servqual model. These aspects include reliability, assurance, tangibility, empathy and responsiveness. The human resource policies have an impact on these servqual aspects which underlies their utilization in this study.

### **2.3 Human Resources Policies and Service Delivery**

The role of diverse human resource policies has been linked to service delivery by diverse scholars. In Hyderabad, India, Pradeep and Sahithi (2020) examined how HR policies influence employee's job satisfaction aspects. The research used exploratory research design and used structured questionnaire for data collection aspects. Amongst the policies that were examined were the compensation and benefits policy that were viewed on whether they influenced job satisfaction aspects. The researcher found that compensation and benefits policy had statistically significant influence on job satisfaction aspect.

Focusing on the humanitarian organization in Ethiopia, (Hailekiros, 2019) examined the link between human resource policies and the employee performance aspects. Amongst the policy that was examined was the recruitment policy impact on employee performance aspects. The study collected data using structured questionnaires and used a descriptive research design. The study discovered that training policy had significant influence on employee performance aspects. The study attributed this relationship with the provision introductory training on joining the firm, provision of continuous training and development plans.

In a study based on Indian hotel industry, Lakhera *et al.*, (2020) examined the role of human resource policies on employee's job satisfaction aspects. The study found that there was a statistically significant influence of compensation benefits on the employee job satisfaction aspects. This was attributed to the policy on the compensation benefits indicating the manner benefits would accrue to the employees, hence motivating them.

In a study based on the employee performance at Elgon tea factory, (Bonareri, 2019) assessed the role of HR policies on the employee performance aspects. The study found that the human resource policies had significant positive influence on the employee performance at the tea factory. The study recommended the development of policies that have positive influence on employee performance at the factory.

Chelimo and Ouma (2017) examined the effects of the HR policies on the employees' performance with a focus on Co-operative bank of Kenya. The HR policies that were examined include

recruitment policy, appraisal policy and compensation policy on aspects of employee performance. The researcher found that the recruitment policy influences the employee performance through making jobs and responsibilities clear thus leading to achievement of targets, raising of staff awareness on individual targets, enabling the targets to be easy to achieve, and enabling career progression aspects.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This third chapter of the work examines the research design, study population, data collection, data analysis and presentation aspects. The chapter will detail the choices made in respect to these research methodological choices and the justification for them.

#### **3.2 Research Design**

The research design that is utilized in the study will be descriptive cross-sectional research design. According to (Thomas *et al.*, 2020) descriptive research design is used where the variables are not altered but are employed as they are on the ground. In this context, descriptive research design will be applicable in this study since the human resource policies and service delivery will not be altered in the study but will rather be applied in the way they are. According to (Gathii *et al.*, 2019), the descriptive studies are those studies that intend to describe the research phenomenon of the study. The descriptive research employ the structured questionnaires amongst other structured data collection tools for the collection of data from a wide range of target unit of analysis. This study will use this design as it was using structured questionnaires for the purpose of the data collection from different hospitals across Nairobi city county.

#### **3.3 Population of the Study**

These are people who have sufficient information on the variables of the study in order to provide information that can be utilized in addressing the objectives of the study. There are 80 public hospitals within Nairobi city county as demonstrated in the appendix. A census of all the hospitals will be done in this study.

#### **3.4 Data Collection**

The researcher will collect primary data using structured questionnaire. The structured questionnaire will be composed of three sections that is section I (Organizational Characteristics), Section II (human resource policies), and Section III (service delivery). The independent variables of this study include training and development policies, compensation policies, working

environment policies, and career development policies while the dependent variable is the service delivery. The demographic characteristics will utilize the categorical questions while section II and III will utilize the likert based questions. The responses will be delivered through HR managers and operations managers.

### **3.5 Data Analysis and Presentation**

The study will use the descriptive statistics of frequency distributions, standard deviations and means. The study will further utilize inferential statistics, specifically, regression analysis for the purposes of determining the influence of study variables. Multiple linear regression analysis will be done, which will be guided by below model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = service delivery

X<sub>1</sub> = Training and Development Policies

X<sub>2</sub> = Compensation Policies

X<sub>3</sub> = Working Environment Policies

X<sub>4</sub> = Career Development Policies

ε = Margin of Error

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter examines the data analysis, interpretation and discussion. The data analysis aspects involved the examination of the means and standard deviation of the multi-item scales, and the undertaking of the regression analysis to determine the manner in which the human resources policies impacted on the service delivery components.

#### 4.2 Response Rate

The unit of analysis was the 80 public hospitals within Nairobi City County. Moreover, the respondents were 80 respondents and therefore 80 questionnaires were distributed to the respondents. The study received back 72 responses which constituted 90% response rate. Mugenda and Mugenda (2019) argue that response rate of above 80% is deemed sufficient for the research. The study's response rate having achieved 80% was thus deemed sufficient for the study.

**Table 4.1; Response Rate**

| Distributed Questionnaires | Returned Questionnaires | Response Rate |
|----------------------------|-------------------------|---------------|
| 80                         | 72                      | 90%           |

Researcher (2021)

#### 4.3 Organizational Characteristics

The organizational characteristics were examined in terms of levels of hospitals, length of the hospital being operational, number of hospital employees, and ISO certification levels. The results were presented in the below subsections.

##### 4.3.1 Level of Hospitals

The researcher was interested in the levels of hospitals that the county had. This was asked and the responses provided in the tabular level below.

**Table 4.2; Level of Hospitals**

|  | <b>Frequencies</b> | <b>Percentage</b> |
|--|--------------------|-------------------|
| Level 1<br>(Community Facilities)      | 28                 | 38.9%             |
| Level 2<br>(Health Dispensaries)       | 20                 | 27.7%             |
| Level 3<br>(Health Centers)            | 14                 | 19.4%             |
| Level 4<br>(County Hospitals)          | 7                  | 9.7%              |
| Level 5<br>(County Referral Hospitals) | 2                  | 2.8%              |
| Level 6<br>(National Referral)         | 1                  | 1.5%              |
| <b>Total</b>                           | <b>72</b>          | <b>100%</b>       |

MoH: (2021)

The results found that 38.9% of the respondents were level 1 facilities while 27.7% were from level 2 hospitals, 19.4% of the respondents were from level 3 hospitals, 9.7% of the respondents were from level 4 hospitals, 2.8% of the respondents were from level 5 hospitals, and 1.5% were from level 6 hospitals. This indicates that the number of hospitals keep on decreasing up the levels due to the higher level hospitals feeding off the lower level hospitals.

#### **4.3.2 Length of Time Hospital Operational**

The hospitals operational length was examined and the results presented as per below.

**Table 4.3; Length of Time Hospital is Operational**

| <b>Period</b>     | <b>Frequencies</b> | <b>Percentages</b> |
|-------------------|--------------------|--------------------|
| Less than 5 years | 14                 | 19.4%              |
| 5-10 years        | 36                 | 50.0%              |
| Above 10 years    | 22                 | 30.6%              |
| <b>Total</b>      | <b>72</b>          | <b>100%</b>        |

The study results found that 19.4% of the hospitals had operated in less than 5 years signifying the rapid growth of hospital sector in the past five years. Moreover, the study found that 50.0% and 30.6% of the hospitals had operated 5-10 years, and above 10 years respectively. This would translate to a higher number of hospitals being in the lower levels of hospitals having been constructed in the last 10 years.

### 4.3.3 ISO Certification

The hospitals were examined on whether they are ISO certified with the results displayed below.

**Table 4.4; ISO Certification**

| ISO Certification | Frequencies | Percentages |
|-------------------|-------------|-------------|
| Yes               | 3           | 4.2%        |
| No                | 69          | 95.8%       |
| <b>Total</b>      | <b>72</b>   | <b>100%</b> |

The study found that 4.2% of the hospitals were ISO certified while 95.8% of the hospitals were not ISO certified.

## 4.4 Descriptive statistics

The study sought to find general information on human resource policies ranging from training and development, compensation, work environment and career development respectively. Further, this data could indicate that the data collected from them can be dependable for analysis and drawing of conclusions.

### 4.4.1 Human Resource Policies

The study used the multi-item likert scale for the measurement of the different human resource policies. The results for the means and standard deviations were presented as follows.

**Table 4.5; Human Resource Policies**

| Training and development Policies   | N  | Min  | Max  | Mean           | Std. Dev |
|---|----|------|------|----------------|----------|
| Our training and development policies always ensures that we get resourceful facilitators for diverse training sessions | 72 | 2.00 | 5.00 | 4.0000         | .73158   |
| Our training and development policies always allocate training schedules accommodative of diverse work cadres.          | 72 | 2.00 | 5.00 | 4.1528         | .68505   |
| Our training and development policies always allocate adequate facilitation for training activities                     | 72 | 2.00 | 5.00 | 3.7361         | .78710   |
| Training needs assessment is always carried out to determine training needs for county employees                        | 72 | 2.00 | 5.00 | 4.0278         | .76861   |
| Training and development policies ensures that training is undertaken in sufficient frequencies                         | 72 | 3.00 | 5.00 | 4.3333         | .60514   |
| <b>Average</b>  |    |      |      | <b>4.04944</b> |          |
| Compensation Policies   |    |      |      |                |          |
| The compensation policies of the county government ensures that the employees are adequately compensated for work done  | 72 | 2.00 | 5.00 | 3.6389         | .87702   |

|   |    |      |      |                |        |
|---|----|------|------|----------------|--------|
| The compensation policies of the county government ensures that the employees are adequately compensated using the risks encountered at work. | 72 | 2.00 | 5.00 | 3.4583         | .88711 |
| Compensation policies ensures that the employees are adequately informed on how their compensation benefits are calculated.                   | 72 | 1.00 | 5.00 | 3.4861         | .91917 |
| The compensation policies are adequately reviewed periodically to accommodate diverse aspects in working environment                          | 72 | 1.00 | 5.00 | 3.3194         | .96161 |
| There is adequate representation of the employees in compensation benefits review   | 72 | 2.00 | 5.00 | 3.3333         | .93447 |
| <b>Average</b>  |    |      |      | <b>3.40277</b> |        |

**Working environment policies**

|   |    |      |      |               |        |
|---|----|------|------|---------------|--------|
| Working environment policies ensures that there is the required amenities for undertaking the allocated tasks.        | 72 | 2.00 | 5.00 | 3.8056        | .76248 |
| Working environment policies ensures that there is good teamwork amongst the staff members                            | 72 | 2.00 | 5.00 | 3.6528        | .79007 |
| Working environment policies ensures that employee safety concerns are adequately taken care of                       | 72 | 2.00 | 5.00 | 3.6528        | .79007 |
| Our working environment policies ensures that employees are comfortable to undertake their tasks                      | 72 | 2.00 | 5.00 | 3.6806        | .76594 |
| Our working environment policies ensures that the citizenry accessing service touch points are treated professionally | 72 | 2.00 | 5.00 | 3.7222        | .75475 |
| <b>Average</b>  |    |      |      | <b>3.7028</b> |        |

**Career development policies**

|   |    |      |      |               |         |
|---|----|------|------|---------------|---------|
| The career development policies in our organization adequately caters for career planning aspects     | 72 | 1.00 | 5.00 | 3.8611        | 1.03876 |
| The career development policies in our organization adequately caters for career coaching aspects     | 72 | 1.00 | 5.00 | 3.1250        | .93353  |
| The career development policies in our organization adequately caters for talent management aspects   | 72 | 1.00 | 5.00 | 3.3472        | .93688  |
| The career development policies in our organization adequately caters for succession planning aspects | 72 | 1.00 | 5.00 | 3.8056        | .84984  |
| The career development policies in our organization adequately caters for career progression aspects  | 72 | 1.00 | 5.00 | 3.5694        | .96161  |
| <b>Average</b>  |    |      |      | <b>2.7772</b> |         |

Training and development policies always ensures that we get resourceful facilitators for diverse training sessions (M=4.0000, SD=.73158). Training and development policies always allocate training schedules accommodative of diverse work cadres. (M= 4.1528, SD=.68505). Besides the above training and development policies always allocate adequate facilitation for training activities (M=3.7361, SD=.78710). Training needs assessment is always carried out to determine training needs for county employees (M=4.0278, SD=.76861). Training and development policies ensures that training is undertaken in sufficient frequencies (M= 4.3333, SD=.60514). The mean value of this policy obtained 4.04944 which indicate that training and development policies are critical to service delivery in public health sector.

The compensation policies of county government ensure that the employees are adequately compensated for work done (M=3.6389, SD=.87702). The compensation policies of the county government ensures that the employees are adequately compensated using the risks encountered at work (M=3.4583, SD=.88711). In terms of compensation policies ensures that the employees are adequately informed on how their compensation benefits are calculated (M=3.4861, SD=.91917). The compensation policies are adequately reviewed periodically to accommodate diverse aspects in working environment (M=3.3194, SD=.96161). There is adequate representation of the employees in compensation benefits review (M=3.3333, SD=.93447). The mean value of this policy obtained 3.40277 which indicates that compensation policies are critical to service delivery.

Working environment policies ensures that there is the required amenities for undertaking the allocated tasks (M=3.8056, SD=.76248). Working environment policies ensures that there is good teamwork amongst the staff members (M=3.6528, SD=.79007). Equally working environment policies ensures that employee safety concerns are adequately taken care of (M=3.6528, SD=.79007). Our working environment policies ensures that employees are comfortable to undertake their tasks (M=3.6806, SD=.76594). Working environment policies ensures that the citizenry accessing service touch points are treated professionally (M=3.7222, SD=.75475). The mean value of this policy obtained 3.7028 which indicates working environmental policies can influence service.

The career development policies in our organization adequately caters for career planning aspects (M=3.8611, SD=1.03876).The career development policies in our organization adequately caters

for career coaching aspects (M=3.1250, SD=.93353).The career development policies in our organization adequately caters for talent management aspects (M=3.3472, SD=.93688).The career development policies in our organization adequately caters for succession planning aspects (M=3.8056, SD=.84984).The career development policies in our organization adequately caters for career progression aspects (M=3.5694, SD=.96161). The mean value of this policy obtained 2.7772 which indicates that career development policies are important but not as critical as training and development, working environment and compensation policies, respectively.

#### 4.5 Service Delivery

The service delivery components of the hospitals were examined. The results were presented as per below aspects.

**Table 4.6; Service Delivery**

|   | N  | Min  | Max  | Mean   | Std. Dev |
|---|----|------|------|--------|----------|
| County government hospital always provides adequate professional care to the patients     | 72 | 3.00 | 5.00 | 3.9583 | .65944   |
| The county government hospital provides Specialized care                                  | 72 | 1.00 | 5.00 | 3.9444 | .83731   |
| The county government hospital always provides adequate drugs for the patients use        | 72 | 3.00 | 5.00 | 4.0833 | .74588   |
| The county government hospital always provides follow up care for the patients            | 72 | 3.00 | 5.00 | 4.0417 | .65944   |
| The county government hospital always provides prompt services to the patients            | 72 | 2.00 | 5.00 | 4.0000 | .73158   |
| The county government hospital always provides adequate theatre services to the patients  | 72 | 2.00 | 5.00 | 4.1528 | .68505   |
| The county government hospital always provides timely nursing services to the patients    | 72 | 2.00 | 5.00 | 3.7361 | .78710   |
| The county governments hospital always provide prompt services in seeing doctors          | 72 | 2.00 | 5.00 | 4.0278 | .76861   |
| The hospital have has up-to-date equipment  | 72 | 3.00 | 5.00 | 4.3333 | .60514   |
| The appearance of the physical facilities is consistent with the type of service provided | 72 | 2.00 | 5.00 | 3.6389 | .87702   |
| The hospital always provide prompt services   | 72 | 2.00 | 5.00 | 3.4583 | .88711   |
| The hospital is always willing to help patients   | 72 | 1.00 | 5.00 | 3.4861 | .91917   |
| The hospitals always pay individualized attention to the patients                         | 72 | 1.00 | 5.00 | 3.3194 | .96161   |

|   |           |      |      |               |        |
|---|-----------|------|------|---------------|--------|
| Hospital management always cares about the best interests of the patients | 72        | 2.00 | 5.00 | 3.3333        | .93447 |
| <b>Valid N (listwise)/average</b>   | <b>72</b> |      |      | <b>3.8224</b> |        |

The county government hospital always provides adequate professional care to the patients (M=3.9583, SD=.65944). The county government hospital provides Specialized care (M=3.9444, SD=.83731). The county government hospital always provides adequate drugs for the patients use (M=4.0833, SD=.74588). The county government hospital always provides follow up care for the patients (M=4.0417, SD=.65944). The county government hospital always provides prompt services to the patients (M=4.0000, SD=.73158).

The county government hospital always provides adequate theatre services to the patients (M=4.1528, SD=.68505). The county government hospital always provides timely nursing services to the patients (M=3.7361, SD=.78710). The county governments hospital always provides prompt services in seeing doctors (M=4.0278, SD=.76861). The hospital has up-to-date equipment (M=4.3333, SD= .60514). The appearance of the physical facilities is consistent with the type of service provided (M=3.6389, SD= .87702). The hospital always provides prompt services (M=3.4583, SD=.88711). The hospital is always willing to help patients (M= 3.4861, SD=.91917). The hospitals always pay individualized attention to the patients (M=3.3194, SD=.96161). Hospital management always cares about the best interests of the patients (M=3.3333, SD=.93447).

The mean value of the obtained value was between 3.333 to 4.333 with mean being place at 3.8824 which indicates that most people considered service delivery as being an important component in health sector.

#### 4.6 Regression Analysis

The researcher undertook regression analysis to examine the influence of career development policies, compensation, training and development, and working environment policies on service delivery aspects. The results were displayed below.

**Table 4.7; Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .970 <sup>a</sup> | .941     | .938              | .11992                     |

a. Predictors: (Constant), Career development policies, Compensation, Training and development, Working environment policies

The study achieved a regression coefficient of 0.970. argue that the regression coefficient details the nexus between study variables. The regression coefficient examines the association between human resource policies (Career development policies, compensation, training and development, and working environment policies) on the service delivery. This study noted that there was a high correlation between the human resource policies and the service delivery. The study further found that the coefficient of determination was 0.941 which showed that up to 94.1% of the variance of service delivery was a result of the human resource policies. The other factors not in the model accounted for 5.9% of the changes in the service delivery aspects.

**Table 4.8; ANOVA<sup>a</sup>**

| Model        | Sum of Squares | df | Mean Square | F       | Sig.              |
|--------------|----------------|----|-------------|---------|-------------------|
| 1 Regression | 15.506         | 4  | 3.876       | 269.562 | .000 <sup>b</sup> |
| 1 Residual   | .963           | 67 | .014        |         |                   |
| Total        | 16.469         | 71 |             |         |                   |

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Career development policies, Compensation, Training and development, Working environment policies

ANOVA was employed for the examination whether regression model was good fit for data. Study findings that were achieved were  $F(4,67) = 269.562$ ,  $P \text{ value} = 0.000$ . Matloff (2017) suggests that p value of below 5% (0.05) implies that regression model is good fit for data. This then enables the undertaking of F test and examination of unstandardized regression coefficients.

**Table 4.9; Coefficients<sup>a</sup>**

| Model                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|------------------------------|-----------------------------|------------|---------------------------|--------|------|
|                              | B                           | Std. Error | Beta                      |        |      |
| (Constant)                   | .485                        | .111       |                           | 4.352  | .000 |
| Training and development     | .454                        | .034       | .509                      | 13.315 | .000 |
| Compensation                 | .362                        | .024       | .570                      | 15.233 | .000 |
| Working environment policies | -.005                       | .033       | -.006                     | -.138  | .891 |
| Career development policies  | .076                        | .027       | .110                      | 2.842  | .006 |

a. Dependent Variable: Service delivery

The study assessed whether training and development had significant effect on service delivery. The p value of 0.000 indicates that the training and development had a statistically significant effect on service delivery at 5 percent level of significance. The study further assessed the effect of compensation on the service delivery whereby p value of 0.000 was achieved. This indicated that the compensation had significant influence on the service delivery at 5% level of significant. The study further evaluated whether working environment policies had significant effect on service delivery. The researcher found p value of 0.891 on the relationship between the working environment policies on the service delivery leading to a conclusion that the relationship between these variables was not statistically significant. The role of the career development policies on the service delivery was examined with the p value of 0.006 being achieved. This led to the conclusion that the career development policies have significant effect on service delivery.

The B value, which stands for the unstandardized beta (B) value, represented the slope of the line between the human resource policies and service delivery. A unit of training and development led to an increase of this would mean that for every one-unit increase in training and development policies, the dependent variable increases by 0.454 units in terms of service delivery. Equally a unit of employee compensation led to an improvement in service delivery of 0.362 units, with an increase in working conditions leading to a decrease in 0.005 units of service delivery. Finally, unit increase in career development led to enhancement in service delivery by 0.76.

#### **4.7 Discussion of results**

The study examined on whether training and development of employees had a statistically significant influence on the service delivery. According to the study, training and development had a statistically significant influence on service in agreement with Chelimo and Ouma, (2017). The study further examined the influence of compensation on the service delivery and found out that the compensation had significant effect on service delivery.

The study further assessed on whether working environment policies had significant effect on service delivery. The concluded that the relationship between these variables were not statistically significant. The role of the career development policies on the service delivery having been examined this study was in line with study findings by Riyanto, Sutrisno, & Ali, (2017) that career development policies will statistically influence service delivery.

As per study findings of Aturaka, (2018), the B value, which stands for the unstandardized beta (B) value, represented the slope of the line between the human resource policies and service delivery hence in agreement with the study. The study achieved a regression coefficient of 0.970. which was in line with (Maina, 2021), the regression coefficient details the nexus between study variables. The regression coefficient examines the association between human resource policies (Career development policies, compensation, training and development, and working environment policies) on the service delivery in line with a study conducted by Gebreyes, (2018)

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter sets out the summary of empirical results, conclusions and relevant policy recommendations. Moreover, the overall study's objective was to examine the effect of HR policies on service delivery among Kenyan public hospitals. The recommendations include suggestions aimed at adding value at public hospitals management and regulatory framework. Finally, this chapter suggests areas for further study to address the gaps that this study could not have filled because of cost and time constraints.

#### **5.2 Summary of Findings**

It was clear that training and development policies are critical in ensuring that employees are trained and well prepared to delivery services in the most efficient way. The study findings indicated that compensation policies are important in ensuring that the employees are adequately compensated for work done besides the fact that work related risks encountered are taken into consideration. It was also found out that compensation policies ensure that there is adequate representation of the employees in compensation benefits review.

In terms of working environment policies the study found out that there is a safe environment through considering safety concerns while undertaking working related tasks. On the other hand, it ensures that there is a safe environment for patients to be treated and to receive medical services in different touch points. The researcher also established that career development policies in public hospitals caters for career employee coaching and by extension talent management related aspects besides catering for succession planning in different departments of public hospitals.

Inferential statistics indicated that training and development had statistically significant influence on the service delivery with a p value of 0.000 which indicated that the training and development had significant effect on service delivery at 5 percent level of significance. In terms of compensation, compensation had significant influence on service delivery in which a p value of

0.000 was achieved. This indicated that the compensation had significant influence on the service delivery at 5% level of significant.

Equally the study found a high correlation between the human resource policies and the service delivery with the coefficient of determination being at 0.941 which showed that up to 94.1% of the variance of service delivery was a result of the human resource policies with other factors not in the model accounted for 5.9% of changes in the service delivery aspects.

Further still the findings indicated that the working environment policies had no significant effect on service delivery. The p value of 0.891 on the relationship between the working environment policies on the service delivery led to a conclusion that the relationship between these variables was not statistically significant. In terms of the role of career development policies on the service delivery was examined with the p value of 0.006 being achieved. This led to the conclusion that the career development policies have statistically significant effect on the service delivery.

In terms of the B value which stands for the unstandardized beta (B) value represented the slope of the line between the dependent variable and independent variable or variable and the dependent variable. A unit of training and development led to an increase of this would mean that for every one-unit increase in training and development, the dependent variable increases by 0.454 units in terms of service delivery. The mean value of the of the obtained value was between 3.333 to 4.333 with mean being place at 3.8824 which indicates that most people considered service delivery as being an important component in health sector.

### **5.3 Conclusion**

The study concluded that training and development policies have an influence on the service delivery within public hospitals in Nairobi County. The study found that training and development policies always allocate training schedules accommodative of diverse work cadres, allocate adequate facilitation for training activities, ensure that the organizations get resourceful facilitators for diverse training sessions and training is undertaken in sufficient frequencies. The study also found that training needs assessment is always carried out to determine training needs for county employees.

Compensation policies have influence on the service delivery within public hospitals in Nairobi County. The study found that compensation policies of the county government ensures that the

employees are adequately compensated for work done using the risks encountered at work, employees are adequately informed on how their compensation benefits are calculated, compensation policies are adequately reviewed periodically to accommodate diverse aspects in working environment and there is adequate representation of the employees in compensation benefits review.

Working environment policies have no significant influence on service delivery in public hospitals in Nairobi County. The study found that working environment policies ensures that there are the required amenities for undertaking the allocated tasks, there is good teamwork amongst the staff members, employee safety concerns are adequately taken care of, employees are comfortable to undertake their tasks and citizenry accessing service touch points are treated professionally.

Career development policies had a statistical significant influence on service delivery aspects. The study found that career development policies in the organizations adequately caters for career planning aspects, talent management aspects, career coaching aspects, succession planning aspects and career progression aspects, This means that an improvement in career development policies will lead to an enhancement in service delivery amongst public hospitals within Nairobi County.

#### **5.4 Recommendations**

The study therefore recommends that training and development remains central in improving service delivery in public hospitals and therefore the hospitals management should provide courses that are tailored to medical staff as well as provide paid time-off to encourage staff to undertake these trainings. There is also a need to intently investigate the career development polices existing in public health sector in Nairobi and ensure that there are clear cut avenues for growth for all staff. Hospitals could as well opt to create mentorship programs that provide mentors for staff to nurture them into ways of promoting their careers in and out of the hospitals they serve. Compensation policies, having a significant statistical influence in service delivery, needs to remain at the core of policy making. Hospitals should strive to have collaborative engagements with unions of their medical staff to ensure there is no disruptions in the delivery of service among medical staff.

It is further recommended that management in public hospitals conduct regular policy reviews and offer a feedback avenue for staff to comment, review and suggest additions into new policies. This will create employee buy-in which, conclusively, will greatly improve the service delivery in

public hospitals. Policy review will also promote the accreditation process of hospitals. Accrediting bodies need to see that hospitals are periodically reviewing and monitoring policies to keep up with best practices. Hospital employees working in highly accredited organizations that involve them during policy making will feel motivated enough to deliver the best service quality for an organization that they're proud of. Annual policy review is recommended in public hospitals especially since healthcare laws and regulations are constantly changing. Hospitals need to ensure that training and development policies allow employees to go for regular trainings that equip them with relevant skill set especially in the ever-changing tech-forward world.

### **5.5 Limitations of the Study**

The main limitation was that individual hospital administrators considered information as confidential therefore, were not ready to share for the purposes of this research. However, the study obtained a letter of introduction from the university to give the respondents an assurance that information given was to be employed for academic purposes and would be handled with confidentiality. Another limitation was that Public hospitals by nature have political element hence out of fear of political victimization, the respondents might be politically biased. Equally, data on Hospitals when gathered does not capture the reality and complexity of operations. Thus most of the data used had these limitations.

Thirdly, because of limited timeframes and wide topic, this research document must be considered as a cursory, even though well informed, exploration of the effect of the influence of human resource policies on service delivery in changing service delivery public hospitals. Though the results were used to discuss Public hospitals, the unique nature of each public hospital will need to be appreciated.

### **5.6 Suggestion for Further Research**

The aim of this research was to assess the effect of human resources policies on service delivery in public hospitals in Nairobi. More studies can be conducted to determine the challenges faced while implementing some of these policies and how to increase operational efficiency in service delivery among public hospitals. Additionally, more studies should be conducted to look into how motivation can impact on service delivery in public hospitals.

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**APPENDICES  
APPENDIX 1: QUESTIONNAIRE**

**QUESTIONNAIRE**

**SECTION I: ORGANIZATIONAL CHARACTERISTICS**

**1) Level of Hospital in the county?**

LEVEL 1 – Community Facilities ( ) LEVEL 2 – Health Dispensaries ( )

LEVEL 3 – Health Centers ( ) LEVEL 4 – County Hospitals ( )

LEVEL 5 – County Referral Hospitals ( ) LEVEL 6 – National Referral Hospitals ( )

**2) How long has the hospital been operational? Less than 5 years ( ) 5-10 years ( )**

Above 10 years ( )

**3) Is the Hospital ISO Certified? Yes ( ) No ( )**

**SECTION II: HUMAN RESOUCE POLICIES**

Using a five point Likert scale, indicate the level of your agreement with the stated aspects of training and development using a five point Likert scale of 1. No Extent, 2. Small Extent, 3.Moderate Extent, 4.Large Extent, and 5.Very Large Extent.

| <b>Training and Development Policies</b>  | <b>1.NE</b> | <b>2.SE</b> | <b>3.ME</b> | <b>4.LE</b> | <b>5.VLE</b> |
|---|-------------|-------------|-------------|-------------|--------------|
| Our training and development policies always ensures that we get resourceful facilitators for diverse training sessions                       |             |             |             |             |              |
| Our training and development policies always allocate training schedules accommodative of diverse work cadres.                                |             |             |             |             |              |
| Our training and development policies always allocate adequate facilitation for training activities   |             |             |             |             |              |
| Training needs assessment is always carried out to determine training needs for county employees  |             |             |             |             |              |
| Our training and development policies ensures that training is undertaken in sufficient frequencies   |             |             |             |             |              |
| <b>Compensation Policies</b>  | <b>1.NE</b> | <b>2.SE</b> | <b>3.ME</b> | <b>4.LE</b> | <b>5.VLE</b> |
| The compensation policies of the county government ensures that the employees are adequately compensated for work done                        |             |             |             |             |              |
| The compensation policies of the county government ensures that the employees are adequately compensated using the risks encountered at work. |             |             |             |             |              |

|   |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|--------------|
| Compensation policies ensures that the employees are adequately informed on how their compensation benefits are calculated. |             |             |             |             |              |
| The compensation policies are adequately reviewed periodically to accommodate diverse aspects in working environment        |             |             |             |             |              |
| There is adequate representation of the employees in compensation benefits review   |             |             |             |             |              |
| <b>Working Environment Policies</b>   | <b>1.NE</b> | <b>2.SE</b> | <b>3.ME</b> | <b>4.LE</b> | <b>5.VLE</b> |
| Our working environment policies ensures that there is the required amenities for undertaking the allocated tasks.          |             |             |             |             |              |
| Our working environment policies ensures that there is good teamwork amongst the staff members                              |             |             |             |             |              |
| Our working environment policies ensures that employee safety concerns are adequately taken care of                         |             |             |             |             |              |
| Our working environment policies ensures that employees are comfortable to undertake their tasks                            |             |             |             |             |              |
| Our working environment policies ensures that the citizenry accessing service touch points are treated professionally       |             |             |             |             |              |
| <b>Career Development Policies</b>  | <b>1.NE</b> | <b>2.SE</b> | <b>3.ME</b> | <b>4.LE</b> | <b>5.VLE</b> |
| The career development policies in our organization adequately caters for career planning aspects                           |             |             |             |             |              |
| The career development policies in our organization adequately caters for career coaching aspects                           |             |             |             |             |              |
| The career development policies in our organization adequately caters for talent management aspects                         |             |             |             |             |              |
| The career development policies in our organization adequately caters for succession planning aspects                       |             |             |             |             |              |
| The career development policies in our organization adequately caters for career progression aspects                        |             |             |             |             |              |

**SECTION III: SERVICE DELIVERY**

Using a five-point Likert scale, indicate the level of your agreement with the stated aspects of service delivery policies using a five-point Likert scale of 1. No Extent, 2. Small Extent, 3. Moderate Extent, 4. Large Extent, and 5. Very Large Extent.

|   |             |             |             |             |              |
|---|-------------|-------------|-------------|-------------|--------------|
|   | <b>1.NE</b> | <b>2.SE</b> | <b>3.ME</b> | <b>4.LE</b> | <b>5.VLE</b> |
| <b>Quality of Service</b>   |             |             |             |             |              |
| The county government hospital always provides adequate professional care to the patients   |             |             |             |             |              |
| The county government hospital provides specialized care whenever critical care is required |             |             |             |             |              |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| The county government hospital always provides adequate drugs for the patients use        |  |  |  |  |  |
| The county government hospital always provides follow up care for the patients            |  |  |  |  |  |
| <b>Reliability</b>  |  |  |  |  |  |
| The county government hospital always provides prompt services to the patients            |  |  |  |  |  |
| The county government hospital always provides adequate theatre services to the patients  |  |  |  |  |  |
| The county government hospital always provides timely nursing services to the patients    |  |  |  |  |  |
| The county governments hospital always provide prompt services in seeing doctors          |  |  |  |  |  |
| <b>Tangibles</b>  |  |  |  |  |  |
| The hospital have has up-to-date equipment  |  |  |  |  |  |
| The appearance of the physical facilities is consistent with the type of service provided |  |  |  |  |  |
| <b>Responsiveness</b>   |  |  |  |  |  |
| The hospital always provide prompt services   |  |  |  |  |  |
| The hospital is always willing to help patients   |  |  |  |  |  |
| <b>Empathy</b>  |  |  |  |  |  |
| The hospitals always pay individualized attention to the patients                         |  |  |  |  |  |
| Hospital management always cares about the best interests of the patients                 |  |  |  |  |  |

## **APPENDIX 2: LIST OF PUBLIC HOSPITALS IN NAIROBI COUNTY**

- 1) Kenyatta National Hospitals
- 2) Mbagathi Hospitals
- 3) Pumwani Maternity Hospitals
- 4) Mama Lucy Kibaki Hospitals
- 5) Mathari National & Teaching Hospitals
- 6) Kenya Defense Forces Memorial Hospitals
- 7) National Spinal Injury Referral Hospitals
- 8) Eastleigh Health Centre
- 9) Biafra Clinic
- 10) Pumwani Majengo Health Centre
- 11) Shauri Moyo Health Centre
- 12) Muthurwa Clinic
- 13) Bahati Health Centre
- 14) Jerusalem Clinic
- 15) Ngara Health Centre
- 16) Rhodes Chest Clinic
- 17) Kariokor Clinic
- 18) Pangani Clinic
- 19) Stc Casino Health Centre
- 20) Huruma Lions Health Centre
- 21) Lagos Road Dispensary
- 22) Mathare Police Depot Health Centre

- 23) Mathare North Health Centre
- 24) Kariobangi North Health Centre
- 25) Kasarani Health Centre
- 26) Kahawa West Health Centre
- 27) Babadogo Health Centre
- 28) Nys Health Centre
- 29) Gsu Hq Health Centre
- 30) Kamiti Prison Health Centre
- 31) Ruiru Pstc
- 32) Gsu Ruiru Dispensary
- 33) Westlands Health Centre
- 34) Kangemi Health Centre
- 35) Karura Health Centre
- 36) Lady Northey Health Centre
- 37) Kabete Approved School Health Centre
- 38) State House Dispensary
- 39) Mjiwa Huruma Dispensary
- 40) Muguga Health Centre
- 41) Waithaka Health Centre
- 42) Riruta Health Centre
- 43) Ngong Road Health Centre
- 44) Woodley Clinic

- 45) Dagoretti Approved School Health Centre
- 46) Langata Health Centre
- 47) Jinnah Clinic
- 48) Karen Health Centre
- 49) Langata Women Prison Health Centre
- 50) Nairobi West Prison Health Centre
- 51) Uhuru Camp Health Centre
- 52) Kibera Do Health Centre

48

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- 53) Kibera Amref Health Centre
  - 54) Gsu Kibera Health Centre
  - 55) Kayole 1 Estate Health Centre

- 55) Kayole 1 Estate Health Centre
- 56) Kayole 2 Health Centre
- 57) Umoja Health Centre
- 58) Embakasi Health Centre
- 59) Gsu Embakasi Health Centre
- 60) Aptc Embakasi Health Centre
- 61) Dandora 1 Health Centre
- 62) Dandora 2 Health Centre
- 63) Njiru Health Centre

48



- 64) Kariobangi South Dispensary
- 65) Makadara Health Centre
- 66) Mbotela Health Centre

- 67) Jericho Health Centre
- 68) Hono Clinic
- 69) Ofafa Clinic
- 70) Maringo Clinic
- 71) Loco Health Centre
- 72) Mow Dispensary
- 73) Kaloleni Dispensary
- 74) Railway Training Institute Dispensary
- 75) South B Clinic
- 76) Police Band Dispensary
- 77) Dandora 2 Health Centre
- 78) Mbotela Health Centre
- 79) Nairobi Remand Home Health Centre
- 80) Lunga Lunga Health Centre