

**HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE  
OF HEALTH WORKERS IN PUBLIC HOSPITALS: A CASE OF MBAGATHI  
HOSPITAL, NAIROBI CITY COUNTY.**

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## ABSTRACT

Sound human resources management practices are essential in strengthening the health systems. Human resource management practices like use of job descriptions, use of performance appraisal and use of supervision can transform health workers into a productive, motivated, and supported workforce capable of improving healthcare services and saving lives. Kenyan health system is designed such that human resource managers are based at county and national offices only and not hospital levels therefore the hospitals lack managers to champion human resource management practices at facility level. The specific objectives of the study were to determine the extent to which the practice of performance appraisal at Mbagathi Hospital (MH) influences the performance of health workers; To assess the level to which use of job descriptions at MH affect the performance of health workers; to examine the degree to which supervision practiced at MH contribute on performance of health workers; and to determine the challenges faced by health service managers on human resource management practices at MH. Mixed research design was applied in this study. The targeted populations were 22 health service managers and 275 technical staff. 11 health service managers were purposively selected to the study and stratified sampling was applied to sample 179 technical staff. Research instruments were key informant interview guide for the health service managers and self-administered questionnaire for the technical staff. Data analysis from the self-administered questionnaires was done using SPSS 20 and results displayed on graphs, charts and tables. Analysis of the data from key informant interview guide was transcribed verbatim, coded and analyzed through content analysis. Results from quantitative data were triangulated with qualitative results. Responsiveness had a mean score of 56%, availability at 53.5%, productivity at 54.6%, and competency at 65.9%. The health workers performance was rated at a mean score of 57.6% with a standard deviation of 4.2%. The health service managers at the hospital were not aware of policies on human resource management practices. There were no trainings in the hospital on human resource management practices. Performance appraisal was minimally used (20.7%). Job description was moderately used (42.5%). Supervision was minimally used (36.4%). Health workers' performance was not significantly associated with use of performance appraisal, existence of job description and use of supportive supervision. The MH management should embrace performance appraisal as a tool to motivate its health workers and improve its customer service rather than just using it to fulfil requirements by the parent ministry. Health service managers at MH require basic training on human resource management practices so as to be able to support health workers in their daily activities and there is need to establish human resource management department to champion these practices.