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INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE PERFORMANCE OF HEALTH PROJECTS

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Abstract

Purpose: This study sought to determine the influence of human resource management practices on the performance of health projects.

Methodology: The study adopted pragmatism research paradigm and used descriptive survey research design and mixed methods. The study focused on the health projects funded by the county government of Meru for the period 2013 to 2017 in all the Sub-counties. Chief Executive Committee members, Chief Officers, directors, Sub County health officers, nurses in charge, nurses, laboratory assistants and pharmacists were the target population in each project and since the number of health projects for this study period were 54, a census of all was done which formed a sample size of 222 respondents and 38 key stakeholders. Data collection was done using questionnaires and interview schedule. Data was analyzed using SPSS where descriptive and inferential statistics were done. Percentages, frequencies, means, standard deviation and regression analysis were conducted and results presented using tables.

Results: Findings indicated that there was a positive significant linear relationship between recruitment, training and pay determination and performance of health projects. Moreover, there were significant strong and positive correlations between performance and recruitment, training and pay determination. Findings indicated that HRM practices (recruitment, training and pay determination) are significant because of their contribution towards projects performance and therefore county government of Meru should enhance their performance.

Unique contribution to Theory, Practice and Policy: The government can also establish registration that would see avenues created for sharing and storage of human resource management practices to improve research and learning either in the counties or nationally.

Key words: *Recruitment, Training, Pay Determination, Performance, Health Projects*

1.0 INTRODUCTION

Project management and performance is the discipline involving organization and management of resources such that the resources thereof deliver all the work needed in completion of a project within the defined scope, time and cost limitations (Harvey, 2005). According to the World Bank, a project is an investment activity whereby financial resources are expended to create capital assets that produce benefits over an extended time frame in some projects (Saleemi, 2006). It is a series of interrelated set of undertakings with a defined beginning and end and the result is the realization of unique and mostly key outcomes. It includes tracking of performance of individuals, provision of feedback, resolution of issues and coordination of variations that affects overall performance of project. A project is a specific, finite task to be realized, it being large or small scale, long or short term is not particularly important (Meredith, 2006).

Success is anticipated in every project and in all business activities but there is a high rate of failure in the achievement of projects' objectives or creation of the wanted effects (Mir &Pinnington, 2014). Further, the positive effect of project performance is determined by the success factors which should be identified from the conception phase. The environments where projects are performed are dynamic and therefore success factors vary with time. Monitoring and evaluation of the success factors by the project manager is thus necessary to ensure the projected achievements are obtained. Meredith and Mantel (2003) indicated that for a project to be considered successful by the team there is need for good management of all the activities proposed by the team factors, irrespective of the phase, scope, schedule and costs variances.

Organizations today are continuously facing external and internal forces that drive them to change due to the world are more competitive in times (Mone& London, 2010). The achievement of organization's goals is dependent on its ability to control variables such as structure, strategy, culture, leadership styles, resources and size (Galbraith, 2002). Every organization has a unique internal and external environment where these factors play an important role in overall functioning of the organization (Ibua, 2014). Organizations should develop employee competencies in a manner aligned with the organization's business purposes because the ultimate competitive asset of any institute is its people (Mone& London, 2010).

Recruitment

Recruitment is a crucial process for an organization to be successful because having the ideal staff promotes and enhances the performance of an organization (Ekwoaba et al., 2015). Recruitment is the prime responsibility of the HR department and the initial step towards creation of the competitive abilities of an organization (Boyan, 2004). Recruitment process includes steps carried out in a systematic manner from acquiring the candidates to organizing and carrying out interviews and the process consumes a lot of time and resources. Correspondingly, recruitment is perceived as the process of soliciting, contacting and interviewing potential appointees carried out by an organization to determining whether they are fit for appointment (Sarkar& Kumar, 2007).

Recruitment refers to the process of seeking for interested candidates for endorsement to work and encouraging them to apply for careers in the company. The main aim of recruitment is to establish a talent pool of candidates to facilitate the selection of the most qualified candidates for the company, by alluring many people to apply in the company while the main aim of selection

process is to select the ideal candidate to occupy the job vacancies in the agency. Recruitment of employees is carried out first followed by the selection of the best candidates that includes carrying out interviews and making decisions and then appointment formalities are conveyed (Sinha&Thaly, 2013).

The best organizations enlist and choose candidates, the most lucky ones are contracted and hold fulfilled representation (Sarkar& Kumar, 2007).Enrollment and determination are crucial procedures for an effective association, having the correct staff can improve and sustain organizational performance (Sinha&Thaly, 2013). The fundamental motivation behind enlistments and determination is to make an ability pool of possibility to empower the choice of best contender for the association, by drawing in an ever increasing number of representatives to apply in the association and additionally picking the correct contender who fills the varying positions in the association which process must be founded on legitimacy or specialized expertise (Ofori&Aryeetey, 2011).

Training

Globally, varying organizations provide training program to their staff to improve their skills and abilities (Jehanzeb& Bashir, 2013). Kleiman (2000) indicated that the significant areas of a worthy staff training program are constructed on orientation, management skills and operational skills of staffs. Generally uncommon associations give planning and progression program to their delegates for the difference in their aptitudes and limits. Planning is educating or making one or others, earn capacities and discoveries that relate to specific important abilities. Getting ready has specific destinations of upgrading one's capacity, point of confinement, proficiency and execution. This fuses those from the best organization to the lower organization (Schwarz, 2002). Kleiman (2000) portrayed that the essential parts of a commendable specialist planning program are based on presentation, organization capacities and operational aptitudes of agents.

According to Danvila (2009), the key threshold of the program is for learning, cooperation, consideration in creativity and settling of issues to be obtained. Further, key objectives of most agent progression programs are passing on of the affiliation mission and supporting the workers to take in the affiliation lifestyle (Gerbman, 2000). The fundamentals for the particular ready program are for raising the occupation satisfaction of the delegates and helping them in grasping the affiliation lifestyle. These segments need consideration so that delegates are strengthened with the present occupation learning. Moreover, delegates will be more valuable, if associations give them planning as indicated by the fundamentals of the occupation (Boadu, et al., 2014).

Pay Determination

By and large, wages and pay are settled through government control, law confirmation, game plan with unions, decisions of intercession or work courts and the individual contract of business (Deb, 2008). The criteria which have influenced pay and lifts in pay include consolidate advantage, work appraisal, status, normal cost for fundamental things, work need or abundance, orchestrating nature of the social events and aptitudes. Execution measures, for instance, productivity or advantage related to the execution of a social occasion have been of less importance in choosing helps in pay. In spite of the way that capacities have been reflected in pay differentials, pay systems have been now and again prepared to the help of aptitudes acquiring and application (Braton& Gold, 2003). Industrialized countries have gathered their

high ground not around low wages, yet rather around bundle of forceful organizations in which high benefit and lifestyles have been upheld through improved advancement, gainfulness and quality (Shields, 2007).

Management in an organization can take several steps in helping their staff in understanding their pay (Onyancha et al., 2014). First, understanding and accepting that employees will seek out compensation data from external sources like government publications and there is a likelihood of using the data in judging the fairness of what they are paid. Recognizing that employees who seek such data make efforts to be more informed participants in the employer-employee dialogue. Rather than being defensive, an understanding of the employee's data is important and helping that employee understands the comparison in the data in use by the organization in the setting pay context. The organizational leaders can also take this chance to share the market position as stated by the employer, the organizations' types the employer compares itself to while doing market assessment and the labor market breadth as shown by the geographies studied in the assessment. Secondly, there is need for building a communication program around transparency in payments. Provision to the managers and field HR employees with visibility into the philosophy of compensation and organizational policies enables and empowers them to have informed talks with staff. Visibility may include varied spectrum depending on the organization where deep details like market rates, salary ranges and general policies may be revealed. The right transparency level is a reflection of the overall organization's approach to sharing of information thus need for communication of information in a clear way, frequently and through various channels (Onyancha et al., 2014).

Statement of Problem

Kenyans from all walks overwhelmingly support a devolved system of government. In it they see an opportunity to determine, pursue and achieve the highest levels of development. Meru County is one among the 47 counties in the devolved governments in Kenya. The county has the vision of a United Prosperous Green Model county with a goal to ensure development in a sustainable manner that ensures wealth is generated in the county using commerce, innovations in technology besides industrialization that benefits from and uses the skilled human resources, wildlife, bio-diversity, cultural heritage and agriculture (County Integrated Development Plan (CIDP), 2013-2017).

Human resources are one of the most reliable sources of organizational efficiency, effectiveness and performance (Ibua, 2014). Employees are important as they regulate the sequence of activities that are necessary to achieve the desired output (Need, 2006). Effective organizations with high performance degree have a culture that motivates employee participation. Hence, employees have the morale of getting involved in making decisions, setting goals and solving problems that lead to higher performance of employees. Successful management of organizational performance and appraisals process aims at developing competencies, aligning the taskforce, improving the performance of employees and thriving for better business outputs (Mwangi, 2012).

Several development projects have been implemented in Meru County in the recent past and several studies carried out. Gitonga and Keiyoro (2017) identified factors influencing the implementation of healthcare projects in Meru County. The study concludes that benchmarking

is an important learning tool for medical personnel in enhancing of quality standards in health care provision, that adequate financial resources disbursed in good time are key drivers of the implementation of health care projects in Meru County. Jacob and Gichuki (2017) investigated factors influencing performance of community water projects in Tigania Central District, Meru County. They concluded that more rural people should be involved in addressing their own development, confidence and the more the successful level associated with water projects for success. Kambi and Mugambi (2017) did a study on the factors influencing performance of orphans and vulnerable children projects in Imenti North sub county, Meru County, Kenya. The study revealed that frequency of monitoring opportunities for improving the performance of the projects and that facilitated negotiations and identification of gaps and suggesting the way forward. The study concluded that resource availability had the greatest effect on the performance of orphans and vulnerable children projects followed by community involvement, then management competence while monitoring and evaluation had the least effect to the performance of orphans and vulnerable children projects.

However, from the reviewed previous studies little if any has been done on the influence of human resource management practices on the performance of dispensaries. Further, previous studies that have been carried out in Meru County focused on different departments and majorly CDF funded projects with none on the health sector which this study endeavors to evaluate. There is therefore a knowledge gap that is in existence on the influence of human resource management resources and performance of health projects funded by Meru County government and this is what this study sought to fill.

2.0 LITERATURE REVIEW

Recruitment

Recruitment is the process where befitting competent people are found and attracted for job vacancies application in an organization. It is a set of activities used by an organization in attracting job applicants with needed capabilities and attitudes (Opatha, 2010). Recruitment process generates a pool of competent applicants for job vacancies in an organization. A few of current studies have implied efficiency of some recruitment methods compared to others based on the value of the employees recruited. Miyake, (2002) showed that advertising has been the common way for job vacancies recruitment, sometimes employees are recruited using word of mouth from the employers therein. Apart from it being cheaper, the grapevine finds employees with longevity and with a less likelihood of dismissal.

Recruitment of employees through the word of mouth makes them stay longer since they have a clearer picture of the nature of the job. The value of the process of recruitment is the determinant of the calibre of candidates making the selection decision difficult. Gould, (1984) denoted that most mistakes are as a result of the fact that little thought is given by the managers when critiquing the kind of the decisions. There is surprise and disappointment by employers when there is an appointment failure and blame is imposed on the person appointed instead of recognizing the process and methodological weaknesses since even the most comprehensive procedures and best practices in selection are never perfect. This may be caused by the methods themselves but the key source is the human decision makers' frailty.

Training

Training is a possible way where efforts in an organizational can be aligned with its aims. There is motivation and performance management which can improve productivity through training (Cook & Crossman, 2004). Training makes employees competitive (Ngirwa, 2009). According to Pynes (2008), changing the skills, knowledge and attitudes of employees is done through training programs. There is need for programmes that are focused on individual's self-awareness, competency and motivation levels improvement to enhance job performance which creates a sense of belonging in employees enhancing their skills and motivation while improving their financial benefits (Boadu, et al., 2014).

Training and development complement each other, are interconnected and are interdependent. It is important to the employees, the organization and their efficiency (Devi &Shaik, 2012). Employee training and development can occur at the same time but may not be related (Comma, 2008). Training and development is the provision of training workshops or mentoring opportunities to employees with an aim of inspiring, challenging and motivating them to perform their positional functions however much they can and within standards set by organizational guidelines. Training enhances a sense of belonging in all employees creating professional development while improving the employee's skills (Adams, 2002). Some of the benefits of training employees are to increase their job satisfaction and morality, enhance their motivation, improves the efficiencies in processes and financial gain, raises employee's ability in obtaining new technologies, development of the innovative strategies and products and reduction of employee turnover (McNamara, 2010). According to a study by Tsai et al. (2007), ready to learn employees showed a higher level of job satisfaction positively affecting their performance which was also concluded by Qureshi et al., (2007).

There is a direct link between training and development, employees' performance and job satisfaction (Boadu et al., 2014). Training and development plays a key part in the growth and success of a business and therefore a need for equipping of the employees with the right skills, knowledge and abilities. Choice of the right type of training ensures possession of the right skills by the employees and continuous update on the new and best HR practices. Apospori et al., (2008) indicated a reasonable effect of training on the performance of organizations. Further, Cunha et al., (2003) suggested a deeper research since their findings were contrary to the others.

Pay determination

Organizations have been facing escalating competitive pressures thus seeking to more and better quality with little expense. As goals for profits, quality, innovation and sales volume are increased, growth in employment is mostly tightly controlled and often cutting of employment significantly. Achieving a lot with lower number of employees' demands efficient HRM. Methods of payments vary noticeably across employing units and across jobs while payments are usually given as cash or benefits. Market surveys help in decision making and are usually the determinants of payments of specific jobs in most organizations (Weitzman& Kruse, 1990).

Basic pay is a key part of total pay which should be fixed and time-based instead of being performance-based. It is the largest portion of the total pay for non-staff. It benchmarks other cash incentives like profit sharing usually expressed in terms of the percentage of basic pay. It is a key to attracting and retaining employees (Shields, 2007). Further, it is used by employees in

comparing the jobs offered rather than using intrinsic and other rewards which may not be indicated in the formal framework of the organization inclusive of job security. In the aggressive market place, payment of the employees is usually above the market rates to retain them. Further, it was denoted by Lynch (2000) what employers pay their employees for the work done is the basic salary or wage. It is indicative of the value put by the employer on the employee on the work done.

A study by Greenberg (1990) investigated organization communication pay cuts to its employees and the impacts on theft rates and perceived equity. The organizations under study received 15% across-the-board pay cuts, no pay cut and another served as a control group. Reasons for the pay cuts were communicated in varying ways to the two pay-cut groups. There was adequate explanation on one group where the substantial information was provided by the management and significant remorse was expressed. Contrary, the group that received less information indicated no remorse while the control group did not have pay cut thus no explanation was required. Findings indicated that there were similar theft rates and perceptions of equity in the two groups. Theft rate was 54% higher in the group with substantial explanation compared to the control group after the pay cut. Conversely, theft rate was 141% in the group with less information compared to the control group. This indicates that communication had a huge, independent impact on attitudes and behaviors of employees.

A study was done using 102 business units in 41 corporations to investigate whether product quality was a product of the size of the pay differential between lower-level and top management employees (Cowherd & Levine, 1992). They indicated that employees usually contrast their pay to that of people higher in the organizational structure such that there may be reduction in efforts by the lower-level employees if they feel inequitably treated so as to achieve equity. They concluded that organizations should take precaution to remember the possible unfavourable motivational effects of executive pay at the expense of other employees.

3.0 METHODOLOGY

This study adopted pragmatism research philosophy which indicates that choosing between one position and the other is not realistic in practice and argues that the most important determinant of which position to adopt is the research questions (Saunders et al., 2007). This study used descriptive survey research design and mixed methods. The target population consisted of the health projects funded by the County Government of Meru from 2013 to 2017. The study focused on all the health projects since the County had made substantial investment in the health sector compared to other departments. Between 2013-2017, 54 dispensaries were constructed and service delivery in the dispensaries was the centre of focus. One (1) CEC in charge of the health department, one (1) Chief officers, three (3) directors, eight (8) sub county health officers, 54 nurses in charge of the dispensaries, 130 nurses, 15 laboratory assistants and ten (10) pharmacists were the respondents for the study. The projects funded by the Meru County government were the sampling frame which was census selected based on the investment made. A census of the CEC health, chief officers, directors, engineers, sub county health officers in the health department and nurses in charge, nurses, laboratory assistants and pharmacists in the 54 dispensaries that have been funded were included in the study. Primary data was used in this study where questionnaires and interview schedule were the primary tools for data collection.

Data analysis was done using statistical software for social sciences (SPSS) where both descriptive and inferential statistics were conducted. Descriptive statistics included means, standard deviations, frequencies and percentages while inferential statistics included multiple regressions. Data presentation was in form of graphs, tables and pie charts.

4.0 RESULTS

4.1 Descriptive statistics for Recruitment

In this section, the study outlines the respondents' views on recruitment in light of performance of health projects. The pertinent findings are as shown in Table 2

Table 2: Descriptive Statistics for Recruitment

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
There is a formal policy for the recruitment of employees to be involved in the dispensaries	0 0%	0 0%	4 2%	134 70%	53 28%	192 100%	4.2	0.7
When there is an opportunity in the dispensary, they are made open to the general public	0 0%	0 0%	17 9%	105 55%	69 36%	192 100%	4.3	0.6
The health department has structured recruitment practices in place for dispensary's employees	10 5%	10 5%	13 16%	115 60%	27 14%	192 100%	3.7	0.9
There equal opportunities for all would-be (potential) employees when it comes to recruitment	13 7%	13 7%	25 13%	96 50%	46 24%	192 100%	3.8	1.1
There are laid down policies on dismissal of employees who do not meet the deadlines of the tasks given in project implementation	4 2%	10 5%	40 21%	42 22%	96 50%	192 100%	3.8	0.9
Composite mean							**4.0**	**0.8**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

A look at the frequencies will shows that the majority of the agreed that recruitment influenced the performance of health projects. Notably, the highest proportions of 70%, 60% and 55% were all on the response of agree, indicating generally that the respondents were of the view that performance of health projects have greatly been influenced by recruitment. When there is an opportunity in the dispensary, they are made open to the general public had the highest mean of

4.3 and an SD of 0.6. This was followed by there is a formal policy for the recruitment of employees to be involved in the dispensaries with a mean of 4.2 and an SD of 0.7. There equal opportunities for all would-be (potential) employees when it comes to recruitment had a mean of 3.8 and an SD of 1.1 while there are laid down policies on dismissal of employees who do not meet the deadlines of the tasks given in project implementation had a mean of 3.8 and an SD of 0.9. The health department has structured recruitment practices in place for dispensary's employees had the least mean of 3.7 and an SD of 0.9. The composite mean was 4.0 and an SD of 0.8 indicating that respondents agreed that that recruitment influenced the performance of health projects funded by the county government of Meru.

4.2 Descriptive Statistics for Training

In this section, the study outlined the respondents' views on training in light of performance of health projects. The pertinent findings are as shown in Table 3

Table 3: Descriptive Statistics for Training

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
Human capitals on the project should be given clear job allocation and designation be fitting their skill	0 0%	6 3%	13 7%	57 30%	115 60%	192 100%	4.5	0.7
If they are insufficient then training for the necessary skills should be set	0 0%	2 0%	19 10%	92 48%	80 42%	192 100%	4.3	0.6
There is a set budget for capacity building of the project team	13 7%	19 10%	40 21%	59 31%	57 30%	192 100%	3.5	1.1
Well skilled and trained personnel ensures good work is done and project implemented timely	0 0%	0 0%	0 0%	101 53%	90 47%	192 100%	4.5	0.5
The focus of the project managers is to get well skilled personnel to involve in the dispensary to save on the training costs	4 2%	10 5%	0 0%	101 58%	69 36%	192 100%	4.2	0.8
Composite mean							**4.2**	**0.7**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

Results showed that both human capitals on the project should be given clear job allocation and designation be fitting their skill and well skilled and trained personnel ensures good work is done and project implemented timely had the highest means of 4.5. This was followed by if they are

insufficient then training for the necessary skills should be set with a mean 4.3 and an SD of 0.6. The focus of the project managers is to get well skilled personnel to involve in the dispensary to save on the training costs had a mean 4.2 and an SD of 0.8. There is a set budget for capacity building of the project team had the least mean of 3.5 and 1.1. Highest frequencies were 60% (strongly agreed), 58% and 53% (agreed). The composite mean was 4.2 with an S of 0.7 indicating that most respondents agreed that training influenced the performance of health projects funded by the county government of Meru.

4.3 Descriptive Statistics for Pay Determination

In this section, the study outlined the respondents' views on pay determination in light of performance of health projects. The pertinent findings are as shown in Table 4

Table 4: Descriptive Statistics for Pay Determination

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
Payments in the dispensaries are usually done based on the terms of contract	4 2%	4 2%	25 13%	109 57%	50 26%	192 100%	4.0	0.8
Dispensaries' money is usually allocated based on the work to be done	23 12%	13 7%	29 15%	101 53%	25 13%	192 100%	3.5	1.2
Review on the payments may sometimes take place if there was an underestimation on the work to be done	15 8%	23 12%	59 31%	78 41%	15 8%	192 100%	3.3	1.1
Upon completion of the dispensary, there are set timelines when services are freely offered	27 14%	38 20%	23 12%	74 39%	31 16%	192 100%	3.3	1.2
In case of a shoddy job, there are set policies where the payments done are recovered	4 2%	15 8%	76 40%	84 44%	11 6%	192 100%	3.4	0.9
Composite mean							**3.5**	**1.0**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

A review on the results in Table 4 showed that payments in the dispensaries are usually done based on the terms of contract had the highest mean at 4.0 and an SD of 0.8. This was followed by dispensaries' money is usually allocated based on the work to be done with a mean at 3.5 and an SD of 1.2. In case of a shoddy job, there are set policies where the payments done are recovered had a mean of 3.4 and an SD of 0.9. Both review on the payments may sometimes take

place if there was an underestimation on the work to be done and upon completion of the dispensary, there are set timelines when services are freely offered had the lowest means of 3.3. Highest percentages were 57%, 53% and 44% all on the agree on a 5-point scale. The composite mean was 3.5 indicating that respondents agreed that pay determination influences the performance of health projects funded by the county government of Meru.

4.4 Pearson Correlation

Correlation is crucial in the determination of the extent to which changes in the value of an attribute is associated with changes in another attribute (Kothari, 2008). Values of correlation coefficient range from -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly and positively related in a linear sense while -1 indicates that two variables are perfectly related but in a negative linear sense. Hair et al. (2006) recommended that correlation coefficient (r) ranging from 0.81 and 1.0 are very strong; from 0.61 to 0.80 are strong; from 0.41 to 0.60 moderate; from 0.21 to 0.40 weak; and from 0.00 and 0.20 indicates no relationship. Correlation between the dependent and the independent variables is shown in Table 5

Table 5: Pearson Correlation Matrix for Independent and Dependent Variables

		Performance of Health Projects	Recruitment	Training	Pay determination
Performance of Health Projects	Pearson Correlation	1	.668(**)	.587(**)	.449(**)
	Sig. (2-tailed)		.000	.000	.000
	N	191	191	191	191
Recruitment	Pearson Correlation	.668(**)	1	.483(**)	.719(**)
	Sig. (2-tailed)	.000		.000	.000
	N	191	191	191	191
Training	Pearson Correlation	.587(**)	.483(**)	1	.162(*)
	Sig. (2-tailed)	.000	.000		.025
	N	191	191	191	191
Pay determination	Pearson Correlation	.449(**)	.719(**)	.162(*)	1
	Sig. (2-tailed)	.000	.000	.025	
	N	191	191	191	191

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Findings indicated that recruitment had a great contribution on the performance of health projects in Meru County as shown by [r= .668, n=191, p= .000<0.01]. There was positive correlation between performance of health projects and training with [r= .587, n=191, p= .000<0.01] and a positive correlation between performance of health projects and pay determination with [r= .449, n=191, p= .000<0.01]. This correlation coefficient showed that

training, recruitment and pay determination as human resource management practices were perceived to highly contribute to performance of health projects in Meru County.

4.5 Test of Hypotheses

4.5.1 There is no significant influence of recruitment on the performance of health projects funded by county government of Meru, Kenya.

The hypothesis aimed at establishing whether recruitment has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable and a composite index of recruitment as the independent variable.

To test this hypothesis a regression model of the form $Y = \beta_0+\beta_1X_1 +\varepsilon_1$

Where

Y = Dependent Variable (Performance of Health Projects)

β_0 = Constant

X_1 = Independent Variable (recruitment)

β_1 = Coefficient indicating influence of recruitment on the performance ofhealth projects funded by county government of Meru, Kenya (change in Y given one unit change in X_1)

ε_1 = Error Term

The results are presented in Table 6. The correlation coefficient (r) of 0.668 indicates a very positive influence of recruitmenton performance of health projects. The coefficient of determination (adjusted R-Square) statistics of 0.446 implies recruitment explains 44.6% of performance of health projects, while 55.4% of performance is explained by other factors other than recruitment. The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

Table 6: Regression Results for Recruitment on Performance of Health Projects

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	-.412	.327	-1.261	.209
Recruitment	1.005	.081	12.340	.000

a. Dependent Variable: Performance of Health Projects
b. Predictors: (Constant), recruitment

F (1,190) = 152.279** [p=0.000<0.05]

r= 0.668

R^2= 0.446

Adjusted R^2= 0.443

Durbin Watson Statistics = 2.158

** 5% level of significance

The F value was 152.279 with a significance p value= 0.000 which is less than 0.05, meaning that the null hypothesis is rejected and concludes that recruitment significantly influences the performance of health projects funded by county government of Meru, Kenya. To test the significance of regression relationship between recruitment and the performance of health projects, regression coefficients, the intercept and the significance of all the coefficients in the model were subjected the t-test to test the null hypothesis that the coefficient is zero.

The null hypothesis stated that beta (β) =0, meaning there is no significant relationship between recruitment and the performance of health projects as the slope beta (β) =0 (no relationship between two variables). The results on the beta coefficient of the resulting model shows that the constant = -0.412 is different from 0, since the p value= 0.000 is less than 0.05. The t value for the constant is -1.261, while the t value for the recruitment is 12.340, which indicates they are significant. This implies that the null hypothesis that (β) =0 is rejected and the alternative hypothesis accepted indicating that the model Y= -0.412 + 1.005 (recruitment), is significantly fit. Also, the beta value of 1.005 implies that a unit change in recruitment will lead to 1.005 units change in the project performance. This confirms that there is a significant positive relationship between recruitment and performance of health projects funded by the Meru County government, Kenya.

4.5.2 There is no significant influence of training on the performance of health projects funded by county government of Meru, Kenya.

The hypothesis aimed at establishing whether recruitment has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable and a composite index of training as the independent variable.

To test this hypothesis a regression model of the form $Y = \beta_0+\beta_2X_2 +\varepsilon_1$

Where

Y = Dependent Variable (Performance of Health Projects)

β_0 = Constant

X_2= Independent Variable (training)

β_2= Coefficient indicating influence of training on the performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in X_2)

ε_1 = Error Term

The results are presented in Table 7. The correlation coefficient (r) of 0.587 indicates a very positive influence of training on performance of health projects. The coefficient of determination (adjusted R-Square) statistics of 0.345 implies training explains 34.5% of performance of health projects, while 65.5% of performance is explained by other factors other than training. The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

Table 7: Regression Results for Training on Performance of Health Projects

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	-.538	.416	-1.293	.198
Training	.981	.098	9.979	.000

a. Dependent Variable: Performance of Health Projects
b. Predictors: (Constant), training

F (1,190) = 99.585** [p=0.000<0.05]
r= 0.587
R^2= 0.345
Adjusted R^2= 0.342
Durbin Watson Statistics = 1.888

** 5% level of significance

The F value was 99.585 with a significance p value= 0.000 which is less than 0.05, meaning that the null hypothesis is rejected and concludes that training significantly influences the performance of health projects funded by county government of Meru, Kenya. To test the significance of regression relationship between training and the performance of health projects, regression coefficients, the intercept and the significance of all the coefficients in the model were subjected the t-test to test the null hypothesis that the coefficient is zero.

The null hypothesis stated that beta (β) =0, meaning there is no significant relationship between training and the performance of health projects as the slope beta (β) =0 (no relationship between two variables). The results on the beta coefficient of the resulting model shows that the constant = -0.538 is different from 0, since the p value= 0.000 is less than 0.05. The t value for the constant is -1.293, while the t value for the training is 9.979, which indicates they are significant. This implies that the null hypothesis that (β) =0 is rejected and the alternative hypothesis accepted indicating that the model Y= -0.538 + 0.981 (training), is significantly fit. Also, the beta value of 0.981 implies that a unit change in training will lead to 0.981 units change in the project performance. This confirms that there is a significant positive relationship between training and performance of health projects funded by the Meru County government, Kenya.

4.5.3 There is no significant influence of pay determination on the performance of health projects funded by county government of Meru, Kenya.

The hypothesis aimed at establishing whether pay determination has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable and a composite index of pay determination as the independent variable.

To test this hypothesis a regression model of the form $Y = \beta_0+\beta_3X_3 +\varepsilon_1$

Where

Y = Dependent Variable (Performance of Health Projects)

β_0 = Constant

X_3 = Independent Variable (pay determination)

β_3 = Coefficient indicating influence of pay determination on the performance ofhealth projects funded by county government of Meru, Kenya (change in Y given one unit change in X_3)

ε_1 = Error Term

The results are presented in Table 8. The correlation coefficient (r) of 0.449 indicates a very positive influence of pay determination on performance of health projects. The coefficient of determination (adjusted R-Square) statistics of 0.202 implies pay determination explains 20.2% of performance of health projects, while 79.8% of performance is explained by other factors other than pay determination The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom

Table 8: Regression Results for Pay Determination on Performance of Health Projects

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	1.658	.284	5.842	.000
Pay determination	.548	.079	6.911	.000

a. Dependent Variable: Performance of Health Projects
b. Predictors: (Constant), pay determination

F (1,190) = 47.763** [p=0.000<0.05]

r= 0.449

R^2= 0.202

Adjusted R^2= 0.198

Durbin Watson Statistics = 2.108

** 5% level of significance

The F value was 47.763 with a significance p value= 0.000 which is less than 0.05, meaning that the null hypothesis is rejected and concludes that pay determination significantly influences the performance of health projects funded by county government of Meru, Kenya.To test the significance of regression relationship between pay determination and the performance of health projects, regression coefficients, the intercept and the significance of all the coefficients in the model were subjected the t-test to test the null hypothesis that the coefficient is zero.

The null hypothesis stated that beta (β) =0, meaning there is no significant relationship between pay determination and the performance of health projects as the slope beta (β) =0 (no relationship between two variables). The results on the beta coefficient of the resulting model shows that the constant = 1.658 is different from 0, since the p value= 0.000 is less than 0.05.

The t value for the constant is 5.842, while the t value for the pay determination is 6.911, which indicates they are significant. This implies that the null hypothesis that (β) =0 is rejected and the alternative hypothesis accepted indicating that the model Y= 1.658 + 0.548 (pay determination), is significantly fit. Also, the beta value of 0.548 implies that a unit change in pay determination will lead to 0.548 units change in the project performance. This confirms that there is a significant positive relationship between pay determination and performance of health projects funded by the Meru County government, Kenya.

5.0 Discussion

The findings concur with a study done by Mavis (2014) on recruitment in Ghana who found out that construction companies that had recruitment policy allowed for internal scrutinizing at all departments within the firm to find out if there was a worker within who best fit for the available vacancy. The policy was that recruitment is done through invitation of qualified applicants and interviews followed before selection was done. Further, the findings showed that most respondents agreed that opportunities in the dispensary were made public in the health projects. According to County Government Act 2012, an authorized officer must declare all vacant posts in a prescribed format.

Studies have also shown that when employees have clear idea in terms of job expectation and the strategic goals of the firm, tasks and jobs are designed in line with these set targets which the findings of this study support (Swarnalatha & Prasanna, 2012). The findings were also in line with Rufat-Latre (2005) who indicated that employees' need for on-going learning and continuous improvement on their skills is a prudent investment of an organization's resources and funds since it improves their competitiveness, efficiency, quality of work done and desire to avoid litigation. Antwi and Owusu (2015) further recommended that firms need to seize the opportunity to improve continuous learning in their organizations so as to improve the skills, attitude and behavior of employees towards the discharge of their individual tasks to be able to attain high performance potentiality.

Bogere (2013) further found out that road construction projects in Uganda were associated with sub-standard work, loss of government funds and untimely completion of project and therefore need for policies that were to guard loss of the funds. Siborurema et al. (2015) also found out that there are many modifications which are done on project budget leading to incompletion of the project thus loss of funds.

6.0 CONCLUSION AND RECOMMENDATIONS

In the determination of the influence of recruitment, training and pay determination on the performance of health projects funded by county government of Meru, Kenya, the results confirmed that all the three human resource management practices evaluated significantly influences the performance of health projects funded by county government of Meru, Kenya. Project based indicators need to be aligned to the overall strategic objectives and results. Understanding the influence of human resource management practices on the performance of health projects will help county governments and government institutions to do a better planning on how to improve performance of projects, better allocation of resources and ensuring adequate

capacities through better recruitment, training and pay determination for achieving intended project results.

The study findings have shown the significance of human resource management practicesas key performance factors when implementing health projects. It is recommended that those implementing health projects need to consider these when implementing the projects. The government can also establish registration that would see avenues created for sharing and storage of human resource management practices to improve research and learning either in the counties or nationally. This would help avoid duplication of efforts more so in baseline evaluations.

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