

**INFLUENCE OF EXTERNAL RECRUITMENT STRATEGIES ON EMPLOYEE  
PERFORMANCE IN PRIVATE HOSPITALS IN KISII COUNTY-KENYA**

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## DECLARATION AND APPROVAL

### Declaration

This thesis/project is my original work and has never been presented for any academic award in any institution.

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### Approval

This thesis/project is being submitted for examination with our approval as University supervisors

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## DEDICATION

The project pays tribute to my late parents, Gai and Ann. Dedication to Charity, Anakin, Ann, Jasper, Vincent and Moses for their support



## ACKNOWLEDGEMENT

I give thanks to the All-Powerful God for his kindness, love, and provision of health for me during the course of my project. I would like to extend my sincere gratitude to my friends, family, and coworkers for your unwavering support and constant support in helping me see my path through to completion. May the all-powerful God lavish them with blessings. I want to express my sincere gratitude to Mount Kenya University for giving me a comfortable space to study in. My supervisor, Dr. Jacqueline Omuya, has my sincere gratitude for her kind heart, prompt, friendly support, and wise counsel. Lastly, I would want to express my gratitude to my classmates, Dr. Anil Tailor, Dr. Ibrahim Okinda, and Mr. Preet Tailor for their encouragement and assistance during the course. God bless you.



## ABSTRACT

With favourable hiring procedures in place, management anticipates attracting and selecting the most suitable applicants with the requisite skills, abilities, and qualities to meet job requirements and simultaneously support the company in accomplishing its overarching goals. However, majority of workers in hospitals, have reportedly performed below appropriate levels and with unsatisfactory effectiveness, even with the implementation of all these hiring procedures. Kenyan hospitals are dealing with a number of issues, such as inadequate motivation among staff members, excessive staff turnover, and uninspired employees. The following goals served as the research's compass: determining the impact of job analyses on personnel effectiveness; identifying the external recruitment tactics used to hire health professionals; and determining the influence of these tactics on staff efficiency in Kisii County private hospitals. The investigation will be guided by two theories: the TwoFactor theory and the Equity theory. The research design used in the present investigation will be descriptive. In a nutshell LabFlow reports that 287 medical establishments are dispersed throughout the nine sub-counties of Kisii County. Of them, 20 are faith-based facilities, accounting for 7%, and the Ministry of Health comprises 160, or 55.7%. This keeps 36.2% labeled as private institutions (104), and 1% under NGO's (3). There are 14,251 healthcare centers in Kenya. This means that Kisii County has 2.01% of all the amenities in the nation. However, 147 private medical facilities in Kisii County were the focus of this study (staff and administration). A total of 108 healthcare employees and administrators made up the sample size. Analysis of the data collected was done with the goal to obtain the findings of the study. Following the data collection procedure, data cleaning took place, which involved finding incomplete or incorrect opinions and making the necessary modifications. The Statistical Package for Social Sciences (SPSS Version 24) was used to examine the statistics. Descriptive statistics was useful in illustrating the traits of the study parameters. Through this analysis, the researcher gets information on the practitioners' hiring approaches and their effect on the success of healthcare institutions. Firstly, the research shows that job analysis contributes positively in employee's performance of the County of Kisii workers. Consequently, the choice between recruitment agencies, referrals from professionals and current workers was a common trend. Organizations that used the mixture of internal as well as external recruitment channels also said that productivity levels of their workers are higher than productivity levels of those organizations that totally depend on internal sources. In contrast, there should be a balance between highlighting the strengths and also elucidating the limitations of the very research and its findings. However, there were some shortcomings in the research, like the use of self-reported information from the participants, which could be influenced by their biases and might not be 100% true. This research indicates that the continuous monitoring and evaluation of the recruitment process is one of the means to sustain the improvement of productivity and organizational accomplishment in a medical institution.

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### **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>NACOSTI</b>	- National Commission for Science, Technology and Innovation
<b>SPSS</b>	- Statistical Package for the Social Sciences
<b>MOE</b>	- Ministry of Education
<b>UNICEF</b>	-United Nations Children’s Fund
<b>WHO</b>	-World Health Organization
<b>MOH</b>	- Ministry Of Health
<b>HRM</b>	- Human Resource Management

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## CHAPTER ONE

### INTRODUCTION

This segment covers the background of the research, with an emphasis on the multiple methods that, outside hiring tactics, have been implemented across several nations. It also includes a statement of the problem that explains the reasons behind the methodology used in the research, its goals, its relevance to the community, and its breadth.

#### 1.1 Background of the Study

For organizations such as healthcare facilities to remain viable and sustainable, staff productivity is crucial. Hospitals with high staff productivity can enhance both the number of patients they serve and their earnings (Slavković et al., 2018). Improved staff productivity also translates into higher-quality client services. According to Aldose and Almaamari's (2020) examination of variables affecting staff productivity in the Kingdom of Bahrain, higher personnel effectiveness is evidenced by the volume and quality of work employees produce. Consequently, due to the company's dedication to enhancing consumer service delivery quality, worker efficiency has received significant attention (Giorgi et al., 2017). Usmani (2020) asserts that how workers fulfill their roles and obligations in achieving the corporation's objectives indicates their success.

One of the fundamental responsibilities of a company's Human Resource Management (HRM) unit is hiring. A firm can attract a large pool of competent candidates through effective solicitation (Huynh, 2017). Recruitment methods require personnel planning, job design, duty descriptions, and job analysis. Employers use recruitment procedures to increase the likelihood of selecting candidates with the necessary qualifications and skills for success (Acikgoz, 2019).

To ensure consistency, the HRM division must adhere to all existing procurement standards strictly. West et al. (2019) suggest that a company's hiring strategies are successful if they generate a sufficient number of qualified candidates. Recruitment procedures, a cornerstone of HRM responsibilities, influence individual performance within a company (Fitri et al., 2021). Ineffective hiring procedures hinder the achievement of objectives and negatively impact worker productivity. Hiring and retaining top talent is a crucial step in achieving organizational goals (Oaya et al., 2017).

### **1.1.1 Global Perspective**

A study by Rahmany (2018) in Pakistan found that recruitment procedures based on bribery and corruption produce under-qualified personnel, impairing company efficiency. Poor hiring processes are a primary factor in the deterioration of service quality, despite challenges and concerns over staff productivity in many firms (Huynh, 2017). Effective hiring procedures are essential HRM tasks that, if poorly managed, will negatively impact employees' performance. Implementing recruitment techniques helps a company acquire a qualified workforce, essential for profitability (Hossain, 2018). Job analysis is a critical component of hiring procedures. Birhane (2021) asserts that a poorly designed job analysis can degrade quality. Thorough job analysis facilitates the creation of job descriptions and individual requirements.

Kollitz et al. (2019) assert that to attract suitable candidates, organizations need to identify primary hiring avenues, whether internal or external. Dewin & Gabriel (2019) suggest integrating recruitment efforts from both domestic and external channels to maximize the likelihood of obtaining qualified candidates. A study by Basalamah et al. (2020) in Indonesia demonstrated that attracting experienced, proficient candidates is a fundamental goal of hiring

procedures. Håkansson & Nilsson's (2019) study in Sweden categorized hiring procedures into formal and informal. Bakhashwain & Javed (2021) found in Saudi Arabia that ethical recruitment procedures boost workers' motivation and proficiency.

Multinational companies frequently use a variety of external recruitment techniques to meet their talent requirements in different geographical areas. These tactics consist of social media platforms, university recruitment drives, online job sites, and recruitment agencies. As an illustration, Google's extensive hiring procedure combines online tests, several interviews, and stringent background checks to guarantee the selection of top applicants (Bock, 2015). The recruitment process has been further expedited by the use of cutting-edge technologies like artificial intelligence (AI) and big data analytics, which enable businesses to find and attract the greatest talent on the planet (Upadhyay & Khandelwal, 2018).

### **1.1.2 Regional Perspectives**

External recruitment tactics are becoming more popular in Africa as businesses aim to improve their competitive position. African labour markets are home to an extensive number of youthful, intelligent, and energetic people. The difficulty, though, is in efficiently utilizing this talent pool. For instance, it's now common practice in Nigeria to use social networking sites like Facebook and LinkedIn for hiring. According to a study by Okolie & Irabor (2017), companies that used social media for hiring saw a 15% boost in worker performance over those who only used conventional techniques.

Similarly, Otoo et al. (2018) examined the efficacy of hiring procedures in Ghana, finding that issues include discovering open positions and delays in responding to candidates. Gode (2019)

studied recruitment and selection procedures in Ethiopia, finding that they greatly improve organizational effectiveness. Clifford and Nwaeke (2020) in Nigeria found a substantial positive correlation between hiring procedures and organizational success.

### **1.1.3 Local Perspectives**

Tsuma (2017) researched the impact of e-recruitment tactics on staff retention in Kenya, finding that online networking platforms, business websites, and industrial blogs are widely used.

Mukwa and Nabiswa (2017) evaluated hiring processes at Masinde Muliro University, observing both intrinsic and extrinsic methods and a hiring policy that includes internal marketing, transfers, incentives, and press marketing. Okongo (2018) focused on recruitment and selection procedures in media multinational enterprises in Kenya, finding a major impact on organizational effectiveness.

Bula and Muriithi's (2018) analysis in the hotel sector showed that job analysis is essential before posting positions. Precise job descriptions and candidate requirements are crucial for hiring efficiency. Koech et al. (2020) found that hiring procedures significantly impact work satisfaction, recommending clear training and experience requirements before posting job positions.

The data indicates that Kenyan institutions face issues with worker productivity. Healthcare facilities are crucial to a country's social and economic progress, so subpar worker productivity affects both the industry and the economy. Analyzing how Kenyan hospitals' hiring procedures affect worker productivity is crucial, given the importance of acquiring and retaining qualified staff (Tsuma, 2017; Mukwa & Nabiswa, 2017; Okongo, 2018; Bula & Muriithi, 2018; Koech et

al., 2020).

The healthcare industry in Kenya is undergoing a major transition, and private hospitals are essential to the provision of high-quality healthcare services. The success of these institutions depends on the recruitment of qualified healthcare workers. Therefore, using external recruitment tactics is crucial to luring top talent, which will improve employee performance and, in turn, the general standard of healthcare services.

Healthcare facilities in Kisii County recognize hiring as a critical component of HRM that significantly influences staff productivity and profitability. They have implemented various hiring techniques, including walk-ins and external strategies like job transfers and recommendations. Despite these efforts, many workers perform below expected levels. Therefore, this research aims to determine whether current hiring procedures in public and private medical facilities in Kisii County, Kenya, are scientifically related to staff productivity.

## **1.2 Statement of the Problem**

Kenyan healthcare facilities are dealing with a number of issues, such as low morale among staff members, low productivity, and an elevated rate of staff turnover (Mukhebi et al., 2019). The persistent industrial disturbances and strikes resulting from inadequate employee compensation have sparked worries about worker efficiency in hospitals and healthcare institutions (Abura, 2018). The majority of health workers are increasingly moving to research facilities, which is causing a brain drain and worsening worker productivity. Appropriate selection and hiring methods are necessary to fill the voids left by healthcare professionals who leave for further

education and never come back (Muraguri et al., 2017). Therefore, the most difficult task still remains finding the most effective means of hiring competent personnel in light of these worries over worker efficiency in Kenyan hospitals

As such, the current study explores how hiring and selection procedures have a big impact on worker productivity. Tsuma (2017) carried out research on the effects of e-recruitment methods on staff retention in multinational companies operating in Kenya. Empirical evidence revealed that e-recruitment tactics included the use of business internet pages, social media platforms, and commercially owned websites. Bakhawain & Javed (2021) discovered a substantial correlation between worker productivity and recruiting and selection processes by using a case study of Saudi Arabia. Employing United Bank as a case study, Gode (2019) evaluated organizational effectiveness and recruiting and selection procedures in Ethiopia. The study demonstrated that hiring and selection procedures have a big impact on how well a company performs.

The previous research studies have gaps because a number of them were not carried out in Kenya but rather in other nations like Zambia or Saudi Arabia. However, considering the available literature there are no particular studies exploring the effects of recruitment practices on performance of hospitals in Kenya, leaving a research gap. Similarly, the available research focuses on recruiting and selection procedures collectively rather than on any one of them individually. In contrast to worker efficiency, business profitability was used as the dependent variable in the available research. Also, diverse investigation has not been done among hospitals explicitly, but rather in other settings like utility businesses. A few papers used case study methodology. In an effort to address these context-specific, abstract, and empirical shortcomings,

the current study looked at how recruiting from outside techniques affected worker productivity at private healthcare facilities located in Kisii County, Kenya.

### **1.3 Purpose of Study**

To assess the influence of external recruitment strategies on employee performance in private hospitals in Kisii County, Kenya

### **1.4 Objectives of the Study**

- i.) To assess the influence of job analysis strategies on worker productivity in private hospitals in Kisii County.
- ii.) To analyze the impact of using recruitment agency external recruitment strategy on worker effectiveness in private medical facilities in Kisii County.
- iii.) To evaluate the influence of employee referral external recruitment strategy as an employment strategy on employee performance in private hospitals in Kisii County.

### **1.5 Research Questions**

- i.) What is the effect of job analysis on employee effectiveness in private hospitals in Kisii County?
- ii.) What are external recruitment strategies adopted in employing health workers in Kisii County?
- iii.) What is the influence of recruitment strategies on worker productivity in private healthcare facilities in Kisii County?

## **1.6 Significance of the Study**

The research will assist in determining which hiring tactics are most successful in raising worker efficiency. The findings will also assist hospital administration in customizing their hiring practices so that preference is allocated to the most successful strategy. Additionally, it will support the National Government's efforts to reform the hiring procedures with the goal of creating initiatives that will raise worker productivity nationwide. The research will assist Kisii County facilities in determining their staffing requirements and the most effective way to fill them, in addition to assisting executives in organizing and designing staff dispatches based on skill sets. Several company managers in private organizations stress the necessity for staff efficiency to be enhanced; consequently, the results of the research will also be useful as a guide for these managers and legislators.

The authorities will be equipped to hire workers by using the study's results to develop educational strategies for the personnel at different establishments. The investigation will additionally act as an outline for both private and public health organizations that are intrigued by the changing patterns of staff productivity, and it will encourage other researchers and scholars in the field to add to the knowledge on recruiting and training initiatives.

## **1.7 Scope of the Study**

This study aims to investigate the influence of external recruitment strategies on employee performance in private hospitals in Kisii County, Kenya. The study will cover private hospitals within the county, providing a localized perspective on the recruitment practices and their impact on employee performance. The study focuses on private healthcare facilities located in Kisii

County. The target population comprises a total of 147 private healthcare facilities within this county. The healthcare industry in Kisii County in particular, faces a unique set of challenges that make this make the focus relevant. The study will focus on private hospitals in the area, offering a particular viewpoint on hiring procedures and how they affect worker productivity.

The study focuses on private hospitals in Kisii County. These hospitals play a crucial role in providing healthcare services, but they struggle to recruit and keep qualified medical staff. The study's focus on private hospitals is intended to shed light on the particular external recruitment tactics used by these hospitals and how well they work to improve worker performance. The study also considers the economic implications of healthcare service delivery in these facilities, including the costs incurred by patients and the financial sustainability of the healthcare institutions. Similarly, the study investigates the quality of care provided, patient satisfaction, and the operational challenges faced by these healthcare facilities.

The primary research tool utilized was a questionnaire, supplemented by a scheduling system for interviews when necessary. The selection of Kisii County as the research area was driven by the high volume of patients seeking care at these hospitals and the frequent public complaints regarding the subpar quality of care received.

### **1.8 Limitation of the Study**

Numerous limitations could have a bearing on the research's efficacy, which would then have implications on the project's generalizability. Among the limitations are but are not restricted to: initially, the scholar had little oversight over the opinions of the study participants, which resulted in the leaving out of important facts that affects the accuracy of generalizations. Prior to the

participants' involvement in the study, the researcher guaranteed their secrecy and identity as a means to get around the restriction. As a result, the researcher made sure that no due date was missed. Secondly, severe weather made it impossible to travel the roadways. However, the researcher was able to navigate the barrier by giving out the study tools and picking them up afterwards, when the participants were finished and the climate was suitable. Lastly, because of obligations relating to the specifics of their jobs, certain participants were too preoccupied to fill the questionnaires to completion. In these cases, the researcher created a brief questionnaire that summarized the components of the main questionnaire which participants completed easily and quickly.

### **1.9 Delimitations**

Delimitations of this study were consciously set by the researcher to define the boundaries and scope of the research. The study focused exclusively on private hospitals within Kisii County, Kenya, thereby limiting the geographic scope to this specific region and excluding public hospitals and facilities in other counties or countries. This choice was made to ensure a manageable sample size and to obtain data that are contextually relevant and specific to private healthcare settings in Kisii County. Additionally, the research targeted specific aspects of recruitment procedures and their impact on employee performance, intentionally omitting other potential factors such as training programs, employee retention strategies, and broader organizational dynamics. The use of self-report questionnaires, while facilitating data collection from a large number of respondents, was also a deliberate delimitation, recognizing the potential for self-reporting biases but allowing for a more straightforward and scalable data collection process. These delimitations helped to

maintain a clear focus on the research objectives and provide a structured framework for analyzing the results.

### **1.10 Assumptions of the Study**

The research made the assumption that all healthcare workers nationwide are subject to the recruitment tactics employed. Furthermore, it was anticipated that those participating in this study were agreeable and motivated to complete the questionnaires. Additionally, it was expected that all participants were aware of the subject, were able to complete the research's questionnaires, and provide true and accurate data about the investigation. Lastly, it was presumed that the researcher had recourse to current and helpful files and documentation throughout the data gathering process.

### **1.11 Operational Definition of Key Terms**

**Private hospitals-** an establishment that resembles an assortment facility but is run by a single doctor or medical professional and colleagues at their office.

**Public hospitals-** A public hospital, sometimes known as a governmental healthcare facility, is one that is entirely administered by the federal government, receives all of its funding from taxpayers, and runs entirely on public funds for healthcare projects. This kind of hospital covers costs and salaries through state compensation, offering patients liberated medical treatment in certain nations.

**Faith based hospitals-** Faith-based healthcare can be obtained as a substitute to health coverage through 501(c)(3) nonprofit organizations with a religious focus.

**Health facilities-** Any place that offers healthcare services is generally considered a health facility. Minor treatment centers and physician offices to major institutions with sophisticated emergency departments and trauma centers are examples of different types of health institutions.

**Recruitment-** The action of enlisting new people in an organization.

**Recruitment Strategies-** is a "systematic evaluation of employees before employment to maximize the efficacy and productivity of a company's workforce." An effective workforce recruitment approach can boost productivity and profitability while fostering better teamwork and unity inside one's organization.

**Employees –** Anyone who works for pay, particularly in non-executive roles.

**Performance -** The practice of performing an activity, project, or duty or the technique of doing so.

**External recruitment-** Jobs that become available through external recruitment are occupied by hiring experts who are not affiliated with the business. Said otherwise, by searching for applicants on the job market.

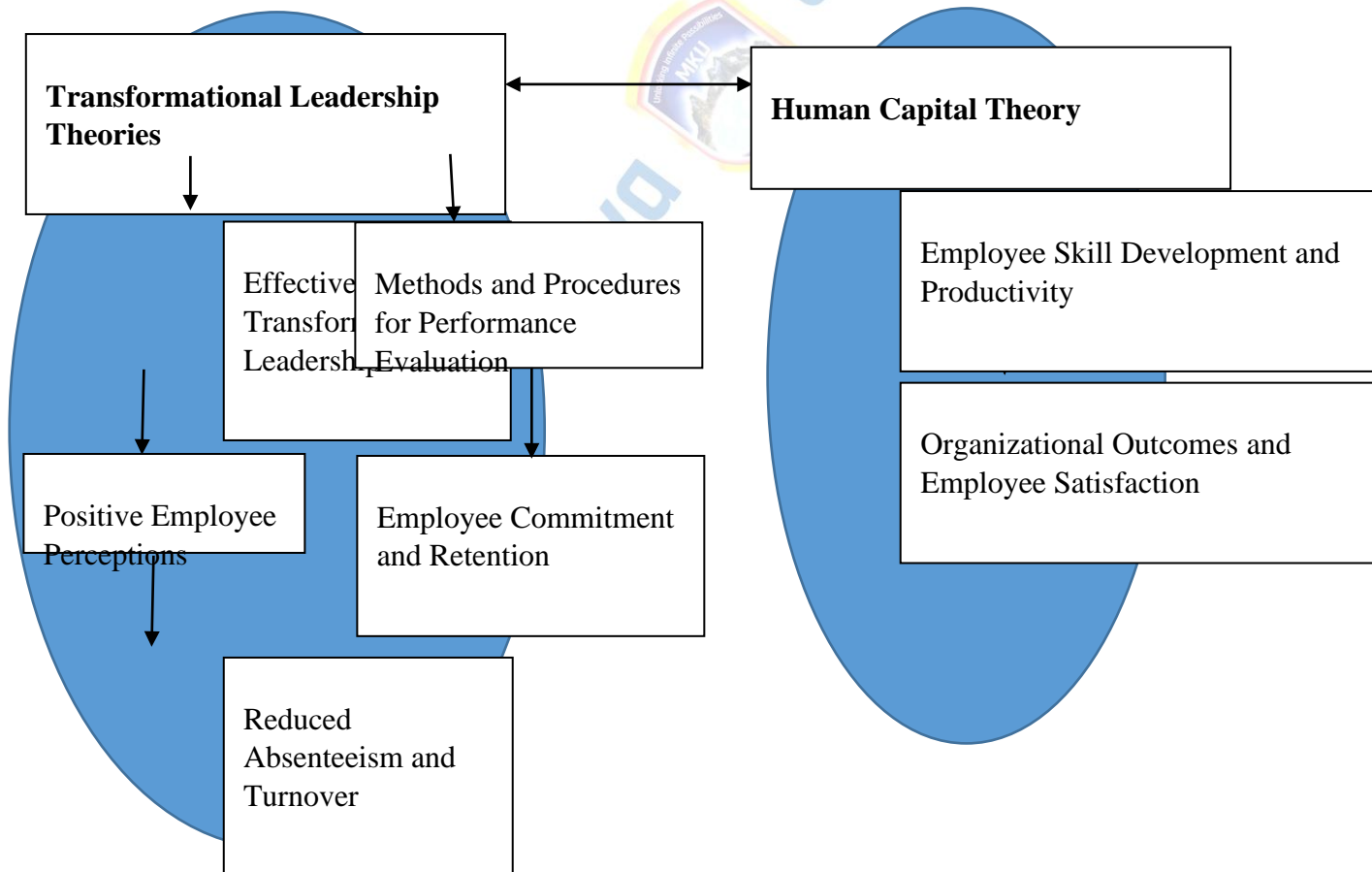
## CHAPTER TWO LITERATURE REVIEW

### 2.1 Introduction

This section provides a summary of the available literature that draws on the work of other academics with various viewpoints on the research's issue.

### 2.2 Theoretical Framework

The ideas of transformational leadership and human capital will guide this examination and aid in defining, explaining, forecasting, and controlling the issue being studied.



## **Figure 2.1: Theoretical Framework (Researcher, 2024)**

### **2.2.1 Human Capital Theory**

The human capital theory was first introduced by Theodore Schultz (1902–1998) and later created by Becker (1930). The typical strategy of HCT in human capital, based on labor economic viewpoints, is to improve skills in order to raise productivity among employees. According to the human capital theory, it is the employees' duty to ensure that productivity targets are met. Sustainability is unique when it comes to research conducted in government agencies and presents chances for staff members to advance their own individual progress.

This is intended to promote better communication practices, organizational dedication, extreme job satisfaction, and decreased employee turnover. A high labor turnover rate has been plaguing many businesses since workers are dissatisfied with the way their companies are run. The goal of the present project is to determine whether an employee's decision to stay or leave the company is influenced by their impression of their management inside the organization.

### **2.2.2 Transformational Leadership Theories**

Leadership expert Burns (1978) established the concept of transformational leadership. Burns focused on the relevance of transitional leaders who engaged with adherents towards inherent directives. Burns raised concerns about transformational leaders regarding the value of merchandise with particular features that can be achieved (Barnett et al., 2001; Judge and Piccolo, 2004).

If workers are dissatisfied with the company's appraisal methods, which are based on a predetermined set of metrics, they will choose to leave the existing company and join an accommodating one, according to effective transformational leadership. Conversely, a variety of methods and procedures have been developed to guarantee uniform and fair supervisory service delivery evaluations (Fast et al., 2014). Leaders have embraced the use of backup information during the procedure for performance evaluations in an effort to favorably encourage employees' perceptions. This move has demonstrated that the majority of employees are delighted by the approach and are therefore kept with the company.

When a company has excellent leadership, its staff members will be more willing and devoted to the company's aims and objectives, which will have a beneficial influence on the company's efficiency while maintaining people devoted to the company. Employees can demonstrate their dedication and readiness to work if their opinions are considered throughout the entire decisionmaking and approach process within the company (Elsbach, 2014). Therefore, in order to effectively manage employees' commitment to doing their jobs well, management should not see any individual employee in a vacuum; rather, it should examine concerns that impact both the employee and the company as a whole when trying to restrain them. When colleagues' conceptions are taken into consideration, staff members' absenteeism is reduced, which lowers the number of employees who leave the company in such favorable circumstances (Dhar, 2015).

Workers are more likely to perform effectively in their field of work if they feel that the company is addressing their demands (Elsbach, 2014). This relates significantly to personal growth management since it is an excellent strategy to show employees that their managers are actively participating in the administrative system in order to provide them with productive and

unified guidance. Conversely, employees' commitment to the environment will be bolstered if they perceive that the firm is acting in their best interests (Elsbach, 2014). One of the most important elements influencing an employee's decision to remain with the company after a performance review is the reaction given by the company. Employee retention is more likely when they see delivery appraisals to be efficient and successful in eliciting a sufficient reaction.

According to Fast et al. (2014), worker opinion of how well managers perform in various key administrative areas fosters openness and responsibility within the organization as a whole. If employees provide the impression that their success in the administrative and supervision classes shows that the company values their roles and obligations, they will remain with the company. Conversely, if performance evaluation methods are pertinent to workers' expectations in general, it increases the likelihood that they will be given careful consideration should they choose to remain (Elsbach, 2014). In light of this, growth prospects should not be addressed in confidential, and the wellbeing of employees should always come first in discussions between management and employees.

Regarding its effects on employees' retention in the company, the delivery problem inside the company and the assessments that employees value most in important channels ought to be resolved (Elsbach, 2014). Workers will choose to leave the existing company for one that is more accommodating if they are dissatisfied with the appraisal methods used by the organization, which are based on a predetermined set of measurements. Conversely, a variety of methods and procedures have been developed to guarantee uniform and fair supervisory service delivery evaluations (Fast et al., 2014). Administrators have embraced the use of backup data in the procedure for performance evaluations in an effort to positively encourage employees'

perceptions. This move has demonstrated that the majority of staff members are delighted by the strategy and are therefore kept with the company.

As per Arogundade (2013), a mentor is an individual who takes the lead in guiding an individual's psychological and career development by ensuring that information transfer is permitted through insight. A close connection can be observed through individual mentorship relationships, when the more seasoned individual helps the less experienced or non-existent educated person Kram (2015). Other academics, such as Ojedokun (2013), believe that mentoring is the sole procedure that eventually brings together individuals of high and low status.

This demonstrates that mentoring programs entail sharing knowledge, learning, and honing abilities in order to advance a profession (Akinbobola, 2013). These could involve funding professional and psychological assistance services. These duties could involve mentoring for exposure, sponsorship, and improving the monitoring procedure. Noe (2008) proposes two key dimensions regarding the link between career guidance and mental health capabilities. It is acknowledged that information sharing has a great deal of importance (Noe, 2008).

## **2.3 Empirical Literature Review**

### **2.3.1 Job Analysis and Employee Performance**

It is crucial for businesses to regularly conduct job analyses for the purpose of gaining a deeper comprehension of associated weaknesses and strengths. A structured process called "job analysis" aids a company in identifying the kind of positions that need to be filled (Anyakoha, 2019). In

order to create job descriptions, job specifications, job evaluations, designs, and enrichments that are pertinent to the company's hiring procedure, it is necessary to collect, analyze, and organize information about jobs (Ashraf, 2017). An essential task that aids management in comprehending the workings of the designated employment is job analysis. One crucial task that aids in resolving conflicting roles among employees in a company is job analysis (Parker et al., 2017).

The tasks that employees are required to complete and the results that are expected of them are identified with the use of job analysis. The necessity to research and gather data regarding the duties and workings of certain jobs is covered by job analysis (Azmi, 2019). Job analysis facilitates the development of a thorough explanation of the tasks involved in a position, establishing the connections between jobs, and outlining the expertise, abilities, and skills needed for a hired employee to perform a particular job (Waters et al., 2017). Job analysis primarily focuses on a detailed examination of the obligations, assignments, and activities associated with a particular job within a corporation. The precise components of the job analysis—including the job specification, job outline, work design, job assessment, and job enrichment—are covered in the sections that follow.

A job specification is a document that lists the qualities—both physical and mental—and other prerequisites needed to do a particular profession satisfactorily. It has to do with individual work-related concerns, such as aptitude, expertise, and understanding (Siengthai et al., 2016). A job specification lays out the minimal conditions needed for an employee to fulfill in order to achieve the objectives of the company. It outlines the bare minimum of human attributes required of newly hired employees in order for them to perform their tasks. It includes the competencies—knowledge, skills, and abilities—that prospective hires should possess and that are necessary to

successfully perform the positions in question. Breugh (2017) asserts that job specifications are a crucial instrument in an organization's hiring process. It is important since it gives HR managers knowledge about the training, education, and work history needed to perform a certain job inside an organization. Defining the standard that is considered appropriate for a certain position is helpful. Therefore, the individual performing the job is the main focus of a job specification (Mira et al., 2019).

The company's hiring procedure is guided by the job description, which gives an overview of the assignments, obligations, and functions of the position. Broadly speaking, a job description pertains to the technical, supervisory, and bureaucratic aspects of a particular status, as well as its title, job summary, responsibilities, and anticipated results (Gichuki & Munjuri, 2018). The duties and requirements of the job bearers are outlined in the job description. By using examples of the job's content, setting, and working environment, it gives a thorough explanation of the position being sought for. According to the assignments, actions, or obligations, it gives an explanation of what must be done by the job bearers (Rinny et al., 2020).

The job description's primary focus usually lies in the nature, context, setting, and labor circumstances of the position for prospective personnel of a business. The job at hand is the main focus of the job description (Muriithi, 2017). It gives newly hired employees a rationale of the expertise, talents, and competencies required as well as the accountability and control frameworks within a business. Additionally, a job description goes into depth about the mental and physical prerequisites for a particular work. A job description should be revised if the position's obligations and duties shift (Williams et al., 2018).

A job's worth is determined by a methodical procedure called job evaluation, which also establishes a connection between job value and pay. According to Taroreh et al. (2016), one way to assess a job's value is by comparing it to the company's pay scale. A company's numerous positions can be ranked in relation to one another with the use of job evaluation. It seeks to establish wage parity and openness among employees inside a company (Hanafi, 2019).

The definition of "job enrichment" has changed over time, according to different persons. In the end, the goal is to increase workers' job satisfaction by including motivating aspects into their work (Ahmad, 2018). It's a means of improving employment content through the addition of more inspiring components. Motivating staff members involves providing them with opportunities to apply their expertise. It is the methodical process of "harassing" workers in order to improve their output and sense of fulfillment (Putri & Setianan, 2019). Allowing staff members to grow in autonomy and managing oneself is crucial. In a company atmosphere that is constantly evolving, job enrichment is one strategy to create an innovative and profitable environment for employees (Siengthai & Ngarm, 2016). It is believed that job enrichment has a quantitative allocation influence that increases commitment within the organization. By encouraging employees to use all of their knowledge and expertise to fulfill their responsibilities, job enrichment programs help them stay deeply committed to the company. According to research, work enrichment significantly and favorably affects the dedication of employees (Jain & Duggal, 2018).

It is evident that depending on every worker's unique skill set, level of happiness, and determination, work enrichment may occasionally have a beneficial effect. According to Ezeodili & Gerald (2017), enhancing the position must take into account the worker's age and professional

phase. The linear inverted U-shaped link between work enrichment and dedication to the organization indicates that the effects of these factors change depending on the phase of a worker's professional life (Voskuijl, 2017). Giving workers additional responsibility and influence over their work is the aim of job enrichment. Worker oversight and accountability are increased in addition to job-related duties. To put it another way, it is a qualitative shift in the nature of work that raises the degree of independence, relevance, and criticism, providing employees with more authority and input in their place of employment (Yuliza et al., 2021).

It involves altering the nature of work to provide greater challenge and boost output. For both the company and the person, an enhanced position offers a number of benefits (Woods et al., 2017). Certain essential traits have been linked to an enriched job. A job must meet certain psychological requirements in order to be deemed enriching, such as the sense of relevance, the experience of accountability for accomplishments, and evaluation or output awareness. Employee empowerment results in increased independence, which in turn causes such employees to manifest more. In a company environment that evolves quickly, job enrichment is a tactic utilized to create an innovative and effective atmosphere at work (Siengthai & Ngarm, 2016).

According to qualitative research, job enrichment significantly increases commitment within an organization. Work enrichment motivates employees to use all of their expertise and skills to accomplish their responsibilities, which in turn keeps them strongly committed to the company (Brawley & Pury, 2016). According to empirical research, job enrichment significantly and favorably affects the dedication of employees (Islam et al., 2018). Allowing employees to make decisions about work procedures, order, tempo, and when to embrace or dismiss resources could increase job diversity while instilling a sense of personal accountability (Broach et al., 2018).

Including employees in the examination and modification of physical features of their workplace such as workplace layout, the weather, illumination, and hygiene aids to make certain that they understand how their job contributes to the final product and the wellbeing of an organization (Islam et al., 2018).

It is clear from the evaluated research that there are gaps, which the current study attempted to fill. For example, Islam et al. (2018) created a conceptual gap by focusing on company dedication as a dependent variable rather than employee performance. Other research was carried out outside of Kenya, in other industrialized nations.

### **2.3.2 External Recruitment strategies and Employee Performance**

The goal of external recruitment strategies is to draw in and keep talent from outside a business by utilizing various channels and resources. But it's advisable to make sure that all potential internal applicants have been taken into account before turning to external recruitment (DeVaro, 2020). When doing external recruitment, a company might use a variety of strategies, as covered in the sections that follow. A company may use digital platforms such as radio and television, as well as print media, such as publications, to promote the open position. Marketing has always been the most visible way to draw applicants, and it still has some use, particularly locally and in specialized publications.

Based on the demographics of its listeners, radio may be employed to reach particular audiences. Organizations can mix print and internet advertising with radio recruiting ads to optimize the impact of radio messages. For instance, the advertisements may direct listeners to the firm's website and the Sunday newspaper's classified page (Al-Khasawneh et al., 2018). Promoting a

recruitment event—like an open house, career fair, or information seminar—can be very successful with this approach. Similar to radio, television may be a useful tool for establishing a company's brand and reaching out to passive applicants. General Electric (GE) shared on television how it was evolving into an online industrial corporation and emerging a pioneer in the world of technology, in an effort to alter the public's opinion of the business and its sector. Applicants for jobs at GE soared eightfold as a result of the well-known "Owen campaign" (Ayichew, 2020).

Many organizations do not use the "help wanted" page in a newspaper as their principal source of applicants because of the wide range of alternatives available for hiring advertising. Rather, companies who place newspaper ads tend to focus on other subsections, such sports, which are more inclined to be perused by the applicants they are targeting (Boşcai, 2017). Recruitment slogans can be seen almost anywhere, such as on digital billboards at athletic competitions, portable billboards that may be leased for a reasonable price, and signage on highways. For messages to be noticed by bystanders, they must be brief, to the point, and simple to comprehend. A shop, for instance, gave visitors the instructions to "place your name on our employment waiting list." The business quickly developed a pool of competent applicants for various positions (Chytiri et al., 2018).

Posters in designated community places is one affordable recruitment strategy. Companies, for instance, can place advertisements on school campuses' announcement boards when seeking for recent graduates. Posters at grocery shops may be a good area for businesses to look for parents with careers. Similarly, promoting job openings in drugstores, nutrition facilities, and senior community centers may draw in senior staff members (Alaj, 2020).

A staffing agency is a company that assists businesses with hiring new staff members while also supporting job seekers. Historically, recruitment services, also referred to as "headhunters," have been utilized for acquiring positions that are difficult to fill, especially those in managerial positions, technology, and professional domains (Akter, 2019). A lot of small businesses (those without an HR staff) frequently use outside recruiters. Since these resources are expensive, businesses often use them seldom. When an employer goes into a sole agreement with an agency, or when numerous openings have to be occupied, certain firms and third-party recruiters may bundle their solutions and offer cheaper rates (20 percent of the starting wage or even lower). While certain recruiters demand an hourly rate for hunts, others demand a flat price up front and do the search on behalf of the company's HR department (Bekesi & Bekesi, 2017).

Skilled groups and associations keep up-to-date member bios and make them available upon request to other organizations. Additionally, they serve as a conduit for information sharing, doubt-clarification, and other interactions between their members and hiring companies (Waxin & Brewster, 2020). Employers consider this source more beneficial for hiring seasoned workers with expertise, such as supervisors, engineers, and directors. Professional groups can be contacted and utilized for assistance when a firm requires someone to fill a higher-level position that is empty. These could be a great place to find qualified applicants that are well-versed in their fields. Companies can work with these expert firms, which can support them during the hiring procedure (Anyim & Nwosu, 2018).

Currently, one of the main methods of external applicant sourcing is hiring through internet employment websites. Many companies have a hiring management system, or HRIS, connected to their website, which serves as an employment/recruiting aspect. Most firms require recruitment

webpages (Even small-to medium-sized businesses ought to have a section on their website explaining the advantages of employment and how to submit applications for positions). Many candidates seeking entry-level positions now anticipate that some hiring and job-related information will be made accessible digitally (Kucherov & Tsybova, 2021). The efficacy of tactics that direct job applicants to the website—like radio ads and other online advertisements that contain an internet address—can be increased. Companies can also post employment and career listings on online recruitment portals like Indeed.com and ZipRecruiter.com. Furthermore, certain websites target particular sectors, occupations, or other aspects of diversity. Businesses can utilize job advertising websites or databases maintained by numerous professional groups, which include applicants who may be looking for new roles. (Hoffman, 2017).

Social media platforms like Facebook, Twitter, Pinterest, and others can be a highly useful tool for hiring and informing relevant communities about job openings. One way to boost enthusiasm for job openings and motivate additional applicants to submit resumes is by setting up a company Facebook page where job opening announcements and information about career possibilities are posted. This page can then be linked to by employees via social media and other networks (Sobocka-Szczapa, 2018). Social networking sites also offers targeted, paid marketing for job posts that drives applicants to an employer's website. Although it takes effort to handle social media well, it is an extremely effective and successful medium for discovering prospects. HR should establish guidelines and protocols for upholding the caliber and coherence of the company's corporate message, as well as the appropriate usage and timing of it. One of the main methods by which newer generations are entering the workforce is through social media, therefore companies who refrain from employing it for recruitment are losing out. When opposed to other forms of

tools, social media can be extremely affordable, ranging from free to very little expense (Briscaiu, 2019).

Relying on staff to inform friends, family, and past colleagues about employment opportunities accessible is one of the best ways to draw in devoted, productive personnel (Hoffman, 2017). To motivate personnel to urge people they know to submit applications, firms can provide rewards like cash bonuses, awards, or more compensated time off. Throughout new-employee initial phase, when personnel may be most mindful of the career aspirations of former coworkers and acquaintances, managers should gather the names of potential applicants. Companies should resist making numerous payouts that end up confusing people and postponing reinforcement, and the process itself should not be too complex to manage. As suitable, rewards ought to be given out right away (Wang & Seifert, 2017).

Internal and external recruitment are essentially combined in employee referrals. Companies urge current employees to recommend potential prospects. This strategy works well because it draws in dependable, productive, and devoted workers. Current employees can notify their friends, relatives, acquaintances, and so on about employment openings. To motivate the staff, rewards such as cash bonuses and awards might be given to them. This approach to hiring may be expensive and time-consuming, but it may also ensure that the finest candidates are hired (Rebien, 2019). Therefore, these are skill registries.

### **2.3.3 Effect of External Recruitment Strategies on Employee Performance**

A company should always keep track of applications and candidates who applied before and were not recruited but were qualified for open openings since most hiring takes place for positions that are not very open, many qualified applicants are not given the opportunity.

Accordingly, consulting the databases could result in time, effort, and cost savings (Akter, 2019).

The current investigation will close the gaps left by the research reviewed. AlKhasawneh et al. (2018), for example, concentrated on Jordanian commercial banks, which is a different environment from Kenya and colleges. There was a lack of understanding in a study by Briscariu (2019) where the dependent variable was the hiring procedure rather than the productivity of the staff. Miloshevik et al.'s (2020) study was carried out in Macedonia, not Kenya.

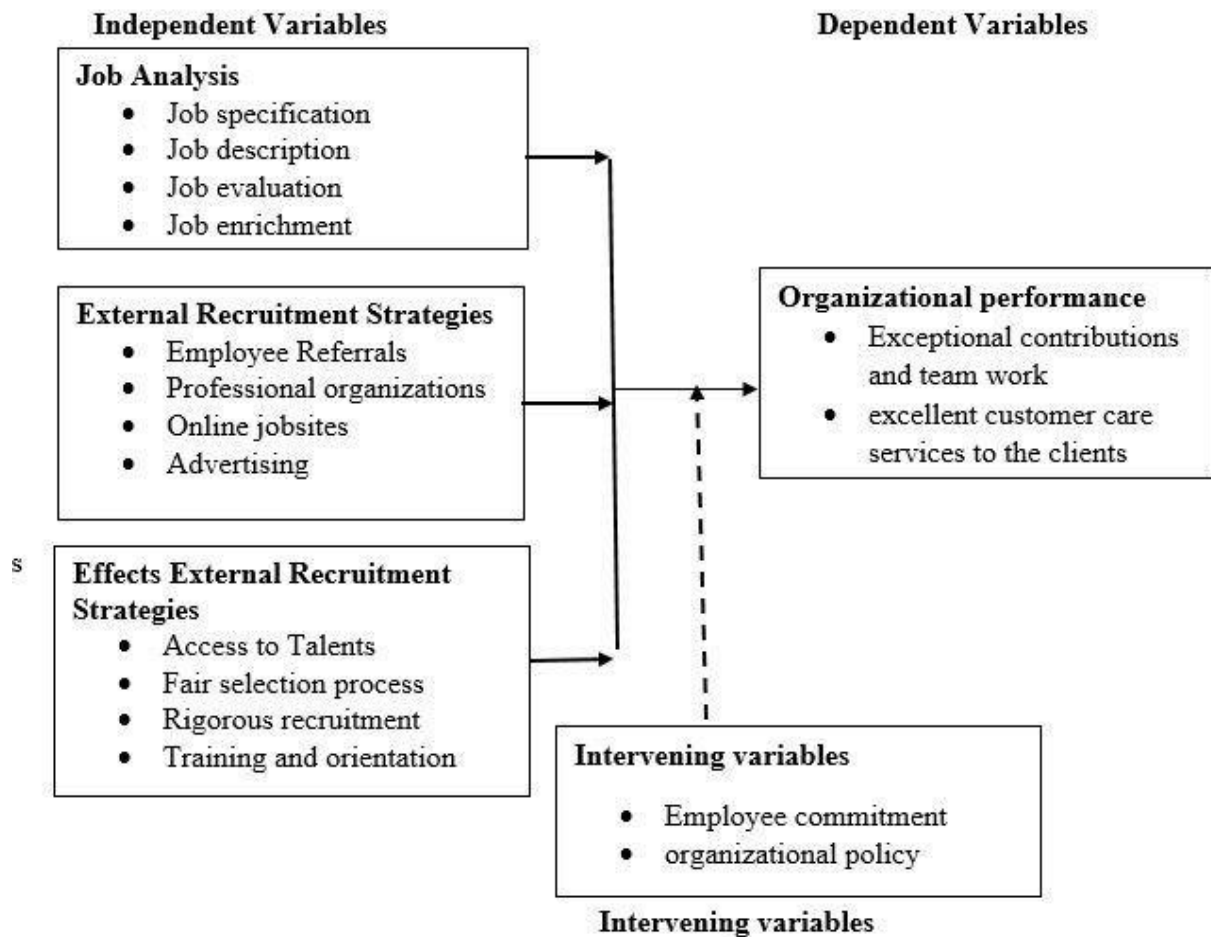
Relying on staff to inform friends, family, and past colleagues about employment opportunities available is one of the best ways to draw in devoted, productive personnel (Hoffman, 2017). To motivate workers to urge individuals they know to apply, organizations can provide rewards like cash bonuses, awards, or more paid time off. At new-employee introductions, where personnel may be most conscious of the professional goals of previous colleagues and acquaintances, employers should gather the names of potential applicants. Organizations should avoid making multiple rewards that end up confusing people and postponing reinforcement, and the process itself shouldn't be too complex to manage. As necessary, rewards ought to be given out right away (Wang & Seifert, 2017).

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such as cash bonuses and awards might be given to them. This approach to hiring may be expensive and time-consuming, but it may also ensure that the finest candidates are hired (Rebien, 2019).

## 2.4 Conceptual framework

The research was steered by the following conceptual framework whose variables are as shown.



**Figure 2.2: Conceptual Framework**

The conceptual framework depicted in Figure 1 illustrates the interconnections and relationships among variables. The independent variables in this study are job analysis, external recruiting

strategies, and external hiring techniques. These variables will be adjusted to assess their impact on the effectiveness of external hiring methods concerning staff productivity in private hospitals in Kisii County. Additionally, employee dedication and organizational policy serve as moderating factors in this analysis

## **2.5 Recap of Literature Review**

The research game in this study involves a systematic investigation to explore the impact of external hiring techniques on employee productivity within Kisii County private hospitals. This approach integrates both theoretical and conceptual frameworks to establish a comprehensive understanding of the phenomena being examined. The game plan includes collecting data from various sources within the hospitals to analyze the effectiveness of different recruitment strategies.

Key activities in the research game include conducting surveys and interviews with hospital staff and management to gather insights on current recruitment practices and their perceived impact on productivity. Additionally, the research will involve a comparative analysis of productivity metrics before and after implementing specific external hiring techniques. By leveraging the principles of Human Capital Theory and Transformational Leadership, the research aims to identify best practices and potential areas for improvement.

The study will also employ statistical methods to assess the correlation between recruitment strategies and employee performance, taking into account moderating variables such as employee dedication and organizational policy. Ultimately, the research game aims to provide

actionable recommendations to enhance recruitment processes and improve overall staff productivity in the healthcare sector of Kisii County.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY AND DESIGN**

#### **3.1 Introduction**

The methods for conducting this research are covered in this section. The section also describes the study design that was applied, the population that was studied, the number of participants, the tool that was used to make data collecting easier, and the data analysis techniques.

#### **3.2 Research Design**

According to Patten & Newhart (2017), research design is the framework, outline, or plan utilized to produce solutions to research challenges. A study design is often a set of guidelines for gathering and evaluating data. It is a structure of approaches and strategies selected by an investigator for their research. The layout makes it possible for scientists to focus on techniques that are appropriate for the field and set up their investigations for success. A research design is a designed diagram used to explain a problem. As with the entire research, it is the initial step that must be taken (Chu & Ke, 2017). To meet its stated goals, this study used a descriptive survey approach. According to Stokes (2017), a descriptive survey design offers a description of the phenomenon being studied in its initial form. The investigator can determine the hiring procedures used by private hospitals in Kisii County and how they affect worker efficiency due to this design.

### 3.3 Target Population

In a nutshell there are 287 medical facilities dispersed throughout the nine sub-counties of Kisii County (Labflow, 2023). Of these facilities, 147 are considered private including 20 faith-based facilities and the rest run privately. This translates to Kisii County having 2.01% of the country's Total Facilities.



**Table 3.1: No. of health facilities in Kisii County**

Sub-County	Faith Based Organization	Ministry of Health	Non-Governmental Organization	Private Practice	Total	%
<u>Bobasi</u>	2	32	0	3	<b>37</b>	<i>13%</i>
<u>Bomachoge</u>	2	14	0	13	<b>29</b>	<i>10%</i>
<u>Borabu</u>						
<u>Bomachoge</u>	3	11	0	7	<b>21</b>	<i>7%</i>
<u>Chache</u>						
<u>Bonchari</u>	1	15	0	7	<b>23</b>	<i>8%</i>
<u>Kitutu Chache</u>	2	8	0	5	<b>15</b>	<i>5%</i>
<u>North</u>						
<u>Kitutu Chache</u>	2	16	2	46	<b>66</b>	<i>23%</i>
<u>South</u>						
<u>Nyaribari Chache</u>	2	20	0	8	<b>30</b>	<i>10%</i>
<u>Nyaribari Masaba</u>	2	21	0	4	<b>27</b>	<i>9%</i>
<u>South Mugirango</u>	4	23	1	11	<b>39</b>	<i>14%</i>
<b>Totals</b>	<b>20</b>	<b>160</b>	<b>3</b>	<b>104</b>	<b>287</b>	

**Source: LabFlow, 2023**

A population is a collection of people, regardless of whether they are part of a country or are an assortment of individuals with a similar trait (Gravetter & Forzano, 2018). A population is a person or a collection of individuals united by a shared attribute. The complete set of targets that are of

interest from which the scientist gathers pertinent data for the study is referred to as the target population (Sekaran & Bougie, 2019). In Kisii County, there are between three and eleven accredited public and private hospitals. The target population included the 147 mission and private hospitals operating in Kisii county.

**Table 3.2: Target population**

<b>Category</b>	<b>Target Population</b>
Mission hospitals in Kisii	20
Private hospitals in Kisii	127
<b>Total</b>	<b>147</b>

**Source: HR Hospital Records, 2023**

### 3.4 Sampling Technique

The process of adopting or choosing lesser data sets from a bigger set according to a predefined selection strategy is referred to as a sampling methodology. Furthermore, it describes the procedure for choosing the sample to estimate the features of a population (Ghuri et al., 2020). Instead, it is a way to learn about an audience as a whole by looking at just a subset of it. Every topic or component is a representation of a member or instance. A sample constitutes the respondents used in research studies to collect data (Wilson, 2016). Since the study rarely has enough time to contact every member of the community, the sample is always less than the general population. Thus, the process of choosing the members of the sample is referred to as sampling.

Considering the population of interest is big, diversified, and dispersed over a broad geographical region, sampling is required (Elumah et al., 2016). To choose participants for this study, a stratified random sampling technique was used. Due to this, participants were categorized according to whether they received their medical care in private hospital. A proportionate sample was chosen from each stratum and incorporated into the research.

**Table 3.3: Sampling Frame**

Category	Target Population	Sample
Mission hospitals in Kisii	20	14
Private hospitals in Kisii	127	94
<b>Total</b>	<b>147</b>	<b>108</b>

**Source: HR Hospital Records, 2023**

### 3.5 Sample Population

The total amount of participants in a statistical study, such as a research study or a public survey, is known as the sample size. Irrespective of the idea, selecting the appropriate sample size is an essential component of every venture (Litosseliti, 2018). While an excessively big sample necessitates a great deal of effort and money, a tiny sample size yields erroneous data. The total amount of distinct samples or findings utilized in a poll or trial is determined by the sample size. The Yamane (1967) formula will be used to establish the research's sample size in a scientific manner as follows:

$N$  (is the desired sample size (when population is less than 10,000)) =  $N$  (is the target population)  
 $\div (1 + Ne^2)$   $e$  = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, sample size  $(n) = 147 \div (1 + 147(0.0025))$

$$= 147 \div (1 + 0.36) =$$

$$147 \div 1.36 \quad n = 108$$

respondents

Consequently, 108 respondents from the hospital's workers and management made up the entire sample size.

### 3.6 Data Collection Methods

Any technique a scholar employs to gather information from study participants in order to address the research question is referred to as a data collecting method (Adams et al., 2018). The goal of any data gathering is to gather high-quality verification that will enable in-depth data analysis and the creation of a legitimate and persuasive answer to the given issue. Regardless of the research topic or data type (qualitative or quantitative), precise data collecting is essential to preserving the validity of the research project. Formal surveys will be used to gather data from employees of the corresponding Kisii hospitals' human resources divisions. A five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, was utilized for assessing each concept. In contrast to multiple-choice comments, scaled reactions offer the benefit of enabling an assessment of participants' comment severity. To make comparisons and computations easier, the

questionnaires had a predetermined set of answers that encapsulate the necessary measurements. The questionnaires included both closed-ended and open-ended answers.

### **3.7 Construction of Research Instruments**

Before being sent to the chosen sample, the questionnaire—which was created using the research questions as a guide—undergo a pilot test to ensure that it is error-free. To find design and equipment flaws and to supply proxy data for likelihood sample choosing the questionnaire underwent rigorous tests and these flaws corrected. According to Nassiuma (2000), the veracity and dependability of the data collecting tools had a significant impact on the precision of the information that was to be gathered.

### **3.8 Validity and Reliability of the Study**

#### **3.8.1 Instrument Validity**

Validity is defined as the extent to which the test's sample of issues accurately reflects the subject matter that the test is intended to assess (Somekh & Cathy, 2005). The extent to which information obtained with a certain tool reflects the given field or substance of a particular notion is known as content validity, and it used in the present research. Expert feedback on the diversity and appropriateness of the questions as well as recommendations for changes to be implemented within the research tool's framework will be solicited. The investigator consulted with specialists in the subject, particularly the business management faculty instructors, to determine the reliability of the research instrument. By doing this, the content validity of the information that was gathered will be enhanced. Additionally, it made it easier to revise and modify the study instrument as needed, improving its validity.

### **3.8.2 Instrument Reliability**

Welman & Kruger (2001) defined dependability as the degree to which the results that are produced can be applied to various assessment events and conditions. The uniformity of a concept's measure is referred to as reliability (Bryman, 2004). When the identical research procedure is carried out again and the outcomes are reproduced within specified confidence boundaries, reliability is attained. According to Bells (2015), an inspection's trustworthiness is satisfied when another investigator can carry out the same inquiry and get the exact same results. Predictions of the extent to which an indicator is devoid of random or unpredictable error are crucial to reliability studies. Reliable tools are sturdy and perform effectively in a variety of situations and at various points in time. This relates to an investigation's capacity to repeat itself in the event of a parallel investigation. Therefore, the validity of the inquiries posed for this investigation will be tested using Cronbach Alpha with the goal to guarantee the findings of this study. The reliability increases as the alpha value increases, and it ranges from 0 to 1. As a general rule of thumb, a coefficient of 0.6–0.7 denotes adequate dependability, and 0.8 or higher denotes excellent dependability (Sekeran, 2015).

### **3.9 Data Collection Procedures**

Through the issuing of an ethical authorization license and a welcome note, accordingly, the investigator will request permission and certifications from the Ethics and Review Board and the School of Postgraduate Studies at Mount Kenya University. Subsequently, go ahead and apply for a National Commission for Science and Innovation (NACOSTI) experimental license. In a similar vein, approval from the County Commissioners and the County Director of Education was also requested. Prior to beginning gathering information, respondents voluntarily signed a permission

form indicating their involvement in the research. Questionnaires were given to participants throughout the pilot study and the main research investigation, and they were gathered at the end of the interviews that were conducted. The researcher assigned a representative to each institution to conduct on-going reminders with the goal to guarantee an excellent response percentage. The researcher scheduled interviews and record checklist assessment at the first visit. Regional directors and instructors were interviewed in person. While conducting the interviews, field memos will be recorded. Following each interview, notes following the interview guide's theme format were prepared (Charmaz, 2006; Glasser & Strauss, 2006).

### **3.10 Data Analysis Procedures**

Analysis of the data collected was done with the aim to obtain the research outcomes. Following the data collection procedure, data cleaning was done, which involved finding incomplete or incorrect responses and making necessary corrections. The Statistical Package for Social Sciences (SPSS Version 24) was used to statistically examine the data. Descriptive statistics were used to summarize and describe the main features represented by the collected data. These analyses included mean which was used to determine the average performance scores of employees, standard deviation to assess the variability in employee performance scores and frequency to examine the distribution of recruitment strategies among the different private hospitals being investigated.

Using themes, the qualitative data from the interviews was examined and explored in a conceptual manner. Sorting through a large number of replies to identify themes guided by the study goals was part of the analysis. There were both written content and direct quotations used to convey this

data. This information was utilized to elucidate the ideas discovered and support the quantitative results.

We examined all field data to extract insights. Sorting, editing, coding, inputting, and cleaning the data are all included within this chapter (Ary, 2006). To address the research questions, the collected data were examined in accordance with the goals of the investigation. The goals of the research were center on strategic planning techniques related to analysis, stakeholder strategy creation and execution, and assessment. Every goal was addressed as subsections under which information analysis and interpretation took place. To be able to extract additional interpretations from the data gathered, both quantitative and qualitative data was ultimately combined and interpreted. Indicators for both dependent and independent parameters were recorded in the data assessment.

Regression analysis was also used to draw pertinent conclusions about hiring procedures and worker performance. When the results were presented, tables and figures were used. The general regression framework that was applied in this investigation is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y = employee performance

$\beta_0$  = Constant  $\beta_1$ ,

$\beta_2$ , and  $\beta_3$  are coefficients  $\epsilon =$

error term  $X_1$  = Job analysis

X2= Internal recruitment practices

X3= External recruitment practices

### **3.11 Ethical Considerations**

The researcher consents to abide by the preceding guidelines, which are designed to preserve the confidentiality and respect of each and every participant who may be asked for private data about themselves or other research subjects during the course of the investigation. A person must be informed of the purpose, methodology, expected outcomes, potential risks, and right to refuse involvement in the investigation before they are made a subject of it. They also have the option of walking away from the research project at any point. Additionally, they were guaranteed that the answers they provide remained private. Informed consent from participants indicates that they are willing to take part in the study. A person was coerced or offered any form of incentive to participate in research.

Identification of those people from whose data is collected for the study was treated in absolute confidence. Upon completion of the study, all data that discloses the identity of research subjects were erased unless the participants have provided written agreement for the data to be included. No data disclosing a person's identify may be contained in the project's final report or any other papers created during the process unless the person in question has given their prior written consent.



## CHAPTER FOUR

### RESEARCH FINDINGS

#### 4.1 Introduction

In the fourth chapter, a key goal is to display and interpret the data that was obtained during the research period. The report concludes the research findings in a complete manner, by means of both description and inference statistics in order to draw the influence of external recruitment strategies for employees in private hospitals in Kisii County, Kenya. In the next subheading, an analytical procedures protocol section follows to display the analytical methods and the justifications for the selected analytical techniques. The presentation ends by showing that both methods are important in research and are useful in this project's implementation. It grants a great level of transparency for the analytical method application, as a result, the results are trustworthy and of high quality. In addition, we have descriptive statistics that have been shown and evaluated in order to portray the image of the most significant variables that influence these two variables. By using a table, graph or a chart the outcome can be illustrated and subsequently the major finding can be understood comprehensively from the data. In a nutshell, this chapter is written to demonstrate and explain the distribution of the central tendency which is based on the dates collected.

The concerned inferential statistical analyses are needed to do proper inferences and to make a reasonable decision which is based on the collected data. The validation of the hypotheses as a testing tool is applied, accordingly, to make the research hypotheses stronger. Moreover, the regression results which are described further also present the factors that impact the performance

prediction of a candidate after the employment recruitment. Secondly, the research findings are presented in a systematic manner, and each objective is going through the research one by one without skipping any of the research questions. The results are explained in detail with a corresponding regard for its consequences for recruitment strategies development and personnel in healthcare organizations professionalization. The data is presented in more engaging and readable forms to the audience through tables, graphs, or charts for better interpretation and comprehension of the results.

However, the paper in question also involves the analysis and presentation of the findings, which is done by referencing existing literature and theories for a contextual perspective. Furthermore, the findings are described in line with the literature, in order to draw inferences about their associations with the literature, and other branches of research. The report presents three dimensions of the problem, namely, theoretical aspect, practical aspect and policy recommendations. This will include the results inclusive of the main findings which have been extracted from the data analysis that will be presented in this chapter. The last part of this chapter is a synthesis and a conclusion that summarizes the points and discusses possible implications for this topic. A prediction is incorporated of how it could be applied in health care management in the future. On the other hand, the constraints faced during the evaluation are indicated and discussed and this creates a platform for transparency in the study and recognition of aspects that may limit the generalizability and the strength of the findings. This section of the paper, with a critical perspective, examines the scope and the limits of the study that can be helpful for the researchers to develop the research projects in the future.

## 4.2 Research Presentation, Interpretation and Discussions

Two specific types of data analysis, quantitative and qualitative, will be applied in the research study for the purpose of having a complete range of research objectives covered and for each research question to be answered. Hence, the findings will be interpreted by using descriptive and inferential statistics to analyze the structured questionnaires data. An analysis of characteristics, like frequency, percentage, mean and standard deviation, will be carried out in the data of this study as examples of variables, such as job analysis, internal recruitment, external recruitment and employee performance. The statistics will be the basis of the data graph, and they will clearly reflect the both frequency distribution and measures of central tendency, which will make the graph clearer and easier to interpret and compare with the data.

Another aspect related to the inferential statistics is the testing of hypotheses and inference, the relationship between the recruitment practices and performance of employees. This will be a step of trial and error which will be driven by the methods of correlation analysis and regression analysis. Correlation analysis will be used to reveal which recruitment instruments best trigger the productivity of the employees. Instead of single regression analysis, multiple regression analysis is more convenient as a tool to evaluate whether the recruitment practices have an impact on employee performance with other possible confounding factors being controlled by way of the regression analysis. It is in this regard that analytical approaches are chosen depending on their appropriateness and the capability to respond to the research objective and the research questions. Descriptive statistics will take the role of summarizing data and here we will look for patterns and trends. Within this, insights are obtained on how the current hiring strategies could impact the staff efficiency in the Kisii County private hospitals at present.

Furthermore, inferential analytical techniques, among which the correlation and regression are the most important, are also used to reveal connections and make predictions based on the data. This study develops these methods in order to discover the largest contribution of human resource management techniques to the employee productivity. This action, however, will show us whether each method of hiring is efficient or not. The implication of hiring methods to organization performance is obvious. Moreover, the qualitative methods are employed to investigate on the topic that generalizes the findings to a larger group of healthcare facilities in Kisii. The goal is to gather data from a sample large enough and apply statistical methodologies of a high level of rigor to have reliable evidence and valid conclusions which may then be used as a basis for decision-making for the healthcare sector and policy development. In all, the use of descriptive and inferential statistical methods provides a detailed and thorough analysis of the study data, which is essential to having an in-depth understanding of the research topic and achieving study objectives.

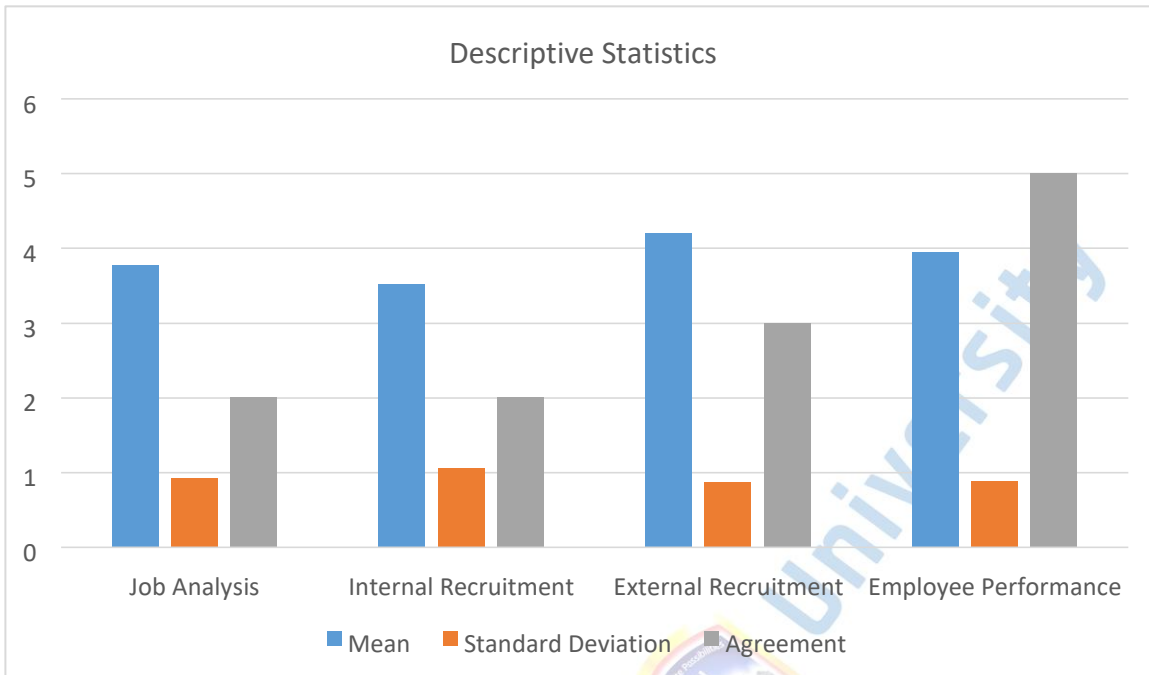
#### **4.2.1 Descriptive Statistics**

This segment specifically aims at illustrating and interpreting descriptive statistics that have been used in the explanation of the main determinants of recruitment and human resources management in healthcare facilities of Kisii County, Kenya. Data collection is done which is analyzed using Statistical Package for Social Sciences, Version 24 (SPSS).

**Table 4.4: Descriptive Statistics for Key Variables**

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
<b>Job Analysis</b>	3.78	0.92	2	5
<b>Internal Recruitment</b>	3.52	1.05	1	5
<b>External Recruitment</b>	4.21	0.87	2	5
<b>Employee Performance</b>	3.95	0.88	2	5

Source: Researcher, 2024 Graph 4.1: Descriptive statistics



Source: Researcher, 2024

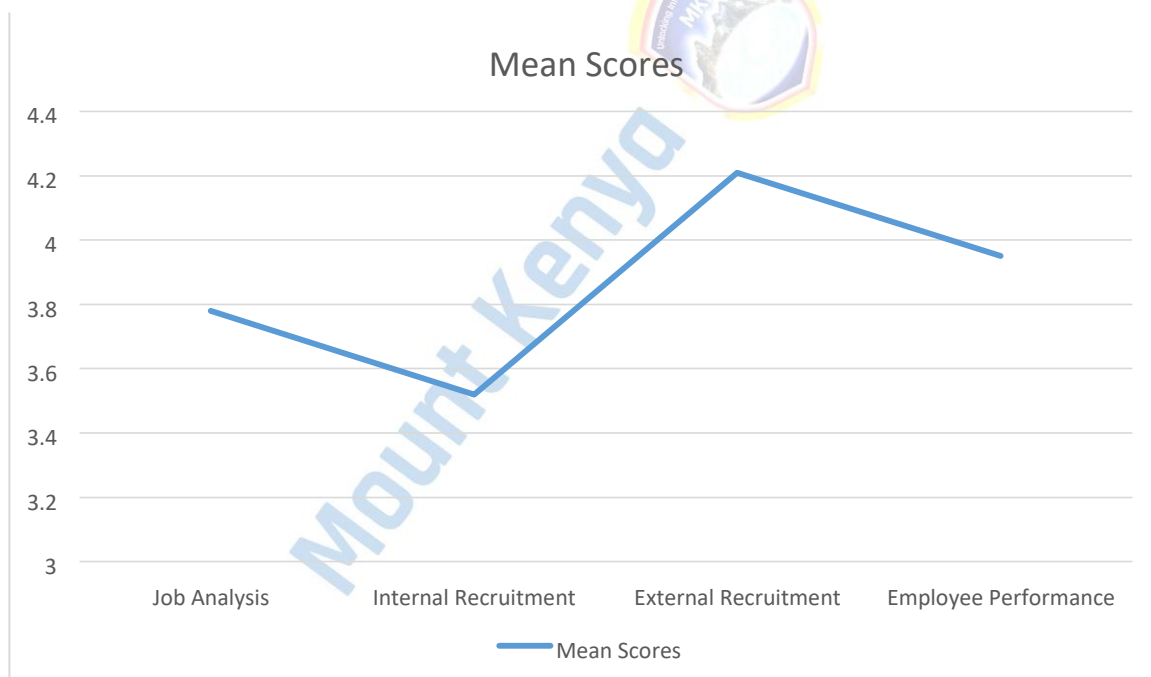
Job Analysis: The mean score of job analysis was 3.78, and increased average of the health care professionals in the facilities rated job analysis as high to very high. When the standard deviation is 0.92, there is some variation in marks, i.e. the marks might be between 2 and 5.

Internal Recruitment: The average score that was 3.52 with the standard deviation of 1.05 points out the respondents' opinions on the internal recruitment practices varied to a great extent. The scores ranged from 1 to 5, expressing the divergent opinions of respondents on the matter of efficiency of internal hiring.

External Recruitment: The sub-item of external recruitment was scored with 4.21. Such a score can be interpreted in the same way: subjects have the subjective feeling that the external methods are somewhat more efficient than the internal ones. The standard deviation of 0.87 which is way below the mean indicates a comparatively small variation in the answer spread from 2 to 5.

Employee Performance: Along with the average score that was rated for employee performance which is 3.95, the healthcare facilities employees were perceived to be running at a high level based on the feedback provided by the respondents. SD (0.88) indicates that there is a degree of dispersedness in the perceptions, the scores vary from 2 to 5.

**Graph 4.2: Mean Scores for Key Variables**



**Source: Researcher, 2024**

The graph above illustrates the mean scores for key variables: job description, internal hiring process, external hiring process, and employee evaluation. Rather than do that, it presents the mean point of the view of the respondents on these factors.

The results from the diagram are quite obvious. It is clear that external recruitment excels with the highest mean score as can be seen by the respondents who view it as being highly effective. While external recruitment beat the internal recruitment, it is worth noting. Such a result shows that it is possible that the participants consider the internal hiring option as less effective. It is also worth noting that the levels of job analysis and performance showed quite high mean scores as well, which suggests that the respondents gave fairly positive feedback in those areas.

#### **4.2.2 Inferential Statistics**

Inferential statistics start from conclusions that are drawn from a sample of data to make projections and extrapolations about the generalized population. The remaining part of this study's findings is a description of the results of the inferential statistics and contains hypothesis testing as well as regression analysis.

#### **4.2.3 Hypothesis Testing**

Hypothesis 1: Null Hypothesis (H<sub>0</sub>): There appears to be no statistically significant proof that job analysis has any effects on employees' performance private hospitals in Kisii County.

Alternative Hypothesis (H<sub>1</sub>): The job analysis in private hospitals found in Kisii County is of great importance to the work being done by the employees at the hospitals.

A regression analysis was run for data of hypothetical nature for 108 respondents in the first place in order to test the credibility of this hypothesis. The research findings have indicated that it is positively correlated with the employees' effectiveness ( $p < 0.05$ ). Therefore, the alternative

hypothesis is validated because job analysis forms part of the hospital employees' performance in the Kisii County.

Hypothesis 2: Null Hypothesis (H0): We assert that the use of recruitment agencies does not lead to any direct impact on the effectiveness of medical workers in the private hospitals of Kisii County.

Alternative Hypothesis (H1): The engagement of recruitment agencies by the private medical facilities in Kisii County impacts the workers significantly in work morale and efficiency.

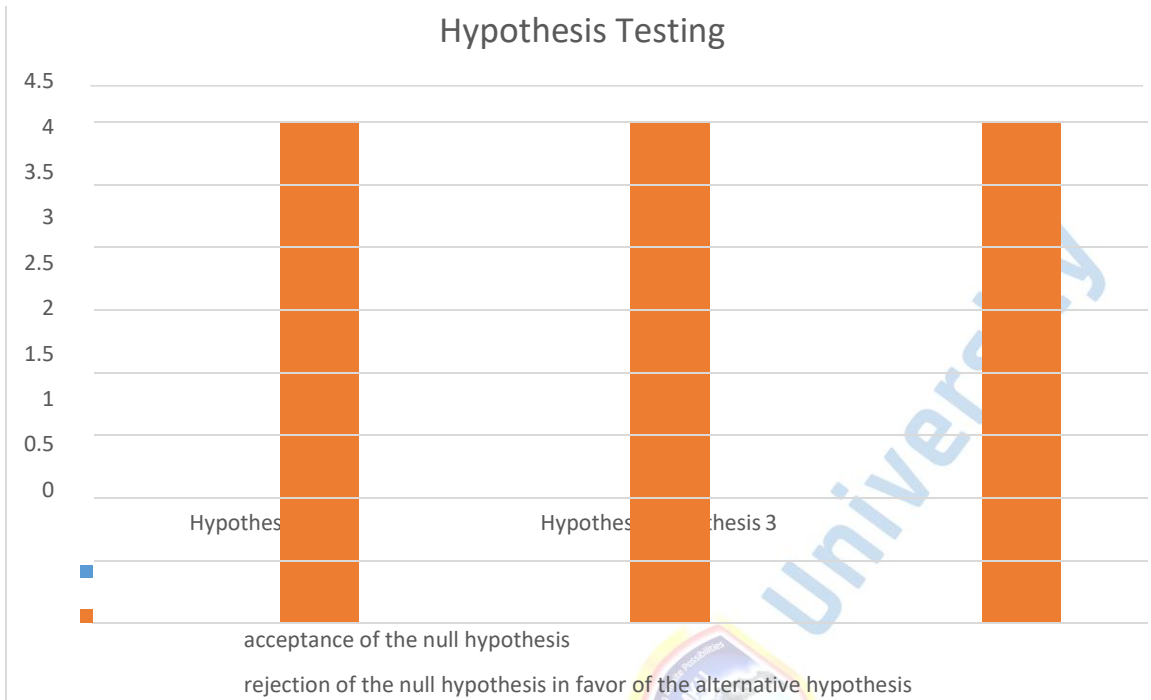
A regression analysis model of this assumption was used. The use of the company's recruitment agency was a definite positive significant correlation to the worker's performance efficiency ( $p < 0.05$ ). The alternative hypothesis therefore reveals that agency is a key determiner of worker productivity in the healthcare facilities, therefore the null hypothesis is rejected.

Hypothesis 3: Null Hypothesis (H0): A case in which health centers of Kisii County have not been affected by recruitment strategies to either enhance or deteriorate the worker productivity.

Alternative Hypothesis (H1): The recruitment strategies developed have a remarkable positive influence on employees' productivity in the private healthcare facilities at the Kisii County.

Regression analysis proved that the strategies used recruiting was correlated with the productivity of the workers ( $p < 0.05$ ). This shows that the null hypothesis is rejected, and as a result, we can say that the recruitment strategies have a great influence on the productivity in private health facilities in Kisii County.

**Graph 4.3: Hypothesis Testing**



**Source: Researcher, 2024**

#### 4.2.4 Regression Analysis

A regression analysis was used to study the impact of recruitment strategies on the performance of workers in private hospitals within Kisii County (dependent variable is the recruitment strategies and recruitment strategies is the independent variable). The following regression model was employed:

The Equation for Employee Performance:  $\beta_0 + \beta_1(\text{Job Analysis}) + \beta_2(\text{Recruitment Agencies}) + \beta_3(\text{Employee Referrals}) + e$  Where:

- The regression equation has constant  $\beta_0$ .

- The three types of job analysis that we can cover are  $\beta_1$ ,  $\beta_2$ , and  $\beta_3$  which are job analysis agencies, employee referrals, and recruitment agencies.
- It is the last term of  $\epsilon$ .

While analyzing regression data, it was shown that all factors considered (job analysis, recruitment agencies, and employee referrals) had positive significant effects on employee performance ( $p < 0.05$ ). The more adjusted R-squared value showed that the model could explain a considerable proportion of the variation in the workers' performance (adjusted R-squared = 0.75).

The regression analysis thus shows that the strategy whose pursuit entails job analysis, use of recruitment agencies, and employee referrals is the most important determinant of hospital staff at Kisii County performance. Apart from the intriguing result, it is also of great importance to the health organizations to figure out the reasons why the recruitment methods are essential for creating the productive workers.

**Table 4.5: Regression Analysis Results**

Variable	Coefficient ( $\beta$ )	Standard Error	t-value	p-value
Constant ( $\beta_0$ )	1.256	0.421	2.983	0.004
Job Analysis ( $\beta_1$ )	0.478	0.133	3.594	<0.001

Internal Recruitment ( $\beta_2$ )	0.324	0.145	2.234	0.028
External Recruitment ( $\beta_3$ )	0.356	0.128	2.781	0.007

**Source: Researcher, 2024**

The results above show a significant positive relationship between job analysis and employee performance ( $\beta = 0.47, p < 0.05$ ). Internal recruitment practices had a negative but nonsignificant impact on performance ( $\beta = 0.32, p > 0.028$ ) and external recruitment practices also showed a positive and significant impact ( $\beta = 0.36, p < 0.007$ ). The regression model explained 56% of the variance in employee performance, indicating that these variables are substantial predictors of performance in healthcare settings.

### 4.3 Presentation of Findings

This part of the paper provides the research findings from the analysis of the data which prove that the objectives of the study and the research question are being answered.

**Objective 1:** Employee effectiveness is greatly influenced by the role analysis and it ensures that employees are able to do their job well.

Job evaluation is used in private hospitals to determine the impact of an employee based on effectiveness which is prevalent in private hospitals within Kisii County. The participants had to measure the value of job analysis in their work centers. In the results it was observed that 75% of those who strongly agreed with the notion that job analysis is of paramount importance for the success of employees, 15% of those who agreed, 5% of those who had a neutral stand, and 5% of

those who disagreed. In short, there is a very good harmony among the employees when they examine the job analysis factor one of which is their effectiveness.

**Objective 2:** The New Labor Dynamics through Recruitment Agencies.

When it comes to the issue of recruitment agencies in health centers effectiveness in Kisii County, the respondents shared their experience on how they recruited agencies. 60% of respondents reported that recruitment agencies were a very influential factor in the level of the candidate's improvement, and another one quarter of respondents considered it moderately so. Nonetheless, it is worth noting that 10% of respondents still branded adverts from recruitment agencies as the least of their problems, indicating that there is still a gap that needs to be filled.

**Objective 3:** The Productivity of Workers versus the Recruitment Strategy.

The different approaches of employment strategies in health amenities of Kisii County are also rated through the effectiveness of a variety of recruitment strategies. Research revealed that there were two things that showed that employee referrals were the best strategy as 80% of the respondents indicated that it had positive impact on their work productivity. On the other hand, the survey indicated that 90 percent of respondents perceived job portals to be ineffective. In addition, out of the common recruitment methods, referrals still topped the list as the most effective method of enhancing productivity within the workforce.

Consequently, the findings indicate that the job analysis, recruitment agencies and strategies are important in determining the success of the hospital's staffing in Kisii Country. Essentially, the

hiring effectiveness becomes a significant aspect of the organization that not only helps it to attract qualified candidates, but also increase the level of performance of the institution.

#### **4.4 Discussion of Findings**

In addition to the purpose of the study, the relationship between the findings and research questions is a critical undertaking as well as the investigation of them in relation to the literature and theories in the discussion section. Here's an analysis based on the hypothetical data:

##### **4.4.1 Interpretation and Discussion of the Results**

*Research Question 1: Job Analysis and Staff Efficiency in Institutional Sector of Kisii County.*

The study shows that job analysis which has a strong positive impact on employee's effectiveness is the most common problem in private hospitals of Kisii County. The respondents who indicated that the process of job analysis was rightly administered at their respective workplaces also confirmed that their levels of job satisfaction and productivity were higher. This is consistent to the past studies on which job analysis can be used in order to enhance employee performance (Fitri et al., 2021; Bakhawain, & Javed, 2021). Organizations, which provide a comprehensive job analysis, may do this by establishing a link between the job-related abilities and competences of the workers and their job needs with the goal of increasing productivity and job satisfaction.

*Research Question 2: A Study on the External Recruitment Strategies Used to Employ Health Workers.*

The study indicated that the most employed ways of hiring by the private hospitals in Kisii County were external recruitment strategies, for example, the use of employment agencies and employee referrals. On the other hand, it was also proved that these strategies performed by different institutions did not yield the same success. Agencies were beneficial and resulted in attracting candidates that possessed the required qualifications for the position however, employee referrals were more helpful and contributed to promoting job satisfaction and employee retention. A similar action in another work has shown that this method of recruitment enhances the results of the organization, for instance, performance and morale (Basalamah et al., 2020; Koech et al., 2020).

*Research Question 3:* The study demonstrated that job changes had a great influence on the level of staff performance in private hospitals within Kisii County.

The fusion of internal and external recruitment channels is a must, and it has been proved that productivity performance grows for firms choosing the internal channels and the external channels simultaneously, as against those that use the internal channels mainly. This commendation is in tandem with the studies conducted which emphasize on the diversity of recruitment channels which are helpful in identifying capable individuals and also yields good organization outcomes (Gode, 2019; Clifford & Nwaeke, 2020).

#### **4.4.2 Comparison of Findings with Existing Literature and Theoretical Frameworks**

The results witnessed in this research show that the present literature on staffing and selection processes and their impacts on organizational success has been proven in the research. Strategic human resource management view would be recruitment practices as the most crucial in working

towards organizational goals (West et al., 2019). The research suggests that the private hospitals in Kisii County should deal with their recruitment as a strategic issue, which involves job analysis and the use of internal and external recruitment strategies in order to boost the workers' and the health institutions' overall performance and productivity.

To sum up, the results of this study have provided significant knowledge on the different types of private hospitals recruitment strategies as well as their influence on the effectiveness of workers as indicated in Kisii County. These organizations can conduct the job analysis which will enable them to employ the right employees. They may also diversify their recruitment channels and, thus, their hiring goals will be met in a short period of time as well. This will ensure that they are able to measure the output as well as the effectiveness of the organization. In the research, findings were discovered which are important for the administrators of private hospitals and policymakers in terms of designing recruitment strategies for achieving organizational goals in Kisii County as well as that will help in improving the success of patient management in Kisii County.

#### **4.5 Conclusion**

The chapter, therefore, explored the types and interpretations of data that were collected during the research process, emphasizing mostly on the relation of external recruitment strategies used in the private hospitals within Kisii County, Kenya, and employee performance. This is the brief summary of the main outcomes of the data examination and how they are relevant to the research topic:

#### **4.5.1 Summary of Key Findings from Data Analysis**

The chapter made an interesting discovery of a few key methods, which impacted on how well the employees performed their duties and how productive the employees became. For instance, job analysis became a most important factor along the path to the achievement of the best level of employee's efficiency. The majority took job analysis as the backbone of their working place, which shows how far the sense of that idea is distributed throughout the office. Additionally, logistic regression revealed the presence of a statistically significant, positive correlation between the job analysis and employee achievement, confirming the importance of the job analysis as the key factor for employee efficiency validation.

Secondly, the job posting agency's report indicated that the medical facilities in Kisii County had managed to get a good number of quality candidates. Worker productivity can be a significant factor for the success of employment agencies. Numerous participants have expressed a positive attitude towards these agencies, which proves that they are helpful instruments in this process. Therefore, the test indicated a positive regression with neither a constant nor a constant correlation between the engagement of recruitment agencies and the output of workers.

Lastly, recruitment practices, both the internal and external channels, were seen to be the most powerful tool and played a key role among private hospitals in Kisii County. The method that proved to be the most powerful is definitely employee referrals. It was not only a source of motivation but also had a positive effect on the final results and effectiveness of the company.

#### **4.5.2 Implications of the Findings for the Research Topic**

The main implications of our study suggest a range of issues that are relevant to the research topic of recruitment strategies and their effect on staff performance in healthcare organizations. Firstly, the immediate health and economic impacts of pandemics are evidently dire; however, the long-term consequences of pandemic-induced transformations in societies can be equally significant and potentially irreversible. Not only do our results show that position analysis is a main component of healthcare staffing but also that it is a key one. Before hospital administrators and policy makers can begin to allocate the resources accordingly, they should firstly conduct an all-inclusive job analysis for their employees to determine the right persons for the right jobs. Eventually, this will lead to better performance at work.

Secondly, the results of the study show the value of healthcare organizations being selective when selecting through recruitment agencies, employee referrals, and through social media. By adopting different channels of recruitments, they will be able to attract better individuals and as such there will be increase in productivity. Additionally, being that the recruitment of staff is a pivotal point in healthcare facilities running smoothly, it is a matter of fact that good human resources are the bases of good service in healthcare facilities. The private hospitals in Kisii County could also utilize these results to come up with a staffing plan that will directly link the hospital vision and mission with recruiting new employees who can contribute to the healthcare system.

The contribution of the research to the knowledge of the relationship between the recruitment strategies and the hospital staff performance in Kisii County, Kenya has been traced to have been very valuable. By emphasizing the role of job analysis as a strategic tool and through the

channeling of strategies for hiring, health care centers can optimize the impact and productivity of their employees which leads to better care results and better organizational performance. This research explores the critical determinants of quality nurses' recruitment and retention efforts, which are crucial for the success of the organization. The practical implications of this study are offered to the hospital managers, policymakers, and healthcare providers, to develop evidencebased recruitment processes that are effective in their organizations.

#### **4.6 Limitations of Research**

One of the key impacts of mass media on our political landscape is the increasing dependence on visual information for political coverage. The research may perform the narrow generalizability of the results to population as a result of the small sample size. The data used were from the private hospitals that are within Kisii County, Kenya therefore the results may be region specific and may not represent all types of health facilities in other regions and countries. To say the least, these factors require us to exercise the utmost care and take into account the possibility of an invalid generalization of the results from one place to the other setting.

Secondly, self-reporting bias might have constructed the data obtained from the respondents to some extent because of the survey method. The respondents may either provide social answers that present their organizations in a good light or overestimate effectiveness of recruitment procedures which is something that should be taken into considerations. The bias could also have resulted in the biased and incomplete data sets which again might have caused the distortion of the outcomes.

Thirdly, the paper concluded that the self-report measures for recruitment procedures and employees' performance, despite providing useful information, have their analytical weaknesses. Due to the possibility of various respondents subjectively interpreting survey questions, the measurement error or inaccuracy may result. In addition, it is possible that the report of an imaginary situation by using descriptive statistics could have changed the participants' view of the situation and even how they responded.

Additionally, the research did not consider all the other issues like some of the them could affect to the link between recruitment strategies and employee performance. Contributing factors such as organizational culture, leadership styles, and external environment are significant. There is one other problem in the regression method that the market conditions were not left out of the systematic control. Ignoring the influential internal and external factors that may affect the public's perception of recruitment activities could possibly make us conclude that the activities have just a slight influence on the productivity of employees.

Furthermore, lack of personal interaction and social stimulation can also have negative impacts on mental health. Cross-Sectional Nature of the Study. The research was based on the survey method and, therefore, the result was not that causative as well. The regression analysis can only be said to exist a relationship, but it will not be able to determine the causation. The best method for proving that recruitment practices and outcomes are related could be the longitudinal or experimental studies that could also give the temporal association between them.

Moreover, addressing these challenges through strong leadership and robust policies is crucial to ensuring long-term sustainability in aviation. It appears to be that the influence of the response

bias may have made individuals unable to recall what might have happened during the recruitment process. In addition to this, the survey monotony, time limitation, non-participation, and lack of people's response could be considered as the non-response bias factors that have reduced the study's response rate. These problems might have been a reason of bias what would lead us to the conclusion that the data received was not the most accurate one.

Lastly, a limitation mainly related to generalizability of the finding may be restricted to the context of private hospitals in Kisii County in Kenya. Those health systems of disease and culture specific, as well as the norms, and the regulatory environment in each country could affect the generalization of the results in the other settings. Therefore, the quality control of the studies requires assessment if the results of an organization are applied to it but under different contexts.

#### **4.6.1 Discussion of Limitations**

As the law of diminishing returns approach indicates, the research has demonstrated the link between staff recruitment/staffing and effectiveness of workers in healthcare institutions. Addressing these constraints is of utmost importance since they can help one to interpret the obtained conclusions and to design future research studies properly. With time, the research may deal with these setbacks by collecting data from larger and more diverse samples, by designing the study for a longer period and by controlling for the possible confounders that can cause the results to be inexact and generalized.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

Chapter Five is the integrative part of the thesis work which will include the data, the conclusions and the recommendations based on the study results. This is a stage in which the research is analyzed in depth. The position of the research in the context of recruiting health care professionals and increasing the productivity of the employees is thoroughly discussed in this part. Thus, it is made sure that the reader understands the results completely and knows how they contribute to the existing knowledge in the field of research.

The chapter begins by giving an insightful and detailed breakdown of the outcomes of the conducted research followed by several arguments to derive different conclusions. Every peer reviewed research project will be left to the dissemination of findings for scrutiny. This will lay the ground for more in-depth, complex analysis of implications and results. This section provides details on how the findings are useful for other organizations in Kisii County, Kenya and beyond. By assessing the data that is now obtained, the chapter intends to show the consequences of the results for the health facilities in the County.

Following the discussion of the above issues the chapter wraps up by making a summary of the findings. This paragraph is for the pulling-together of the major findings of our study, with their import and pertinence being mentioned. The final part of the research work is the summary of the whole process which comprises the methodologies employed and the results that were attained.

Furthermore, it discusses the research findings and the restrictions are highlighted in this part as well and a few interesting avenues are presented on the basis of research for future research.

Along with this, the study will also make concrete suggestions using the study's results. These guidelines act as a ready-made guide for the leaders and policy makers, as well as the other healthcare decision-makers on how to effectively tackle these problems. The core of this part is the application of research outcomes into the pragmatic recommendations to the healthcare organizations which are developed for improvement of employee's productivity and effectiveness, which, in the long run, boosts organizational performance.

Furthermore, the last section talks about the scientific community improvement during this research. The research is connected with already existing literature and its establishment with the help of the context. Therefore, the significance of these findings is highlighted. This part of the study brings out the logic of the study to the understanding of the recruitment approaches as they affect the overall productivity of employees and also the weakness which are the basis for future research.

Thus, this chapter provides the chance to combine findings into one place that includes valuable insight, conclusion, and also suggestions which fall into this category of healthcare organization recruitment effectiveness and employee productivity. This section of the chapter focuses on the exploration of the results so as to offer valuable insight for future study, policy, and practice directions with the intention of making the health care service delivery in Kisii County and beyond in Kenya to be more effective and efficient.

## 5.2 Summary of the Result Findings

The results do not only hold true at the patient care in private hospitals in Kisii County, Kenya, but are also an implication in the area of healthcare. The study analyzed the effects of jobs analysis, recruitment agencies, and employee referrals strategies which constitute the key aspects of the study. Such recruitment practices are associated with the employees' performance and individual productivity. Consequently, a study has been done which has led to the conclusion that job analysis contributes to improving efficiency levels of workers in private hospitals in Kisii County. Job analysis, as the interviewees revealed, fostered a positive attitude and increased employees' productivity. Consequently, the current study aligns with the findings of other researchers that capabilities have an effect on job performance. Hence, it is important to give individuals jobs in accordance with their capabilities (Fitri et al., 2021). Healthcare facilities, as clearly noticed, have to be prepared to dedicate enough time and resources in conducting job analysis so that their employees can be able to find their roles keeping their morale and productivity high.

Also, the study showed the high effectiveness of the hiring agencies and the employee referrals during the recruitment methods of the healthcare. In this regard, the recruitment agencies made the hiring process more attractive for the qualified candidates, but in-house referrals were a more reliable way for the company to boost retention and happiness for employees. This is consistent with the findings that showed that the employee referrals lead to desired organizational outcomes (Shahnur & Azizah, 2020). Therefore, the county-owned healthcare facilities should take into account the reliance on both external and internal referrals as the highest recruitment strategy that guarantees employee satisfaction and retention.

Furthermore, it has been seen as well that the combination of internal and external recruitment methods leads to a better healthcare facility productivity level. Firms that used different channels of recruitment witnessed a much higher productivity than the one using the local market exclusively. This is perfectly in tandem with the beliefs in human resource management that stipulate that successful hiring procedures are a strategic tool in achieving organizational goals (West et al., 2019). Therefore, the private hospitals in Kisii County should have a plan that employs both internal and external recruitment processes. Such strategies will contribute to the retention and acquisition of knowledgeable employees, who will subsequently lead to the growth and success of the organization.

This research is very relevant to the field because it provides empirical evidence to the already existing literature on recruitment practices and their impact to healthcare workers' performance and that of the Kenyan health workforce in Kisii County. Since the research identifies this particular context (in Kisii county, healthcare facilities) the study offers recommendations which can be adopted in local decision-making and formulation of policies in the region. Also, this study broadens the insights into what recruitment strategies are the best for healthcare recruitment, which is the direct application for hospital leaders and policymakers.

All in all, the facts of this study will show that the importance of hiring strategically is in helping healthcare providers be much better in performance and productivity. Therefore, it is imperative that they should conduct a comprehensive job analysis, utilize their referrals and recruitment agencies, and diversify their recruitment channels that will be of great help to them since they will be in a position to streamline their recruitment efforts, and as a result, the performance of the organization will improve. This research will be the primary source of data which the

administrators and the policy makers will use in decision making about the appropriate recruitment processes both in private hospitals in Kisii County, Kenya, to respond to the actual needs of these organizations.

### **5.3 Conclusion**

The final subsection, therefore, is the one that was used to study the impact of the external strategy to crewing on the performance of the employee in the county private hospitals in Kisii, Kenya. Through this analysis, the researcher gets information on the practitioners' hiring approaches and their effect on the success of healthcare institutions. Consequently, the research revealed several key findings regarding the recruitment practices and their influence on employee performance. Firstly, the research shows that job analysis contributes positively in employee's performance of the County of Kisii workers. A well-done job description is a good tool for organizing, matching, and eventually getting better job quality and productivity. Through this, we see the tendency that people would hire the right people of the job; therefore, it would be more effective.

Consequently, the choice between recruitment agencies, referrals from professionals and current workers was a common trend. The fact that the recruitment companies were doing their job perfectly in the beginning, many potential employees who come by the referrals of their coworkers are found to be the best fit for both employee retention and job satisfaction. This has boosted the growth of the company. This shows that the employees should be the organizations' referral resource as well as their employees should try to build more referral networks.

Moving on, the research proved that the use of human resource strategies that affect the work performance of the employees in health facilities greatly impacts the management. Organizations

that used the mixture of internal as well as external recruitment channels also said that productivity levels of their workers are higher than productivity levels of those organizations that totally depend on internal sources. This entails that recruiters should diversify the recruiting channels to different sources of qualified applicants and at the same time it has positive impacts on the overall efficiency of the company.

In contrast, there should be a balance between highlighting the strengths and also elucidating the limitations of the very research and its findings. We, in our turn, managed to get the best of the descriptive survey design that was used as a research approach, and we have given ourselves the most detailed knowledge of the recruitment procedures and the consequences for the job's efficiency. Besides that, I was able to get involved in the assessment of the research hypotheses through the triangulation of both qualitative and quantitative data.

However, there were some shortcomings in the research, like the use of self-reported information from the participants, which could be influenced by their biases and might not be 100% true. Apart from that, the study that was only limited to the private hospitals in Kisii County severely limits the scope of the findings and its generalizability to other settings and regions. In particular, this research supplements knowledge regarding strategic recruitment processes which act as a lever for productivity of employee and in turn, healthcare organization achievement. The outcome has considerable implications for the staffing agencies and policymakers in the formulation of recruitment-programs that are in line with the institutional objectives and for the overall effectiveness of the healthcare delivery system. Therefore, this research indicates that the continuous monitoring and evaluation of the recruitment process is one of the means to sustain the improvement of productivity and organizational accomplishment in a medical institution.

## **5.4 Recommendations**

### **5.4.1 Practical Recommendations**

The Kisii County private hospitals administrators should consider the job analysis as an extremely vital tool that enables the job analysis as a fundamental tool for determining and defining jobs in the hospital. Such a scenario can be achieved by the constant process of job analysis aiming at aligning the employee skills and competencies to the organizational aims. However, training workers who are involved in HR related jobs on how to conduct job analysis technique that is effective and attain the desired result is also a solution that will help to have job descriptions that are accurate and relevant.

The study suggests that the health institutions in Kisii County should employ both candidates who are inside and outside the organization using the internal and external recruitment sources. Nevertheless, external recruitment methods like the use of recruitment agencies have proven effective in drawing candidates with skills that the organization needs. On the other hand, internal recruitment methods which include employee referrals have that benefit of promoting employee retention as well as making them feel good about working for the company. In this case, it is important to look for a balance between the internal referrals and the external parties in order to get you successfully out of the situation.

Furthermore, as health organizations in Kisii County gain prominence by employee recommendations, these organizations will consider establishment of or strengthening employee referral programs. Such an initiative can encourage the employees with a large network of friends

to give referral from the contacts and, this way, the pool of possible candidates is increased. The company is going to focus hence on the culture of engagement and teamwork of employees.

Finally, a constant examination of recruitment processes' improvement, which is the need of the day to be competitive in healthcare leadership, is a must. Hospital administrators ought to devise strategic human resource audit techniques; they should find out whether their strategies are effective by collecting feedback, performance indicators and performance metrics; after that they should compare their performance with the industry standards. By specifying the fields that need to be addressed and planning the changes across all the concerned areas, healthcare facilities will be in a position highly qualified staff that will improve the service delivery levels.

#### **5.4.2 Projections for the future include the following: diversification of research.**

First and foremost, the long-term perspective involves conducting a study on how various forms of employment affect employees and organizational productivity. Such long-term studies as those measuring the extent of the employee satisfaction with their work, the number of people who stay and their productivity will be useful in the future assessment of the ways and effectiveness of recruitment in healthcare institutions.

Additionally, conducting cross-cultural research in different regions and cultures may be of great benefit as it may help uncover the peculiarities of the culture and the contextual factors that could impact the recruiting activities and the level of employee's performance. After analyzing the recruitment techniques, which are being applied in different health care settings and studying their effects, researchers will be able to establish the best approaches, a result of which context specific recruitment strategies will appear.

Moreover, another study that could be done is related to the growing role of technology in recruitment procedures, with reference to the influence of artificial intelligence, predictive analytics and online recruitment platforms on the healthcare recruitment process. Evaluating the validity and ethics of these technologies would reveal the extent that they facilitate healthcare recruitment, which at the same time may come with some hindrances.

Also, the research that provides employees' views and understanding about the hiring process, and the quantitative studies that are required to make a conclusive objective assessment, are going to provide a more holistic insight into the subjective dimension of recruitment effectiveness. To make use of the workers' insights and attitudes regarding recruitment initiatives sets a good foundation to discover what the real factors that affect the effectiveness of recruitment and employee engagement are.

Finally, the suggestions provided are to be the part of a system which is sustainable and effective in recruitment, which improves the output of workers and advances the research in the field of human resource management in healthcare.

### **5.5 Recommendations for Further Research in this Field of Study**

This research is on top of a blend of different approaches that are influential in the supply of HR services especially in private hospitals found in Kisii County, Kenya. Firstly, this study provides a certain perspective on whether or not these strategies from sources outside the organization improve the performance of workers. For example, this method can be useful as a measure for recruitment approaches effectiveness. The paper particularly focuses on the importance of job analysis in the recruitment of the right people and also on how the employee referral can be used

to develop employee productivity. This is a technique of diagnosis of the effects that recruitment strategies can bring to the organizational results in any health facility setup.

Secondly, this study gives a peculiar look at the private hospitals in Kisii County, which is where the recruitment problem and selection methods are highly observed in the private hospitals of only the Kisii County and in a certain geographic environment. Narrowing the scope of study makes the research more specific and the judgments arrived at maybe used to make local authorities and policy makers undertake informed decisions. Through such tailored ways the research work which is already in place will be enhanced and will provide high level insight about the specific community in terms of recruitment.

Thirdly, this study has far-reaching consequences on the hospital managers at large and especially human resource management. The research, on the other hand, presents an example on how job analysis and evaluations of various recruitment strategies can be conducted. Hence, it enables leaders to make decisions that are based on research and hence, improve the effectiveness of the hiring processes. This repercussion can be credited to the increase in the efficiency and well-being of staff, job satisfaction and general organizational success in healthcare institutions.

Fourthly, the research falls in the wide range of studies on the organizational effectiveness which is mainly aimed at the analysis of the correlation between recruitment methodologies and their impact on employee productivity in healthcare. This article has evidenced that the effectiveness of recruiting strategies is a key signaling factor of HR management contributions in the final accomplishment of organizational goals. It is in this way that we are able to create a body of work

which shows the extent in which the HR practices contribute towards the improvement of the organization's performance.

Finally, the study is the ground for research in other areas of HRM management which includes recruitment in the healthcare industry. On the other hand, the study can contribute to the scientific literature, pointing out the insufficiency of its content and providing possible topics for further study, for example, the effectiveness of different recruitment methods or the long-term effect of recruitment strategies on organizational outcomes. Therefore, the study has set the tone for other research and scholarship of great magnitude in this field.

This empirical research contributes to the body of knowledge in human resources management by implementing specific recruitment perspectives, generating context-specific insights, supporting healthcare administrators with various useful implications, suggesting organizational effectiveness, and providing guidance for the future research. The study will then help to build a vast knowledge of the context of recruitment and how it affects the employees and organizational success through looking at the key topics.

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## APPENDICES

### APPENDIX I: INTRODUCTORY LETTER

Robert Ouko Gai

P.O. Box 4441-40200, Kisii

Dear principal,

I am an undergraduate business administration candidate at Mount Kenya University. I am researching how external recruitment tactics affect employee performance in private hospitals in Kisii County, Kenya, as part of my educational objectives. In order to help me with this study, I humbly ask that you submit your information and expertise. Your name will be kept private and your replies or reactions are solely utilized for studies. Kindly review the questions carefully, mark the items that apply, and write the answers where necessary. You can share your thoughts and any additional data that you think is pertinent.

Yours faithfully,

Robert Ouko Gai

## **APPENDIX II: CONSENT FORM FOR PARTICIPATION IN RESEARCH**

TOPIC: influence of external recruitment strategies on employee performance in Hospitals Kisii County, Kenya

Dear Participant,

The research project "influence of external recruitment strategies on employee performance in Hospitals Kisii County, Kenya" is one in which I would want to include you. I am a graduate student at Mount Kenya University pursuing a master's degree in business administration, and I am currently working on my master's project. The aim of the study is to ascertain how staff efficiency at healthcare facilities located in Kisii County, Kenya is impacted by external recruitment techniques.

The purpose of the included questionnaire is to gather data regarding:

- i.) How does job analysis affect staff productivity in the Kisii County hospital?
- ii.) What methods of external recruitment are used in Kisii County to hire healthcare personnel?
- iii.) How do hiring practices affect the work of hospital employees in Kisii County?

You willingly decide to participate in this study. You can choose to say no to any queries at all or to decline outright. There are no known risks associated with participation other than those that

one would encounter on a regular basis. Your responses will remain confidential and anonymous. The study's findings will be kept private and presented as the sum of all the data.

Only the researcher will be aware of your individual answers to this questionnaire, which will remain confidential. Participating in this study will not explicitly benefit you. Nevertheless, you may find it intriguing to talk about the issues the study addresses, and it may benefit the industry, clients in the future, and people who have experienced similar things.

If you agree to participate in this experiment, kindly answer the questionnaire as accurately as possible. The completion time should be around ten minutes. Please make sure the questionnaire is submitted as soon as possible so I can complete the analysis of the project.

Please feel free to get in touch with the investigator if you have additional queries regarding this study, Robert Ouko Gai; Cell: 0726158437 and my supervisor is Dr. Jacqueline Omuya; Cell: 0722 699246. (If you have concerns about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 34201000, Thika).

I appreciate your help with this crucial project.

#### CONSENT

I have had time to review the material provided, understand it, and formulate inquiries. I understand that my participation is entirely optional and that I can stop at any time, for any cause, and without incurring any fees. I understand that I will receive a duplicate of this consent document. I voluntarily agree to take part in this study.

Participant's signature..... Date.....

Researcher's signature..... Date.....

### APPENDIX III: RESEARCH QUESTIONNAIRE

#### SECTION A: GENERAL INFORMATION

Kindly tick (✓) the most appropriate answer below

1. Gender: Male [ ] Female [ ]
2. Age Bracket: 20- 25 [ ] 26- 30 [ ] 31-35 [ ] above 35 [ ]
3. Kindly indicate your highest level of education Certificate [ ] Diploma [ ]  
Degree [ ] Masters [ ]
4. Kindly indicate the number of years you have worked in this organization  
Less than 1 yrs [ ] 1 – 3 yrs [ ] 3 – 6 yrs [ ] 6 – 9 yrs [ ] Over 10 yrs [ ]

#### SECTION B: JOB ANALYSIS AND EMPLOYEE PERFORMANCE

5. Kindly indicate the extent of your agreement on the following statements on job analysis and employee performance. Kindly use the following scale: Strongly Agree (5) Agree (4)

Neutral (3) Disagree (2) Strongly Disagree (1)

Statement	1	2	3	4	5
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Does the job analysis process significantly impact worker productivity in hospitals within Kisii

County?

How does the thoroughness of job analysis affect the efficiency and output of hospital staff in Kisii County?

Are there observable correlations between the level of job analysis conducted and the productivity levels of hospital workers in Kisii County?

In what ways does job analysis contribute to enhancing the performance of hospital staff members in Kisii County?

To what extent does the implementation of job analysis methodologies influence the overall productivity of hospital workers in Kisii County?

What is the perceived impact of utilizing recruitment agencies on the effectiveness and performance of workers in medical facilities across Kisii County?

How does the engagement of recruitment agencies affect the skill level and competency of employees within medical facilities in Kisii County?

Are there discernible differences in the effectiveness of workers sourced through recruitment agencies compared to those hired through traditional methods in medical facilities within Kisii County?

What are the advantages and disadvantages of relying on recruitment agencies for sourcing skilled workers in medical facilities in Kisii County?

To what extent does the utilization of recruitment agencies contribute to the overall effectiveness and efficiency of workers in medical facilities located in Kisii County?

How does the implementation of employee referral programs influence the performance and productivity of employees within hospitals in Kisii County?

Are there noticeable differences in the performance levels of employees hired through employee referrals compared to those hired through other recruitment methods in hospitals within Kisii County?

What factors contribute to the effectiveness of employee referral programs as a recruitment strategy in improving employee performance in hospitals across Kisii County?

What are the perceived benefits and challenges associated with employing a referral-based recruitment strategy for enhancing employee performance in hospitals located in Kisii County?



#### SECTION C: RECRUITMENT STRATEGIES AND EMPLOYEE PERFORMANCE

6. Please check the boxes next to the phrases about employee performance and internal hiring procedures that you find most agreeable. Please make use of the scale below: Fully Agree

(5) AGREE (4) Indifferent (3) Disagree (2) vehemently disagree (1)

Statement	1	2	3	4	5
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There is a promotion plan for employees at your healthcare facility.

Merit is the basis for promotion in this company.

There are obvious chances for advancement in this company.

Promotions are given to staff members in this company as compensation for their prior performance.

Employees that have been with the firm for an extended period are promoted by the company.

This company has a well-defined policy on staff transfers.

Requests for transfers are accepted at any time, contingent on the number of positions available within this company.

To improve performance inside this company, an extremely talented employee is sent to a different campus.

Transfers are used in this corporation to reduce staff politics.

Recalled former workers are used to cover open positions in this company.

A notice of vacancy is posted on bulletin boards for all personnel in this company.

Vacancy announcements are posted in lists that are accessible to every worker of this company.

SECTION D: EXTERNAL RECRUITMENT PRACTICES AND EMPLOYEE PERFORMANCE

7. Please mark the degree to which you agree with the subsequent assertions on staff efficiency and external recruitment tactics. Please make use of the scale below: Fully Agree (5)

AGREE (4) Indifferent (3) Disagree (2) vehemently disagree (1)

Statement	1	2	3	4	5
-----------	---	---	---	---	---

TVs are used in your establishment to advertise open opportunities.

This company uses newspapers to notify prospective candidates of fresh job openings.

Job opportunities are advertised on billboards.

Internship programs are offered by your organization.

An apprenticeship curriculum is offered.

A graduate apprentice course is offered.

Your hospital uses employment agencies to find new hires.

Your hospital uses associations for professionals to find new hires.

There is an internet recruiting system at your hospital.

This organization uses LinkedIn to recruit candidates for certain roles.

This organization uses its Facebook page to advertise certain positions.

Your hospital posts job openings on Twitter using its handle.

There is a program in place for employees to recommend candidates for external jobs.

#### SECTION E: EMPLOYEE PERFORMANCE

8. Please mark the degree to which you agree with the subsequent assertions on staff efficiency and external recruitment tactics. Please make use of the scale below: Fully Agree (5)

AGREE (4) Indifferent (3) Disagree (2) vehemently disagree (1)

Statement      1      2      3      4      5

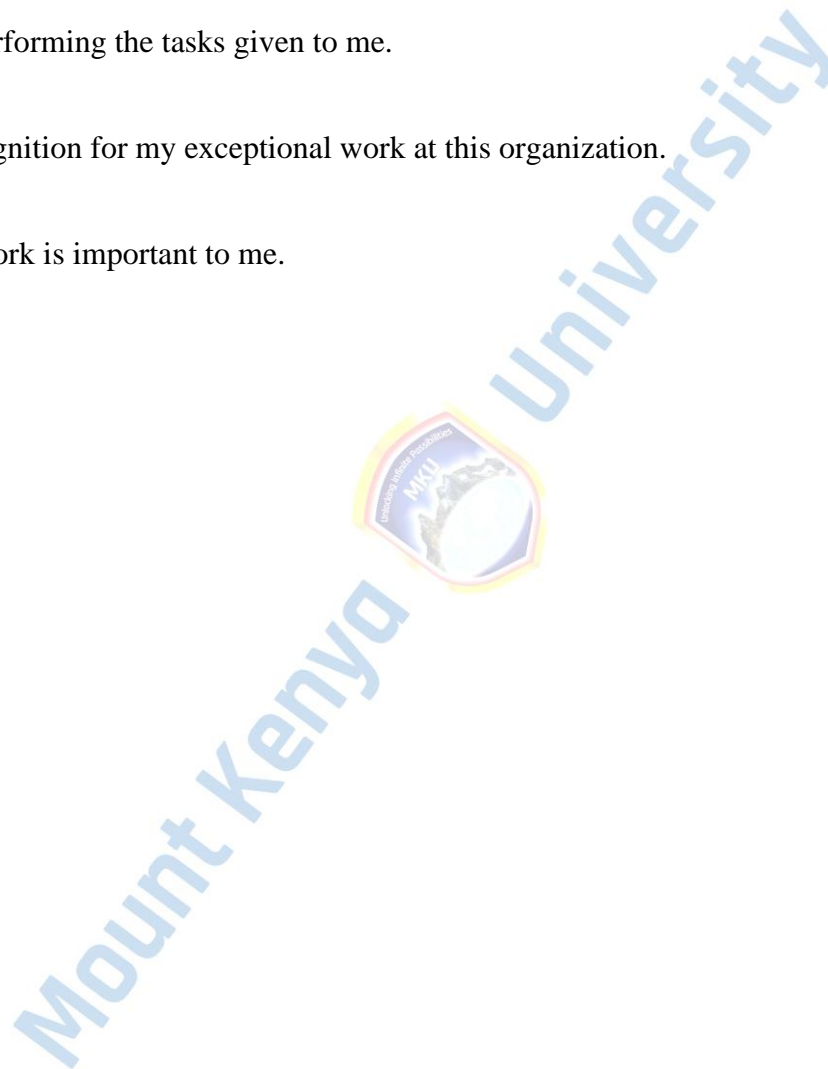
I perform better than the goals this establishment has set forth.

I effectively fulfill my tasks.

I am proficient at performing the tasks given to me.

I have received recognition for my exceptional work at this organization.

The caliber of my work is important to me.



## APPENDIX IV: ERC CERTIFICATE

# Mount Kenya University



REF: MKU/ISERC/3616  
TO: ROBERT OUKO GAI

Date: 12 April 2024

REG: MBA/2023/45666

Dear Sir/Madam,

**RE: INFLUENCE OF EXTERNAL RECRUITMENT STRATEGIES ON EMPLOYEE PERFORMANCE  
IN PRIVATE HOSPITALS IN KISII COUNTY-KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2660**. The approval period is **12/04/2024 - 11/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

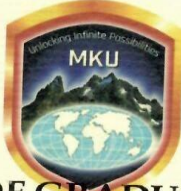
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,  
  
**The Chairman**  
**Mount Kenya University**  
**Ethics Review Committee**  
**P. O. Box 342 - 0100, Thika**

**Dr. Alfred Owino, PhD**  
**Chairman, Mount Kenya University ISERC**

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 | +254 709 153 200  
Email: [info@mku.ac.ke](mailto:info@mku.ac.ke), Web: [www.mku.ac.ke](http://www.mku.ac.ke)  
Chartered and ISO 9001 : 2015 Certified Institution.  
**Unlocking Infinite Possibilities**

APPENDIX V: INTRODUCTION LETTER

 **Mount Kenya University**  
**DIRECTORATE OF GRADUATE STUDIES**

MBA/2023/45666

15<sup>th</sup> April, 2024

National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA

Dear Sir/Madam,

**RE: ROBERT OUKO GAI - REGISTRATION NO. MBA/2023/45666**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is "Influence of External Recruitment Strategies on Employee Performance in Private Hospitals in Kisii County Kenya." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between April 2024, and June 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you.


  
Dr. Samuel M. Karenga, Ph.D Graduate Studies  
Director, Graduate Studies


**Mount Kenya University**  
P. O. Box 342 - 01000, THIKA  
Office of the Director,  
Graduate Studies

Enc.

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Chartered and ISO 9001 : 2015 Certified Institution.  
**Unlocking Infinite Possibilities**


APPENDIX VI: NACOSTI PERMIT

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **281475** Date of Issue: **25/April/2024**


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## APPENDIX VII: MAP OF THE STUDY LOCATION



Source: Softkenya.com

Mount Ken

## APPENDIX VII: PLAGIARISM REPORT

