

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND
MODERATING ROLE OF ATTITUDE ON EMPLOYEES' COMMITMENT
IN PUBLIC HEALTH SECTOR IN KENYA**

MOSES MURIMI MURIITHI

**A Research Project Submitted in Partial Fulfilment for the Degree of Master in
Business Administration (Human Resource Management Option) of Kirinyaga
University.**

AUGUST 2024

DECLARATION

This Research proposal is my original work and has not been presented for a degree in any other University.

Signature Date.....
Moses Murimi Muriithi
BE 200/S/8299/19

This Research Project has been submitted for examination with our approval as the University Supervisors:

Signature Date.....
Dr. Evelyne Maina Ph.D.
School of Business and Education
Kirinyaga University

Signature..... Date.....
Dr. Hannah Wambugu Ph.D.
School of Business and Education
Kirinyaga University

DEDICATION

This research project is dedicated to my family. Thank you for your immense prayers, encouragement, understanding, and Unwavering moral encouragement throughout the entirety of my Master's studies.

ACKNOWLEDGEMENT

I wish to deeply express my gratitude to the Almighty God for blessings that surpass all else, as well as for the remarkable progress I've achieved. I extend my recognition and appreciation to my supervisors, Dr. Evelyne Maina Ph.D. and Dr. Hannah Wambugu Ph.D., to whom I am greatly indebted. Their immense generosity was evident in the insightful discussions on various aspects of the topic, providing quotes, guidance, and pertinent examples related to the subject of study. My heartfelt thanks also extend to my fellow classmate, Zipporah Wanjiku, who consistently served as a wellspring of inspiration, motivation, and support throughout the entire process of composing this work. The data collection team is also highly appreciated. Furthermore, I would like to offer special acknowledgment to my family for its unwavering encouragement and backing.

ABSTRACT

Over time, there have been public grievances regarding inadequate service provision at public hospitals in Kenya. This deficiency has partially been attributed to insufficient personnel, equipment, and other resources. Nevertheless, existing literature suggests that the lack of commitment and attitude of the workforce within these institutions could be a contributing factor, which could explain patients' preference for private hospitals and clinics. Given this circumstance, it is critical for researchers to explore the causes of employee disengagement in Kenya's public health sector. The purpose of this study is to fill a knowledge vacuum by investigating the effect of human resource management practices and moderating role of attitude on employees' commitment in public health sector in Kenya. The research specifically examines critical human resource management functions such as recruitment and selection procedures, training and development protocols, and employee remuneration techniques. The insights derived from this research endeavor hold the potential to assist the government in formulating and implementing more effective strategies for human resource management. The study used descriptive, survey research, and co-relational methodologies, using 849 public hospital personnel in Kirinyaga County as its target population, from which 272 respondents were chosen as a sample. Information was collected via interviews, followed by the utilization of both descriptive and inferential statistical methods for analysis. Descriptive statistics were employed to portray the characteristics of the participants regression analysis was done to establish the relationship between independent and dependent variables. In Kenya's public health sector, the level of personnel commitment was notably affected by the processes of personnel selection and recruitment. Furthermore, the commitment of Kenyan workers to the public health was significantly affected by training and developmental initiatives. Employee remuneration emerged as a substantial and positive influences on employee commitment. It was revealed that the attitude of employees had a significant moderating effect on the relationship between human resources management practices and employee commitment. Based on the findings, it was concluded that health workers' commitment was influenced by HR practices, mainly; training and development, compensatory measures for employees, and the processes of recruitment and selection. Thus. It is recommended that health sector adopts a well-defined and transparent set of criteria for personnel selection. After the recruitment process, it is recommended that healthcare institutions initiate training programs in order to address the distinct requirements and skill sets of their staff. Finally, healthcare organizations must enhance their employee compensation frameworks in order to increase commitment.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	1
1.1.2 Public Health Sector in Kenya	6
1.2 Statement of the Problem.....	8
1.3 General Objective.....	10
1.3.1 Specific Objectives	10
1.4 Hypothesis.....	11
1.5 Significance of the Study	11
1.6 Justification of the Study	12
1.7 Scope of the Study.....	13
1.8 Limitations of the Study	13
1.9 Assumptions of the Study	14

1.10 Operational Definition of Terms	15
LITERATURE REVIEW	17
2.1 Introduction.....	17
2.2 Theoretical Review.....	17
2.2.1 Human Capital Theory.....	17
2.2.2 Resource Based View Theory	18
2.2.3 Social Reciprocity Theory	19
2.3 Conceptual Framework.....	21
2.4 Review of Variables	22
2.4.1 Employee Recruitment and Selection Practice	22
2.4.2 Employee Training Practice.....	25
2.4.3 Employee Compensation Practice	27
2.4.4 Employees Attitude	28
2.4.5 Employee Commitment	30
2.5 Empirical Review	31
2.6 Research Gap	36
2.7 Summary of Literature.....	37
CHAPTER THREE	38
RESEARCH METHODOLOGY	38
3.1 Introduction.....	38
3.2 Research Design.....	38
3.3 Target Population	39

3.4 Sampling Frame	39
3.5 Sample and Sampling Technique	40
3.6 Data Collection Instrument	41
3.6.1 Data Collection Methods/Procedures	42
3.7 Pilot Study.....	42
3.8.1 Validity of the Research Instrument	43
3.8.2 Reliability of Research Instrument	43
3.9 Data Analysis	44
3.10 Operationalization of Variables	46
CHAPTER FOUR.....	47
RESEARCH FINDINGS AND DISCUSSIONS	47
4.1 Introduction	47
4.2 Response rate	47
4.3 Reliability.....	48
4.4 Bio Data Analysis.....	48
4.5 Descriptive statistics	51
4.5.2 Employee Training and Development Practice.....	51
4.5.3 Employee Compensation	55
4.5.4 Employee Attitude.....	58
4.5.5 Employee Commitment	60
4.5.6 Employee Recruitment and Selection Practice	62
4.6 Correlational Results	65

4.7 Regression Analysis	68
4.7.2 Results for Model 2: Effect of Employee Training on Employee Commitment	70
4.7.3 Results for Model 3: Effect of Employee Compensation on Employee Commitment	71
4.7.4 Moderating Effect of Eemployee’s’ attitude on the Relationship between Human Resources Practices and Employee Commitment.....	73
4.8 Results Discussion.....	76
CHAPTER FIVE.....	82
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	82
5.1 Introduction.....	82
5.2 Summary.....	82
5.3 Conclusions	83
5.4 Recommendations	84
5.5 Suggestions for Further Research	86
REFERENCES.....	88
APPENDICES.....	96
APPENDIX I: INTRODUCTION LETTER.....	96
APPENDIX II: RESEARCH QUESTIONNAIRE	97
APPENDIX III: BUDGET.....	104
APPENDIX IV: RESEARCH PROCESS IMPLEMENTATION SCHEDULE	105

LIST OF TABLES

TABLE 3.1: TARGET POPULATION	39
TABLE 3.2: DISTRIBUTION OF THE SAMPLE PER HEALTH CARE UNIT	41
TABLE 3.2: OPERATIONALIZATION OF VARIABLES	46
TABLE 4.1 RELIABILITY TEST.....	48
TABLE 4.2 BIO DATA ANALYSIS FINDING.....	49
TABLE 4.4 TRAINING PRACTICES DESCRIPTIVE FINDING.....	52
TABLE 4.5 EMPLOYEE COMPENSATION DESCRIPTIVE FINDING	55
TABLE 4.6 EMPLOYEE ATTITUDE DESCRIPTIVE FINDING	58
TABLE 4.7 EMPLOYEE COMMITMENT DESCRIPTIVE FINDING	60
TABLE 4.7 RECRUITMENT AND SELECTION PRACTICE DESCRIPTIVE FINDING	63
TABLE 4.8 CORRELATION ANALYSIS FINDING.....	65
TABLE 4.9 MODEL SUMMARY	68
TABLE 4.10 MODEL SUMMARY	70
TABLE 4.11 ANOVA RESULTS.....	70
TABLE 4.12 COEFFICIENTS SWING EFFECT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE COMMITMENT.....	70
TABLE 4.13 MODEL SUMMARY	71
TABLE 4.14 ANOVA RESULTS.....	71
TABLE 4.15 COEFFICIENTS TO SHOW EFFECT OF EMPLOYEE COMPENSATION ON EMPLOYEE COMMITMENT	72
TABLE 4.16 MODEL SUMMARY	73
TABLE 4:17 COEFFICIENTS SHOWING MODERATING EFFECT OF EMPLOYEES ATTITUDE ON THE RELATION BETWEEN THE EXPLANATORY VARIABLES AND THE DEPENDENT VARIABLES .	74

LIST OF FIGURES

FIGURE 2.1: CONCEPTUAL FRAMEWORK.....	21
FIGURE 4.1 RESPONSE RATE	47

ABBREVIATIONS AND ACRONYMS

ER	Employee Resourcing
HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Planning
KHP	Kenya Health Policy
KHSSP	Kenya Health Sector Strategic Plan
KTDA	Kenya Tea Development Authority
RBV	Resource Based View
SME	Small and Micro Enterprises
UK	United Kingdom
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter discusses the study's context, problem statement, study goal, research objectives, research questions, study justification, assumptions, inquiry constraints, and operational definitions of terms.

1.1 Background of the Study

In the contemporary business landscape, human resources are universally acknowledged as among the most invaluable assets within organizations. The effective management of personnel is gaining greater prominence as other factors that once drove competitive success are diminishing in significance.

Human resource management needs to be approached from a novel perspective that acknowledges the shift in competitive advantage towards factors like employee commitment for sustaining success. The human resources of an organization have become more crucial for its long-term sustainability compared to its product and process technologies, safeguarded markets, and economies of scale (Pfeffer, 2017). A key goal Human Resource (HR) Department is to find and keep the kind of motivated, highly competent employees that an organization needs (Adeniji, Salau, Awe & Oludayo, 2018).

In terms of organizational resources, human resources are the most dynamic and the most challenging to govern since they have a wide range of beliefs, socioeconomic and psychological demands. Consequently, it is critical for organizations to balance their own interests with those of the employees. Successful human resource management strategies and practices are becoming recognized by organizations as having the potential to improve various aspects of performance, and also ensure that the employees are committed to the

organization (Armstrong, 2009). A well-managed workforce can be a considerable benefit to the company and use of suitable human resource development techniques.

The value of human resources can be realized if they are appropriately utilized and managed as Armstrong and Taylor (2017) argued. Human resources management (HRM) is concerned with attracting and retaining high-quality personnel, as well as motivating them. One of the reasons contributing to the current disarray experienced by numerous companies is their insufficient attention to human resourcing and the absence of workforce planning from the outset. Additionally, the absence of a structured Human Resource Management (HRM) program prioritizing organizational goals exacerbates this issue. The evident decline of public organizations is matched by the prevailing trend of organizations conforming to marketplace dynamics, with a noticeable level of frustration (Goetz, 2018).

In order for organizations to achieve success in governance, administration, and enhanced performance, they must transcend basic instincts in the development and execution of irrational human resource management strategies. Instead, they should adopt appropriate resourcing strategies that enable effective management and retention of their employees (Ngui, Elegwa & Hazel, 2020). To attain this objective, strategies related to resourcing such as job analysis, recruitment and selection, orientation and placement, among others, need to be interconnected. The study particularly emphasized the impacts of recruitment and selection, training and development, as well as compensation on employee commitment within the organization.

The interaction between human resource management (HRM) practices and employee devotion has long been a primary subject of research in industrialized countries (Simmons, 2014). As highlighted by Armstrong & Taylor (2017), a conducive work environment and

the suitable allocation of employees based on their qualifications were linked to increased levels of commitment, motivation, and job satisfaction

This stems from the fact that our fundamental behaviors and emotions are influenced by our internal desire to overcome life's obstacles while we establish personal goals. Motivation also enhances our sense of competence and self-value as we attain these objectives. Human resource practices influence employees' tendencies to leave the organization, their job satisfaction levels, and their dedication to the company (Armstrong & Taylor, 2017).

Within the United Kingdom, numerous enterprises are transitioning towards the adoption of advanced Human Resource (HR) management practices as a means to enhance employee commitment within their respective organizations (Perry & Beale, 2015). These organizations are prioritizing HR practices with the objective of attaining a competitive edge by recruiting individuals with superior capabilities compared to their competitors. This strategic approach also aims to retain such individuals by offering superior prospects and incentives and cultivating an authentic organizational culture (Perry & Beale, 2015).

Hunjra, Raza, and Munir (2018) observed that within Pakistan's Oil and Gas sector, employee commitment and retention have exerted a noteworthy influence on both employee productivities in respective organizations. These conclusions were derived from an investigation that examined the correlation between human resource practices and employee retention within the oil and gas sector of the country. The authors of the same study also unearthed a connection between human resource practices such as retention, wherein employee productivity demonstrated a strong tie to the overall achievements of organizations operating in the petroleum and energy domain.

Ngui, Elegwa & Hazel (2020) conducted their research conducted in South Africa and established that a company's competence in proficiently handling its workforce holds

paramount importance for sustaining their commitment which sustaining competitiveness within the market. According to Hitt, Ireland, and Hoskisson (2001), this constitutes the central rationale for advocating the placement of individuals in roles that align optimally with their strengths, as neglecting proper employee selection and recruitment could jeopardize the employees' commitment and company's competitive standing. The true value of human resources can only be harnessed when HRM practices are administered.

Most organizations, effectively addressing challenges heavily relies human resources, particularly contemporary hypercompetitive business landscape. Within the framework of a developing economy like Kenya, characterized by an urgent need for capital formation, dynamic developments, and recurrent financial disruptions intertwined with economic growth, the complexities linked to human resource management assume profound importance. Consequently, the investigation into prospective applications of human resource management practices to uphold employee commitment within the organizational context stand out as an exceedingly relevant area of scholarly exploration (Hossain, 2016).

In a study conducted at Eagle Africa Insurance Broker Limited, Gicho (2018) discovered that human resource practices significantly influenced the employee commitment. The study revealed that a flexible work environment positively correlated with improved employee commitment and subsequent performance. Additionally, compensation strategies that involved employee rewards were shown to enhance employee commitment. Over an extended period, career development has consistently been recognized as a motivational factor for employees' commitment, as indicated in the research conducted by Gisho (2018). This study also unveiled that training not only hones employees' skills but also contributes to elevating their commitment to the organization.

This corresponds with the outcomes of Maliku (2014), who likewise established that employee retention directly influences worker commitment leading to improved productivity. Furthermore, regarding the banking sector in Kenya, as outlined by Bett (2019), the argument was put forth that compensation leads to higher levels of worker commitment and subsequent organizational productivity in comparison to employee development. As a result, it is recommended that organizations give precedence to compensation as a key approach to increasing commitment of their workforce. The concept of employee commitment involves an examination of the number of workers remain engaged in the organization's workforce and are motivated to continue their tenure for an extended duration (Sandhya & Kumar, 2011). Organizations are progressively striving to secure top-notch employees and implement HRM practices to ensure their prolonged association within the company (Fox, Byrne, & Roualt, 2009). As outlined by James and Mathew (2012), the adoption of effective HR practices can contribute to mitigating employee turnover, bolstering employee loyalty, and augmenting commitment levels.

Within the Kenyan public sector, the matter of employee commitment emerges as a paramount challenge confronting organizational managers (Michael, 2019). Foundation of all organization's success is its human resource assets, which inherently impacts the organization's operational efficiency and overall effectiveness. Given this backdrop, employees assume plays a crucial role in determining the success or failure of an organization (Michael, 2019). The commitment of healthcare workers holds substantial significance for multiple reasons. Maintaining a committed workforce is crucial to ensuring the optimal functionality of healthcare services, which in turn contributes to enhancing health outcomes.

Research has indicated that committed employees ends up having extended job tenure, which could be linked with heightened expertise, familiarity with the local context, and an accumulation of skills (Fox, Byrne, & Roualt, 2009). Furthermore, consistent service delivery and care supply is ensured via long-term employment (Michael, 2019). Workers not committed to the organization ends up leaving, and when a healthcare practitioner leaves an institution, his positive attributes are forfeited, which could potentially lead to a shortage or complete absence of suitably qualified employees to fill the gap (Fox, Byrne, & Roualt, 2009). Hence the need to enhance employees' commitment, which should start from the recruitment stage. Upon finding a suitable candidate, the recruitment of new personnel often demands significant resources in terms of time and financial commitment. It's worth noting that newly employed staff members through qualified for their position might not attain optimal productivity until they are fully assimilated into the work environment and their commitment and positive attitude enhanced through implementation of effective HR practices such as training and development programmes and compensation among other things (Michael, 2019).

1.1.2 Public Health Sector in Kenya

Since gaining independence in 1963, Kenya has been identified by the Global Atlas of Health Workforce, a World Health Organization (WHO) publication, as grappling with a severe lack of healthcare practitioners. The World Health Organization (WHO) has established a standard of at least 23 doctors, nurses, and midwives per ten thousand people. Interestingly, a report by KPMG underscores that nations such as Ethiopia, Ghana, and Thailand have witnessed significant advantages through the decentralization of healthcare services, providing Kenya with a potential framework to consider. For instance, Ethiopia's health system, which underwent decentralization in 1996, has achieved remarkable success.

Over the past 12 years, child mortality rates in Ethiopia have drastically declined, dropping from 123 to 88 deaths per 1000 live births.

The report underscores that many countries have already initiated the process of health devolution, rendering it a concept that is not entirely novel. Nonetheless, the experiences of the previously mentioned countries shed light on certain essential practices that must be adhered to. Among these, nations aiming to advance devolution and achieve successful healthcare service delivery must be prepared to make extensive efforts to establish a proper governance framework and an effective system of accountability. These measures are crucial to ensuring that employees engaged by the county government within the healthcare sector exhibit a high level of commitment.

The enactment of the 2010 constitution marked a turning point, as it led to the implementation of decentralized resource allocation and authority distribution to the forty-seven counties, effectively transferring power from the national government. This shift in power structure resulted from the events following the 2012 general elections, during which critical public services, including healthcare, were decentralized to these local government units. As a result, functions that were once under the jurisdiction of the national government were now placed within the purview of the devolved units of government. Consequently, these local government units have assumed the responsibility of recruiting healthcare personnel subsequent to the transfer of health workers to the counties (Mwenda, 2020).

The major challenges noted in the post-devolution era within the public health sector include inadequate resources/funds from the national government, which has impacted the HRM practices negatively Masaba et al (2020). The other thing visible during this era is that,

devolution reduced hospital autonomy over key management functions. According to National Institute of Health (NIH) (2020), after devolution, public county hospitals lost control and flexibility over several sources of revenue and significant hospital management committee roles were transferred to County health departments, leaving hospital managers feeling powerless and demotivated. Without financial resources county public health facilities are understaffed health facilities, and staff training and development, compensation practices and other HRM practices are not undertaken to the desired level. This has contributed to frequent strikes and demonstrations by health workers in various counties (NIH, 2020).

Kenya's policy landscape encompasses various documents addressing human resources matters. Notably, the Kenya Health Policy (KHP) covering the period 2012 to 2030 and the (KHSSP) covering the period July 2012 to June 2017 serve as examples. One of the seven major policy objectives that the sector wishes to focus on and achieve within the scope of health policy is the healthcare workforce. Guided by this direction, the government's aim is to ensure an ample and equitable distribution of human resources. Achieving this objective involves an array of strategies, including the enhancement of health workforce management.

1.2 Statement of the Problem

Employees in organizations remain a substantial resource crucial for achieving the organizational objectives (Michael, 2017). Particularly in the contemporary competitive business landscape, an organization's competitiveness is intrinsically tied to the caliber of its workforce and its adeptness at retaining these personnel (Mwenda, 2012). The challenge of elevated attrition rates has led many organizations to lose their most skilled employees to competitors. The underlying concept is to not only draw suitable candidates into the organization but also to stimulate and incentivize them to maintain a steadfast commitment to the organization (Michael, 2017).

Instances of absenteeism have emerged as indicative of employee lack of commitment within Kenya's public health sector, suggesting a prevailing dissatisfaction with their work environment (Mwenda, 2012). Research underscores that a significant portion—up to three quarters (75%)—of doctors and nurses depart within three years after starting in the public health sector. Departure sometimes entails moving to the private health sector or pursuing jobs overseas in search of best opportunities (Mwenda, 2012). Numerous healthcare establishments experience staff attrition to other domestic and international medical institutions due to an inability to offer competitive employment terms and an appealing workplace environment. Employees tend to join organizations but swiftly seek alternative employers (Michael, 2017). In Kirinyaga County, 25% of employees choose to depart, either moving to other local hospitals or venturing abroad. This concerning pattern suggests a lack of commitment to the current hospital affiliations; it seems they are biding their time while waiting for more favorable opportunities to arise elsewhere (Mwenda, 2012).

Numerous studies have been carried out to examine HRM practices and their influence on employee commitment. For instance, Nawab's (2011) research delved into how HRM practices foster commitment within public health organizations. The results showcased a robust and favorable correlation between these practices and employees' allegiance to their respective organizations. Similarly, in Maina's (2018) investigation, the correlation between comprehensive HRM practices and employee commitment within the telecommunications sector was explored, revealing a distinct connection between HRM practices and employee commitment. Another study conducted by Milgo, Namusonge, and Kanal (2014) concentrated on reward and compensation as anticipators of employee commitment, with a specific focus on KTDA factories in Kenya. The effect of this variable on commitment was found to be positive and significant.

Currently, a notable gap exists in comprehensive research that specifically examines the correlation between human resource practices and employee commitment within Kenya's public health sector. Previous studies have predominantly centered around different fields and sectors, rather than delving into the ways in which human resource management strategies impact employee dedication within the nation's public health domain. Furthermore, a prevalent issue of significant absenteeism has been observed within Kenyan public health facilities, reaching as high as 25% on a daily basis. This absenteeism serves as a telltale sign of inadequate commitment to professional duties (Katherine et al., 2019). The prevailing lack of commitment among public health employees in Kenya necessitates a thorough inquiry. This study is primarily focused on scrutinizing the influence of human resource management practices that contribute to the deficiency in commitment, a subject warranting concentrated investigation.

1.3 General Objective

The general objective of this study was to determine how human resource management practices (training, compensation, recruitment) affects employee commitment in Kenya's public health sector, as well as how attitude influences the connection between HR management practices and employee commitment.

1.3.1 Specific Objectives

Specifically, this study intends to address the following objectives;

- i). To determine how employee recruitment practice has statistically significant effect on employee commitment in the public health sector in Kenya.
- ii). To examine how employee training practice has statistically significant effect on employee commitment in the public health sector in Kenya.

- iii). To determine how employee compensation practice has statistically significant effect on employee commitment in the public health sector in Kenya.
- iv) To establish the moderating effect of employee's attitude on the relationship between human resource management practices (recruitment and selection, training and development, and employee compensation) on employee commitment in the public health sector in Kenya.

1.4 Hypothesis

Guided by the above objectives, the study tested the following hypotheses;

HO₁ Employee Recruitment and selection practice does not have statistically significant effect on employees' commitment in the public health sector in Kenya?

HO₂ Employee training practice does not have statistically significant effect on employees' commitment in the public health sector in Kenya?

HO₃ Employee Compensation practice does not have statistically significant effect on employees' commitment in the public health sector in Kenya?

HO₄ Employee's' attitude does not have a significant moderating role on the relationship between HRM practices (recruitment and selection, training and development, and employee compensation) and employee commitment in the public health sector in Kenya?

1.5 Significance of the Study

The findings of this study could empower human resource managers within Kenya's public health sector with insights into the relationship between employee attitude and commitment. Thus, outcome of this study holds potential guide for policy makers, including government

bodies and other agencies, in formulating strategies that elevate employee commitment. These policy makers could consider integrating employee commitment as a fundamental element within their compensation policies. Moreover, the insights garnered from the study could offer organizations valuable guidance in reinforcing their existing policies and even devising new ones. This concerted effort aims to enhance the impact of employee retention within these organizations, fostering a more committed and engaged workforce. Furthermore, scholars, researchers, and academicians are also poised to gain from this study. The outcomes of this research add to the knowledge base concerning human resource strategies and employee commitment within both Kenya's public health sector and the global context. The researchers may benefit by first supporting their studies through using the finding of this study as a reference, and secondly by exploring the research areas that are suggested at the end of the study by the research as their research topics.

Public health employees have a trade union that bargains for their working conditions and remuneration among other things. The findings will send some light on which HR practices to bargain for on behalf of the workers in order to improve their commitment to the health sector. When this is done appropriately, it will lead to improved commitment and higher productivity of workers. Implying that workers will be well served, improving their wellbeing, leading to their increased productivity in their economic activity endeavours. This will lead to improved GDP and poverty eradication, translating to economic growth and development.

1.6 Justification of the Study

Human resource practices within a healthcare organization holds immense weight, as human beings constitute the fundamental driving force behind any organizational endeavor. The multitude of challenges confronting the public health sector—ranging from strikes to abrupt staff dismissals and voluntary resignations—underscore the complex issues prevailing within

the sector concerning its workforce and their dedication to their respective organizations. These challenges impede public health institutions from realizing their strategic goals and meeting the established targets in alignment with the Vision 2030 initiative.

1.7 Scope of the Study

The research scope is within the specified boundaries which researchers operate, encompassing aspects like the research duration, population size, and the characteristics of participants involved, as elucidated by Cooper and Schindler (2011). These boundaries serve to keep the study on track, allowing findings to be applied to the specific population and time frame under consideration. The research looked at how three human resource management (HRM) tactics affected employee commitment: recruiting and selection, training and development, and compensation. The possible mediation role of employee characteristics was limited to their work attitude.

The research sample comprised 272 respondents, selected from a target pool of 849 employees in public hospitals located in Kirinyaga County. The geographical selection was motivated by recent health worker strikes within public hospitals, prompting the researchers' interest in investigating commitment drivers. The determination of the study's geographic location was influenced by available financial resources and the designated timeframe for conducting the research. Notably, Kirinyaga County stood out due to its recurrent health worker strikes linked to various work environment issues (Miriti, 2017). This context served as a motivation for the researcher's decision to concentrate on the commitment of healthcare professionals within this particular county.

1.8 Limitations of the Study

First, it is predicted that respondents might resist being part of the study as they would not want to disclose some information related to their organizations. This was countered by

having an introductory letter from the University indicating that the research is for academic purposes only to dispel any fears. The data collection permit from NACOSTI also improves respondent's confidence when responding to the questions in the questionnaire.

The employment of self-report measures was foreseen to potentially lead to social desirability bias, influencing the eventual outcome of the results. This was mitigated by encouraging the participants to be thoughtful and articulate when providing answers to the questions. The study sample was limited for generalization and the operationalization of the variables posed a challenge to the respondents. However, this was mitigated by employing concurrent mixed methods methodology by combining quantitative and qualitative data.

The study did encounter slow response rates due to time constraint by some respondents who were having busy schedules that made them not find time to fill in the questionnaires. To address this scenario, the researcher followed up through phone calls as well as collection of filled up questionnaires on a later date from the respondents. In some instances, the researcher identified a central point where the filled-up questionnaires would be dropped for ease of collection.

1.9 Assumptions of the Study

In research endeavors, researchers often formulate assumptions to safeguard the integrity of data collection, analysis, and interpretation, as outlined by Burns and Bush (2006). These assumptions predominantly connect with validity and reliability of measurement instruments, the adequacy of sample representation, and the veracity of respondents' responses. Without these assumptions, the researcher's confidence in carrying on with the study may diminish significantly (Burns and Bush, 2006). Within this study, an assumption was made that the chosen sample was sufficiently representative, drawing from the precedent use of the sampling method in prior research. Additionally, an assumption was adopted regarding the

reliability of the measurement constructs, as they were developed in alignment with established HRM theory. Furthermore, the appropriateness of the data analysis tools was also assumed, guided by the identification and specification of the pertinent variables for the study.

1.10 Operational Definition of Terms

Human Resource Management Practices - The execution of human resources routines within an organization necessitates the implementation of policies and practices, encompassing several key aspects. These encompass employee staffing and development initiatives, performance management strategies, compensation management, and fostering employee participation in decision-making processes (Katua et al., 2014).

Employee Commitment- Employee commitment entails an emotional connection and active engagement with an organization. In this study, the indicators of employees' commitment are job loyalty and organizational support. Committed employees demonstrate enthusiasm for their assigned tasks, assuming responsibility for the organization's goals, mission, and vision (Maina et al., 2018). The premise is that, through commitment, an employee forges a strong affiliation with the organization, cultivating a desire to persist in their service and contribute towards the organization's objectives (Maina et al., 2011). This is an indicator that commitment is closely linked to employee retention, and retention statistics can be used as an indicator of the level of worker's commitment to the organization.

Employee Recruitment and selection - It is a process that involves everything from identifying, attracting, screening, shortlisting, interviewing, selecting, hiring, and onboarding employees. Selection is the process an organization undertakes to reduce the number of applicants and choose from among applicants who have the relevant qualifications (Bohndler and Snell (2012)). The recruitment teams can be large or small depending on the size of an

organization. The intention is to draw well-qualified candidates for a specific job position, whereas selection within the realm of human resources involves the task of identifying and appointing the most suitable candidate for a particular role. The individual contributions of each employee play a pivotal role in investigating collective performance of the business. Consequently, it is of paramount importance that the HR department carefully selects the most suitable candidate for the position (Wardlaw, 2019).

Employee Training Practice - Employee training is defined as a planned set of activities for imparting knowledge to employees, such that it leads to a growth in job skills required for organizational growth. These could be technical, vocational, or management skills. (King & Vaiman, 2019). It the procedure of instructing and enhancing employees within the organization, aiming to enhance and elevate their skills, thus enabling them to realize their maximum capabilities while aligning with company objectives (King & Vaiman, 2019).

Employee Attitude – A feeling or opinion about something or someone, or a way of behaving that is caused by this. Employee attitude is the positive or negative display of feelings towards the job duties, coworkers or management of the organization. (Angelo & Mel, 2016).

Employee's Compensation - Compensation refers to the monetary remuneration extended to employees in exchange for the services they render. This compensation can manifest as a regular monthly salary, daily wages, performance-based incentives or commissions, in addition to various supplementary benefits offered by the company, including medical plans, provision of company vehicles, and housing accommodations (Angelo & Mel, 2016)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter includes a review of relevant literature to the subject. It comprises the study's theories, empirical evaluation, conceptual framework, and research gap.

2.2 Theoretical Review

The research was influenced by the following ideas: human capital theory, resource-based view theory, and social reciprocity theory.

2.2.1 Human Capital Theory

Human capital has its origins in the 1776 inception of classical economics, which later grew into a well-established scientific theory. Smith first proposed the concept of investing in human capital in 1776, as outlined in "The Wealth of Nations." Smith's argument revolved around the notion that variations in work methods among individuals with differing levels of education and training could be attributed to the varying returns needed to offset the costs of acquiring those skills. Economist Elliot (1991) further advanced the human capital theory. Subsequently, Schultz (1961) acknowledged human capital as a pivotal contributor to national economic growth in the contemporary economy, thus solidifying its significance in the field (Dae-bong, 2009).

According to the hypothesis, an individual's formal education determines their financial potential. Human capital theory emphasizes the importance of an individual's critical competencies, skills, knowledge, and talents in contributing to an organization's competitive advantage. This theory directs attention towards resourcing, human resource development, and the formulation of reward strategies and practices. In alignment with Human Capital

Theory, education is viewed as an investment, as it is believed to yield both individual and societal advantages. Advocates of human capital theory contend that there exists a correlation between education and earning capacity, implying that greater education could lead to higher earnings. Moreover, the skills, knowledge, and abilities acquired through education can be effectively translated into productivity within the realm of work (Bett, 2019).

The relevance of this theory to the present study's essence rests in its perspective of individuals as valuable assets and its emphasis on the substantial returns yielded by organizational investments in human resources. It's imperative for management to recognize that, in order to cultivate employee commitment and attain success in the contemporary business landscape, effective management and guidance of knowledge workers is essential, coupled with the acknowledgment and rewarding of their expertise. Organizations ought to strive towards fostering an environment that promotes continual learning and development among employees.

2.2.2 Resource Based View Theory

The Resource-Based View (RBV) theory was formally formulated by Wernerfelt (1984) and provides a comprehensive framework as per this theory, a company's uniqueness and competitive advantage originate from a wide array of resources within the organization, encompassing its human resources. The organization's resources are categorized into two primary steps: tangibles and intangible. Tangible resources encompass financial, technological, physical, and human assets, while intangible resources encompass elements such as brand recognition, reputation, and specialized knowledge. In line with Barney (2000), resources confer a sustainable competitive advantage when they possess attributes of being accessible, scarce, challenging to replicate, and irreplaceable. Assets like technology, natural resources, financial capital, and economies of scale have the potential to generate value

(Barney, 2000). The resource-based viewpoint theory, on the other hand, asserts that these sources of value are accessible to all and comparatively straightforward to replicate, particularly when contrasted with the intricate social structure of Human Resources. The resource-based worldview theory examines a firm's resources and capabilities, viewing them as reservoirs of competitive advantage due to their particular skills that allow them to beat their competitors (Barney, 2000). According to this point of view, the company can develop a lasting competitive advantage by developing firm-specific competencies, fostering multifaceted social connections, integrating themselves into the firm's history and culture, and producing implicit organizational knowledge (Odhong et al., 2013).

The human resources of a business include things like training, experience, judgment, intelligence, interpersonal networks, and insights for each management and employee. Individual skills, knowledge, and social ties can be combined to create unique capabilities that are a major source of competitive advantage (Odhong et al., 2013). This theory holds pertinence in the present study as it acknowledges human capital as an invaluable, irreplaceable, and intricately challenging-to-replicate resource, which an organization can effectively harness to enhance organizational efficiency and competitiveness. Consequently, this theory holds substantial relevance to the study by further elucidating human resource planning practices and recruitment and selection strategies, both of which underline the concept that investing in human capital augments their value to the organization.

2.2.3 Social Reciprocity Theory

Sociologist George Homans formulated the Social Exchange Theory, which characterizes social exchange as the interchange of actions, which involves varying degrees of rewards or costs, occurring between a minimum of two individuals. This theory has been further enriched by the contributions of other theorists, particularly within the field of sociology

(Jones, 2006). Rooted in a combination of social psychology and sociology, this theory offers an explanation for social stability and change by delineating them as results of negotiated transactions between interacting parties (Ritzer, 2014).

Social reciprocity theory concepts entail responding to a positive action with another affirmative action. This dynamic engenders a relationship characterized by the sense of obligation to reciprocate. Within this framework, employers provide benefits to employees, fostering a mutual sense of duty between both parties. It involves the act of rewarding benevolent behaviors and penalizing those that are unkind. Moreover, this theory acknowledges that people assess kind actions based on their outcomes and the intentions that underlie them (Ritzer, 2014). This theory explains the employment relationship as a blend of social and economic interactions with regard to the relationship between human resource strategy and employee commitment (Aryee, Budhwar & Chen, 2002). Economic exchange agreements, which frequently rely on formal, legally enforceable contracts, entail the exchange of economic rewards in exchange for employees' contributions. Contrarily, social exchanges entail "voluntary actions" that are motivated by how an organization treats its employees, with the hope that those same employees will be motivated to do the same for the organization (Aryee, Budhwar, & Chen, 2002).

According to Ritzer (2014), the exchange approach's stance on employee commitment and engagement contends that people join their respective organizations in the hopes of reaping particular benefits from them. This viewpoint holds that workers enter an organization with certain abilities, aims, and aspirations in search of a setting in which they can put their skills to use, realize their dreams, and achieve the objectives. It is expected that a positive exchange and reward perception from the employees' perspective will result in increased loyalty to the company. Moreover, lower organizational commitment is likely to occur if the company does

not provide enough benefits in exchange for employees' contributions (Gong, Chang, & Cheung, 2010). This theory holds relevance within the context of the study since it proposes that when workplace conditions are seen as positive, employees respond by engaging in actions that advance the welfare of the company and the coworkers. On the other hand, in response to unfavourable working conditions, employees may display poor job behaviours including absenteeism, tardiness, or even consider leaving the company entirely (Khan, 2010).

2.3 Conceptual Framework

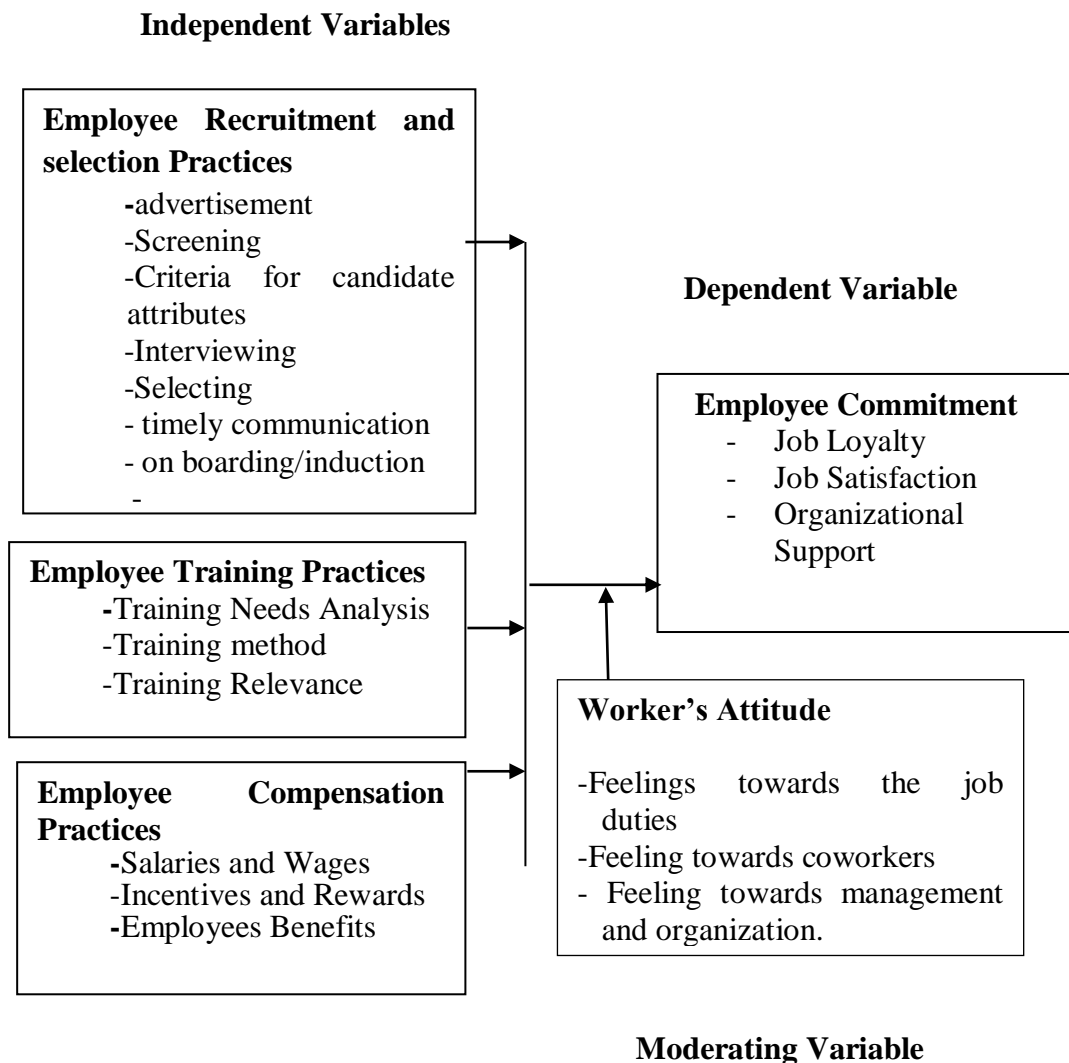


Figure 2.1: Conceptual Framework

The conceptual framework, which comprises of independent variables and dependent variables, examines the link between the study's variables. It explains the relationship between the independent and dependent variables as indicated in figure 2.1.

2.4 Review of Variables

2.4.1 Employee Recruitment and Selection Practice

The quality of a workplace's employees has a substantial impact on its efficiency and effectiveness, as noted by Peretomode & Peretomode (2001). The availability of competent and skilled labor is not an accident; rather, it is the result of an organized recruitment and selection procedure. For human resource managers and the entire organization, recruitment and selection are vital because they help find the right individuals and keep them on board (O'Brien, 2012). Githui (2011) noted that when examining ethical issues in human resource management in Kenya a multitude of Kenyan organizations presently encounter conspicuous challenges linked to attracting and retaining qualified personnel.

Recruitment and selection might not necessarily be the initial recourse when it comes to bringing individuals into an organization (Peretomode, 2001). However, it does present itself as an alternative within a broader strategy, where reshaping existing resources could be preferable. This might serve as a means to fortify existing organizational objectives or to indicate shifts in the employment relationship that align with evolving goals. Internal promotion, for example, could function as a method to tackle emerging skill or knowledge gaps, simultaneously strengthening the bond between the employer and esteemed employees (Farnham, 2015).

Alternatively, the strategic option of work redesign could be explored. This could encompass introducing team collaborations or cross-functional groups, enabling remote work locations, or outsourcing/offshoring activities to secure strategic advantages (Githui, 2011). Adopting a

strategic perspective necessitates careful consideration of where and how choices can be made to drive progress toward those objectives. Once reconfiguration options have been either implemented or rejected, the recruitment and selection approach then becomes pertinent. The hiring process represents the first contacts made in forging a relationship between staff and employers (Surbhi, 2015). Viewing recruitment solely as a psychometric activity in which the employer selects the most suitable candidate would be an inaccurate perspective a pool of potential applicants who match the job description given the complexity of the work environment and the difficulties it presents. In environments with highly skilled people, cutting-edge technology, and an advanced cost of living, both the employer and the employee participate in decision-making through mutual interchange. The strategic decisions that must be made must be positioned within the larger organizational environment (Surbhi, 2015).

Just like any strategic choices, the specific priorities and goals that shape a recruitment strategy are determined by choice rather than preset factors, but the first step involves grasping the essentials of the recruitment process (Farnham, 2015). As highlighted by Surbhi (2015), It's important to take into account the qualities of potential candidates and the requirements of the techniques used to find these people, taking into account things like the cost and length of the procedure. Breugh (2008) clarified that there are a variety of outcomes after hiring that recruiters may want to consider. Recruiters often narrow their focus to aspects such as the quantity and caliber of applicants received or the count of acceptances. Apart from taking into account factors such as process costs and duration, it is essential to consider the qualities of prospective candidates and the demands of the methodologies employed to identify them. According to Breugh (2008), recruiters may want to take a range of post-hire outcomes into account. Absent a clear comprehension of the necessary criteria,

devising a well-informed strategy to attain undefined objectives becomes a challenge (Rynes & Cable, 2003).

Contemporary trends in employment patterns indicate a departure from long-term loyalty, on the part of both employers and employees, towards a greater emphasis on individual investment in personal career development and advancement (Farnham, 2015). It's important to carefully consider the array of incentives that can be presented to potential recruits. There's a growing popularity in adopting personalized approaches to recruitment, such as offering rewards to employees who refer a friend for a position – such approaches are viewed as credible by potential recruits (Davis & Scully, 2008). An important development in contemporary recruitment methods is the growing utilization of the internet. The potency of online corporate advertising rests in its adaptability to present a uniform and precise portrayal of the corporate image, enabling potential candidates to gain insight into what to anticipate and cultivate a favorable perception (Davis & Scully, 2008).

Applicants formulate a comprehensive evaluation of the fairness of the process by gauging the extent to which methods appear pertinent to the job, the significance attributed to specific aspects, and the consistency within the procedure (O'Brien, 2012). When candidates perceive a job as appealing and hold the belief that they're likely to receive an offer, the inclination to stay in the process increases. The specific timeline for recruitment actions in a job offer is also a crucial strategic element that could impact whether candidates choose to take the position. An applicant's decision to accept an offer is affected by their inclination toward selection methods, although factors such as job availability, attractiveness, and the organization's image also hold significance. The talent management, recruitment, and retention policies of organizations can play a significant role in diminishing attrition rates.

Maintaining skilled employees during periods of high unemployment is both crucial and challenging. This becomes vital due to the substantial costs associated with training and recruitment, prompting the need to implement measures for employee retention (North, 2011).

2.4.2 Employee Training Practice

Training and development hold a pivotal role within organizations. While efficient recruitment is vital, it is equally imperative to equip individual employees with the essential skills and knowledge for effective functioning within the organization (O'Brien, 2012). Organizations must provide present employees with opportunities for training and development in light of global technology and other shifts in order to maintain their efficacy and productivity (Coyle-Shapiro et al., 2013). Training and development, in the opinion of Wilkinson and Redman (2013), also serve a societal purpose, enabling workers to build relationships and camaraderie outside of the usual work environment. From the organizational perspective, employee training and development are essential for both operational functionality and institutional progress. On the employees' side, engaging in training activities holds significance for knowledge and skill enhancement as well as for advancing on careers (Nkosi, 2015).

A structured and meticulously designed series of actions is termed as training, crafted by an organization to provide employees with the opportunity to acquire the skills necessary for both their current and future roles. Typically, the process of training and development commences as soon as an employee becomes part of the organization and persists until the departure, irrespective of the role within the organization, whether it's an executive position or a more basic one like a messenger (Desimone & Harris, 2002). This practice of training

allows organizations to effectively respond to shifts that might transpire in the external environment.

While organizations often overlook the effectiveness of training, they have the potential to harness it as a conduit for accomplishing organizational objectives through human resource strategies that emphasize the significance of employee dedication. Dhar (2015) affirmed that training's benefits extend not only to employees but also to the organization itself. For instance, training can contribute to the company by elevating productivity, ensuring employee growth, and enhancing employee performance. Conversely, employees gain the opportunity to advance on careers and expand the job prospects. Following training, an employee might secure a promotion to a more favorable position and acquire skills transferable to alternative work environments (Brum, 2010).

Bulut and Culha (2010) elucidated that as employees cultivate the perception that training holds value, they are inclined to strive toward achieving the established objectives, aiming for another chance to receive company-sponsored training, thereby extending the tenure with the organization. Employees hold the belief that upon completion of a training program, they are likely to have improved from the pre-training state. When employers or organizations endorse training initiatives to enhance employees' skill sets, the workforce becomes motivated in the duties due to the sense that the company is fostering personal growth. Enhanced performance stems from employees feeling a sense of duty to conduct themselves in a particular manner (Nkosi, 2015).

Training equips an employee with skills that are crucial for ensuring that an employee becomes a person who can help stir the organizational goals. Elgana and Imran (2013)

observed that skill acquisition in the modern market is key in helping organizations position themselves as competitive in the global market, increase development as well as performance. According to Dhar (2015), learning opportunities to employees encourage them to be more committed than when given financial incentives, job satisfaction, or even monetary compensation.

Most employees may be very dedicated and willing to participate in training programs. In most cases, such workers stick with their organization due to the company's demonstration of faith in their capability and willingness to enhance and invest in their skills. According to Elgana and Imran (2013) good training programs entice employees into believing that the organization has their interest at heart. They feel like insiders hence a significant degree of commitment. Therefore, if organizations needed their employees to be committed, all they have to do is increase the accessibility of training programs (Elgana & Imran, 2013)

2.4.3 Employee Compensation Practice

Every worker deserves to be remunerated based on their level of contribution. Compensation encompasses all monetary rewards that employees receive. Dissatisfaction with compensation can lead to absenteeism, high turnover rates, subpar performance, job discontentment, labor strikes, and grievances. Employee compensation has the potential to impact their commitment level. When employees are committed to the organization, it enhances overall organizational effectiveness. Armstrong and Brown (2005) propose that the management of rewards and compensation constitutes a vital aspect of Human Resource Management. It encourages employee achievement and follows a purposeful approach to valuing individuals for their successful contributions. Given its role in human resource development, it has been integrated into HRM activities (Elgana & Imran, 2013).

The aim of employee compensation is to enhance employee performance by recognizing the contributions made towards the organization's achievements (Bulut & Culha, 2010). Proper employee compensation establishes a clear connection between exerted effort and the corresponding reward. Therefore, a compensation system based on performance is deemed effective when the distribution of measurable rewards is properly aligned with individual or group accomplishments. Proficient employee compensation stands as the foundation for all strategies related to the recruitment and effective utilization of human resources (Armstrong, 2013).

As highlighted by Purce (2014), a compensation system is equally vital for retaining the most valuable employees, achieved by allocating rewards in a manner that leaves these employees satisfied. An efficient performance-based compensation system should consistently encourage top-tier performance from the organization's workforce, fostering both employee contentment and dedication. Hence, performance-based compensation systems can contribute to diminishing wage discrepancies among a diverse employee base, given the direct connection between pay and employee commitment (Elgana & Imran, 2013).

2.4.4 Employees Attitude

Attitude pertains to evaluative statements regarding objects, individuals, occurrences, or job roles (Angelo & Mel, 2016). Within a work setting, attitude can be defined as the manifestation of positive or negative motivation exhibited by employees as they engage in their roles within a specific organization. This inclination can be directed towards individual job responsibilities, products or services, colleagues or superiors, or the organization as a whole in the workplace. Attitudes hold significance in organizations as they impact job-related behaviors. Neglecting employee attitudes can have adverse effects on staff retention (Steven & Mary, 2015). Understanding and analyzing employee attitudes is a multifaceted

endeavor; however, it's important to acknowledge that employees with positive attitudes tend to be more productive and valuable to the organization. When upper management is receptive and adaptable to fostering positive attitudes, this can substantially enhance morale. A sense of management's receptiveness to employees' concerns and willingness to make adjustments contributes to a positive environment and fosters positive attitudes among the workforce (Thomas & Christopher, 2015).

As per Gary & Alan (2017), a significant component of employee attitudes is job satisfaction. Job satisfaction occurs when employees derive enjoyment from their work, possess confidence in their capacity to excel in assigned tasks, and value the roles they fulfill. It contributes to fostering a positive workplace attitude. The influence of job satisfaction on employee performance can be measured along several dimensions, including satisfaction and productivity, with research indicating a positive relationship; satisfaction and absenteeism, where scholars have found an adverse relationship; and satisfaction and turnover, with a negative relationship established (Gary & Alan, 2017).

Organizational behavior specialists have identified job-related attitudes like job satisfaction and job involvement (Angelo & Mel, 2016). As previously mentioned, job satisfaction refers to the level of contentment employees experience in relation to their work. The level to which a person is aligned with their job, actively participates in it, and views their performance as significant is known as job participation, on the other hand. Elevated job involvement suggests a favorable attitude towards the job, whereas low job involvement implies a less positive stance.

2.4.5 Employee Commitment

The level of a worker's alignment with a specific organization and its objectives is known as organizational commitment, demonstrating a willingness to continue being associated with that organization. An employee displaying high organizational commitment generally holds a favorable viewpoint towards their organization. Research outcomes have demonstrated an inverse connection between organizational commitment and both absenteeism and job turnover (Angelo & Mel, 2016).

The sustained health and prosperity of any organization hinge on retaining its key personnel. As per Kochachathu (2010), employee contentment and dedication stand as pivotal factors for an organization's triumph. Consequently, nurturing the commitment of core staff members should be a strategic imperative for the top management of any organization. The dedication of employees presents a formidable challenge to modern-day managers, owing to skill scarcity, economic expansion, and high turnover rates. The expenses associated with employee turnover can significantly impact an organization. These turnover-related costs encompass: the direct expenses of recruiting replacements (advertising, interviewing, testing, etc.), costs of initial training, expenditures tied to training replacements in essential skills, costs related to the departure process (payroll and HR administration), and the opportunity cost linked to the HR department's time investment (Samuel & Chipunza, 2013).

In addition to having a substantial financial impact, it also disrupts operations, consumes up resources, and results in early inefficiencies (Du Plooy & Roodt, 2010). A corporation may be disproportionately affected by the loss of key employees. Frequently, the very employees that a business wants to keep are the ones that quit. Consequently, the economic ramifications of losing critical staff members can be profound, exerting negative effects on profitability and

overall service productivity. Various researchers have endeavored to address the question of what factors contribute to employees' intention to resign from their roles, exploring potential precursors to such intentions. The lack of consensus in findings is partially attributed to the disparate methodologies employed by researchers and the inconsistent nature of their conclusions.

The primary objective of fostering commitment is to retain skilled, proficient, and devoted individuals, thereby mitigating potential negative impacts on profitability, productivity, service delivery, and job performance (Schneider & Bowen, 2010). Proficient and dedicated staff not only uphold the standard and quantity of products and services but also play a role in preserving a competitive edge. Consequently, deliberate endeavors should be directed towards the retention of talented employees. It's equally important to maximize the contributions made by the existing talent pool and appropriately acknowledge their value. The strategy for cultivating commitment should be built upon a comprehensive comprehension of the factors influencing whether employees choose to remain or leave. For the majority of employees, the capability to navigate their career paths and derive contentment from their work holds significant importance. It is crucial to note that younger employees usually change employment more frequently than their older counterparts, and significantly more part-time workers tend to make up less stable workforces than full-time workers make up most of them.

2.5 Empirical Review

According to Saeed, Hameed, Tufail, Zameer, and Shabir (2018) recruitment is the process by which a firm locates and attracts qualified individuals to fill job positions. It is an activity practiced by management with a primary focus of attracting and identifying potential workers. Bohndler and Snell (2012) define selection as the process an organization

undertakes to reduce the number of applicants and choose from among applicants who have the relevant qualifications. Recruitment in every organization is closely linked to the strategic plans of the organization and hence the human resource management recruitment and selection plans should be in line with organization' future and needs.

Existing literature indicates a connection between recruitment and selection procedures and employees' commitment to an organization. Rahimany (2018) observed a solid and affirmative correlation between recruiting and selection processes and employee commitment among Afghan civil servants are strongly positively associated, as seen by the R-squared value of 0.959. The results of Omolo, Oginda, and Otengah (2013), who looked into how hiring and selection procedures affected employee commitment in SMEs in Kisumu, Kenya, corroborate this conclusion. According to their research, SMEs that used effective strategies for hiring and choosing employees had better levels of employee loyalty than those that used practices that were either moderately or insufficiently adopted.

The influence of recruitment and selection decisions on employee commitment is subject to various factors, as outlined by Amadu (2014) in a study investigating the repercussions of hiring and selection practices on performance at Naju David Veener and Plywood Company. The study revealed that even if the best available talent is acquired through recruitment and selection methods, poor work environment conditions, lacking proper performance management systems, low employee morale or motivation, and inadequate leadership can diminish the new hire's performance potential. Furthermore, the research emphasized the necessity of comprehensive employee orientation for newly selected recruits. This orientation serves to acquaint them with expected outcomes and familiarize them with the new work environment and tools of the trade, factors that ultimately impact their performance.

Employee training and development encompass learning initiatives within an organization aimed at enhancing employees' knowledge, practical skills, and overall value, thereby enabling them to perform tasks with heightened proficiency (Armstrong, 2014). This procedure is regarded as a significant investment in an organization's human resources and is acknowledged as a valuable avenue through which an organization can achieve success in the face of technological advancements, market competitiveness, structural changes, and demographic shifts.

Training, education, and advancement constitute the three primary elements of training and development. Employers who offer their employees opportunities for training and development are strategically investing in the enhancement of their workforce. This investment is anticipated to yield positive outcomes by bolstering the employability of individual employees. Facilitating employee training can be accomplished through motivational measures, ensuring accessibility to training resources, and providing incentives to encourage participation in training initiatives (Armstrong & Taylor, 2008).

Newman, Thanacoody, and Hui (2011), investigated the relationship between organizational commitment and employees' intentions to leave their positions as well as the impact of employees' views of training on that relationship. The study encompassed a sample of 437 employees from 5 international businesses in the Chinese service industry. The study's findings revealed a close connection between these three elements: perceived accessibility of training, managerial backing for training, and peer support for training, concerning organizational commitment. Additionally, the research validated a noteworthy association between perceived accessibility of training and continuance commitment. However, neither a

significant relationship between learning motivation and perceived training advantages nor a relationship between several types of commitment, such as affective, continuation, and normative commitment, were discovered by the study.

Compensation refers to the amalgamation of salaries, wages, and benefits bestowed upon employees in return for their performance of specific job roles. This encompasses elements such as yearly salaries or hourly wages, coupled with supplementary components like bonus remuneration, benefits, and motivational rewards (Armstrong, 2014). Research focusing on the dynamic between compensation and employee commitment has attracted increased interest. The importance of commitment to organizations and the methods to ensure that compensation corresponds with desired behaviors have emerged as crucial considerations for businesses. Both human resource professionals and academic scholars have engaged in cross-sectional and case studies to explore the complex connection between compensation strategies and employee commitment.

Bibi, Pangil, Johari, and Ashfaq (2012) investigated the effects of compensation and opportunities for promotion on staff retention in academic institutions, while also examining the mediating influence of the work environment. The study involved surveying 220 academic staff members employed in public universities in Pakistan to collect data. The findings revealed that both compensation and promotional possibilities significantly influence staff commitment. Additionally, the work environment has a regulatory role concerning both promotional prospects and commitment, as well as compensation. Effective management of compensation and providing avenues for career growth prove beneficial for employees. Although the research's initial focus was on the connection between pay and staff

commitment, it unintentionally revealed the impact of both wage and promotion prospects on employee retention, revealing a conceptual hole in the field's prior understanding.

Mwangi (2017) conducted a study at Jubilee Insurance Company of Kenya Limited to evaluate the impact of compensation on employee retention. The target demographic for the study was all of the organization's permanent employees, and it used a descriptive survey research methodology. The collected data underwent analysis through descriptive and inferential statistics employing percentages, frequency charts, the standard deviation, and means to show the results. According to the survey, a variety of compensation elements, including pay, incentives, benefits for employees, bonuses, commissions, and other perks, all have a significant effect on staff retention. The study provided Jubilee Insurance Company Limited with a number of recommendations for improving staff retention., including improving fringe benefits, boosting salary, developing an effective reward system, including employees in decision-making, and offering incentives to stimulate the workforce.

Susan and Anastasia (2005) investigated the effect of attitude on performance in Russia. The focus was on attitudes and outcomes associated with hard work, level of satisfaction, expectations and loyalty to organization and involvement with job. The study was based on different work places in different sectors. Findings found a positive and significant effect. The issue is whether such findings could be registered if the study is based on the public health sector in less developed countries.

The investigation in Maria and Arnaldo's (2019) study centred around whether spirituality at work affects workers' attitudes and individual performance. The study included 273

participants, and the findings demonstrated that religion had a favorable impact on job resourcefulness and worker dedication. Furthermore, job resourcefulness was revealed as a moderator in the relationship between spirituality at work and personal success. Nevertheless, a limitation of this study is that it did not control for other variables such as employee resourcing and attitude, which, as per the theoretical framework of human resource performance, are crucial factors that organizations should address to enhance worker commitment and, consequently, their performance.

2.6 Research Gap

The primary research gap addressed by this study is the exploration of how organizations, particularly public health institutions, can effectively foster employee commitment throughout the entire employment lifecycle, spanning from recruitment and selection to eventual departure, utilizing human resource strategies. Unknown is the degree to which Kenyan public health organizations have implemented successful recruitment and selection procedures, significant training and development initiatives, and extensive employee remuneration plans that genuinely encourage staff engagement.

Numerous research studies have explored the correlation between Human Resource Management practices and employee commitment. Nonetheless, even with the substantial attention given to employee commitment, there exists a noticeable lack of literature delving into the determinants of employee turnover, a gap underscored by Hausknecht (2009). In order to fill the information gap observed by scholars and researchers, the aim of this study is to explore the effect of Human Resource techniques on employee commitment in Kenya's green public health sector.

2.7 Summary of Literature

This chapter delves into a theoretical exploration, highlighting several pivotal theories. According to the human capital theory, education and training increase employee productivity by providing them with useful skills and information, thus increasing their future earnings potential through increased lifetime income. According to the resource-based view idea, an organization's distinguishing characteristics and competitive advantage stem from a varied variety of resources, including its Human Resources. Finally, the social reciprocity hypothesis is based on social exchange, in which employers provide benefits to employees, instilling a sense of reciprocal obligation in both parties. These ideas serve as the basis for the variables in the study, which include human resource planning procedures, recruitment and selection practices, training and development practices, and employee remuneration policies.

The chapter also offered a conceptual framework that illustrated the links between the independent factors and the dependent variable under consideration. It includes an empirical investigation of the study's primary variables. Furthermore, the chapter provided a complete analysis of the relevant literature review to the study's emphasis. Within this analysis, the research gaps that spurred the commencement of the study were pinpointed and emphasized.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the data analysis techniques used in the study. It describes the research design, study population, sampling frame, sample size, and sampling methodologies, as well as data collection and analysis methods. This chapter also includes the statistical models used in the analysis as well as the tests performed to evaluate the study hypotheses.

3.2 Research Design

Research design can be defined as a comprehensive blueprint outlining the methods for collecting and analyzing data (Kumar, 2012). The researcher's personal beliefs and worldview play a pivotal role in shaping the chosen research design. In this study, a combination of descriptive, survey, and correlational designs was employed. Descriptive research was chosen since it is geared towards offering an accurate and systematic portrayal of a population, situation, or phenomenon. This design was chosen as it efficiently enables the collection of information from a large group of individuals, offers a standardized and less error-prone medium, is easily administered, and can be tailored to the specific phenomena under scrutiny. Survey design was utilized to gather workers' opinions, providing insights into the attitudes towards their work. Additionally, correlational design was employed during data analysis, particularly through regression analysis. The integration of the three-research design is because it describes systematically the characteristics of a population and bring understanding of relationships that exist between variables so that answers are provided that relate to an ongoing investigation.

3.3 Target Population

In accordance with Kumar (2012), a population signifies a comprehensive gathering of individuals, events, or objects that possess distinct observable traits. The breadth of a study's population encompasses individuals, households, or organizations that share analogous attributes, forming the central subject of the study's conclusions (Cooper & Schindler, 2014). In this context, the designated population consisted of 849 medical staff members from eight public health institutions located in Kirinyaga County. The establishments encompass Kerugoya County Hospital, Sagana Sub-County Hospital, Kimbimbi Sub-County Hospital, Kianyaga Sub-County Hospital, Baricho Health Centre, Kabare Health Centre, Thiba health Centre and Difathas Health Centre. The selection of these eight health facilities was guided by the representation of various health cadres within Kirinyaga County, as documented in the records of Kirinyaga County Public Health Institutions for the year 2022.

Table 3.1: Target Population

Public Health Facility	Staff Population	Cumulative
Kerugoya County Ref. Hospital	400	400
Sagana Sub- County Hospital	87	487
Kimbimbi Sub- County Hospital	203	690
Kianyaga Sub- County Hospital	82	772
Baricho Health Centre	30	802
Kabare Health Centre	15	817
Thiba Health Centre	18	835
Difathas Health Centre	14	849
Total Cumulative	849	

the credibility of the target population is questionable. See the comments on facilities mentioned in the table and not captured on the fore-mentioned discussion

3.4 Sampling Frame

The sampling frame functions as a systematic inventory encompassing the entire population, forming the foundational basis from which the researcher selects their sample (Kothari, Bokariya, Singh, & Singh, 2016). It also serves as the comprehensive list of elements that directly facilitate the selection of the sample (Saunders, Lewis & Thornhill, 2013). In the

present study, the sampling frame entailed a roster comprising the 849 employees employed at the subsequent public health institutions located within Kirinyaga County: Kirinyaga County Referral Hospital, Sagana Sub-County Hospital, Kimbimbi Sub-County Hospital, Kianyaga Sub-County Hospital, Baricho Health Centre, Kabare Health Centre, Thiba Health Centre, and Difathas Health Centre.

3.5 Sample and Sampling Technique

Sampling involves obtaining insights about a whole population by examining only a subset of it (Bryman & Bell, 2013). For this study, the method of proportionate stratified random sampling was utilized, employing the simplified formula by Yamane (1967) to establish the suitable sample size for the staff. This computation aided in determining the necessary number of responses, as indicated by the subsequent equation:

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

Where n= Sample Size

N= Population Size

e=Level of precision

1= Constant

Therefore; $n = 849 / 1 + 849(0.05)^2$

$$n = 272$$

As a result, the allocation of the 272 respondents was apportioned proportionally according to the size of the population in each of the 8 public health facilities. To achieve the targeted sample size within each stratum, the stratified sampling formula was implemented: $I = n(N/P)$. The computation for sample size was carried out utilizing the formula $i = n(N/P)$, where i represents the number of respondents to be sampled from the specific stratum.

n=sample size

N=population of the specific stratum

P=population

Table 3.2: Distribution of the Sample per Health Care Unit

Public Health Facility	Population	Sample size	Sample Distribution
County Referral Hospital	400	127	Doctors 20
			Nurses 50
			Clinicians 57
Sagana Sub- County Hospital	87	28	Doctors 4
			Nurses 15
			Clinicians 9
Kimbimbi Sub- County Hospital	203	65	Doctors 15
			Nurses 30
			Clinicians 20
Kianyaga Sub- County Hospital	82	26	Doctors 4
			Nurses 14
			Clinicians 8
Baricho Health Centre	30	10	Doctors 1
			Nurses 6
			Clinicians 3
Kabare Health Centre	15	5	Nurses 4
			Clinicians 1
Thiba Health Centre	18	6	Nurses 4
			Clinicians 2
Difathas Health Centre	14	4	Nurses 3
			Clinicians 1
Total	849	272	272

3.6 Data Collection Instrument

The characteristics of the study sample play a role in influencing the selection of data collection instruments (Malhotra, 2017). For this specific research project, a closed-ended structured questionnaire was chosen as the data collection instrument. According to Blumberg, Cooper, and Schindler (2014), using a closed-ended questionnaire promotes response consistency and is considered a suitable method for collecting primary data. Section A collected demographic details, while Section B consisted of statements aimed at assessing

participants' perceptions of human resource management practices related to the study variables.

3.6.1 Data Collection Methods/Procedures

Data collection involved face-to-face interviews with selected respondents as well as distributing questionnaires via email or in-person delivery to hospital locations for completion and return. The questionnaire approach facilitated efficient data collection within a short time frame, and respondents felt comfortable providing information due to the assurance of anonymity, aligning with insights from Dalati and Gómez (2018).

Face-to-face interviews lasted approximately 25 minutes each and were carried out over a span of 30 days in November 2022. The interviews were conducted in English, though some employees in lower-level positions displayed limited English proficiency, necessitating the use of local languages or Kiswahili during the interviews. Following data collection, a thorough review was conducted to ensure completeness. Data coding was executed during the questionnaire's preparation phase.

3.7 Pilot Study

Conducting a pilot test serves the purpose of refining the questionnaire to ensure that respondents encounter no difficulties in answering the questions, and any issues in data recording can be rectified. Additionally, this process allows for the assessment of question validity and reliability before commencing the main data collection. By analyzing the pilot test data, it's possible to confirm that the collected data effectively addresses the research

questions (Saunders, Lewis & Thornhill, 2012). As explained by Mugenda and Mugenda (2013), the pretest sample size generally ranges from 1% to 10% of the total sample size. In the context of this study, the pilot test involved 10% of the sample size, which meant including 27 employees in the piloting process, equivalent to 10% of the selected population. The pilot test distributed and evaluated 27 questionnaires across three public health institutions in Muranga County, specifically at Muranga County Referral Hospital. Notably, respondents participating in the pilot study were excluded from the final study sample.

3.8.1 Validity of the Research Instrument

Saunders, Lewis, and Thornhill (2012) emphasize that validity concerns the accuracy and meaningfulness of the conclusions drawn from research results. In this study, both construct validity and content validity were considered. This approach guaranteed consistency with the study's conceptual framework. Regarding content validity, the questionnaire underwent a thorough evaluation by project supervisors who were chosen randomly. The role was to assess the questionnaire's statements in terms of relevance and appropriateness, ensuring that the instrument effectively captured the intended information.

3.8.2 Reliability of Research Instrument

Reliability pertains to the consistency and stability of a set of measurement items (Cronbach, 1995). To assess the reliability of the questionnaire measures, Cronbach's alpha coefficient was employed. In the pilot test, which included 10% of the total sample size, 27 questionnaires were distributed to respondents who were not part of the final study sample. The calculation of Cronbach's alpha coefficient was used to measure reliability. A higher level of internal consistency reliability was indicated by a Cronbach's alpha coefficient closer to 1 (Sekaran, 2006). Adhering to Cronbach's (1951) recommendation, a critical threshold of 0.7

for the coefficient was maintained. This ensured that the measures used in the study demonstrated acceptable levels of reliability.

3.9 Data Analysis

As defined by Kothari (2012), data analysis involves a sequence of interrelated steps aimed at condensing the collected data and organizing it in a manner that addresses the research questions. Descriptive data analysis was performed to present response rates, demographic details, as well as the mean and standard deviation of variables within each construct. To address the research questions, inferential statistics such as correlation analysis and regression analysis were applied. Following the analysis process, the results presented through tables, graphs, figures, and pie charts. This comprehensive data analysis approach allowed for a comprehensive exploration of the research inquiries and the subsequent presentation of findings.

The data analysis process was structured into four essential phases. In the first phase, the constructs' reliability was assessed. Following this, the second stage focused on profiling respondents, employing descriptive statistics and cross tabulations to gain insights. Moving to the third phase, correlation analysis was conducted using the Pearson correlation coefficient, facilitating the understanding of the strength of relationships among the variables of interest. Pearson correlation coefficient is a number between -1 and 1 that measures the strength and direction of the relationship between two variables. When one variable changes, the other variable changes in the same direction. This phase also served to assess the potential impact of multicollinearity – a statistical phenomenon indicating strong correlations among predictor variables in a multiple regression model. The fourth and final phase of analysis encompassed the estimation of multiple regression models. This included both a model excluding moderating variables and another model incorporating these moderating factors. These phases

collectively provided a comprehensive analysis framework for investigating the research questions and exploring relationships within the data.

The first three models were bivariate regression to help the researcher address objectives i-iii, while objective iv was addressed using multiple linear regression. The specific bivariate regression models utilized was denoted as indicated below.

$$\text{Model 1: } Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$\text{Model 2: } Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$\text{Model 3: } Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

Where;

Y = Employee Commitment

X_1 = Recruitment Process

X_2 = Employee Training

X_3 = Employee Compensation

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3$ = Beta coefficients

ε = Error Term.

Model 4: Moderating Variable Multiple Regression Model

Moderator is a variable that affects the direction and the strength of the relationship between an independent or predictor variable and a dependent criterion variable (Clayton & Hills, 2013). This variable may reduce or enhance the direction of the relationship between a predictor variable and a dependent variable, or it may change the direction of the relationship between the two variables from positive to negative (Andersen et al., 2020). This study used multiple regressions analysis (stepwise method) to establish the moderating effect of attitude on relationship between HRM practices and employees' commitment in public health sector in Kenya. For testing the moderating effect, the following model was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_{1z} X_1 Z + \beta_{2z} X_2 Z + \beta_{3z} X_3 Z + \varepsilon$$

Where:

Y is Employee Commitment

X₁ = recruitment and selection practices

X₂ = Employee Training practices

X₃ = Compensation Practices

β_z = The coefficient of the moderating variable Z

(Employees' Attitude)

$\beta_{1z}X_1Z$, $\beta_{2z}X_2Z$, $\beta_{3z}X_3Z$ shows the interaction term of (moderating variable) with each of Employees' Attitude with the independent variables

3.10 Operationalization of Variables

Table 3.2: Operationalization of Variables

Operationalization of Variables		
Definition of Variable	Measurement of variable (s)	Description
Recruitment and Selection Practices	Recruitment Recruitment Process Selection Process	Likert scales will be combined than an average above 3 indicates the level of presence of this variable. 1 if present, 0 if absent
Training Practices	Training Needs Training Methods Training Relevance	Likert scales will be combined than an average above 3 indicates the level of presence of this variable. 1 if present, 0 if absent
Employee Compensation Practices	Salaries and Wages Incentives and Rewards Employee Benefits	Likert scales will be combined than an average above 3 indicates the level of presence of this variable. 1 if present, 0 if absent
Workers Attitudes	Employees satisfaction employees Involvement Workplace policies	Likert scales will be combined than an average above 3 indicates the level of presence of this variable. 1 if present, 0 if absent
Employee Commitment	<ul style="list-style-type: none"> • Employee Loyalty • Job Royalty • Employee turnover rate 	Likert scales will be combined than an average above 3 indicates the level of presence of this variable. 1 if present, 0 if absent

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This section examined reliability of research tools employed in the research to determine their suitability. The study progressed to analyze the descriptive findings by calculating means and standard deviations as per the defined objectives. In addition, inferential findings were examined, employing correlation analysis and regression. These analyses aimed to establish and understand the relationships among the variables under investigation in the study. The section also tested moderation of some of the variables using multiple regression model. The section finalizes by presenting insightful discussion regarding the study findings.

4.2 Response rate

The study targeted 272 health workers in various public health facilities in Kirinyaga County. The finding of the response rate is presented in figure 4.1.

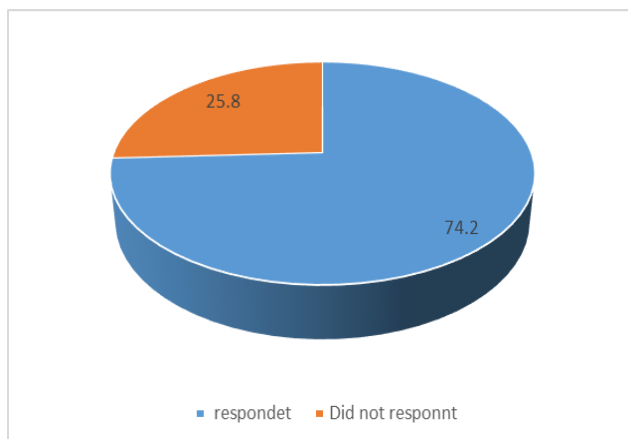


Figure 4.1 Response rate

The results of the investigation revealed that 74.2% of the participants in the study willingly participated in the survey, while 25.8% chose not to participate. This response rate was deemed sufficient for subsequent analysis. It is worth noting that a response rate above 50% is generally considered satisfactory for further analysis, as emphasized by Vasileiou et al. (2018).

4.3 Reliability

As stated by Joppe (2010), reliability pertains to the degree to which results exhibit consistency over time and accurately reflect the entire studied population. In this study, the reliability of the questionnaire measures was evaluated using Cronbach's alpha coefficient. An acceptable reliability threshold of 0.7, as recommended by Cronbach (1951), was adopted. The internal consistency of the questionnaire items was assessed using Cronbach's coefficient alpha. The results of the reliability assessment are presented in Table 4.1.

Table 4.1 Reliability Test

Variable	Number of Items	Cronbach Alpha (Overall)
Recruitment and selection	7	0.867
Training and Development	10	0.790
Employee Compensation	10	0.853
Workers Attitude	7	0.848
Employee commitment	8	0.938

It can be concluded that all the statements regarding the variable (recruitment & selection, training & development, employee compensation, workers' attitude and employee commitment) were reliable since all the Cronbach alpha values were above 0.7.

4.4 Bio Data Analysis

The study participants were characterized by various individual attributes, including their gender, age, educational level, and years of accumulated work experience. The individual

characteristics of each respondent were subjected to cross-tabulation with their level of commitment to ascertain its significance, and the results are presented in Table 4.2.

Table 4.2 Bio Data Analysis finding

Variable	Category	Frequency	Percentage	Chi Square	P-Value (Sig)
Gender	Male	101	50.2	(χ) =.451	0.311
	Female	100	49.8		
	Total	201	100		
Age	18- 30 years	34	16.9	(χ) =7.761	0.051
	31-40 years	75	37.3		
	41-50 years	65	32.3		
	Over 50 years	27	13.4		
	Total	201	100		
Level of Education	Secondary level	4	2	(χ) =10.01	0.018
	College level	69	34.3		
	University Level	116	57.7		
	Professional Level	12	6		
	Total	201	100		
Work Experience	Less than 5 years	53	26.4	(χ) =2.768	0.597
	6-10 years	101	50.2		
	11-15 years	37	18.4		
	Above 16 years	10	5		
	Total	201	100		

From the finding in Table 4.2, it was established that 50.2% of male participated in the survey while 49.8% of female were involved in the study. This implied that both genders were equally involved in the survey since all are evenly distributed. To ascertain whether

gender influenced employee commitment a cross tabulation was conducted. Based on the cross tabulation finding, gender had insignificant influence on employee commitment ($\chi=0.451$, $p=0.311$). This implies that gender has little role in employee commitment thus each gender has equal opportunity in embracing commitment in work since no gender is disadvantaged.

Employee aged 31-40 years constitute 37.3% of the population, while employees that fall in the age category of 41-50 years constitute 32.3% of the population and those fall in the cluster of 18-30 years constitute 16.9% of the population. Moreover, employees that aged above 50 years only made up of 13.4% of the population. This implies that majority of the employees aged between 31-40 years. This is considered a prime age where individuals have gathered significant years of experience and have adequate energy to dispose in the work place. The cross tabulation finding indicated that age is statistically insignificant to employee commitment ($\chi=7.761$, $p=0.051$). This implied that age might not be essential when determining employee commitment.

The study took note that 57.7% of employees had university education as maximum qualification while 34.3% of employees were college graduates and 6% had professional qualification certificate. Similarly, 2% of the employees possessed secondary education as the maximum qualification. This showed that majority of the organization employees were degree graduates thus highly skilled. On cross tabulation finding, it was established that education level has significant influence on employee commitment ($\chi=10.01$, $p=0.018$). This showed that education is an essential factor in fostering work commitment among employees. Education is a training process where workers are trained on various work etiquettes that are geared towards work commitment.

Furthermore, the analysis revealed that 50.2% of the employees had been with the organization for 6-10 years, while 26.4% had a work experience of less than 5 years, and 18.4% had worked for 11-15 years. Additionally, 5% of the employees had a work history exceeding 16 years in the organization. This indicates that the majority of the employees fell within the 6-10 years of work experience category. However, according to the cross-tabulation results, it was found that the years of working experience had an insignificant influence on employee commitment ($\chi=2.768$, $p=0.597$). This suggests that the duration of working experience might not be a significant factor contributing to employee commitment at work.

4.5 Descriptive statistics

The objective of this study was to investigate the impact of human resource management practices on employee commitment, taking into account the moderating role of workers' attitudes. Human resources play a crucial role in the functioning of organizations, but their complexity presents challenges in management, leading organizations to adopt innovative strategies for success. In this study, various statements related to recruitment and selection, training and development, employee compensation, employee attitude, and employee commitment were analyzed using mean and standard deviation statistics to gain insights into how organizations are approaching these aspects.

4.5.2 Employee Training and Development Practice

Training and development is an essential process that impart skills and knowledge to employees that make them work with ease. Skills and knowledge enable employees to perform their roles efficiently and effectively thus make organization realize their goals and objectives. It is one of the main avenue that organizations remain competitive in a challenging market where peers are employing sophisticated strategy. The study evaluated the importance of training and development, and the results are displayed in Table 4.4.

Table 4.4 Training Practices Descriptive

Statement	SD	Disagree	Neutral	Agree	SA	Mean	Std
1. In our organization, job openings are advertised and then filled accordingly	0.5%	2.0%	3.5%	26.9%	67.2%	4.58	0.70
2. In our organization, we use clear criteria to identify the appropriate attributes of prospective candidates	0.0%	2.0%	5.0%	18.4%	74.6%	4.66	0.67
3. In our organization, clear criteria to identify the appropriate attributes of prospective candidates are used	0.5%	1.0%	2.0%	18.9%	77.6%	4.72	0.60
4. In our organization, interviews are conducted to facilitate the process of hiring new employees	1.0%	1.5%	1.5%	30.8%	65.2%	4.58	0.70
5. In our organization, selection of employees is on merit and transparent	1.0%	0.5%	2.0%	25.4%	71.1%	4.65	0.65
6. Timeliness and effective communication are crucial tactics within the recruitment process	0.5%	1.5%	1.0%	22.4%	74.6%	4.69	0.62
7. The orientation and onboarding strategies in our organization instill a sense of belonging among employees.	0.5%	0.0%	0.5%	18.4%	80.6%	4.79	0.49

Statement 1 aimed to explore the responses regarding job advertisement of the openings revealing that a significant majority of respondents were in consensus regarding the process of advertising the vacancies. The data showed a mean score of, 4.58 and a standard deviation of 0.70 indicated that the responses were closely grouped around the mean, suggesting a consistent perception among participants. Moreover, an overwhelming 99.5% of respondents expressed agreement that training contributes to improved employee performance. This alignment was reflected in the mean score of 4.81, with a standard deviation of 0.41,

suggesting a strong consensus on the positive connection between training and enhanced employee performance.

The standard deviation showed that employees were in consensus training is an essential pillar of performance. Training is paramount in upgrading employee skills that increases its productivity that fosters performance. Likewise, the study noted that many respondents agreed that opportunity to participate in training programs enhances employee commitment as demonstrated by a mean of 4.79 and a standard deviation of 0.81. The standard deviation indicated that a majority of the employees were in consensus thus divergent views were few. Training programs are tailored towards fostering employee commitment through practices that keep employees motivated. Further, findings of the study deduced that access to trainings help to develop employee careers and personal development as depicted by a mean of 4.74 and a standard deviation of 0.44. The standard deviation indicated that many of the responses were clustered around the mean. Training offers a platform where employees can advance their career and personal growth by aligning their existing work background with what the market offers.

According to the mean of 4.72 and a standard deviation of 0.47, 99% of respondents unanimously agreed that employee willingness to participate in training activities is beneficial to organizational performance. According to the standard deviation, nearly all of the respondents agreed on this assertion. Participation in training imparts the right abilities that support success, and employee willingness is a synergy that can ease the process. Furthermore, it was determined that many respondents felt that providing employees with training opportunities increases their commitment, as evidenced by a mean of 4.71 and a standard deviation of 0.52.

The standard deviation indicated many of the responses were clustered around the mean. Giving opportunities of training to employees is an incentive of improving performance. Likewise, study results showed that many respondents agreed that management support for training employee commitment as shown by mean of 4.75 and standard deviation of 0.48. The standard deviation indicated there was a consensus among the participants on their responses pertaining this subject. Support from management particularly on matters of training employees fosters performance since their skills are likely to be upgraded and increase their competitiveness.

Statement 8 assessed if employee motivation played a role in work commitment and it was established that majority of respondents agreed that employee motivation to learn enhances organization performance as deduced by mean of 4.78 and standard deviation of 0.44. The standard deviation indicated that many of the responses are clustered around the mean. Eagerness of employees to learn make training more successful also employee commitment since the process cultivate values that will attract employee attention to remain on course. Moreover, many respondents agreed that there is a relationship between availability of training and organizational commitment as depicted by mean of 4.68 and standard deviation of 0.61. The standard deviation indicated that majority of the employees are in consensus regarding the statement sought by the study. Provision of adequate training is likely to boost morale of employee that fosters commitment. Finally, 97% of respondents unanimously agreed that there is a relationship between manager's support for training and organizational commitment as depicted by mean of 4.71 and standard deviation of 0.54. The standard deviation signified that many of the responses are clustered around the mean. Support from management in undertaking training is important since resources are needed to facilitate it.

4.5.3 Employee Compensation

Equitable compensation for employees' contributions is a fundamental requirement. Compensation encompasses a range of monetary rewards provided to employees. Dissatisfaction with compensation can result in negative outcomes such as absenteeism, turnover, diminished performance, job dissatisfaction, and instances of strikes and grievances. Employee compensation holds the potential to impact their commitment to the organization. The present study delved into different facets of employee compensation, and the findings are outlined in Table 4.5.

Table 4.5 Employee Compensation Descriptive Finding

Statement	SD	Disagree	Neutral	Agree	SA	Mean	STD
1. Competitive remuneration enhances employee commitment	0.0	0.0	2.0	23.4	74.6	4.73	0.49
2. Incentives and competitive wages enhance the commitment of employees	0.0	0.0	2.0	18.4	79.6	4.78	0.46
3. Annual company performance bonuses enhance the commitment of employees	0.0	1.0	1.5	18.9	78.6	4.75	0.53
4. Monetary rewards enhance employees' commitment	0.0	0.0	2.5	21.0	76.5	4.74	0.49
5. Symbolic gifts such as caps, badges, and t-shirts enhance employee commitment	0.0	1.0	6.5	30.8	61.7	4.53	0.66
6. non-monetary rewards enhance employee commitment	0.0	0.5	5.0	33.3	61.2	4.55	0.62
7. Monthly target-based incentive schemes enhance employee commitment	0.0	1.0	1.5	30.3	67.2	4.64	0.57
8. Bonus programs contribute positively to employee commitment	0.0	0.5	1.5	24.4	73.6	4.71	0.52
9. Stock options enhance employee commitment	0.0	1.0	5.5	27.9	65.7	4.58	0.64
10. Career prospects enhance employee commitment	0.0	0.5	0.5	25.9	73.1	4.72	0.49

Statement 1 sought to examine influence of competitive remuneration to work commitment and it was noted that majority of employee agreed that competitive remuneration enhance commitment for employees as shown by mean of 4.73 and standard deviation of 0.49. The standard deviation indicated that many of the responses about this subject are clustered around the mean. Competitive remuneration is key is enhancing welfare of employee that improve their commitment to work. Moreover, it was noted that majority of the respondents agreed that incentives and good wages enhance commitment of employees as shown by mean of 4.78 and standard deviation of 0.46. The standard deviation indicates that many of the responses are clustered around the mean thus few have divergent opinions regarding this subject. Compensating employees adequately is essential in fostering their motivation that positively influence their work commitment. Moreover, it was noted that 97.5% of respondents unanimously agreed that annual company performance bonus enhance commitment of employees as shown by mean of 4.75 and standard deviation of 0.53. The standard deviation indicated that majority of the respondents are consensus with a statement. The provision of bonus motivate employee to work harder for more incentives thus commit themselves to the organization. Further, it was noted that many respondents agreed that monetary rewards enhance employees' commitment as depicted by mean of 4.74 and standard deviation of 0.49. The standard deviation signified that many of the responses are clustered around the mean. Monetary compensation is an inducement in rewarding employee efforts thus employee feel appreciated and honored for the work undertaken.

Statement 5 sought to investigate influence of symbolic gifts on work commitment and finding revealed that majority of respondents agreed that symbolic gifts (caps, badges, t-shirts) enhance employee commitment as depicted by mean of 4.53 and standard deviation of

0.66. The standard deviation signified that most of the responses are clustered around the mean. Symbolic gifts will create a moment or captures the imaginations of many employee thus is significant in retaining them in working in an organization. Moreover, it was noted that 94.5% of respondents unanimously agreed that non-monetary rewards enhance employee commitment as shown by mean of 4.55 and standard deviation of 0.62. The standard deviation implied that many of the responses are clustered around the mean. Non-monetary rewards add value to employee life that make them remain committed to an organization. Moreover, it was noted majority of employees agreed that monthly target-based incentive schemes enhance employee commitment as signified by mean of 4.64 and standard deviation of 0.57. This imply that many of the responses are clustered around the mean. Targets based incentives rewards employees that work hard and in many cases results other awards such as promotions that are considered vital in employee journey.

Statement 8 sought to investigate influence of annual bonus to employee performance and it was revealed that majority of respondents agreed that bonus programs are good for employee commitment as depicted by mean of 4.71 and standard deviation of 0.72. The standard deviation signify that most responses are clustered around the mean. Employee perceive bonus as sign of appreciation from employer thus their efforts are acknowledged. Additionally, it was noted that 93.5% of respondents agreed that stock options enhance employee commitment as shown by mean of 4.58 and standard deviation of 0.64. The standard deviation signified that most responses are clustered around the mean. Adequate stock give employee options on how to deliver in an organization. Finally, it was revealed that majority of respondents agreed that career prospects enhance employee commitment as depicted by mean of 4.72 and standard deviation of 0.49. The standard deviation indicated most responses are clustered around the mean. Career prospect is considered by many

employees as a strength of remaining competitive in the market thus organizations that will embrace this practice is likely to uplift employee commitment.

4.5.4 Employee Attitude

In organizations, attitudes are important because they affect job behavior. Companies that ignore workers' attitudes can harm employee retention (Steven & Mary, 2015). Understanding and analyzing of workers' attitudes is a complex affair, but it should be recognized that employees who have a favorable attitude are more productive and useful to the organization. The study assed various attributes of workers' attitude and presented findings in Table 4.6.

Table 4.6 Employee Attitude Descriptive Finding

Statement	SD	Disagree	Neutral	Agree	SA	Mean	SD
1. I feel my job is challenging and frequently demanding.	1.0	1.5	13.9	19.4	64.2	4.44	0.86
2. I feel my job enables me to experience a sense of productivity and contribution.	5.5	6.5	10.9	19.4	57.7	4.17	1.19
3. I Feel that my job provides me with opportunities to explore new and creative approaches in fulfilling my responsibilities.	0.5	2.5	12.9	24.9	59.2	4.40	0.84
4. I feel my job aligns with the objectives I had in mind when seeking employment.	2.0	3.0	10.4	29.4	55.2	4.33	0.92
5. I feel that my co-workers are friendly, resourceful and supports me in my duty endeavour	2.0	1.5	14.4	33.8	48.3	4.25	0.90
6. I fell the management of this health sector is committed in developing policies and guidelines for efficient work environment	0.5	0.5	5.0	30.8	63.2	4.56	0.66

Statement 1 sought to investigate how workers feels about whether their job is challenging and frequently demanding. It was noted that many of the respondents agreed that their job is

challenging and frequently demanding as was indicated by mean of 4.44 and standard deviation of 0.86. The standard deviation indicated that many of the responses are clustered around the mean. The study finding revealed that 77.1% of respondents agreed that the job enables them to experience a sense of productivity and contribution, as shown by mean of 4.17 and standard deviation of 1.19. The standard deviation indicates that some of the respondents had divergent views regarding the subject. This positive feeling impacts on commitment positively. Moreover, many respondents felt that their job provides them with opportunities to explore new and creative approaches in fulfilling my responsibilities as shown by mean of 4.4 and standard deviation of 0.84. The standard deviation indicated that many of the responses are clustered around mean. Jobs that allows employee to be innovative make them productive and enhance their commitment to the organization. Likewise, it was noted that majority of respondents felt that their job was aligned with the objectives they had in mind when seeking employment, as shown by mean of 4.33 and standard deviation of 0.92. The standard deviation indicated that several responses are clustered around the mean. Such jobs are not only likely to improve employee performance but also their commitment to the organization.

The next statement sought to investigate the feeling of employees in regard to their co-worker's friendliness, resourcefulness and support in their duty endeavour and finding revealed that majority of the respondents were of the view that the co-workers were good in those areas as depicted by mean of 4.25 and standard deviation of 0.90. The standard deviation implies that many of the responses are clustered around the mean. Such findings are appropriate indicator on how employee feelings impact on employee commitment. Likewise, it was noted that 94% of respondents unanimously felt that the management of the health sector is committed in developing policies and guidelines for efficient work environment as

shown by the mean of 4.56 and standard deviation of 0.66. The standard deviation signify that several responses are clustered around the mean.

4.5.5 Employee Commitment

The enduring well-being and prosperity of any organization hinge on retaining its essential personnel. Employee satisfaction and dedication stand as pivotal elements for the organization's achievement. As a result, prioritizing the commitment of core staff members should be a strategic imperative for top management in every organization. Nurturing employee commitment presents a significant challenge for contemporary managers due to factors like skill scarcity, economic expansion, and elevated employee turnover rates. This study aimed to uncover the methods an organization employs to uphold this challenging strategy, and the outcomes are outlined in Table 4.7.

Table 4.7 Employee Commitment Descriptive Finding

Statement	SD	Disagree	Neutral	Agree	SA	Mean	Std
1. I would be very happy to spend the rest of my career with this organization	3.0	3.0	13.9	18.9	61.2	4.32	1.02
2. I have developed an emotional bond with this organization	4.0	3.0	15.4	15.4	62.2	4.29	1.08
3. I take pleasure in recommending my organization to others	0.5	1.5	15.4	21.4	61.2	4.41	0.84
4. If I got another job offer for a better job elsewhere, I would not feel it was right to leave my organization	6.0	3.0	12.4	22.4	56.2	4.20	1.14
5. Jumping from one organization to another does not seem at all ethical to me	1.0	3.5	13.9	28.9	52.7	4.29	0.90
6. I would feel guilty if I left my organization now	2.5	2.0	12.9	22.9	59.7	4.35	0.95
7. I would not leave my organization right now because I have a sense of obligation to the organization	2.0	6.0	12.4	16.9	62.7	4.32	1.03
8. This organization deserves my loyalty	0.5	3.5	11.4	13.4	71.1	4.51	0.87

Statement 1 sought to find out if employees are ready to venture their careers in similar organization in longer periods and it was revealed that majority of the respondents agreed that they are happy to spent their rest of career time in similar institution as shown by mean of 4.32 and standard deviation of 1.02. The standard deviation indicated many of the responses are clustered around the mean. Spending of more time in an organization give employee wealth of experience that make it difficult for organization lose their services. Moreover, it was noted that 77.6% of respondents unanimously agreed that they are emotionally attached to the organization as depicted by mean of 4.29 and standard deviation of 1.08. The standard deviation showed that some responses are not clustered around the mean thus divergent. Emotional attachment to certain aspect of activity is important in doing it to optimum level. Moreover, majority of respondents agreed that they enjoy endorsing their organization to other people as depicted by mean of 4.41 and standard deviation of 0.84. Standard deviation indicated that many responses are clustered the mean. Making referrals by employee of other people depict the highest level of commitment. Additionally, it was observed that a substantial majority of respondents agreed that if they received a job offer from another organization, they would consider it unethical to accept it, as reflected by a mean score of 4.20 and a standard deviation of 1.14. The standard deviation indicated that some responses were divergent on this statement. It is difficult for an employee to refuse taking a competitive offer from another organization unless values of the current working environment goes hand in hand with the employee.

Statement 5 investigated ethical nature of moving from one organization to another and it was established that many respondents agreed that jumping from one organization to another does not seem at all ethical to them as shown by mean of 4.29 and standard deviation of 0.90. The

standard deviation indicated that some responses are clustered around the mean. Ethical values are crucial shaping the behavior of an employee on how to remain in an organization and obligating to their contractual terms. Furthermore, it was observed that a significant majority of respondents agreed that they would feel guilty if they left the organization at this time, as indicated by a mean score of 4.35 and a standard deviation of 0.95. The standard deviation indicated that many responses are clustered around the mean. Employees are supposed to be conscious on their decision making. Likewise, finding of the study showed that 79.6% of the respondents were in agreement that they would not leave their organization right now since they are obligated as shown by mean of 4.32 and standard deviation of 1.03. The standard deviation indicated that some responses are not clustered around the mean thus divergent. It is important for employee to respect their contractual terms since it enhances certainty that is key in employee commitment. Finally, it was revealed that majority of respondents agreed that organization owe them loyalty as depicted by mean of 4.51 and standard deviation of 0.87. The standard deviation indicated that many of the responses are clustered around the mean. It is important for employees to acknowledge invaluable activities undertaken by organization that uplifted them and accord the employer necessary respect that deserve.

4.5.6 Employee Recruitment and Selection Practice

Recruitment and selection practices play a pivotal role in assessing the appropriateness of candidates for specific positions. The preferences and priorities of employers hold significant weight in the process of identifying qualified personnel. Additionally, the specific timeline for recruitment actions in a job offer holds considerable influence over whether potential candidates opt to accept the job offer. Organizations' policies related to talent management, recruitment, and retention can greatly contribute to minimizing attrition rates. This study

examined diverse aspects of the selection and recruitment procedures, and the results are displayed in Table 4.7

Table 4.7 Recruitment and Selection Practice Descriptive Finding

Statement	SD	Disagree	Neutral	Agree	SA	Mean	Std
In our organization, job openings are advertised and then filled accordingly	0.5%	2.0%	3.5%	26.9%	67.2%	4.58	0.70
In our organization, the process of screening applicants begins once all the applications have been received	0.0%	2.0%	5.0%	18.4%	74.6%	4.66	0.67
In our organization, we use clear criteria to identify the appropriate attributes of prospective candidates	0.5%	1.0%	2.0%	18.9%	77.6%	4.72	0.60
In our organization, interviews are conducted to facilitate the process of hiring new employees	1.0%	1.5%	1.5%	30.8%	65.2%	4.58	0.70
In our organization, selection of employees is on merit and transparent	1.0%	0.5%	2.0%	25.4%	71.1%	4.65	0.65
Timely and effective communication are crucial tactics within the recruitment process	0.5%	1.5%	1.0%	22.4%	74.6%	4.69	0.62
The orientation and onboarding strategies in our organization foster a feeling of belongingness among employees	0.5%	0.0%	0.5%	18.4%	80.6%	4.79	0.49

Statement 1 sought to investigate whether the organization have effective recruitment practices, finding revealed that majority of respondents agreed that the organization have recruitment strategies that attract and make new recruits as shown by mean of 4.58 and standard deviation of 0.70. The standard deviation indicated that many of the responses are clustered around the mean. Effective recruitment practices are important in identifying the right person for the job thus recruits that are inclined to being committed in an organization.

Additionally, 93% of the respondents agreed that recruitment of new hires begins only after all other employee recruitment practices have been considered as depicted by mean of 4.66 and standard deviation of 0.67. The standard deviation signifies that most of the responses are clustered around the mean. Recruitment practices are supposed to follow standard procedures in order to select competent candidates and boost public confidence on the process. Moreover, it was noted that many of the respondents agreed that vacancies in the organization are advertised and filled as shown by the mean of 4.72 and standard deviation of 0.60. The standard deviation indicated that respondents are in consensus regarding the statement. Advertising vacancies in an organization is important in alerting all the potential individuals that can be hired and improve the value of the organization. Likewise, finding of the study deduced that 96% of respondents were in consensus that there is a clear criterion in identify the right attributes of the recruits as depicted by 4.58 and standard deviation of 0.70. The standard deviation indicated that many of the responses are clustered around the mean. The need to have clear criteria of picking employees is important in making consistent and most predictable decisions.

The findings indicated that a significant majority of respondents agreed that recruitment practices effectively aid in the recruitment of new hires, as evidenced by a mean score of 4.65 and a standard deviation of 0.65. The standard deviation that majority of the respondents were in consensus on the state of how new recruits are assisted to settle down in the new working place. There is need to help the new employee to settle down as soon as possible to manage transition process and hampering of organization progress. Moreover, 97% of respondents were in consensus that orientation and on-boarding practices in an organization give employees a sense of belongingness as depicted by mean of 4.69 and standard deviation of 0.62. The standard deviation indicated that many of the responses are centered on mean. It's imperative to create avenues to the new entrants to the organization where they can

derive sense of belongingness thus foster their commitment. Finally, it was revealed that many of respondents agreed that timeliness and effective communication are important strategies in the recruitment process as revealed by mean of 4.79 and standard deviation of 0.49. The standard deviation indicated that many responses are clustered around the mean. Communication is defined by timelines that have proved to be important.

4.6 Correlational Results

A correlation analysis was carried out to ascertain potential relationships among the study variables. The determination of the strength or weakness of the correlation coefficient aligned with the criteria established by Danacica (2017). Specifically, a correlation coefficient of 1 indicates perfect correlation, while a coefficient within the range of 0.7-0.9 denotes a strong correlation. Likewise, coefficients in the range of 0.4-0.6 indicate moderate correlation, those within 0.1-0.3 suggest weak correlation, and a coefficient of 0 signifies no correlation. The findings of the correlation analysis are presented in Table 4.8.

Table 4.8 Correlation Analysis Finding

Correlations		Employee commitment	Recruitment and selection practices	Training Developme nt	Employee Compensation	Workers attitude
Employee commitment	Pearson Correlati on	1.000				
	Sig. (2-tailed)					
Recruitment and Selection practices	Pearson Correlati on	.309**	1.000			
	Sig. (2- tailed)	0.000				
Training Development practices	Pearson Correlati on	.322**	.213**	1.000		
	Sig. (2- tailed)	0.000	0.002			
Employee Compensation practices	Pearson Correlati on	.292**	0.126	0.069	1.000	
	Sig. (2- tailed)	0.000	0.076	0.328		
Worker's attitude	Pearson	.759**	.228**	.323**	.200**	1.000

Correlation Sig. (2- tailed)	0.000	0.001	0.000	0.004
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**** Correlation is significant at the 0.01 level (2-tailed).**

Based on the outcomes presented in Table 4.8, the correlation coefficients between employee commitment and recruitment and selection, training and development, employee compensation, and employees' attitude were 0.309, 0.322, 0.292, and 0.759, respectively. All of these correlations were statistically significant at the 99% confidence level.

The correlation results from the study unveiled a statistically significant yet modestly positive correlation between recruitment and selection and employee commitment ($r=0.309$, $p=0.000$). This suggests that while the connection between recruitment and selection and employee commitment is positive, its strength is relatively low, as evidenced by the correlation coefficient falling within the 0.1 to 0.39 range. It's worth noting that recruiting and selecting individuals for an organization might not always be the foremost approach (Peretomode, 2001). Nevertheless, it remains an option within an overarching approach. The reconfiguration of existing resources might be a preferable avenue, possibly to strengthen current organizational goals or to signal changes in the employment relationship to align with evolving objectives. Considering internal promotion could serve as a way to address emerging skill or knowledge gaps while reinforcing the connection between the employer and valued employees (Farnham, 2015).

This implies that the degree of correlation is not exceedingly high. Training and development involve organized and deliberate activities formulated by organizations to equip employees with the essential skills required to meet present and future job demands. This process generally initiates from the time an employee joins the organization and persists throughout their tenure, regardless of their role, whether they hold executive

positions or are in lower-level roles (Desimone & Harris, 2002). Training provides organizations with the chance to adapt to potential changes within the environment.

Additionally, a modest but statistically significant correlation exists between training and development and employee commitment ($r=0.322$, $p=0.000$). This signifies that the relationship between training and development and employee commitment is positive, albeit relatively mild, as the correlation coefficient falls within the 0.1 to 0.39 range. This suggests that the level of association is not particularly strong. Training and development encompass organized and deliberate initiatives orchestrated by organizations to equip employees with the essential abilities to meet present and future job demands. This process commonly initiates as soon as an employee becomes a part of the organization and persists throughout their duration of service, regardless of their hierarchical level, be it executives or staff members at lower tiers (Desimone & Harris, 2002). Training offers organizations the opportunity to adapt to changes that may arise in the environment.

In conclusion, there is a robust and statistically significant correlation between employees' attitude and employee commitment ($r=0.759$, $p=0.000$). This indicates a strong and positive relationship between employees' attitude and employee commitment, with the correlation coefficient falling within the range of 0.7 to 0.9, which signifies a significant predictor. As noted by Gary & Alan (2017), a pivotal component of employee attitude is job satisfaction. Job satisfaction entails employees deriving enjoyment from their work, having confidence in their abilities to excel in their assigned tasks, and valuing their assigned roles. Job satisfaction contributes to fostering a positive attitude among employees in the workplace.

The study findings indicate that HRM practices, encompassing recruitment and selection, training and development, and employee compensation, exhibit a modest yet positive

correlation with employee commitment. Conversely, employee attitude exhibits a strong and positive association with employee commitment. Therefore, there is an opportunity to enhance the connection between HRM practices and employee commitment by considering the influence of employee attitude.

In organizational contexts, attitudes hold significance as they profoundly impact job-related behaviors. Companies disregarding the attitudes of their workforce risk detrimental effects on employee retention (Steven & Mary, 2015). The intricate nature of understanding and analyzing employee attitudes is acknowledged; nonetheless, it is vital to recognize that employees with favorable attitudes tend to be more productive and valuable to the organization. If top management is open to listening and adapting, cultivating positive attitudes among employees can substantially elevate morale. When employees perceive that their concerns are heard, and management genuinely cares about their well-being, a positive environment is fostered, ultimately contributing to positive attitudes within the workforce.

4.7 Regression Analysis

4.7.1 Results for Model 1: Effect of Employee Recruitment and Selection Practice on Employee Commitment

Table 4.9 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.953	0.908	0.907	0.30553632

Table 4.1 Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.065	1	78.065	836.240	.000 ^b
	Residual	7.935	200	.093		
	Total	86.000	201			

From table 4.9 above, the combined prediction of all the variables accounted for approximately 92.8 % of the total variation in employee commitment in the public sector (R2

= .908 and Adjusted R2 = .907) as depicted in Table 4.9 Thus, the model was fit to predict effect of recruitment process on the employees' commitment in the public health sector in Kirinyaga county.

Coefficients Table

Model	Coefficients		t-statistics	p-value
	B	Std. Error		
(Constant)	.020	.033	.620	0.537
Recruitment process	0.655	.054	12.080	0.000

Hypothesis H_{01} predicted that there is no significant effect of the recruitment process on employee commitment in public health sector in Kirinyaga county. However, the results presented in Table 4.9 showed a positive and significant association between recruitment process and employee commitment in the public health sector ($\beta = 0.655, p < .05$). Therefore, the hypothesis was rejected. These findings are in line with those of Nawab's (2011) which investigated how HRM practices including recruitment process foster commitment within public health organizations. The results indicated a favorable correlation between these practices and employees' allegiance to their respective organizations. The findings in the above study supported findings by Maina (2018) which investigated, the relationship between comprehensive HRM practices and employee commitment within the telecommunications sector. Findings also in line with results of Rahimany (2018) who observed a solid and affirmative correlation between recruiting and selection processes and employee commitment among Afghan civil servants. Findings also supported findings by Omolo, Oginda, and Otengah (2013)

4.7.2 Results for Model 2: Effect of Employee Training on Employee Commitment

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.950 ^a	.902	.898	.31913554	2.382

From table 4.10 above, prediction of employee training variables accounted for approximately 90 % of the total variation in commitment (R2 = 0.902 and Adjusted R2 = 0.898) as depicted in Table 4.10 Thus, the model was fit to predict employee commitment using employee training.

Table 4.11 ANOVA Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	77.547	1	25.849	253.800	.000 ^b
Residual	8.453	200	.102		
Total	86.000	201			

The results in Table 4.11 indicates that the overall models were a good fit since the variables; employee training, were found to have a value of F-statistic of 253.800 and the p-value was found to be 0.000 which is less than the critical value of 0.05.

Table 4.12 Coefficients swing Effect of Employee Training and development on Employee Commitment

Model	Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	.076	.040	1.903	.061		
<u>Strategic Innovation</u>	.425	.055	7.743	.000	.392	2.548

Hypothesis H_{O_2} proposed that there is no significant effect of employee training practices on employee commitment of in the health sector. However, the results showed a positive and significant relationship between employees training and employee commitment in the public

health hospitals in Kirinyaga county. ($\beta = 0.425, \rho < 05$). Thus, the hypothesis was rejected. This means that if the level of employee training is enhanced, there is a high chance that employees will increase their commitment to duty in the public health sector in the county. This supported findings by Nawab's (2011) and similarly findings by Maina (2018) which investigated, the relationship between comprehensive HRM practices and employee commitment. However, the findings diverged from findings by Newman, Thanacoody, and Hui (2011), who found an insignificant relationship between employee training and employees' commitment.

4.7.3 Results for Model 3: Effect of Employee Compensation on Employee Commitment

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.729 ^a	.532	.526	0.68825616

From table 4.13 above, the prediction of the relationship between this variable and the dependent variable, it accounted for approximately 53 % of the total variation in commitment in the public sector ($R^2 = .532$ and Adjusted $R^2 = .526$) as depicted in Table 4.13 Thus, the model was fit to depict the relationship between employee compensation and employee commitment in Kirinyaga County

Table 4.14 ANOVA Results

Model	Sum of Squares	Df	Mean Square	F-statistic	p-value
Regression	45.736	1	45.736	96.551	0.000
Residual	40.264	200	0.474		
Total	86.000	201			

The results in Table 4.14 indicates that the overall models were a good fit since the variables; Strategic Alliance, were found to have a value of F-statistic of 96.551 and the p-value was found to be 0.000 which is less than the critical value of 0.05.

Table 4.15 Coefficients to show effect of Employee Compensation on Employee Commitment

Model	Coefficients		t	Sig.
	B	Std. Error		
(Constant)	3.795	.074	0.000	1.000
Strategic alliance	0.729	.074	9.826	.000

Hypothesis H_{O_3} postulated that there is no significant effect of employee compensation on employee commitment in the public health sector in Kirinyaga county. As observed in Table 4.15 above, results demonstrate a positive and significant link between employee compensation and commitment in the public health sector in Kirinyaga county ($\beta = 0.729, \rho < .05$). Consequently, the hypothesis was rejected. This suggested that an increased level of employees' compensation increases the employees' commitment in public health sector in Kirinyaga county. This supported findings by Milgo, Namusonge, and Kanal (2014) who investigated the effect of reward and compensation on employee commitment, with a specific focus on KTDA factories in Kenya. Just like in the current study, the findings of this study indicated effect of compensation on commitment was positive and significant. Findings were also in line with those of Bibi, Pangil, Johari, and Ashfaq (2012) and the finding in a study by Mwangi (2017)

4.7.4 Moderating Effect of Employee's' attitude on the Relationship between Human Resources Practices and Employee Commitment

Table 4.16 Model Summary

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.473 ^a	.223	.212	.72991		
2	.785 ^b	.616	.608	.51448		
<i>a. Predictors: (Constant), Employee Compensation, Training, Recruitment and selection</i>						
<i>b. Predictors: (Constant), Employee Compensation, Training, Recruitment, Workers attitude</i>						
ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	24.259	3	8.086	14.304	.000 ^b
1	Residual	111.373	197	.565		
	Total	135.632	200			
	Regression	82.170	4	20.543	75.313	.000 ^c
2	Residual	53.462	196	.273		
	Total	135.632	200			
<i>a. Dependent Variable: employee commitment</i>						
<i>b. Predictors: (Constant), Employee Compensation, Training, Recruitment</i>						
<i>c. Predictors: (Constant), Employee Compensation, Training, Recruitment and Selection, Workers attitude</i>						

The results in Table 4.16 shows the goodness of fit for the model testing for the moderating effect of employee attitude on relationship between human resources practices and employee commitment. The findings demonstrated that the model significantly enhanced our statistical comprehension of the relationship between HRM practices and employee commitment within public health institutions in Kirinyaga County, Kenya. This significance was indicated by a p-value of .000^b and an F-value= 14.304 and .000^b. The R-squared increased from 0.223 to 0.616, and

the model attained a statistical significance since the p-value is lower than the standard significance level of 0.05 ($P < 0.05$, which was an indication of goodness of fit of this model.

Table 4:17 Coefficients showing Moderating Effect of Employees Attitude on the Relation between the Explanatory variables and the Dependent variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	-.804	.790		-1.017	.310
1	Recruitment and Selection	.284	.111	.170	2.552	.011
	Training Practices	.405	.119	.223	3.390	.001
	Employee Compensation	.421	.120	.236	3.513	.001
	(Constant)	-1.776	.553		-3.214	.002
2	Recruitment and Selection	.179	.077	.108	2.316	.022
	Training practices	.053	.086	.029	.617	.538
	Employee Compensation	.199	.085	.111	2.350	.020
	Workers attitude	.936	.064	.706	14.571	.000
	(Constant)	3.128	.575	5.432	2.34	.000
Employee's Attitude						
	x1z Recruitment and selection*	.215	0.066	.223	3.234	0.033
	x2z Training practices*	.322	.058	.287	5.543	0.010
	x3z Compensation *	.243	.077	.030	3.145	0.020

Dependent Variable: employee commitment

The regression model obtained from the moderated effect of employee's attitude was fitted in the model as follows:

$$p = 0.179 + 0.053SR + 0.199 TP + 0.936C + 0.215SR*Z + 0.322TP*Z + 0.243C*Z.$$

SR= Selection and Recruitment

TP- Training Practices

C= Compensation

The regression model that explores the moderating influence of employee attitude on the connection between human resource practices and employee commitment within Kenya's

public health sector utilizes ANOVA data to validate its significance. The obtained F-value of 75.313 and the p-value of 0.000, which is less than the usual significance threshold of 0.05, support this significance. In the context of Kenyan public health employees, this result highlights the significance of employee attitude in influencing employee commitment. Based on the regression coefficient finding in Table 4.10, selection and recruitment practices is statistically significant after moderation ($\beta=.215$, $p\text{-value}=0.033$). This showed that employee attitude has a moderating role on the effect of selection and recruitment practices on employee commitment.

Further regression coefficient finding indicated that training practices is statistically insignificant after moderation ($\beta=.322$, $p\text{-value}=0.010$). This showed that employee attitude has no moderating role on the effect of training and development practices on employee commitment. Moreover, regression coefficient outcome of the study revealed that employee compensation practices is statistically significant after moderation ($\beta=.111$, $p\text{-value}=0.020$). This showed that employee attitude has a moderating role on the effect of employee compensation practices on employee commitment. Finally, regression coefficient results revealed that employee attitude has positive and significant moderating effect on relationship between employee compensation practices and employee commitment ($\beta=.243$, $p\text{-value}=0.020$).

Employees' attitude has a significant moderating effect on the relationship between the explanatory variables (selection and recruitment, Training and development, compensation) and the dependent variable (employee commitment) p-values: (0.033), (0.010) and 0.023 respectively. Thus H_{O4} Employee's' attitude does not have a significant moderating role on the relationship between HRM practices (recruitment and selection, training and

development, and employee compensation) and employee commitment in the public health sector in Kenya was rejected, and alternative hypotheses accepted.

4.8 Results Discussion

The primary objective of the study was to evaluate how recruitment and selection practices affect employee commitment within Kenya's public health sector. Analysis of the data through descriptive methods revealed that a significant proportion of respondents agreed that recruitment and selection practices indeed influenced employee commitment. The correlation analysis revealed a meaningful, moderate, and statistically significant correlation between recruitment and selection practices and employee commitment. Furthermore, the regression analysis underscored that within the context of Kenya's public health sector, recruitment and selection practices had a substantial impact on employee commitment.

Recruitment and selection are among the most vital tools for hiring capable individuals within an organization. Proper system is critical in identifying employee with talents and have potential of changing the organization to be more competitive. It is through this process the organization can be able to retain talent after proper identification through the recruitment process. Apparently, nowadays organizations are faced with several challenges especially when it comes to retaining talents. This process is also critical in developing a good working understanding between employees and management (Surbhi, 2015).

Employment process especially selection and recruitment is a rigorous process where the organization has to develop elaborate strategy of picking qualified individuals fit for the job. This process involves various stages that include psychometric test to establish suitability of employees. Through the recruitment process employers have to pick the most skilled in an organization since these are people who are motivated with what they are doing and can easily commit themselves to work. According to Farnham, (2015) recruitment is a strategic

decision that involve choices unlike predetermination cases. The outcomes of this study were consistent with several earlier research endeavors, including the investigation carried out by Peretomode and Peretomode (2001). This study concluded that the effectiveness and efficiency of a workplace are significantly influenced by the quality of employees an organization recruits, which subsequently impacts their commitment to the work. It also aligned with North's study (2011), which emphasized the importance of retaining employees due to the substantial costs associated with training and recruitment. This underscores the need for organizations to implement strategies to retain their workforce.

The study's second aim was to examine how training practices affect employee commitment in Kenya's public health sector. The descriptive analysis revealed that training and development were deemed highly important for fostering employee commitment. The Pearson correlation results highlighted a moderate yet significant correlation between training and development practices and employee commitment. Moreover, the regression analysis revealed that within the organizational context, training and development practices exerted a substantial influence on employee commitment.

The results of this study aligned with various research endeavors. For instance, Elgana and Imran's (2013) study revealed that effective training programs instill in employees the belief that the organization genuinely prioritizes their well-being. Further a study by Dhar (2015), concurred with this study finding by elucidating that learning opportunities to employees encourage them to be more committed than when given financial incentives, job satisfaction, or even monetary compensation. Moreover, it concurs with a study by Nkosi, (2015) which found a significant effect on employee's commitment to work and overall performance.

Findings of this study makes sense given that theory on employee training indicates that training forms a crucial foundation for the success of any organization, fostering a favorable work environment for its employees (Elgana & Imran's (2013). Most organization hires employees already with adequate skills but it is equally important to have those employees get further training on what is driving the organization and also bridging the skills gap that might exist. Organizations largely depend on technology to optimize their operations and this technology give on evolving with time. Organizations have the moratorium to train their employees to suit what the market demand and also make their employees competitive in the market thus increasing their chances of retention and commitment as well.

According to Nkosi, (2015), training is considered a win situation for both parties for instance employer consider this process as an important step in advancement of the institution in upgrading operation to optimal level. On the other hand, employees benefit because they are imparted with necessary skills thus make them competitive as compared to those that are not exposed. Training is instrumental in offering employees set of skills that are considered useful now and in the future. Training commences immediately an employee joins an organization. Training gives an opportunity to organizations to adapt to changes that may occur in the environment thus increases chances of employee commitment.

The study also explored the impact of employee compensation practices on employee commitment within Kenya's public health sector. Based on finding of descriptive finding, it was noted that employee compensation is critical in enhancing employee commitment. The correlation findings exposed a noteworthy positive relationship between employee compensation and employee commitment. Based on the regression analysis, it was

determined that employee compensation has a positive and statistically significant impact on employee commitment. Rewarding employee based on their efforts is crucial on performance and more importantly in developing their connections towards the organization. These rewards come in various forms and mostly can be in monetary forms or at times in kind. Failure of compensation or lack of matching employee effort with a deserved reward can amount to dissatisfaction. In an extreme scenario, it leads to strikes and absenteeism in work that might negate employee commitment in work.

It is evident that employee commitment is positively impacted by employee compensation. It encourages employee to work extra hard and level of motivation remain high thus work commitment become desirable. This improve employee morale since their efforts are rewarded hence, they are noticed and recognized by the organization. Adequate employee compensation is critical in achieving desirable results by an organization. High efficacy of employee compensation is considered a thriving force of employee commitment in an organization. The study finding concurred with various studies that included a study by Armstrong and Brown (2005) that opined that one parameter of measuring employee commitment is by offering a competitive compensation to employees. A study by Bulut & Culha, (2010) deduced that a good compensation to employee improve relationships with an organization thus enhance work commitment. It also concurred with a study by Purce (2014) which opined that the most effective strategy of retaining employees is offering good rewards thus improving their work commitment.

The primary objective of the study was to ascertain the moderating influence of employee attitude on the relationship between human resource practices and employee commitment.

The adjusted R-square results after introducing moderation exhibited a substantial increase of over 40%, signifying statistical significance. This suggests that employee attitude indeed assumes a moderating role in the association between human resource practices and employee commitment. Furthermore, the study found that employee attitude moderated the connection between recruitment and selection practices and employee commitment, as well as between employee compensation practices and employee commitment. However, the impact of employee attitude on the relationship between training and development practices and employee commitment remained unchanged. The examination of how human resource management practices influence employee commitment has been a significant area of focus in developed countries for an extended period (Simmons, 2014).

Armstrong and Taylor (2017) emphasized that commitment, motivation, and job satisfaction are heightened when individuals experience a supportive work environment and when employees are effectively matched with roles that align with their qualifications. This connection stems from the fundamental link between our intrinsic motivation to overcome challenges and our goal-setting behavior. Motivation further enhances our sense of competence and self-worth as we attain our objectives. Human resource practices have a noteworthy role in shaping elements like employees' inclination to depart from a company, their degrees of job contentment, and their overall dedication to the organization.

Since competent and committed employees might have a negative impact on profitability, productivity, service quality, and job performance, developing commitment is primarily intended to keep them from leaving the organization (Schneider & Bowen, 2010). Skilled and dedicated employees contribute to ensuring the excellence and quantity of goods and services provided, thus fortifying the organization's competitive edge. Purposeful endeavors must be

undertaken to retain valuable employees, appreciating their talents and contributions. Maximizing the output from the existing talent pool and according them due recognition is essential. A commitment strategy should be developed based on an insightful grasp of the determinants influencing employees' decisions to stay or leave. For the majority of workers, the ability to navigate their careers and find fulfillment in their tasks is of importance. Younger workers exhibit a tendency to change jobs more frequently compared to their older counterparts, and workforces with a higher proportion of part-time employees often experience less stability compared to those primarily composed of full-time staff.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The section provided a synopsis of key discoveries derived from the study's objectives. Subsequently, conclusions were drawn from these significant findings. The study made recommendations to various stakeholders based on the conclusions made from the findings.

5.2 Summary

Prior empirical research has predominantly centered on various sectors and aspects, leading to a gap in comprehensive exploration concerning the connection between human resource management practices and employee commitment. Addressing this gap and the need for an enhanced understanding of how human resource practices impact employee dedication, this study was undertaken with the aim of thoroughly investigating the influence of human resource management practices on employee commitment within Kenya's public health sector. Additionally, the study aimed to delve into the mediating role of employee attitude in the relationship between human resource management practices and employee commitment. To effectively bridge this research gap, the study concentrated on specific aspects, encompassing the examination of the effects of recruitment and selection, training and development, and employee compensation on employee commitment within the context of public health institutions in Kenya. Furthermore, the study sought to validate the moderating impact of employee attitude on the relationship between human resource management practices and employee commitment. These objectives were achieved by utilizing regression analysis as the chosen analytical method. The study variables were identified include selection and recruitment, training and development, employee compensation, employee

attitude and employee commitment. This was based on human resources theories such as human capital, resource based and social reciprocity theories.

5.3 Conclusions

The study concluded that selection and recruitment significantly influenced employee commitment in public health sector in Kenya. Employment process especially selection and recruitment is a rigorous process where the organization has to develop elaborate strategy of picking qualified individuals fit for the job. This process involves various stages that include psychometric test to establish suitability of employees.

Based on the results for testing the second objective, it can be deduced that employee training significantly affected employee commitment in an organization. Training and development are a backbone for success of any organization in creating conducive working environment for employees. Most organization hires employees already with adequate skills but it is equally important to have those employees get further training on what is driving the organization and also bridging the skills gap that might exist.

The results for third model for testing the 3rd objective made the researcher to conclude that employee compensation had a positive and significant effect on employee commitment. Rewarding employee based on their efforts is crucial on performance and more importantly in developing their connections towards the organization. It encourages employee to work extra hard and level of motivation remain high thus work commitment become desirable. This improve employee morale since their efforts are rewarded hence, they are noticed and recognized by the organization.

The research findings confirmed that the attitude of employees serves as a moderating factor in the connection between human resource practices and employee commitment. The results highlight the need for the health sector administrators to help the workers to develop positive attitude towards work. This phenomenon is rooted in the fundamental interplay between inner motivation and the pursuit of personal goals, particularly when faced with life's challenges. As such, the study underscores the importance of fostering an enabling work environment and aligning employees' skills and qualifications with their roles to enhance attitude towards work, which leads to improved commitment and overall improvement of their performance.

5.4 Recommendations

This study recommends to various stakeholder based on the needs and it include recommendation for practice, policy and further research. Based on the evidence from the study results, recruitment and selection processes is important in getting new committed employee in an organization. The public service board should have a clear criterion that is elaborate is used in selecting candidates. The system should be able to pick the most appropriate candidate for the job that not only overcome market dynamics but also remain committed during work. One of the challenges many employees face is lack of motivation in work place and this hampers job commitment.

The public service board should promote training and development among employees. The significance of training practices on employees' commitment as per the study results makes the researcher to recommend that, training programmes be taken seriously in public health sector. Training is instrumental in preparing them for both present execution of duties but also being critical in solving future problem. It can be recommended that organizations are supposed to avail training programs based on the needs and abilities of employees. Making

training program available including creating awareness for employees to have the need and develop a desire over it. It is also possible that trainings are made available through giving out incentives.

The results further confirmed that the public service board should consider competitive compensation among, employee for it remains one of the motivational factors that make individual being committed in work. There is need for an organization to strengthen some of the compensation schemes for their offer to remain competitive for instance restructuring symbolic gift system. The compensation of employee through symbolic gifts is good for marketing for the organization since some might act as a show brand showing.

Since the results shown a significant moderating effect on the relationship between the explanatory variables and commitment, it is concluded that it is a critical factor in creating efficiency between human resources practices and employee commitment. Based on this evidence, the human resource management should consider counselling of employees that undergo difficulties while undertaking their duties especially those wants that are not able to achieve their targets because of personal reasons and personal attributes. Counselling is part of an important process of managing stress and fostering positive attitude of employees.

The responsible policymakers in public health system should review policies of training employees at work. The public service board in agreement with the head of department should train the employees to be a whole rounded individual who can deal with challenges easily. Technological changes are always accompanied by challenges that affect how employees are trained. Regular training and allowing versatility among employees are crucial

in enhancing commitment of employee since they will have sense of entitlement in an organization.

The study indicates that in order to promote employee commitment the public service board in line with the Human resource management should promote employee recognition for it's a powerful tool that can transform your workplace culture, boost morale, and drive performance to new heights. Employee recognition fosters a positive work culture where employees feel valued and motivated, which, in turn, reduces turnover rates and increases employee engagement. What's more, a well-structured recognition program can be a powerful tool for attracting top talent and differentiating your organization as an employer of choice, especially in competitive industries.

In accordance to the study the trade unions should promote employee involvement by being the voice of the employees. Having the employees need and demands met boosts the morale of the employees hence boosting their productivity and commitment to their jobs and organization as a whole. The employee voice is a form communication between employer and employee, which allows the employee to voice matters that may impact them at work. For example, when dissatisfied employees are facing challenges within their roles and require management to provide means to reduce the challenges. However, the employee is not always heard, and their ideas and needs may not always be considered, therefore some may seek involvement from the organization's trade union.

5.5 Suggestions for Further Research

The research is centered on four elements of managing human resources, they include training and development, selection and recruitment, employee compensation and employee attitude. This study left some other important aspect of human resources practices such as

employee job security, creating information access, management and effectiveness of teams and having flat and egalitarian organization. Future studies should focus on communication and performance appraisal aspects of human resources management practices so that total influence on the dependent variable can be determined. Communication and performance appraisal are the most important pillars of HRM practices that can influence employee commitment largely.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Moses Murimi Muriithi

P.O Box 24-10300

Kerugoya, Kenya.

Date:

Dear Sir / Madam

RE: Letter of Introduction

I am a candidate the Masters in Business Administration program at Kirinyaga University, conducting research on non-employee resourcing and commitment in public hospitals within Kirinyaga County. The aim of this study is to examine the connection between Human Resource practices and commitment within public hospitals in Kenya. You have been selected as a potential respondent for this survey. Please provide your responses to the best of your knowledge. Your answers will remain COMPLETELY CONFIDENTIAL. If you have any questions or feedback regarding this survey, please reach out to me using the provided contact information.

Thank you for your assistance and collaboration.

Yours Faithfully,

Moses Murimi Muriithi

APPENDIX II: RESEARCH QUESTIONNAIRE

This questionnaire is designed to gather data for a study on "Human practices and the mediating role of attitude on employees' commitment in the public health sector in Kenya." Please respond to all questions by either completing the blank spaces or selecting the appropriate option as indicated.

Section A: Background Information

1. Age:

- 18- 30yrs
- 31-40 yrs.
- 41 –50 yrs.
- 51 yrs. and over

2. Gender

- Male
- Female

2. Highest Education Level

- Secondary level
- College level
- University level
- Professional Qualification

(Specify.....)

3. Working Experience

- Less than 5 years
- 6-10 Years
- 11-15years

16 years and above

Section 2: Employee Recruitment and Selection practice

Please indicate your level of agreement with the following statements related to recruitment and selection practices. Kindly mark your response by placing a tick in the provided space, using the scale indicator. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statements	1.	2.	3.	4.	5.
In our organization, job openings are advertised and then filled accordingly					
In our organization, the process of screening applicants begins once all the applications have been received					
In our organization, we use clear criteria to identify the appropriate attributes of prospective candidates					
In our organization, interviews are conducted to facilitate the process of hiring new employees					
In our organization, selection of employees is on merit and transparent					
Timely and effective communication are crucial tactics within the recruitment process					
The orientation and onboarding strategies in our organization foster a feeling of belongingness among employees					

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Section 3: Employee Training and Development practice

Please indicate your level of agreement with the following statements concerning training and development practices in the organization. Kindly mark your response by placing a tick in the provided space, using the scale indicator. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statement	1	2	3	4	5
Training activities contribute to increased employee commitment					
Training contributes to improved employee performance					
The chance to engage in training programs enhances employee commitment					
Access to training opportunities aids in the development of employee careers and personal growth					
The willingness of employees to engage in training activities positively affects organizational performance					
Offering employees training opportunities enhances their commitment					
Support from management for training enhances employee commitment					

Enhanced employee motivation to learn during training sessions contributes to improved organizational performance					
A connection can be observed between the availability of training and organizational commitment					
A correlation exists between managerial support for training and organizational commitment					

Section 4: Employee Compensation Practices and Employee Commitment

Please express your level of agreement with the following statements regarding employee compensation practices in the organization. Kindly mark your response by placing a tick in the designated space, using the scale indicator provided. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statement	1	2	3	4	5
Providing competitive remuneration enhances employee commitment					
Offering incentives and competitive wages enhances the commitment of employees					
Providing annual company performance bonuses enhances the commitment of employees.					
Monetary rewards play a role in enhancing employee commitment					
Symbolic gifts such as caps, badges, and t-shirts contribute to enhancing employee					

commitment					
Non-monetary rewards contribute to enhancing employee commitment					
Monthly target-based incentive schemes foster higher levels of employee commitment					
Bonus programs contribute positively to employee commitment					
The provision of stock options enhances employee commitment					
Opportunities for career advancement bolster employee commitment					

Section 5: Employees' Attitudes

Please express your degree of agreement with the following statements concerning workers' attitudes. Kindly indicate your response by marking a tick in the provided space, using the scale indicator. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statements	1.	2.	3.	4.	5.
I feel I like the job and the duties allocated to this position					
I feel my job is challenging and frequently demanding.					
I feel my job enables me to experience a sense of productivity and contribution.					
I Feel that my job provides me with opportunities to explore new and					

creative approaches in fulfilling my responsibilities.					
I feel my job aligns with the objectives I had in mind when seeking employment.					
I feel that my co-workers are friendly, resourceful and supports me in my duty endeavour					
I feel the management of this health sector is committed in developing policies and guidelines for efficient work environment					

Section 6: Employee Commitment

- a. Please express your level of agreement with the following statements regarding employee commitment in the organization. Kindly mark your response by placing a tick in the designated space, using the scale indicator provided. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statement	1	2	3	4	5
I would find immense joy in dedicating the remainder of my career to this organization.					
I have developed an emotional bond with this organization.					
I take pleasure in recommending my organization to others.					
Even if I received a more favorable job offer from another organization, I would still feel that it wouldn't be morally					

correct to depart from my current organization.					
Transitioning between organizations without a clear purpose doesn't appear ethical in my view.					
Leaving my organization at this moment would evoke feelings of guilt within me.					
I am currently not contemplating leaving the organization due to a sense of obligation I feel towards it.					
I believe this organization deserves my loyalty					

Thank you

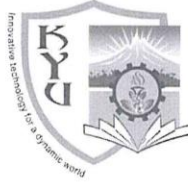
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APPENDIX III: BUDGET

Budget Line Items	Cost in Ksh
Proposal Development	
Materials (Internet and Books)	5,000
Printing and Photocopying	6,000
Data Collection (Field work)	
Materials	10,000
Printing and photocopying	20,000
Research Assistance	30,000
Data Analysis and Interpretation	
Data Analysis	30,000
Report writing and Dissemination	
Report Writing	5,000
Bidding and Dissemination	5,000
Miscellaneous	10,500
TOTAL	<u>121,500</u>

APPENDIX IV: RESEARCH PROCESS IMPLEMENTATION SCHEDULE

RESEARCH ACTIVITIES	October -2021 to March 2022	April 2022- July 2022	August 2022	Jan-May 2023	June 2023	July 2023	January 2024- April2024
Identification of the research Problem							
Proposal writing Introduction, Literature Review and Research Methodology							
Proposal submission for defense							
Correction on the proposal as per recommendations by the defense committee							
Pilot study and Data collection							
Data collection & Analysis and publishing							
Final Submission & Defense							
Postgraduate defense correction							



Kirinyaga University

Tel: +254 701562092, +254 728499650, +254 709742000/30
P.O. Box 143-10300 Kerugoya.

Email: info@kyu.ac.ke
Website: www.kyu.ac.ke

Ref: KyU/BUS/09/Vol.3/2023

Date: 16th March, 2023

To: RESEARCH CORDINATOR,
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION,
P.O BOX 30623-00100,
NAIROBI-KENYA

Dear Sir/Madam,

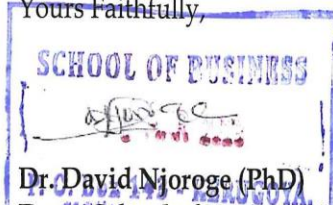
REF: INTRODUCTORY LETTER FOR MOSES MURIITHI

Moses Murimi Muriithi is a bona fide Master's student to the School of Business and Education Kirinyaga University. He is currently in his second year of study in the stage of research project writing which requires him to go to the field and collect data. His topic of research is *"Employee Resourcing Strategy and Mediating Role of Attitude on Employees' Commitment in Public Health Sector in Kenya"*

Kindly consider his application of research permit to allow him collect data from various County Governments in Kenya.

Your assistance shall be highly appreciated.

Yours Faithfully,



Dr. David Njoroge (PhD)
Dean, School of Business & Education
Kirinyaga University P.O. Box 143 -10300



KyU is ISO 9001:2015 certified

Tel: +254 709 742 000/30, +254 728 499 650
.PO. Box: 143-10300 Kerugoya
Email: vc@kyu.ac.ke
Website: www.kyu.ac.ke

Kirinyaga University is Zero Tolerant to Corruption



REPUBLIC OF KENYA

Ref No: 885792

RESEARCH LICENSE



This is to Certify that Mr., MURITHI murimi MOSES of Kirinyaga University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kirinyaga on the topic: HUMAN RESOURCE PRACTICES AND MEDIATING ROLE OF ATTITUDE ON EMPLOYEES' COMMITMENT IN PUBLIC HEALTH SECTOR IN KENYA for the period ending : 04/April/2024.

License No: NACOSTI/P/23/24664

885792

Applicant Identification Number



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 04/April/2023

Walther

Director, General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke