

**ASSESSMENT OF THE EFFECT OF JOB SPECIFICATION REQUIREMENTS ON
EMPLOYEE PERFORMANCE AT SUBCOUNTY HOSPITALS IN KERICHO
COUNTY, KENYA**

FROZE NYAMOITA ONGWESA

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DECLARATION

This project is my original work and has not been presented for a master in any other university and shall not be produced in part or full or in any format without prior written permission from me or Kisii University.

SignDate

FROZE NYAMOITA ONGWESA

CBM12/10031/14

Recommendation by supervisors

This project has been submitted for examination with our approval as the University supervisors

NAME	SIGN	DATE
Dr. Kimutai Geoffrey	_____	_____
Lecturer Kisii University		
Prof. Christopher Ngacho	_____	_____
Professor of Kisii University		

DEDICATION

Special dedication goes to my family members, my spouse and children for their support during my study period. I cannot forget my beloved sister Irene who shouldered family chores on my behalf, may the almighty grant peace and good health in totality to them.

ACKNOWLEDGEMENT

The successful completion of this project could not have been possible without the zealous support accorded to me by various people to whom i am deeply indebted. First, I would like to give my earnest thanks to my project supervisors, Dr. Kimutai Geoffrey and Prof. Christopher Ngacho for the guidance and support offered while undertaking this project. I would not forget my family, friends and colleagues for the moral support and co-operation they accorded to me. God bless you all.

ABSTRACT

Hospitals need to comprehend and implement strategies that will improve the performance of employees in order to achieve the required outcomes from them. Inadequate attention on job specification at work has retarded the zeal to maximize worker performance. Work performance has been found to be very low to workers who their job specification has not been taken keenly. The main objective of the study was to determine the effects of academic qualification on employees performance of sub county hospitals in Kericho County, to establish the influence of job experience on employees performance of sub county hospitals in Kericho County, to establish the role of job training on employees performance of sub county hospitals in Kericho County and to determine the contribution extent of job skills on employees performance of sub county hospitals in Kericho County. The study adopted Human Capital Theory and Maslow's theory. The study also adopted descriptive cross sectional survey design based on a sample drawn from across the south rift region. The population of interest in the study consisted of the employees at sub county hospitals in Kericho County. The study focused on hospital managers, Clinical Officers, nurses and other hospital staff. The study therefore targeted a total of 211 employees using census inquiry. Data was collected using questionnaire, the Cronbach's alpha coefficient was applied on the pilot results obtained to determine how items correlate among themselves in the same instrument. Graphs, tables and pie charts were used to represent results. For descriptive statistics, frequencies, percentages, mean and standard and for inferential statistics, multiple regression was used to analyze data. The study findings indicated that academic qualification ($\beta_1 = 0.200, P < 0.05$), job experience ($\beta = 0.350, P < 0.05$), job training ($\beta = 0.147, P < 0.05$) and job skills ($\beta = 0.284, P < 0.05$) were statistically significant in explaining employee performance in sub county hospitals in Kericho County. Therefore it is recommended that Sub county hospitals should recruit competent human resources specialists and job analysts and job descriptions and given chance new employees to practice their skills and knowledge, develop and implement strategies that support change in culture Government through the ministry of health should establish employment policy related to the job experience on employee's performance and employees should be given job feedback of standard of performance related to job descriptions at a measurable time, Lastly, the county government as well as other organizations should base the evaluation of their employees 'performance on their achievements and identify the gaps and the reasons affecting the performance

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Job specification is one of the most significant human resource activities. It provides the recruiting team with the specific abilities, capabilities and personal traits that would enable an employee perform a given job specification. According to Friedlander (2011) job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability. Further job specification ensures that employees have knowledge which is directly involved in the job performance. Capacity to execute tasks requiring apply of tools, machinery and equipment is known as skill, the competence to take out mental and physical acts obligatory by a task where the involvement of tools, machinery and equipment is not an overriding factor(Oluwafemi, 2010).

Darker (2008) shows that execution is the way well a man completes an undertaking and besides the disposition with which they do their assignments. Work execution is the extent that quantifiable aftereffects of work rehearses, for instance, proportion of offers, numbers sold and besides with respect to social estimations which may consolidate business related correspondence, fundamental administration, basic reasoning among various aptitudes (Hersen, 2004). As shown by Baldwin (2008) work execution is doing exercises capably and satisfactorily to meet work targets. Representative execution is using their aptitudes, limit, encounter and so forth, to play out the dispensed task required by their subordinate with reasonability and adequacy (DuBrin, 2006).

Exhaustively, representative execution has reliably been an important test in legitimate organization and getting practical ways to deal with induce laborers to achieve and pass on higher work execution and also increase the various leveled forcefulness is the central objective of every business affiliation (Lee and Wu 2011).

In Pakistan an examination was done to investigate the relationship of progressive feasibility and delegate execution and motivation in the media transmission and setting aside some cash division of Pakistan. A case of 103 respondents was taken and Pearson association was associated. The results showed that there exists essential positive association (0.287) between specialist motivation and various leveled practicality (Muhammad et al., 2011). Another examination was directed by Yang and Choi (2009) inspected 176 city work bunches in US on laborer fortifying (independence, commitment, information, creative energy) and gathering execution found a colossal effect on gathering execution, also, aggregate execution found an essential effect on gathering execution.

An examination coordinated by the United Kingdom Local Government Pay and Workforce in 2006 in neighborhood government shows that around 87% of all pros experienced inconveniences in choosing people with capable aptitudes. Specific purposes of intrigue demonstrate that 72% of sheets point by point aptitudes – openings in various leveled progression and change organization, 61% in business process change and 60% in execution organization. Each one of these aptitudes is key for the organization's persistent arrangement of modernization (Oluwafemi, 2013).

India experiences a brisk improvement of the business which asks for more skilled work that would help stamp it as a quality objective instead of a negligible exertion one. This is researched with respect to specific selection chips away at, planning and inclination enhancement that exist in both indigenous and worldwide firms which impacts their specialist's execution (Beardwell and Claydon, 2007).

In Hong Kong, the web may speak to a hazard to more standard strategies for cooperating (Anon, 2000). There is a stress in Hong Kong that there could be a nonattendance of aptitudes to profit the rapidly creating development part inside the area work exhibit (Lucas, 1999). Only a palatable supply of getting ready to the chairmen will sort this issue. Enthusiasm for getting ready in Hong Kong is a key issue. Field et al. (2000) have found that a couple of associations are reluctant to place assets into getting ready, and this is possibly associated with the issue of "work bouncing" as a result of disappointments related with poor execution. The forefront development used as a piece of the work exhibit today requires expansive getting ready.

One of the HR issues facing China is the gigantic size of planning anticipated that would ensure that the business and exchange continue creating. The state has responded by engaging the headway of an establishment for organization enhancement and getting ready (Child, 1994). With the huge improvement of the Chinese business and exchange, getting ready and headway are most likely going to remain as continuing with stresses for what's to come. As demonstrated by Beardwell and Claydon (2007), association gave getting ready gives workers constrain aptitudes related to their particular work than wide word related capacities.

Commonly, Organization for Economic Cooperation and Development communicated that the lack of aptitudes has been recognized as an essential block to laborer's execution and making occupations as an approach to designate the destitution in South Africa (Kock and Ruwayne, 2008).

Ogbulafor, (2011) suggested that the debilitating level of representative execution in Nigerian tertiary foundations is rapidly transforming into a veritable hazard to survival of the schools in Nigeria which ought to be tended to desperately. It is along these lines confided in delegate execution is instrumental to legitimate improvement and profit. The workers are seen as the genuine business resources that energize the step by step activities and exercises of an association (Mudah, Rafiki and Harahap 2014).

Legitimate apleness and capability depends upon how practical and capable the laborers in the affiliation are (Oluwafemi, 2010). Supervisor's ability to get a handle on specialist's satisfaction as it relates to date-books and step by step commitments will influence massively on delegate gainfulness and execution. Howard (2009) see work satisfaction as a blend of genial and unlikable perspectives or lead of an individual worker on their work schedule, recommending that when an individual is used they will express their complaints, needs and desires which portray their centrality for being there. Satisfaction on work symbolizes the enormity to which positive reasoning are line up with bona fide rewards and favorable circumstances. Most delegates of today have an abnormal state of word related frustration which make attitudes that are undesirable at work and in this manner decay their execution limit and that their working spot additionally (Mowday, Porter and Steers, 2013).

In Kenya, most by far of the money related associations contract representatives from any field of specialization to work in the administration of the bank or Micro Finance industry. To such, little work is secured (Kanungo, 2013). Moreover a substantial bit of the specialists enrolled by Micro Finances are new alumni who have invested noteworthy energy in either Education or distinctive fields that are not by any means identified with business. Getting ready is in like manner much required in MFIs in light of the way that incalculable staff requires particular aptitudes which must be made quickly to meet the solicitations and such can't be increased through association. For example, in default organization; effective staff is obliged to be knowledgeable and gifted. They require essential capacities and learning in particular territories of funds and administration (Mowday, Porter and Steers, 2013).

As indicated by Elnaga and Imran, (2013) preparing and learning in specialist's offices is viewed as a champion among the best ways to deal with rouse staff basically in light of the fact that it is a strategy for teaching workers that organization truly minds enough to give the imperative rule and going to ensure their success. Comprehensively training includes teaching a delegate on control of works. It has central focuses for both the specialist and the business the delegate anchors extra inclination which may help in master enhancement, the business gets flexibility in booking. Regulatory and peer affirmation are strong worker partners. Hospital representatives should review all positive guest comments, particularly those comments left in guest surveys (Browne, 2015).

Administration could give inspiration to authorities that are emphatically seen by guests. On occasion affirmation is given through a representative of-the-month program which gives the open door bosses and now and again specialists to pick a laborer for unprecedented execution. Regularly an expert possesses all the necessary qualities for this regard by demonstrating momentous duty with respect to an association, its rules and its goals; keeping specialists taught about assignments conveys positive results (Kreitner, 2011).

1.2 Statement of the Problem

The wellbeing framework in Kenya as of now needs enough human capital. Deficient consideration on employment determination has prompted hindered the energy to expand specialist execution (Cherogon, 2017). Work execution has been observed to be low to laborers

who their activity detail has not been taken acutely (Landry, & Vandenberghe, 2012). The ascent of qualified staff moving abroad has intensified an effectively critical circumstance. Further, the rest of the work force are unjustly appropriated among urban and rustic regions (Dambisya, 2007).

Individuals who need sufficient occupation encounter, abilities duties and capabilities is extraordinary block to a worker execution to indispensable work objectives have a tendency to be effectively distractible by assignments that they believe are more critical yet which don't bolster business objectives (Mayo, 2011). Representatives whose activity detail was not done splendidly, persuade themselves that they don't have room schedule-wise or assets to finish a key errand thus this greatly affects worker execution.

Restricted examinations have focused on impacts of occupation particular necessities on representative's execution for instance Wafula (2014) completed an investigation on the effect of employment detail on worker execution a contextual analysis of Nairobi city district. Taufik (2014) evaluated the effect of set of working responsibilities on representative's execution: a contextual investigation of Zanzibar power enterprise. Hwara (2009) completed an examination on the inspiration, work fulfillment and states of mind of attendants in the general wellbeing administrations. Anyway none have been done on impacts of occupation detail necessities on worker's execution in hospitals. It is thus through this gap that the study sought to find to determine the effect of job specification on employee performance among sub county hospitals in Kericho county.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to assess the effects of job specification requirements on employees' performance at sub county hospitals in Kericho County.

1.3.2 Specifics Objectives

- i. To determine the effect of academic qualification on employee performance of sub county hospitals in Kericho County
- ii. To establish the influence of job experience on employee performance of sub county

hospitals in Kericho County

- iii. To establish the effect of job training on employee performance of sub county hospitals in Kericho County
- iv. To determine the effect of job skills on employee performance of sub county hospitals in Kericho County
- v. To determine the moderating role of performance management practices on the relationship between job description and employees performance of sub county hospitals in Kericho County.

1.4 Research Hypothesis

H₀₁: There is no statistically significant effect of academic qualification on employee performance of sub county hospitals in Kericho County

H₀₂: There is no statistically significant influence of job experience on employee performance of sub county hospitals in Kericho County

H₀₃: There is no statistically significant effect between job training and employee performance of sub county hospitals in Kericho County

H₀₄: There is no statistically significant effect of job skills on employee performance of sub county hospitals in Kericho County

H₀₅: There is no moderating effect of performance on the effect of job description in employees of sub county hospitals in Kericho County.

1.5 Significance of the Study

This research will help public hospital management and other organizations' managers to comprehend the significance and effects of job specification by recognizing main factors that decide job specification in the employees also show how these factors are associated directly to personal needs, behavior and attitudes. The study will help the government to set up policies that will be used by the employers to control the job specification of employees. The study also will

be significant to the academicians and the future researchers to be able to have a basis to do more research in the field of job specification.

1.6 Scope and justification of the Study

The study basically sought to assess the effects of job specification requirements on employee's performance in Sub County Hospitals in Kericho County. The independent variable was academic qualification, job experience, job training and extent of job skills. The research was limited to sub county hospitals in Kericho County. Data collection instruments was limited to questionnaires. The study was carried out in the period between March 2018 and November 2018.

1.7 Limitations of the Study

A major limitation of the study was that the respondents found the study sensitive and become suspicious of its intention, perhaps assuming their responses interfered with their job positions. Therefore this led to altering or biased responses. In order to overcome this limitation, the respondents were assured on the purpose of the study and confidentiality of the information provided.

1.8 Assumptions of the Study

The study assumed that the respondents are well educated, experienced and hence able to fill the questionnaire. It is also assumed that the respondents were honest and gave truthful responses during the process.

1.9 Operational Definition of Terms

- | | |
|-----------------------------|--|
| Job specification | According to the researcher this refers to the minimum qualification and requirement that an employee in the hospital possess in order to be selected. |
| Employee Performance | According to the researcher it refers to the ability and the level in which a worker can execute a given task in terms productivity in the hospital. |
| Job experience | According to the researcher this refers to familiarity with a skill by |

an employee in the hospital over a period of time.

Job qualification

According to the researcher this is the requisites an employee in the hospital has to possess in order to be assigned a specific role.

Job skills

According to the researcher it refers to the talent and expertise employee in the hospitals possesses to perform a certain task.

Job training

According to the researcher it refers to the additional skills an employee in the hospitals is familiarized with which assist them to perform their work.

**CHAPTER TWO
LITERATURE REVIEW**

2.1 Review of Theories

This study adopted Human Capital Theory and Maslow's theory

2.1.1 Human Capital Theory

Human capital theory was proposed by Schutz (1961) and developed extensively by Becker (1964). The theory proposes that the data and representative abilities generate a exact supply of profitable capital. This methodology also observes people not as a cost thing on their monetary profit explanations, rather as an or more fit for not exclusively adding cost to their associations and at times promising it's awfully required survival inside the current aggressive climate (Sutherland, 2004). In the examination by Perkins and White (2008), human capital theory is a theory important to a specialists execution. This theory expresses that individuals gather human capital by speculation, time and money (counting put off income), in instruction, preparing, aptitude and elective characteristics, to expand their profitable capacity thus estimating a pioneer while all the staff conveys some capacity and expertise to the execution of their errands, collected scholastic accomplishments and ability create to separation inside the level of remuneration required to attract and hold quality people.

Human capital theory lays on the assumption that formal guidance is exceedingly instrumental and essential to upgrade the gainful furthest reaches of a business. In this way, human capital researchers fight that an educated masses is a useful populace. The planning of formal preparing is seen as an enthusiasm for human capital, which safeguards of the speculation have considered as comparatively or fundamentally more valuable than that of physical capital (Woodhall, 1997).

Armstrong (2009) characterizes human capital as the common insight, capacities and experience that offers the foundation its one of a kind identity. The human segments of the establishments are the individuals who can learn, change, enhance and give the aesthetic push that if suitably actuated will ensure there is the long-run survival of the association. Human capital incorporates scholarly capital (which are the unmistakable information and abilities that people have), social capital (or, in other words among those that empower the associations to interface, imbed and use its various information) and furthermore the association capital (or, in other words organized learning controlled by an organization that is hung on in their databases and manuals). Sutherland (2004) also includes passionate capital that will be that the capacity to change over the potential in scholarly capital into submitted finish activity.

As indicated by Stewart (1998) in Sutherland (2004), the staffs have a major amount of an associations cost and once the key staffs leave organizations, they take this cost with them. It's so to the information and abilities of individuals that make the value that is the reason the principle target must do with that of pulling in, holding, creating and keeping up the human capital they speak to.

2.1.2 Maslow's theory

Maslow's theory was proposed by Maslow (1965) and it spread out five different leveled needs which could in like manner be associated with an affiliation and its agents' execution (Gordon,

1965). As shown by Maslow's theory, one doesn't feel the second need until the point that the moment that the solicitations of the first have been satisfied or the third until the point when the moment that the second has been satisfied, and whatnot.

Immediately, individuals are induced by Psychological necessities: By Maslow this psychological needs outlines the central prerequisite for survival and this may consolidate sustenance, warmth, dress and asylum. Exactly when people are energetic, don't have sanctuary or clothing, there are more pushed to fulfill these need in light of the fact that these necessities transform into the genuine effect on their lead. In any case, on the other hand when people don't have a deficiency in those principal needs (mental prerequisites); their necessities tend to move to the second level where it is comparatively seen by Maslow as the higher demand of necessities. The second level is seen as the security needs: Security tends to be the most fundamental need to people at this level. This is conveyed in security in the agent's prosperity and family. The third level of necessities by Maslow was the social needs. When feeling anchored and safe at work, delegates will now put work relations as their fixation that is endeavoring to build up a not too bad family relationship, love and closeness. As we continue climbing the venturing stool we will have certainty needs: This fourth level of necessities by Maslow presents the affirmation to be recognized and regarded by others. The most vital or last level of Maslow's need is self-acknowledgment needs: Self-finishing was to frame into progressively what one is to end up everything that one is prepared of getting the chance to be.

Maslow's speculation relies upon the going with assumptions: people's lead relies upon their necessities. Satisfaction of such needs impacts their direct, people's needs are in different leveled orchestrate, starting from basic needs to other more hoisted sum needs, a satisfied need can never again motivate a man; simply next bigger sum need can goad him and a man moves to the accompanying more lifted measure of the chain of significance exactly when the lower require is satisfied.

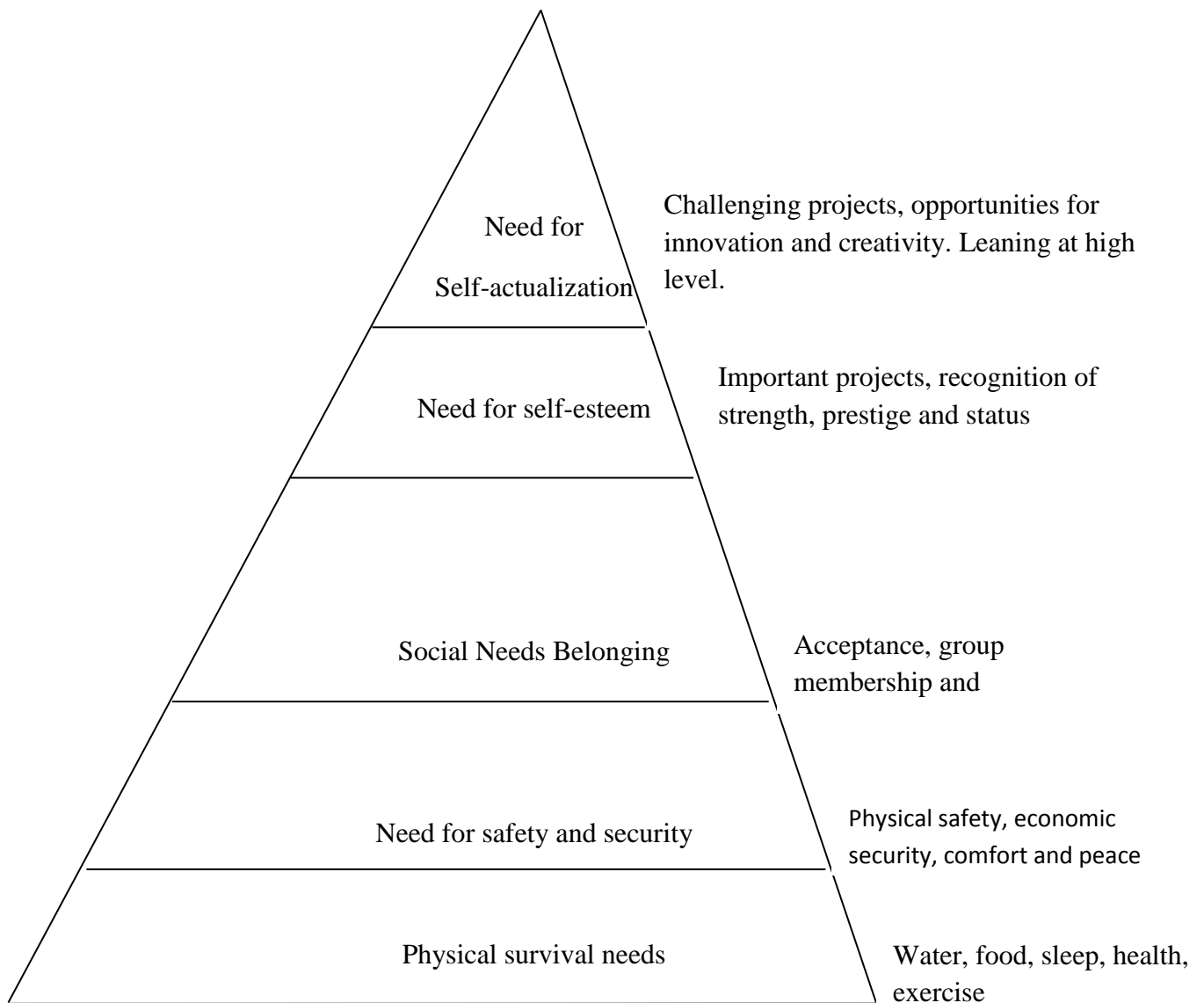


Figure 2.1 Maslow Hierarchy of Needs (Source, Maslow, 1965)

According to Maslow, individuals are moved by unsatisfied prerequisites. As each one of these necessities is on a very basic level satisfied, it drives and powers the accompanying need to create. Maslow's Theory revolves around the necessities as the purpose behind motivation. This theory is for the most part seen and recognized. Nevertheless, a portion of his recommendations are tended to on his course of action of necessities and levels of leadership of prerequisites. However, disregarding such criticism, the theory is up 'til now appropriate in light of the way

that requirements, paying little heed to how they are described, are basic to understand the direct. It makes executives comprehend that should level of delegate to be recognized to offer motivation to them.2.2 Empirical Review

2.2.1 Employee performance and its measurement

Worker execution is about the opportune, powerful and effective finishing of commonly concurred undertakings by the representative, as set out by the business. Execution is related with amount of yield, nature of yield, convenience of yield, nearness/participation at work, proficiency of the work finished and viability of work finished (Mathis and Jackson,2009).

As per Brown (2008) demonstrates that execution is the way well a man completes an undertaking and moreover the attitude with which they do their assignments. Work execution is the extent that quantifiable aftereffects of work rehearses, for instance, proportion of offers, numbers sold and besides in regards to conduct estimations which may fuse business related correspondence, essential initiative, basic reasoning among various aptitudes (Hersen, 2004). As demonstrated by Baldwin (2008) work execution is doing exercises capably and satisfactorily to meet work targets. Worker execution is using their aptitudes, limit, encounter and so forth, to play out the dispensed task required by their subordinate with feasibility and adequacy (DuBrin, 2006).

Workers are basic in that they control the grouping of schedules and procedures that are intended to prompt the required yield. The accomplishment of these procedures/schedules relies upon the choices made by the representatives amid collaboration with the procedures. These choices will rely upon how they comprehend the structures set up and how they see administration activities implied

to help viable running of the procedures. Contingent upon their collaboration with the procedures workers may see these activities contrastingly and it might influence the sort of choices they make given the current circumstances.

2.2.2 Job particular necessity

Employment particular necessity alludes to proclamation of laborer attributes and capabilities required for agreeable execution of characterized obligations and errands involving a particular capacity. It characterizes the learning, aptitudes and capacities that are required to play out an occupation in an association (Oluwafemi, 2010). This examination managed work aptitudes on worker execution, work involvement, work preparing and scholarly capability

2.2.2.1 Academic Qualification and Employee Performance

There are various reasons why society may make more preparing than the movement feature requires. Singular enthusiasm for societal position or tries at social end may repeal recognizing calculation of the estimation of guidance. In association with this there might be a calculation any bigger measure of preparing helps work hazards paying little mind to whether there are unavoidable misfortunes. The state may extend commitment to preparing for social value a long ways past any accepted impact on the economy, and this might be enhanced by close to home stakes in institutional course of action. Different correspondents have thusly fought for a social inclination to make unnecessarily guidance, paying little mind to whether to the extent weights on state financing or of the essentials of the work grandstand (Kanungo, 2013).

A creating composing especially fights that a relationship of the immense degree of specialists is overqualified for the vocations they do. There is continually subject to be at any rate fringe

ability in light of the way that a particular degree of people pick not to use the full level of their capacities. Women who make work retributions for family reasons are most likely going to contribute to this kind of ability. In any case, the confirmation suggests that ability is both broad and steady, which prescribes a sort of helper causation. Diener (2011) show that the two countries tend to experience some ability; anyway screws up are less typical in Germany. Two points of view of American data reveal a level example in capacity in the midst of the period 1976, anyway with much instability around this example. There was an unquestionable augmentation in ability in Portugal from 1985 to 1992, and similarly in the Netherlands from 1960 to 1995. In Finland there appears to have been a lessening in ability between 1975 and 1995 as a result of subsidence, anyway it remains regardless. It gives figures for Britain which propose a rising in capacity from around 29 percent in 1986 to in excess of 40 percent in the mid 1990s.

Whittington and Evans (2011) find a significant level of ability among British alumni. They exhibit that 36 percent of men and 41 percent of women are overqualified in their first occupations. By and large, it appears to be fantastical that ability has reduced considerably completed the latest couple of decades. It has either swayed or to some degree extended. Affirmation exists for the persistence of capacity, yet does this suggest it is a fundamental bit of the front line mechanical economy? Clarifications behind an essential introduce to the wonder may join the social, supply-side factors rehearsed above, while on the demand side it might be that capacity rises out of market inefficient viewpoints, for instance, poor market straightforwardness. Then again, in this association a segment of ability may redesign viability and versatility through reducing frictional costs (for instance, in either chase or screening shapes). Regardless, illuminations that don't rely upon a kind of fundamental causation would diminish the criticalness of the ponder. There are two rule choices. In any case, it is possible that capacity is indefatigable anyway sporadic, for instance completed the business cycle. Second, paying little heed to whether not spasmodic along these lines, it is possible that ability is certainly not an enduring example. This should unquestionably be the circumstance if the evidence for a general upgrade work and of work aptitudes occurring in view of fast creative and financial enhancement is correct (Mayo, 2011).

The necessity for upgraded and broadened enlightening yields this gathers ought to infer that ability is, at most, of compelled result. Much a comparative dispute gets from the post-mechanical point of view of the economy. This is related to refreshing however then again is connected with another versatility in working precedents, with the complete of 'occupations everlastingly, and accordingly, from the individual perspective, with more imperative weakness. It is possible; thusly, that capacity basically comes to fruition as a result of new sorts of individual occupation organization. People start their livelihood at a point let down the venturing stool than their capacities may previously have qualified them for, anyway they make up for it a brief span later. For this circumstance, capacity again has confined essential importance. The trade underneath produces disputes against the refreshing and work flexibility theories as counter bona fide to the significance of ability, and suggests that capacity may in actuality reflect a sort of helper causation. Despite the way this is 'in the not too distant past difficult to recognize, the discourse hopes to propose a possible illumination for the wonder relating to over the best assembly of capacities in particular divisions of the economy. The ensuing examination, using British data, does not give affirm either to work redesigning or for growing work versatility. Neither one of the components incapacitates the case for aggressiveness that capacity is an important wonder in Britain and that, cooperatively, rewards for guidance are declining (Herberget al., 2009).

Nelson, (2014) addresses the shortcomings of sets of desires used as a piece of preparing. It is thusly communicated that various arrangements of duties being used as a piece of HR don't give enough detail to allow extraordinary HR organization decisions to be made. Specifically, sets of duties are unreasonably distorted, suggesting that chiefs settle on decisions on abroad photograph of the action rather than in general point by point photograph of the movement. While work examinations and business evaluations are what should drive organization decisions, sets of desires are on numerous occasions used. He expresses that while most of the segments usually discovered piece of a normal arrangement of obligations are basic, these parts frequently don't go adequately far. He prescribes that the arrangement of working obligations should not simply fuse a summary of endeavors that are performed, yet the level of time spent on every task and furthermore how the repeat of these errands may fluctuate between days of the week or seasons.

As opposed to simply giving information on who someone in the movement reports to and who they regulate, he confides in the normal arrangement of obligations should join information about how the action fits into the affiliation by and large and what diverse associations exist between the action and distinctive jobs in the association. In Nelson's conflict, if more purposes of intrigue were given, HR specialists would have the ability to simply more easily perform assignments like execution examination and staffing decisions. A fundamental point that he makes is that arrangements of desires are routinely out of date. They tend to be made and left, as opposed to being invigorated as the action changes.

2.2.2.2 Job Experience and Employee Performance

The investigation detailed here was roused by a down to earth need to decide if the relationship of car work encounter is a legitimate list of repair aptitude with resultant ramifications for support administration and preparing. The investigation speaks to an examination errand in an undertaking to build up an orderly method for overseeing and conveying upkeep preparing in Army units. One a player in this undertaking is the advancement of a data framework that gives upkeep supervisors at the authoritative level with progressive records on vehicle repairs and the individual repair assignments performed by every technician, with resultant interpretation into individual preparing prerequisites (Gordon, 2011).

A key segment of individual execution followed by this framework is work involvement, characterized as the occasions a technician has played out a specific repair undertaking. In the event that activity encounter precisely mirrors a repairman's expertise on that specific assignment, at that point upkeep directors can decide the general ability level of their workforce by looking at their representatives' activity encounter profiles, as opposed to by straightforwardly estimating slaughter through long and costly hands-on capability tests. The trial detailed in this analyzed the theory that there is a positive connection between occupation experience and capability by testing Army mechanics of changed experience levels under controlled conditions on two irrelevant repair errands supplanting the starter on a tank motor and supplanting the generator on a tank motor (Lindner, 2008).

In the portrayal of the examination that pursues, four separate however related inquiries are considered: How firmly related are work understanding and capability? Will the connection between occupation experience and capability be portrayed quantitatively? Can the connection between occupation experience and capability be summed up to all support assignments? Do the different measurements of capability, including time taken to repair and additionally repair exactness; have a similar relationship to work involvement? In connection to this to guarantee the equivalence of test conditions crosswise over subjects, all parts, devices, and specialized manuals were constantly situated in settled, sketched out positions on a plastic-covered presentation board close to the motor. Utilization of the showcase load up dispensed with the requirement for subjects to scavenge through tool kits or to set aside opportunity to discover instructional pamphlets and extra parts, exercises that would make non important test factors and debase the test as a proportion of repair ability (Oso and Onen, 2011).

Despite the route that there is no certification that straightforwardness jars emphatically affect general work results, it to the extent anybody knows has suggestions on execution under particular conditions and inside particular criteria. Responsiveness is a basic quality required for capacity obtainment and it impacts general getting ready ability. It was in like manner saw that the people who are high on responsiveness exhibited better execution in new conditions. Another fascinating typical for open individuals is their bowed for inventive direct. Energetic (2013) portrayed a get-together of four qualities that he communicated depicted individuals who may be instrumental in acknowledging progression in any affiliation. These incorporated a motivating force for self-decide that is required to engage imaginative lead and the ability to offer opportunities to mishandle progressive models and standard working strategies with a particular ultimate objective to energize experimentation. The openness to contemplations urges these individuals to begin new strategies while the responsiveness to values helps in realizing new frameworks by testing the present measures. Highlights of responsiveness like innovative capacity, suddenness, peril taking, and impulse were seen as being relevant segments in the execution setting of Organization Development specialists. The basic ability to thrive in higher unusualness would suggest that open individuals would be favored for higher positions in the dynamic framework. This is enhanced by the correspondence of responsiveness to goal and necessity for achievement (Shieply and Kiely, 2008).

Open people in like way demonstrate a trademark inclination to climb as pioneers in a social event since they are well while in travel to start new contemplations, make more demands, and give more ends. Therefore, regardless of expecting execution, straightforwardness is in like way a principal quality in foreseeing calling advance. Thusly, it tends to be closed by isolating past examinations that the relationship of receptiveness to work happens is indisputable yet to a great degree setting subordinate. In such way we test the relationship, if responsiveness will affect work achieves two courses: through business execution and through advancement to more raised entireties. In addition, we test if the relationship of receptiveness to work results will be facilitated by work multifaceted structure and dependability (Steers et al., 2011).

Over the span of ongoing years, work experience has logically come to be seen as a profitable instrument for tolerating adolescents into the workforce, and embellishment their business wants. Inquisitively, there is little data open for the understudies' impression of their work seeing, most likely in light of the fact that a more noteworthy impediment has been in inciting associations to share. There is, therefore, scope for also ask about starting here. This planning note looks favorable circumstances and impact of work understanding on understudies in the midst of and post required guidance. Formal work experience programs outside of preparing and for which there is accessible data, are generally kept running by methods for government exercises. This is particularly legitimate in 2014 where youth joblessness rates, while diminishing over the span of the last quarter, have been of unbelievable concern. In view of the nonattendance of open data we fixate around the effects on the understudy from three differing techniques (Basser and Lloyd, 2011).

2.2.2.3 Job Training and Employee Performance

Getting ready is a need in the workplace. Without it, delegates don't have a firm handle on their commitments or commitments. Delegate getting ready suggests programs that outfit workers with information, new capacities, or master enhancement openings (Elnaga and Imran, 2013). Successful arranging and headway programs went for enhancing the pros' execution. Preparing infers defeating any square between the present execution and the standard required execution. Preparing could be given through various frameworks, for example, on the readiness and training, peers joint exertion and energy by the subordinates. This coordinated effort empowers workers to enough share at work and passes on better execution, in this manner enhancing real execution.

Preparing ventures makes workers and likewise engages a relationship to make best utilization of their others aware assets for extending powerful to advantage. Subsequently, it appears, apparently, to be obligatory by the firm to plan for such a game plan programs for its specialists to upgrade their capacities and limits that are required at the working environment, (Jie and Roger, 2005). Preparing builds up the cutoff points of the worker and hone their reasoning farthest point and innovativeness with a specific genuine target to take better choice in time and in more valuable way (David, 2006). Moreover it in like way draw in workers to manage the client compellingly and react to their protestations in fortunate way (Hollenbeck, Derue and Guzzo, 2004). Preparing makes independence and results in like manner execution on work (Svenja, 2007), by supplanting the normal weak practices by gainful and sensible business related practices (Kathiravan, Devadason and Zakkeer, 2006).

Arranging infers a sorted out mediation went for improving the fragments of individual business execution" (Chiaburu & Tekleab, 2005). It is tied in with enhancing the limits that is from each point basic for the accomplishment of conclusive objectives. Preparing ventures, may in like way assist the workforce with lessening their trepidation or frustration, begun by the work on work (Chenet al., 2004). Those bosses who feel themselves to be not able play out an undertaking with the coveted level of execution every now and again leave the firm (Chen et al., 2004), all around their stay at freewill not adds to viability (Kanelopoulos and Akrivos, 2006). The more undeniable the hole between the aptitudes basic and those controlled by the workforce, the higher the activity disappointment of the laborers.

Rowden (2002), recommend that arranging may in like way be a profitable contraption for updating ones occupation fulfillment, as worker better execution prompts increase by the best association, along these lines illustrative feel more balanced with his activity. As indicated by Rowden and Conine (2005), orchestrated authorities are more arranged to fulfill the clients and (Tsai et al., 2007), delegates who learn in light of preparing program shows a more unquestionable level of occupation fulfillment close by overpowering execution.

Preparing is fundamental and a basic device for the relationship to repair the execution of all the staff for conclusive progression and achievement. It is profitable to the two chiefs and workers of a connection. A worker will wind up being more practical and advantageous in the event that he is orchestrated well. Firms can make and upgrade the possibility of the present delegates by giving complete arranging and movement. Preparing is major to develop profitability and notwithstanding vivify and move specialists by uncovering to them how essential their employments are and giving them each one of the data they have to play out those occupations (Anonymous, 1998). The general inclinations prepared from worker getting are: broadened occupation fulfillment and resolve , expanded

2.2.2.4 Job Skills and Employee Performance

Capacity is best seen when someone tackles an errand unhesitatingly unequivocally. The association between extending mastery level can be seen as having the ability to adjust to more broad extent of agitating impacts without disturbing the execution on the task. Competency suggests capacities, experience, data, characteristics and individual properties that a man has and uses the fixation is moving towards abilities that are relied upon to achieve customer devotion. Ability can in like manner mean a man's concealed characteristics which result deficient or dominating execution at work. Basset and Lloyd (2011) wrote in their book "Human Resource Management" that the essentialness of the laborer's thinking and working "new" of customary arrangements of desires. Directly, delegates should be prepared for working without related information, clear standards or close supervision. Flexibility is basic; laborers should be set up for any kind of advancement, e.g. new errands, territory or affiliation.

Basset and Lloyd (2011) stresses the thought, thinking performer, who applies an in a general sense savvy approach to manage their action as their master standard. Creating dubiousness of occupations has achieved more work-arranged approaches to manage work-examination, for instance, imperative

business examination that spotlights on aptitudes required later on and fundamental occupation showing that spotlights on an affiliation's indispensable and future-orchestrated necessities. Beck, (2013) isolates a circumstance into expected arrangement of obligations factors that depict the open limits and situational factors that portray work necessities. Abilities weave the two points by fitting those that are required and those that are open. He isolates capacities into specific abilities that relate to learning and aptitudes and conduct aptitudes that relate to personality and attitudinal factors. One of the standard purposes behind the creating emphasis on abilities is the ability to set livelihoods in their legitimate setting. Capacities give a normal lingo to examine unmistakable occupations and grant to delegates how their capacity adds to the affiliations destinations (Shipley and Kiely, 2008)

Using abilities instead of a normal arrangement of obligations as a guide is a substitute strategy to look at occupations. The relationship of sets of duties used as a piece of associations has frequently been unyielding and outdated. Planning a normal arrangement of duties with remuneration data can rarely be troublesome in light of the fact that the commitments and obligations can fall under a couple of unmistakable titles or portrayals. The point of convergence of using sets of obligations is from past to present. Using abilities as a guide has a current-to-future focus, and the compensation organizes the laborers' capacities and obligations instead of a specific title. In such way made by Young, (2013) that reviewed 20 tremendous non-benefits, authoritative, exchanged on an open market and private affiliations that had started using capacities and aptitudes instead of sets of obligations as a foundation for their HR-sharpens. The reasons the associations changed to using capacities were to have the ability to weave all HR programs, make a world class affiliation and move from filling occupations to finding the most capable specialists.

Using abilities was in like manner wanted to unravel superfluous legitimate structure and decrease progressive hierarchy of leadership, a similar number of layers and levels can make an agent's individual aptitudes and limits end up stirred up in the semantics of different arrangements of desires. The associations portrayed aptitudes as individual data, capacities and limits, limits, aptitudes, judgment and lead associated with meeting execution destinations in work, troubles and mission. The examination found that using abilities had various positive outcomes. Aptitudes were used for getting ready and progression and that surveyed delegate planning needs, settles on decisions about headway and trades and enabled job advancement. Bestowing how agents can upgrade the affiliation and what is basic in the association's business achieved extended correspondence among organization and laborers. As a rule, correspondence, commitment, calling improvement and compensating upgraded basically in the affiliations that started using capacities. Using capacities furthermore helped associations to find and keep the overall public who have what it takes required for successful business. It ensured that using capacities instead of sets of desires is certainly legitimized even regardless of the undertakings that the change takes since it makes a win-win condition where people need to keep and redesign their aptitudes. The rule message of the examination is to base on people who make each important stride

and their aptitudes instead of occupations. People make business compelling and are in this way the business' most indispensable asset (Kovach, 2007).

An emotional method to manage focus chief's capacity: MRN was an examination driven by Ekaterini Galanou on Management Research Review in 2011. The purpose behind the examination was to make an once-over of capacities that relate to the feasibility of an administrator and find how affiliations can measure the execution of their middle boss in an engaged circumstance. The hotspots for perceiving the capacities required were the circumstance association's system and vision, information from the Human Resource division and genuine research inspects in regards to the issue. In the examination, essential occupation requirements were perceived as 21 noteworthy properties or abilities.

2.2.3 Performance administration hones

An execution estimation hone includes all exercises that assurance that authoritative destinations are always being accomplished in a productive and powerful way. Regularly, execution administration centers around the hierarchical execution, workers, divisions, and to some degree, the procedures that are typically utilized to assemble an administration or item, and additionally other key zones in an association that would prompt representative efficiency (Homayounizadpanah and Baqerrkord, 2012). Aristocrat and Armstrong characterize execution administration as an incorporated and key methodology towards improving the representative and authoritative profitability by bettering the execution of workers through building up the people and groups capacities (Baron and Armstrong, 2007)

Execution administration is a comprehensive procedure uniting numerous exercises that all things considered add to the successful administration of people and groups with the end goal to accomplish abnormal amounts of hierarchical execution. The procedure is vital, in that it is about more extensive issues and long haul objectives, and incorporated in that it joins different parts of the business, individuals administration, people and groups (Julnes, 2008)

Examination, as indicated by (Drewitt, 2013) includes the ID of circumstances and end results connections on which business and work approaches are based or can be based and are a standard procedure that associations use to assess their representatives. It is an orderly appraisal that is as goal as conceivable of a progressing programs me or arrangement, its plan, execution and results. Its point is to assess the importance and satisfaction of destinations, productivity, adequacy, effect and supportability.

The execution administration framework may contain these segments, yet it is the general framework that issues, not the individual parts. Numerous associations have possessed the capacity to create compelling execution administration frameworks without the majority of the accompanying practices. An execution administration framework incorporates the accompanying activities (Sparrow, 2012). Grow clear sets of expectations utilizing a worker enrollment plan that distinguishes the determination group. Enlist potential workers and select the most met all requirements to take an interest in meetings on location. Lead meetings to limit your pool of applicants. Hold different extra gatherings, as required, to become acquainted with your competitors' qualities, shortcomings, and capacities to contribute what you require. Utilize potential representative testing and assignments where they bode well for the position that you are filling. Select fitting individuals utilizing an exhaustive worker determination procedure to recognize the most qualified applicant who has the best social fit and employment fit that you require. Offer your chose applicant the activity and arrange the terms and states of work including pay, benefits, paid time off, and other authoritative advantages. Give compelling new worker introduction, appoint a tutor, and coordinate your new representative into the association and its way of life. Arrange necessities and achievement based execution principles, results, and measures between the worker and his or her new chief. Structure viable pay and acknowledgment frameworks that reward individuals for their continuous commitments. Give limited time/vocation advancement openings including horizontal moves, exchanges, and employment shadowing for staff (Bruce, 2014).

2.3 Knowledge Gap

Analysts have assessed writing on the impacts of occupation detail necessities on worker's execution for instance Wafula (2014) completed an examination on the effect of occupation determination on representative execution a contextual investigation of Nairobi city district. The discoveries of the investigation have demonstrated that all around organized occupation determinations would greatly affect the activity execution of workers in an association. This investigation left a hole since it just managed occupation particular and furthermore work execution forgetting representative execution and different parts of employment determination prerequisites.

Taufik (2014) surveyed the effect of set of working responsibilities on worker's execution: a contextual investigation of Zanzibar Electricity Corporation. The examination received different information accumulation techniques, for example, meetings, polls and documentation. The outcomes demonstrate that the respondents did not have compelling sets of responsibilities that were in accordance with their obligations and capabilities. Additionally, the investigation

uncovered that the respondents concurred that they required sets of responsibilities which demonstrate working conditions to build their execution. This investigation particularly managed set of working responsibilities forgetting different parts of employment determination prerequisites.

Hwara (2009) completed an investigation on the inspiration, work fulfillment and states of mind of medical attendants in the general wellbeing administrations of Botswana. The discoveries demonstrated that a greater part of medical attendants delighted in employment fulfillment in specific territories of their work to be specific self-sufficiency, partaking in basic leadership, decision of kind of nursing, change of wards or divisions or work units, relational connections among attendants themselves and among medical caretakers and their directors. Medical attendants likewise saw the hospital as a domain in which they could ceaselessly learn and they were also happy with the nursing work or the work itself

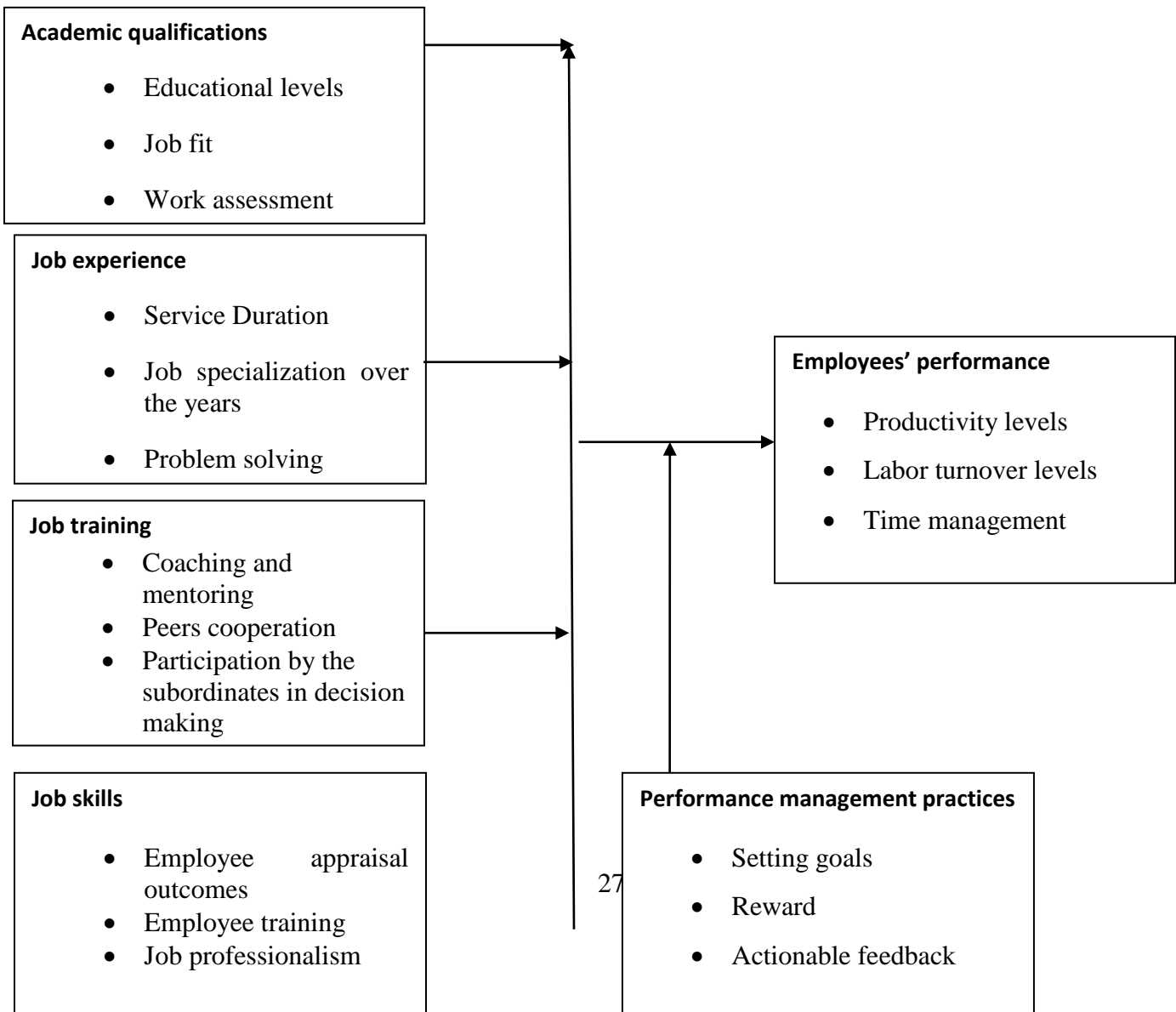
The common attribute between these past inquiries about is the understanding that particular components are more basic as occupation detail factors than others and that these factors may fluctuate among associations. These past examinations have in like manner been finished using unmistakable procedures. The examinations have additionally left holes since none of them was done in connection to work particulars prerequisites in hospitals. Hence the investigation tries to round this hole by discovering the impact of scholastic capability; work understanding, work preparing and work aptitudes influence representative execution at sub area hospitals in Kericho County.

2.4 Conceptual Framework

The accompanying theoretical system is proposed to clarify the connection between the autonomous variable activity particular necessities including, scholarly capability, work understanding, work preparing and work aptitudes; Academic capability will be demonstrated by Educational levels, work fit and work appraisal capacities. Occupation encounter shown by administration length, Job specialization throughout the years and Problem understanding capacities, Job preparing demonstrated by instructing and tutoring, peers collaboration and interest by the subordinates in basic leadership while work abilities shown by worker examination results, Employee preparing and Job polished methodology. The reliant variable will be workers' execution demonstrated by efficiency levels, work turnover levels and Performance objectives.

Job specification

Employee performance



Tea which attracts so many employees. The employees sought for treatment in various hospitals within the county. The study was specific to the sub county hospitals in Kericho County which include; Kapkatet, Kipkelion, Sigowet, Londiani and Roret Sub County Hospitals.

3.3 Target Population

According to Oppenheim (2003), a population refers to the larger population to which the researcher would like to generalize the results of the study. A population is a well-defined or set of people, services, elements, actions, set of things or households that are being investigated (Kothari,2009). Study population is a study of a group of individuals taken from the general population who share a common characteristic, such as age, and gender. The population that is actually surveyed is the study population (Mugenda & Mugenda, 2009). The population of interest in the study consisted of the employees of sub county hospitals in Kericho County. The study focused on Clinical Officers, nurses and other hospital staffs. The study therefore targeted a total of 211 employees as shown on table 3.1

Table 3.1 Target Population

Hospital	Hospital Managers	Clinical Officers	Nurses	Other hospital staff	Total
Kapkatet Sub county Hospital	1	7	23	12	43
Kipkelion Sub county Hospital	1	8	17	13	39
Sikowet Sub county Hospital	1	5	23	12	41
Londiani Sub county Hospital	1	7	33	16	57
Roret Sub county Hospital	1	5	16	9	31
Total	5	32	112	62	211

Sources: Ministry of Health Kericho County (2017)

3.4 Census Inquiry

The study used census inquiry since the population under study is small. All the 211 employees were included in the study. According to Oso and Onen, (2012) census inquiry is a study of every unit, everyone or everything, in a population. It provides a true measure of the population, benchmark.

3.5. Research Instruments

Primary sources of data that were used to collect data from the respondents using questionnaire. The questionnaires which are structured were used to collect data on the effects of job specification on employee performance. The questionnaires comprised of both open ended and closed ended questions intended to inspire particular reactions for subjective and quantitative examination respectively. The questionnaires were administered through drop and pick later strategy.

The questionnaire utilizes a five point likert scale namely Strongly Agree (SA), Agree (A), Neutral (N), Disagreed (D) and Strongly Disagree (SD) which was assigned scores of between 1 and 5. This enabled the researcher to make conclusions in light of examinations produced using the responses. The researcher opted to use questionnaires so as to collect more information within short time.

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity of the Research Instruments

As indicated by Miles and Huberman (2009) validity alludes to whether an instrument really measures what it should measure, given the setting in which it is applied. Keeping in mind the end goal to discover substance and face validity, the questionnaires and interviews was displayed to the supervisor in the University for Scrutiny and guidance. The contents and impressions of the instruments were enhanced in light of the supervisor's recommendation and remarks. The questionnaires were then built in a way that each inquiry is identified with each other. This guaranteed that all exploration questions are covered. The questionnaires utilized as a part of this examination were given to the autonomous specialists in consultation with an analyst to assess it for face and content validity and additionally for conceptual clearness and investigative bias.

3.6.2 Reliability of the Research Instruments

This study carried out a pilot study in order to ascertain reliability and validity of research instruments. Pilot study was carried out at Kericho County Hospitals where 21 research instruments were administered. Information gathered from the pilot study was utilized to process the reliability of the instruments' tools using split half method. The Cronbach's alpha was used to assess the reliability coefficient of the research instruments. Cronbach's Alpha coefficient of more than 0.7 was taken as the cut off a value for being satisfactory which improves the identification of the dispensable variables and erased variables.

3.7 Data collection Procedures

The researcher sought for a letter of introduction from Kisii University, the letter was used to source for a research permit from National Commission for Science, Technology and Innovation before the researcher proceeds to collect data. On acquisition of the permit, the researcher visited the county hospitals for acquaintance purposes and to seek for authorization from the administration concerning the expected date of data collection. Thereafter a date was set and arrangement was made to collect data. The researcher personally administered the questionnaires to the respondents leaving them to individual employees to fill then collect them after a period of three days.

3.8 Description of Data analysis procedures

Data analysis refers to the process of editing and examining the collected unrefined data to identify errors and omissions and correct if possible (Mugenda, 2003). Data for this study was analysed using both descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) computer software.

Descriptive statistics included frequencies, percentages and mean while inferential statistics was applied through moderated regression analysis. The regression analysis was used to determine with statistical significance, the effect of the independent variables on the dependent variable.

The regression model will be as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots (I)$$

$$Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + \epsilon \dots \dots \dots (ii)$$

Where:

Y=employee performance

Bo=Constant

X= the independent variables - X₁=Academic qualifications

X₂=Job experience

X₃=Job training

X₄=Job skills

X₁+Z= Academic qualifications moderated by Performance management

X₂+Z = Job experience moderated by Performance management

X₃+Z= Job training moderated by Performance management

X₄+Z= Job training moderated by Performance management

β₁, β₂, β₃ and β₄ are the coefficients of proportionality for academic qualifications, job experience, job training and job skills respectively

E = Error term

In order to ascertain that the model provided adequate fit for the data, the study will consider testing for multiple regression assumptions (Hair et al., 2010). Multiple regression has the following assumptions: linearity, independence of errors, homoscedasticity, multicollinearity and assumptions of normality.

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Osborne & Waters). Multiple regressions can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). To test for linearity is by plotting an XY plot with the actual data points on the Y axis and expected values on the X axis. The graph is visually examined for linearity and

precision. If the all data points fall on a straight line, the method is linear. If the method is perfectly Linear A straight line was obtained that had a slope of 1.00 and Y intercept of zero. The slope is an indicator of the % recovery; if the slope is 0.94 then recovery is 94%. Linearity can be accepted if the slope is 1.00 +/- 0.03 and the Y intercept is 0 +/- the within run precision.

Independence of errors states that errors are independent of one another, therefore study subjects are responding with independence (Osborne & Waters, 2002). To diagnose violations of this assumption is through Durbin-Watson Statistic test. The Durbin-Watson statistic is typically used to test: $H_0: \rho = 0$ vs. $H_1: \rho > 0$ since when error terms are correlated in business and economic applications, the correlation tends to be positive. The statistic D ranges in value from zero to four. When the error terms are independent we expect D to be close to 2. "Small" values of D suggest that error terms tend to cluster (positive autocorrelation); "large" values of D suggest that error terms tend to alternate (+, -, +, -) (negative autocorrelation).

The assumption of homoscedasticity states that variance of errors are equal across all levels of the independent variables (Osborne & Waters, 2002). Homoscedasticity can be checked by visual examination of a plot of the institutionalized residuals by the regression institutionalized anticipated value (Osborne & Waters, 2002). Specifically, statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Osborne & Waters, 2002). The plots we are interested in are at the top-left and bottom-left. The top-left is the chart of residuals verses fitted values, while in the bottom-left one; it is standardized residuals on Y axis.

Multicollinearity refers to the assumption that the independent variables are uncorrelated (Mason & Perreault Jr., 1991). The researcher is able to interpret regression coefficients as the effects of the independent variables on the dependent variables when Collinearity is low. To diagnose multicollinearity the study will use inflation factors (VIF) and tolerance. A VIF greater than 10 or tolerance below 0.10 will imply serious multicollinearity problem.

Normality means that the distribution of the test is normally distributed (or bell-shaped) with 0 mean, with 1 standard deviation and a symmetric bell shaped curve. To test the assumption of normality, the following measures and tests can be applied: To test the assumption of normal

distribution, Skewness should be within the range ± 2 . Kurtosis values should be within range of ± 7 .

3.9 Ethical Considerations

To ensure that the study complied with the ethical issues pertaining research undertaking, a permission to conduct the research was sought from the respective authorities. A full disclosure of all the activities concerning the study was explained to the authorities and this involved the study intention which was only for learning purposes. A high level of confidentiality and privacy was observed and the findings of the study were only submitted to the University and the sub county hospitals in Kericho County.

A letter of introduction was obtained from the University to serve as evidence of the purpose of the study. In order to protect the individual from abuse resulting from the data they gave for the research, data was presented in such a way that it does not specify who gave the information to the researcher.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Response rate

There were 211 questionnaires distributed to the selected respondents' employees of sub county hospitals in Kericho County. The analysis of findings is according to the returned questionnaires indicated that, out of the 211 questionnaires sent to the sampled subjects, 201 were filled and returned which translated to 95.3% response rate. This high response rate was achieved by the great cooperation between the researcher and the respondents. All the returned questionnaires were found to be correctly filled and fit for analysis

Table 4.1 Response Rate

Questionnaires	No.	%
questionnaires Issued	211	100%

Usable questionnaires 201 95.3%
received

4.2 Background Characteristics

This segment shows the circulation of respondents by their gender, age section, and the level of training of respondents who are the representatives of sub district hospitals in Kericho County

4.2.1 Gender of the Respondents

The investigation tried to survey the gender dissemination of the respondent working in sub area hospitals in Kericho County. This is on the grounds that diverse gender has distinctive suppositions about different issues. The finding in table 4.2 demonstrates that 48.3% of the respondents were male and 51.7% of the respondents were female. This infers there were more female respondents in the examination.

Table 4.2: Gender of the respondents

Gender	Frequency	Percent
Male	97	48.3
Female	104	51.7
Total	201	100.0

4.2.2 Age of Respondents

Age of respondents was operationalized into four classifications. The time of respondents was essential and the examination uncovers that the dispersion of age among the representatives of sub region hospitals in Kericho County, lion's share of the respondent were matured over 25-35 years with 47.3%, this was trailed by 35-45 years or more were 34.8%, and afterward between 18-25 years with 10.9% and the slightest was from Above 45 years with 7.0%. This infers dominant part of the representatives working in the sub area hospitals were in their mid ages are as yet seeking after their vocation, along these lines had information on impacts of occupation determination necessities on worker's execution

Table 4.3: Age of Respondents

Age of Respondents	Frequency	Percent
Between 18-25Years	22	10.9
Above25-35 years	95	47.3
Above35 – 45Years	70	34.8
Above 45 years	14	7.0
Total	201	100.0

4.2.3 Education Level

Education level has an impact on how people respond to different opinions. The researcher sought to establish the education level of the respondent. The findings are indicated in table 4.4.

Table 4.4: Education Level of respondents

Academic qualification	Frequency	Percent
O' Level	26	12.9
Diploma	109	54.2
Degree	60	29.9
Masters	6	3.0
Total	201	100.0

The finding in table 4.4 uncovers that 12.9% of the respondents were O-level alumni, 54.2% were certificate holders, 29.9% of the respondents were degree holders and 3.0% spoke to respondents with post graduate level of training. This demonstrates dominant part of the respondent were certificate holders, trailed by degree, which infers that, every one of the respondents chose were taught and the greater part of the respondents comprehended the substance of the polls and their reactions can be considered important.

4.2.4 Respondents Work Experience

Respondents encounter was basic to maintain a strategic distance from any impacts coming about because of increased authoritative culture and furthermore coming about because of over remaining at the organization or because of little information relating to the branch of knowledge because of being moderately new in the association (Chenhall, 2013). The investigation looked to gather information from respondents with various encounters working at the sub area hospitals. This is introduced in table 4.4

Table 4.4: Working Experience

Working Experience in years	Frequency	Percent
Less than 1-5 years	38	18.9
6-10 years	68	33.8
11-15years	72	35.8
16 years and above	23	11.4
Total	201	100.0

The discoveries on table 4.4 uncovered that 18.9% of the respondents had work involvement of under 1-5 years, 33.8% of the respondent had work understanding of between 6-10 years, 35.8 % had worked for a time of between 11-15 years and 11.4 % of the respondent had work understanding of 16 years or more This demonstrate larger part of the respondent have work understanding of between 11-15 years inferring that they are genuinely experienced in issues inside the hospitals. The experience demonstrates the legitimacy and unwavering quality of the data got.

4.3 Descriptive Analysis of study Variables

The reason for the investigation was to evaluate the impacts of occupation detail necessities on worker execution at sub area hospitals in Kericho County. The analyst investigated enlightening measurements for the accompanying watched factors; scholastic capability, work involvement, work preparing, work aptitudes, execution administration practices and representative execution. The 5-point Likert scale reaction classifications were utilized in this examination. This scale works from left to right where the correct end of the scale is littler, more negative than the right. There are two extraordinary qualities, that is, far left which means emphatically concur; and far right which symbolizes firmly oppose this idea. Meanwhile, the center answer class (number 3 on the Likert scale) speaks to impartial which means neither concur nor deviate (Velde, Jansen and Anderson 2004).

4.3.1 Academic Qualification and Employee Performance

The study sought to find out the effect of academic qualification on employee performance of sub county hospitals in Kericho County. This is shown in Table 4.5 below

Table 4.5 Academic Qualification and Employee Performance

Academic Qualification		SA	A	U	D	SD	M	SD
My education level has earned me ability to perform all duties effectively and comfortably	F	71	82	16	13	19	3.86	1.237
	%	35.3	40.8	8.0	6.5	9.5		
My academic qualification is fitting the job requirements and therefore I perform duties well	F	73	81	13	32	2	3.95	1.076
	%	46.8	30.8	16.4	3.0	3.0		
Various jobs have a direct impact on achieving the organizational objectives by having various academic qualification	F	94	62	33	6	6		
	%	46.8	30.8	16.4	3.0	3.0	4.15	1.001
My work assessment report is fit according to job descriptions on the goals of the organization	F	102	62	10	22	5		
	%	50.7	30.8	5.0	10.9	2.5	4.16	1.094

The Table 4.5 demonstrates the impact of scholarly capability on worker execution of sub district hospitals in Kericho County whose reactions were dissected through mean and standard deviation. The respondents concurred that their training level has earned them the capacity to play out all obligations successfully and easily with a mean of 3.86 and a standard deviation of 1.237, it was additionally concurred that scholastic capability is fitting the activity prerequisites and along these lines representatives perform obligations well, this had a mean of 3.95 and a standard deviation of 1.076, the reaction on Various employments directly affect accomplishing the authoritative destinations by having different scholarly capability was bolstered by a mean of

4.15 and a standard deviation of 1.001, finally the respondents concurred that their work evaluation report is fit by sets of expectations on the objectives of the association with a mean of 4.16 and standard deviation of 1.94. This inferred lion's share of the respondents conceded to impact of scholarly capability on worker execution with a normal mean of 4.03 demonstrating that that scholastic capability upgrade representative execution.

These discoveries agree with an examination by Nelson (2014) who tends to the shortcomings of sets of desires used as a piece of preparing. It is thusly communicated that various arrangements of duties being used as a piece of HR don't give enough detail to allow incredible HR organization decisions to be made. Specifically, sets of duties are too much misrepresented, suggesting that managers settle on decisions on abroad photograph of the action rather than in general point by point photograph of the movement. While work examinations and business appraisals are what should drive organization decisions, sets of desires are over and over used. He expresses that while most of the segments generally discovered piece of a normal arrangement of obligations are basic, these segments routinely don't go adequately far.

4.3.2 Job Experience and Employee Performance

The study sought to find out the influence of job experience on employee performance of sub county hospitals in Kericho County. This is shown in Table 4.6 below

Table 4.6 Job Experience and Employee Performance

Job Experience		SA	A	U	D	SD	M	SD
The job requirements on the Service duration and eligibility match my work experience	F %	85 42.3	66 32.8	9 4.5	28 6.5	13 13.9	3.83	1.400
I have Problem solving abilities that I need to effectively achieve the tasks associated to my current job	F %	95 47.3	65 32.3	9 4.5	22 10.9	10 5	4.06	1.186
My job specialization over the years have a direct influence on achieving the institution goals	F %	114 56.7	58 28.9	18 9.0	5 2.5	6 3	4.34	.957
Considering the time spent and the length of experience in a certain field, I realize the functions match the job portfolio/position	F %	89 44.3	80 39.8	7 3.5	19 9.5	6 3.0	4.13	1.055

Because of occupation encounter on worker execution of sub area hospitals in Kericho County, the respondents concurred that the activity necessities on the Service span and qualification coordinate representative work involvement, this was upheld by a mean of 3.83 and a standard deviation of 1.40, the respondents likewise concurred that the workers have Problem fathoming capacities that I have to successfully accomplish the undertakings related to my present place of employment with a mean of 4.06 and a standard deviation of 1.186, advance they concurred that their activity specialization throughout the years impact accomplishing the establishment objectives with a mean of 4.34 and a standard deviation of 0.957. Ultimately they concurred that considering the time spent and the length of involvement in a specific field, workers understand the capacities coordinate the activity portfolio/position, this was bolstered by a mean of 4.13 and

a standard deviation of 1.055. This infers that through activity encounter, representatives can meet their set targets along these lines enhancing their execution. This was upheld by a normal mean of 4.09 demonstrating that the respondents concurred on the survey proclamations because of occupation encounter on representative execution.

This investigation results are like Gordon, (2011) who expressed that activity encounter precisely mirrors a technician's ability on that specific assignment, at that point support administrators can decide the general expertise level of their workforce by inspecting their representatives' activity encounter profiles, instead of by specifically estimating slaughter through long and costly hands-on capability tests. Oso and Onen, (2011) states that, paying little heed to the route that there is no insistence that straightforwardness jars decidedly affect general work results, it to the extent anybody knows has proposals on execution under particular conditions and inside particular criteria. Openness is a basic quality required for capacity acquirement and it impacts general planning ability.

4.3.3 Job Training and Employee Performance

The study sought to find out the effect of job training on employee performance of sub county hospitals in Kericho County; this is shown in Table 4.7 below

Table 4.7 Job Training and Employee Performance

Job Training	SA	A	U	D	SD	M	SD
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Employee coaching and mentoring gives a clear framework for the qualifications required of an employee	F	72	68	27	20	14		
	%	35.8	33.8	13.4	7.0	10.0	3.79	1.276
Peers cooperation determines the highest ability of employees to perform a task	F	72	69	18	28	14		
	%	35.8	34.3	9.0	13.9	7.0	3.78	1.262
Qualification of employees helps an organization know the right employee fit for the job	F	100	63	29	7	2		
	%	49.8	31.3	14.4	3.5	1.0	4.25	.900
Participation by the subordinates in decision making helps employees know the quality of service expected from them on their performance	F	80	95	5	17	4		
	%	39.8	47.3	2.5	8.5	2.0	4.14	.961

The study sought to effect of job training on employee performance of sub county hospitals in Kericho County. The respondents concurred that, representative instructing and tutoring gives a reasonable structure for the capabilities expected of a worker with a mean of 3.79 and a standard deviation of 1.276, additionally when asked whether Peers collaboration decides the most astounding capacity of representatives to play out an errand, larger part of the respondents concurred with a mean of 3.78 and a standard deviation of 1.262, assist when solicited whether Qualification from workers enables an association to know the correct representative fit for the activity, the respondents concurred at a mean of 4.25 and a standard deviation of 0.900, in conclusion the respondents concurred that Participation by the subordinates in basic leadership enables representatives to know the nature of administration anticipated from them on their execution, this was upheld by a mean of 4.14 and a standard deviation of 0.961. This infers work preparing prompts upgrade of worker execution. This was bolstered by a normal mean of 3.99 showing that the respondents conceded to the survey proclamations on the impact of occupation preparing on representative execution of sub area hospitals in Kericho County.

This examination results are like Elnaga and Imran (2013) who expressed that fruitful arranging and progression programs went for enhancing the masters' execution. Preparing infers conquering any square between the present execution and the standard required execution. Preparing could be given through various frameworks, for example, on the planning and instructing, peers joint exertion and eagerness by the subordinates. This cooperation empowers workers to enough share at work and passes on better execution, accordingly enhancing authentic execution. Chiaburu and Tekleab (2005) stipulated that activity preparing is tied in with enhancing the limits that is from each edge basic for the accomplishment of conclusive objectives. Likewise, Rowden (2002), recommend that arranging may in like way be a beneficial contraption for redesigning ones occupation fulfillment, as worker better execution prompts increase by the best association, along these lines illustrative feel more balanced with his activity.

4.3.4 Job skills and Employee Performance

The study sought to find out the effect of skills in employee performance Sub County Hospitals in Kericho County, this is shown in Table 4.8 below

Table 4.8 Job skills and Employee Performance

Job skills				SA	A	U	D	SD	M	SD
Employee	appraisal	outcomes	F	60	86	12	13	30	3.66	1.362

determines the uniqueness of an employee from others	%	29.9	42.8	6.0	6.5	14.9		
Employee training determines employees outcomes during performance appraisals	F	66	86	13	24	12	3.85	1.179
Job professionalism helps employee to solve technical problems hence improving performance	%	32.8	42.8	6.5	11.9	6.0	4.23	.970
Employee skills is the common determinant of performance	F	104	55	31	7	4	4.08	1.026
	%	51.7	27.4	15.4	3.5	2.0		
	%	38.3	46.8	2.5	9.5	3.0		

On factors related to the effect of skills in employee performance, the respondents concurred that, representative evaluation results decides the uniqueness of a worker from others, this was upheld by a mean of 3.66 and a standard deviation of 1.362, the respondents additionally concurred that worker preparing decides representatives results amid execution examinations with a mean of 3.85 and a standard deviation of 1.179, on whether Job professionalism encourages worker to take care of specialized issues thus enhancing execution, the respondents concurred with a mean of 4.23 and a standard deviation of 0.970, ultimately on whether worker abilities is the normal determinant of execution, the respondents concurred at mean of 4.08 and a standard deviation of 1.026, these discoveries suggests that activity aptitudes is basic for the execution of workers. This was upheld by a normal mean of 3.955 demonstrating that the respondents conceded to the poll explanations on the impact of aptitudes in worker execution Sub County Hospitals in Kericho County.

These discoveries agree to that of Shipley and Kiely (2008) who expressed that using abilities as opposed to a normal arrangement of obligations as a guide is a substitute technique to look at occupations. The relationship of sets of duties used as a piece of associations has frequently been rigid and outdated. Planning a normal arrangement of obligations with remuneration data can

rarely be troublesome because the commitments and obligations can fall under a couple of particular titles or portrayals. The point of convergence of using sets of duties is from past to present. Using aptitudes as a guide has a current-to-future focus, and the compensation organizes the specialists' capacities and obligations as opposed to a specific title.

Youthful, (2013) states that abilities were used for getting ready and progression and that surveyed agent planning needs, settles on decisions about headway and trades and enabled business advancement. Giving how agents can improve the affiliation and what is basic in the association's business realized extended correspondence among organization and specialists.

Shiple and Kiely (2008) expressed that using abilities was similarly intended to unravel superfluous definitive structure and decrease progressive hierarchy of leadership, a similar number of layers and levels can make a delegate's individual aptitudes and limits end up stirred up in the semantics of different arrangements of desires. The associations described aptitudes as individual data, capacities and limits, limits, aptitudes, judgment and lead associated with meeting execution targets in work, challenges and mission.

4.3.5 Employee’s Performance

The study sought to find out the effects of job specification requirements on employee’s performance of sub county hospitals in Kericho County. This information was sought from the managers. This is shown in Table 4.9 below

Table 4.9 Employee’s Performance

Employee’s Performance				SA	A	U	D	SD	M	SD
Employees	training	reduces	F	76	74	10	15	26	3.79	1.362

employees turnover levels	%	37.8	36.8	5.0	7.5	12.9		
Job experience enhances employee's productivity levels	F	86	71	17	21	6		
	%	42.8	35.3	8.5	10.4	3.0	4.04	1.097
Time management is highly influenced by the goals and objectives of the organization	F	115	54	22	8	2		
	%	57.2	26.9	4.0	10.9	1.0	4.35	.900
Employees who are highly remunerated by their employer will show reluctance in their performance	F	93	80	5	19	4		
	%	46.3	39.8	2.5	9.5	2.0	4.19	1.007

From the findings on Table 4.9 above, the study sought to know the extent on which effects of job specification requirements on employee's performance of sub county hospitals in Kericho County. The respondents concurred that, workers preparing decreases representatives turnover levels bolstered by a mean of 3.79 and a standard deviation of 1.362 , on the reactions whether work encounter upgrades workers profitability levels, the respondent concurred at a mean of 4.04 and a standard deviation of 1.097, when asked whether time administration is exceedingly affected by the objectives and destinations of the association, the respondents concurred at a mean of 4.35 and a standard deviation of 0.900, finally on whether workers who are exceptionally compensated by their boss will demonstrate hesitance in their execution, the respondent concurred at a mean of 4.19 and a standard deviation of 1.007. This suggests that activity determination prerequisites has had extraordinary impact on representative execution. This was upheld by a normal mean of 4.09 showing that the respondents conceded to the survey proclamations on worker's execution of sub region hospitals in Kericho County.

These discoveries agree to that of Brown (2008) who demonstrates that execution is the way well a man completes an errand and besides the demeanor with which they do their assignments. Work execution is the extent that quantifiable consequences of work rehearses, for instance, proportion of offers, numbers sold and moreover with respect to social estimations which may

consolidate business related correspondence, fundamental administration, basic reasoning among various aptitudes (Hersen, 2004). As shown by Baldwin (2008) work execution is doing exercises capably and enough to meet work targets. Worker execution is using their aptitudes, limit, encounter and whatnot, to play out the apportioned task required by their subordinate with reasonability and adequacy (DuBrin, 2006). Lee and Wu (2011) states that representative execution has reliably been an essential test in definitive organization and accepting reasonable ways to deal with influence specialists to achieve and pass on higher work execution and moreover augment the various leveled forcefulness is the major objective of every business affiliation.

4.3.6 Performance Management Practices

The study sought to determine the moderating role of performance management practices on the relationship between job description and employees performance of sub county hospitals in Kericho County; this is shown in Table 4.9 below.

Table 4.10 Performance Management Practices

Performance Management Practices		SA	A	U	D	SD	M	SD
Setting goals enhances effective management of individuals and teams in order to achieve high levels of organizational performance	F %	75 37.3	75 37.3	10 5.0	15 7.5	25 12.9	3.79	1.362
Employee rewards enhances employees productivity levels	F %	68 43.8	88 33.8	21 9.0	18 10.4	6 3.0	4.04	1.097
Organizational actionable feedback is highly influenced by the goals and objectives of the organization	F %	114 56.7	55 27.4	22 10.9	8 4.0	2 1.0	4.35	.900
Employees performance	F	89	84	5	19	4	4.19	1.007

management helps employees know the quality of service expected from them on their performance	%	44.3	41.8	2.5	9.5	2.0
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From the findings on Table 4.9 above, The respondents concurred that, defining objectives improves successful administration of people and groups with the end goal to accomplish large amounts of authoritative execution by a mean of 3.79 and a standard deviation of 1.362 , on the reactions whether worker rewards upgrades representatives profitability levels, the respondent concurred at a mean of 4.04 and a standard deviation of 1.097, when asked whether Organizational noteworthy input is very impacted by the objectives and destinations of the association, the respondents concurred at a mean of 4.35 and a standard deviation of 0.900, finally on whether Employees execution administration enables representatives to know the nature of administration anticipated from them on their execution, the respondent concurred at a mean of 4.19 and a standard deviation of 1.007. This infers that execution administration rehearses has had incredible effect on worker execution. This was upheld by a normal mean of 4.09 showing that the respondents conceded to the poll explanations on execution administration hones in Kericho County.

These discoveries agree to that of Homayounizadpanah and Baqerrkord, (2012) who expresses that Performance administration is an all encompassing procedure uniting numerous exercises that by and large add to the successful administration of people and groups with the end goal to accomplish elevated amounts of authoritative execution. The procedure is key, in that it is about more extensive issues and long haul objectives, and incorporated in that it joins different parts of the business, individuals administration, people and groups. Drewitt (2013) includes the ID of circumstances and end results connections on which business and work approaches are based or can be based and are a standard procedure that associations use to assess their representatives. It is a methodical appraisal that is as objective as conceivable of a continuous program me or arrangement, its structure, usage and results. Its point is to assess the pertinence and satisfaction of targets, proficiency, adequacy, effect and manageability. Sparrow (2012) states that the execution administration framework may contain these parts, yet it is the general framework that

issues, not the individual segments. Numerous associations have possessed the capacity to create successful execution administration frameworks without the majority of the accompanying practices. An execution administration framework incorporates the accompanying activities

4.4. Inferential Statistics

Inferential insights was connected through directed relapse investigation. The relapse investigation was utilized to decide with factual centrality, the impact of the free factors on the needy variable. To give impartial appraisals of the investigation parameters, different suspicions of relapse were tried. These incorporate typicality suspicion, linearity supposition and homoscedasticity presumption of the free factors.

4.4.1. Ordinariness Assumption

Relapse expect that factors have typical conveyances. Non-ordinarily circulated factors can contort connections and importance tests. Visual examination of information plots was utilized to test the ordinariness supposition. From the plots in the Normal P-P as introduced in figure 4.1 beneath, the outcomes unmistakably demonstrates a typical dispersion along the corner to corner

line. The dispersion isn't skewed to either side of the plot inferring an ordinary dissemination.

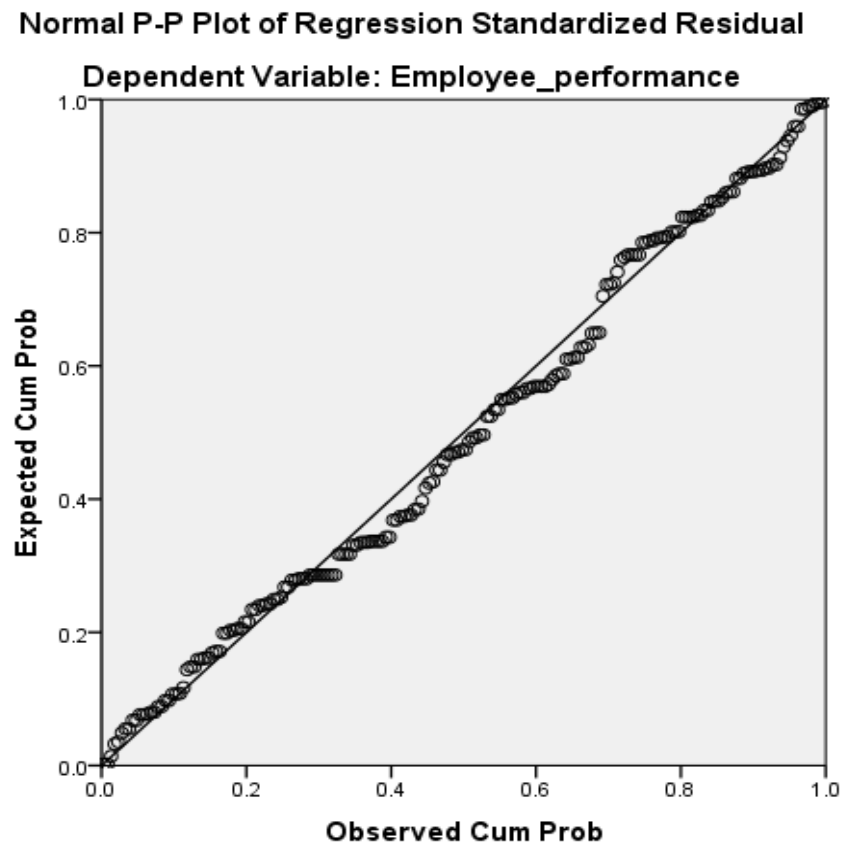


Figure 4.1 Normality Assumption

4.4.2 Test of Homoscedasticity assumption

Homoscedasticity expect that the needy variable demonstrate a proportionate level of difference over the scope of indicator variable. Homoscedasticity is one of the suspicions required for multivariate examination. The examination utilized Durbin-Watson measurement to test the presumption of Homoscedasticity, the Durbin-Watson measurement ought to be somewhere in the range of 1.5 and 2.5. The outcomes in Table 4.11 demonstrated that The Durbin-Watson measurement is 1.982 which is somewhere in the range of 1.5 and 2.5. Consequently the outcome demonstrated that there is no auto relationship in the investigation information as appeared in Table 4.11 beneath.

Table 4.11 Test of Homoscedasticity assumption

Test	Durbin-Watson
Value	1.982

4.4.3 Test of Multi-collinearity

The supposition of multicollinearity suggests that there is no connection between's autonomous factors. The standard issue in multicollinearity is that, the standard blunders and along these lines the differences of the evaluated coefficients are swelled when multicollinearity exists (Simon, 2004). Test for multicollinearity among study factors was led utilizing Tolerance and Variance Inflation Factor (VIF). Fluctuation Inflation Factor was checked for proof of multicollinearity where their numerical qualities were all well beneath the cut-off estimation of 10 recommended by Neter, Kutner, Wasserman and Nachtsheim (1996). Gujarat and Porter (2010), see that when in doubt of the thumb if VIF of autonomous factors surpasses 10, that variable is collinear. In view of this control of the thumb, there was no collinearity among the free factors. From the outcomes, investigation of the Variance Inflation Factors (VIFs) demonstrated that multicollinearity was not a worry. No factor was seen to have VIF esteem over 10 and no resilience measurement was beneath 0.100 as recommended by Hamilton (2006). This henceforth prompted an end that no indicator had a solid straight association with any of the predictor(s). This is presented in Table 4.12 below

Table 4.12 Test for Multi-Collinearity

Test for Multi-Collinearity	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Academic qualification	.312	3.204
Job experience	.272	3.673
Job training	.276	3.626
Job skills	.265	3.779

4.4 4 Linearity Assumptions

Linearity supposition precisely gauges the connection among reliant and free factors. It tests if the connections are straight in nature. Non linearity of the relapse examination under-gauge the genuine connection between the investigation factors. This was finished by utilization of the Pearson item minute connection. Saunders, Lewis, and Thornhill, (2012) demonstrated that a connection of 1 demonstrates a Perfect straight connection, relationship of somewhere in the range of 0.9 and 1 shows solid positive connection, relationship somewhere in the range of's 0.7 and 0.9 high Positive connection, connection of somewhere in the range of 0.5 and 0.7 demonstrates a moderate Positive connection, relationship of 0 and 0.5 demonstrates a frail connection while a relationship of 0 shows No relationship and a relationship of - 1 and 0 shows a negative relationship. Linearity suspicion was along these lines fulfilled. This infers every one of the measurements of occupation detail necessity under investigation together have a positive and noteworthy association with representative execution. The results are shown in Table 4.13 below

Table 4.13 Linearity Assumptions

		Academic qualification	Job experience	Job training	Job skills	Employee performance
Academic qualification	Pearson Correlation	1				
	Sig. (2-tailed)					
Job experience	Pearson Correlation	.763**	1			
	Sig. (2-tailed)	.000				
Job training	Pearson Correlation	.755**	.804**	1		*
	Sig. (2-tailed)	.000	.000			
Job skills	Pearson Correlation	.788**	.791**	.792**	1	
	Sig. (2-tailed)	.000	.000	.000		
Employee performance	Pearson Correlation	.800**	.844**	.803**	.833**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

b. Listwise N=200

4.4.5 Stepwise Regression Model Results

Stepwise regression demonstrate was embraced for the investigation. The examination pursued the proposals given by Aiken and West (1991) to institutionalize all the indicator factors to decrease multi-collinearity issue that emerges when a mediator variable was processed as a result of indicator factors. To stay away from multicollinearity hazard made by producing another variable through duplicating two existing variable, communicated factors were changed over to Z scores with mean of zero and standard deviation of one. The communication factors were along these lines made by increasing the institutionalized factors together in a five-advance various leveled relapse,

Stepwise relapse display outline results between occupation particular prerequisite and representative execution, demonstrates that execution administration hone as an arbitrator clarified 80.8% ($R^2 = 0.808$) of the fluctuation on worker execution and was measurably critical as appeared in model 1. The four free factors clarified 81.9% ($R^2 = 0.819$) of the fluctuation on

worker execution and they were factually critical as appeared in model 2 as appeared in Table 4.14.

The investigation looked to decide the directing job of execution administration hones on the connection between expected set of responsibilities and representatives execution of sub district hospitals in Kericho County. The desire was that associations that fix their expected set of responsibilities, for example, work aptitudes, work involvement, work preparing and scholastic capability it will accomplish unrivaled worker execution. The consequences of relapse examination demonstrated that activity aptitudes, work involvement, work preparing and scholarly capability joined had huge positive association with worker execution as appeared in Model 1. The four autonomous factors clarified 80.8% ($R^2 = 0.808$) of the change on representative execution of sub region hospitals in Kericho County.

Demonstrate outline association results demonstrates that model 3 collaboration of Z score scholastic capability * Z score execution administration rehearse which clarified 81.9% ($R^2 = 0.819$) of the difference on representative execution which brought about R^2 change of 0.000 which was noteworthy as appeared in model 4. Furthermore connection of Z score work encounter * Z score execution administration hone clarified 82% ($R^2 = 0.820$) of the difference in worker execution. Facilitate cooperation of Z score work preparing * Z score execution administration hone clarified 82.1%% ($R^2 = 0.821$) of the difference in worker execution this contributed extra R^2 of 0.000 which was huge as appeared in model 5. In conclusion, the collaboration of Z score work abilities * Z score execution administration hone clarified 82.1% ($R^2 = 0.821$) of the change in representative execution. This contributed extra R^2 of 0.000 (0%) which was huge as appeared in model 6.

Results demonstrated by model 1, 2, 3, 4,5 and 6 indicated great model fit as shown by in general trial of noteworthiness with p esteem 0.000 (< 0.05 level of importance) as abridged in Table 14. At the end of the day, the autonomous factors, arbitrator and the four communications were

measurably exceptionally huge indicators of worker execution of sub area hospitals in Kericho County. Along these lines, models 1 to 6 were substantial and fit to anticipate representative execution of sub district hospitals in Kericho province utilizing connection of the four autonomous factors with execution administration rehearse. To quantify the legitimacy of the model, F-insights were utilized. F-measurements ($F = 96.813$, $p\text{-esteem} < 0.000$) demonstrate that there is a critical connection between occupation abilities, work understanding, work preparing and scholastic capability and worker execution.

At the point when execution administration hone was included into the investigation, the subsequent (Model 2) was measurably noteworthy ($F = 175.861$, $p\text{-esteem} < 0.001$) recommending that execution administration hone is a huge indicator of representative execution. At last, when the expected set of responsibilities factors were brought into the examination (Model 3), the F-insights ($F = 145.796$, $p\text{-esteem} < 0.001$), (Model 4), the F-measurements ($F = 124.627$, $p\text{-esteem} < 0.001$), (Model 5), the F-insights (109.347 , $p\text{-esteem} < 0.001$), (Model 6), the F-insights (205.303 , $p\text{-esteem} < 0.001$) the model was factually huge proposing that autonomous factors (work aptitudes, work involvement, work preparing and scholarly capability), execution administration rehearse and directed factors are critical indicators of worker execution of sub area hospitals in Kericho district.

4.4.1 Hypotheses Testing

To test the examination speculation, the specialist utilized directed different relapse investigation to appraise the collaboration impact and test the directing impact of execution administration rehearses on the impact of set of working responsibilities in representatives of sub district hospitals in Kericho County. With the end goal to test whether execution administration rehearses directed scholastic capability, work understanding, work preparing and work aptitudes on worker execution of sub district hospitals in Kericho County their associations were tried. Hypothesis testing was done with a significance level of 0.05, such that when the significance

value is less than the 0.05 the null hypothesis is rejected and when it is above 0.05 it is accepted. This is indicated in table 4.24

Table 4.14 Stepwise regression model

Independent variable	Dependent variable: Performance of manufacturing firms					
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Constant	.001(.031)	.001(.031)	.001(.031)	-.002(.031)	-.002(.031)	-.002(.031)
Independent						
Academic qualification	.200(.056)*	.175(.055)*	.173(.158)*	.312(.274)*	.239(.281)*	.323(.339)*
job experience	.350(.060)*	.325(.059)*	.326(.060)*	.171(.255)*	-.058(.327)*	-.038(.331)*
Job training	.147(.060)*	.151(.058)*	.151(.059)*	.153(.059)*	.502(.318)*	.580(.363)*
job skills	.284(.061)	.273(.060)	.115(.151)	.269(.060)	.239(.281)*	.069(.441)*
Moderator						
performance management practices (PMP)		.118(.034)*	.115(.151)*	.120(.151)*	.160(.155)*	.165(.156)*
Interactions						
Academic qualification * PMP			.004 (.245)*	-.220(.434)	-.086(.450)	-.214(.534)
job experience * PMP				.235(.377)	.583(.489)	.551(.495)
Job training * PMP					-.545(.487)	-.658(.550)
job skills* PMP						.281(.628)
R Square	.808	.819	.819	.820	.821	.821
Adjusted R Square	.812	.815	.804	.813	.813	.814
R Square Change	.808	.011	.000	.000	.001	.000
F Change	205.303	11.956	.000	.389	1.250	.200
Sig. F Change	.000	.001	.655	.534	.265	.988
F	96.813	175.861	145.796	124.627	109.347	205.303
Sig.	.000	.000	.000	.000	.000	.000

*significant at 0.05 ** significant at 0.10

From the study, Hypotheses one stated that;

H₀₁: There is no statistically significant effect of academic qualification on employee performance of sub county hospitals in Kericho County.

The regression coefficients indicated that, there is no statistically significant effect of academic qualification on employee performance of sub county hospitals in Kericho County ($\beta_1 = 0.200$, $P < 0.05$). The invalid speculation was in this way dismissed at 95% level of essentialness. The examination subsequently presumed that scholastic capability had a huge impact of scholarly

capability on representative execution of sub region hospitals in Kericho County. This investigation agrees with the examination by Nelson (2014) who tends to the shortcomings of sets of desires used as a piece of preparing. It is thusly communicated that various arrangements of duties being used as a piece of HR don't give enough detail to allow extraordinary HR organization decisions to be made. Specifically, sets of obligations are exorbitantly misrepresented, suggesting that chiefs settle on decisions on abroad photograph of the action rather than all in all point by point photograph of the action. While work examinations and business evaluations are what should drive organization decisions, sets of desires are on numerous occasions used. He expresses that while most of the segments usually discovered piece of a normal arrangement of obligations are basic, these segments routinely don't go adequately far.

Speculations two expressed that;

H02: There is no measurably huge impact of occupation encounter on worker execution of sub region hospitals in Kericho County

The relapse coefficients showed that, there is no measurably huge impact of occupation encounter on worker execution of sub area hospitals in Kericho County ($\beta = 0.350$, $P < 0.05$). The invalid theory was consequently dismissed at 95% level of criticalness. The examination subsequently reasoned that activity encounter had a noteworthy impact of occupation encounter on worker execution of sub district hospitals in Kericho County. This examination agrees with the investigation by Gordon, (2011) who expressed that activity encounter precisely mirrors a workman's ability on that specific errand, at that point support administrators can decide the general expertise level of their workforce by looking at their representatives' activity encounter profiles, as opposed to by specifically estimating slaughter through protracted and costly hands-on capability tests. Oso and Onen, (2011) states that, paying little mind to the path that there is no confirmation that straightforwardness jars decidedly affect general work results, it to the extent anybody knows has proposals on execution under particular conditions and inside particular criteria. Responsiveness is a basic quality required for capacity acquisition and it impacts general getting ready ability.

Theories three expressed that;

H03: There is no factually critical impact between occupation preparing and representative execution of sub region hospitals in Kericho County

The relapse coefficients demonstrated that, there is no factually huge impact of occupation preparing on worker execution of sub area hospitals in Kericho County ($\beta = 0.147$, $P < 0.05$). The invalid speculation was in this way dismissed at 95% level of centrality. The examination consequently presumed that activity preparing had a huge impact of occupation preparing on worker execution of sub region hospitals in Kericho County. This investigation agrees with the examination by Elnaga and Imran (2013) who expressed that fruitful arranging and progression programs went for enhancing the authorities' execution. Preparing suggests beating any square between the present execution and the standard required execution. Preparing could be given through various frameworks, for example, on the arrangement and training, peers joint exertion and eagerness by the subordinates. This joint effort empowers workers to enough share at work and passes on better execution, therefore enhancing authentic execution. Chiaburu and Tekleab (2005) stipulated that activity preparing is tied in with enhancing the limits that is from each point basic for the accomplishment of conclusive objectives. Moreover, Rowden (2002), recommend that arranging may in like way be a beneficial device for updating ones occupation fulfillment, as worker better execution prompts augment by the best association, along these lines illustrative feel more balanced with his activity.

Speculations four expressed that;

H04: There is no measurably critical impact of occupation abilities on worker execution of sub region hospitals in Kericho County

The relapse coefficients showed that, there is no factually noteworthy impact of occupation abilities on worker execution of sub region hospitals in Kericho County ($\beta = 0.284$, $P < 0.05$). The invalid theory was in this manner rejected at 95% level of noteworthiness. The examination

henceforth inferred that activity preparing had a critical impact of occupation abilities on worker execution of sub area hospitals in Kericho County. This examination agrees with the investigation by Shipley and Kiely (2008) who expressed that using aptitudes instead of a normal arrangement of obligations as a guide is a substitute technique to look at jobs. The relationship of sets of obligations used as a piece of associations has consistently been unyielding and outdated. Organizing a normal arrangement of obligations with remuneration data can inconsistently be troublesome because the commitments and obligations can fall under a couple of particular titles or delineations. The point of convergence of using sets of obligations is from past to present. Using abilities as a guide has a current-to-future focus, and the compensation facilitates the laborers' capacities and obligations instead of a specific title. Youthful, (2013) states that abilities were used for planning and headway and that surveyed agent getting ready needs, settles on decisions about progression and trades and enabled livelihood improvement. Conferring how agents can upgrade the affiliation and what is basic in the association's business realized extended correspondence among organization and laborers.

Speculations five expressed that;

H05: There is no directing impact of execution on the impact of set of working responsibilities in representatives of sub area hospitals in Kericho County.

From the stepwise relapse, it was conceivable to precisely survey the genuine effect of execution administration rehearse on worker execution of sub region hospitals in Kericho County. The progression shrewd relapse results showed that execution administration hone (β 0.118, $P < 0.05$), was sure and measurably huge indicators of representative execution. This demonstrated execution administration rehearse at this stage was a mediator as it affected worker execution of sub area hospitals in Kericho County.

The relapse coefficients of collaboration between occupation abilities, work understanding, work preparing, scholarly capability and execution administration rehearse on representative execution, demonstrated that execution administration hone did not direct the connection between set of working responsibilities and representatives execution of sub district hospitals in

Kericho County, consequently Hypothesis H05 which expressed that there is no directing impact of execution administration hone on the impact of expected set of responsibilities in representatives of sub area hospitals in Kericho County was acknowledged This agrees with Drewitt, (2013) who expressed that the execution administration framework may contain these parts, yet it is the general framework that issues, not the individual segments. Numerous associations have possessed the capacity to create powerful execution administration frameworks without the majority of the accompanying practices. An execution administration framework incorporates the accompanying activities .According to Homayounizadpanah and Baqerrkord, (2012) execution administration centers around the authoritative execution, representatives, offices, and to some degree, the procedures that are typically utilized to construct an administration or item, and in addition other key zones in an association that would prompt worker profitability

Table 4.15: Summary of Results for Hypotheses Testing

Hypothesis	Statements	Sig	Decision rule
H₀₁:	There is no statistically significant effect of academic qualification on employee performance of sub county hospitals in Kericho County.	.000	Null hypothesis rejected
H₀₂	There is no statistically significant influence of job experience on employee performance of sub county hospitals in Kericho County	.000	Null hypothesis rejected
H₀₃:	There is no statistically significant effect between job training and employee performance of sub county hospitals in Kericho County.	.015	Null hypothesis rejected
H₀₄	There is no statistically significant effect of job skills on employee performance of sub county hospitals in Kericho County	.000	Null hypothesis rejected
H₀₄	There is no moderating effect of performance on	.877	Null hypothesis

the effect of job description in employees of sub
county hospitals in Kericho County.

accepted

CHAPTER FIVE:

SUMMARY OF STUDY FINDINGS

5.1 Summary of the findings

As to the impact of scholastic capability on representative execution of sub district hospitals in Kericho County, the examination discoveries showed that there was a huge impact of scholarly capability on worker execution of sub area hospitals in Kericho County. This finding agrees with an examination by Nelson, (2014) who tends to the shortcomings of sets of desires used as a piece of preparing. It is thusly communicated that various arrangements of obligations being used as a piece of HR don't give enough detail to allow incredible HR organization decisions to be made. Specifically, sets of duties are too much misrepresented, suggesting that chiefs settle on decisions on abroad photograph of the action rather than all in all point by point photograph of the action.

Because of occupation encounter on representative execution of sub province hospitals in Kericho County, the investigation finding demonstrated that, there is a factually huge impact of occupation encounter on worker execution. This examination results are like Gordon, (2011) who expressed that activity encounter precisely mirrors a repairman's expertise on that specific assignment, at that point upkeep supervisors can decide the general aptitude level of their workforce by looking at their representatives' activity encounter profiles, as opposed to by specifically estimating slaughter through long and costly hands-on capability tests. Oso and Onen, (2011) states that, paying little respect to the route that there is no attestation that straightforwardness jars decidedly affect general work results, it to the extent anybody knows has proposals on execution under particular conditions and inside particular criteria. Openness is a basic quality required for capacity obtainment and it impacts general planning ability.

Advance because of occupation preparing and worker execution of sub region hospitals in Kericho County, the examination finding showed that, there is a factually noteworthy connection between occupation preparing and representative execution of sub province hospitals in Kericho County. This investigation results are like Elnaga and Imran (2013) who expressed that fruitful arranging and progression programs went for enhancing the authorities' execution. Preparing infers conquering any square between the present execution and the standard required execution. Preparing could be given through various frameworks, for example, on the readiness and training, peers joint exertion and energy by the subordinates. This cooperation empowers workers to satisfactorily share at work and passes on better execution, along these lines enhancing authentic execution. Chiaburu and Tekleab (2005) stipulated that activity preparing is tied in with enhancing the limits that is from each point basic for the accomplishment of complete objectives. Also, Rowden (2002), propose that arranging may in like way be a beneficial device for updating ones occupation fulfillment, as worker better execution prompts increase by the best association, along these lines illustrative feel more balanced with his activity.

Also, the examination discoveries demonstrated that, there is no measurably noteworthy impact of occupation aptitudes on representative execution of sub region hospitals in Kericho County, this agrees to the discoveries by Shipley and Kiely (2008) who expressed that using abilities instead of a normal arrangement of duties as a guide is a substitute strategy to look at jobs. The relationship of sets of duties used as a piece of associations has consistently been unyielding and obsolete. Organizing a normal arrangement of obligations with remuneration data can rarely be troublesome in light of the fact that the commitments and obligations can fall under a couple of particular titles or delineations. The point of convergence of using sets of duties is from past to present. Using aptitudes as a guide has a current-to-future fixation, and the compensation facilitates the laborers' abilities and obligations as opposed to a specific title. Youthful, (2013) states that abilities were used for planning and progression and that surveyed agent getting ready needs, settles on decisions about headway and trades and enabled livelihood improvement. Granting how agents can improve the affiliation and what is basic in the association's business achieved extended correspondence among organization and laborers.

In conclusion on the directing impact of execution on the impact of expected set of responsibilities in representatives of sub area hospitals in Kericho County, the investigation demonstrated that showed that execution administration rehearse did not direct the connection between set of working responsibilities and representatives execution of sub district hospitals in Kericho County. This agrees with Drewitt, (2013) who expressed that the execution administration framework may contain these segments, yet it is the general framework that issues, not the individual segments. Numerous associations have possessed the capacity to create compelling execution administration frameworks without the majority of the accompanying practices. An execution administration framework incorporates the accompanying activities

5.2 Conclusions

From the discoveries, the investigation reasons that, worker's training wins a capacity to play out all obligations viably and serenely, additionally different occupations directly affect accomplishing the authoritative destinations by having different scholarly capabilities and representatives work appraisal report is fit by sets of responsibilities on the objectives of the association. This examination will be guided by Human capital theory was proposed by Schutz (1961) this theory express that individuals collect human capital by speculation, time and money (counting put off profit), in instruction, preparing, mastery and elective characteristics, to expand their gainful capacity thus evaluating a pioneer though all the staff conveys some capacity and expertise to the execution of their errands, gathered scholarly accomplishments and aptitude deliver to separation inside the level of remuneration required to attract and hold quality people.

With respect to the impacts of occupation encounter on worker execution, it was reasoned that, the activity necessities on the Service term and qualification coordinate representatives work understanding, additionally representatives work specialization affect accomplishing the organization objectives and considering the time spent and the length of involvement in a specific field, representatives understand the capacities coordinate the activity portfolio/position. It is additionally bolstered by Human capital theory lays on the assumption that formal guidance is exceedingly instrumental and critical to upgrade the gainful furthest reaches of a business. In this way, human capital researchers battle that an educated people is a helpful populace. The arrangement of formal preparing is seen as an enthusiasm for human capital, which safeguards of the speculation have considered as comparatively or altogether more useful than that of physical capital (Woodhall, 1997).

Facilitate as to the impact of occupation preparing on representative execution of sub province hospitals in Kericho County, it was inferred that, Employee instructing and coaching gives a reasonable system for the capabilities expected of a worker, Peers collaboration decides the most noteworthy capacity of workers to play out an assignment, Qualification of workers enables an association to know the correct worker fit for the activity and investment by the subordinates in basic leadership enables workers to know the nature of administration anticipated from them on their execution. This is bolstered by Maslow's speculation was proposed by Maslow (1965) and it spread out five different leveled needs which could in like manner be associated with an affiliation and its delegates' execution (Gordon, 1965). As demonstrated by Maslow's speculation, one doesn't feel the second need until the point when the moment that the solicitations of the first have been satisfied or the third until the point when the moment that the second has been satisfied, and whatnot.

In conclusion with respect to the impact of abilities in worker execution Sub County Hospitals in Kericho County, the investigation presumed that, representative examination results decides the uniqueness of a worker from others, decides representatives results amid execution evaluations, Job demonstrable skill causes worker to take care of specialized issues thus enhancing execution and representative aptitudes is the normal determinant of execution. This is likewise bolstered by individuals are pushed by unsatisfied prerequisites. As each one of these necessities is on a very basic level satisfied, it drives and powers the accompanying need to create. Maslow's Theory revolves around the necessities as the explanation behind motivation. This speculation is for the most part seen and recognized. Nevertheless, a portion of his recommendations are tended to on his game plan of necessities and levels of leadership of prerequisites. However, notwithstanding such input, the theory is up 'til now relevant in light of the way that requirements, paying little mind to how they are portrayed, are fundamental to understand the direct. It makes chiefs comprehend that should level of delegate to be recognized to offer motivation to them.

5.3 Recommendation of the Study

5.3.1 Recommendations on arrangement and practice

Sub region hospitals should select equipped HR masters and occupation examiners and sets of expectations and given possibility new representatives to hone their abilities and learning; and encourage profession arranging and vocation advancement and urge progression intending to hold gifted and qualified specialists. Government through the service of wellbeing ought to set up work strategy identified with the activity encounter on representative's execution and workers ought to be given occupation criticism of standard of execution identified with sets of expectations at a quantifiable time.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

RE: CONSENT FOR PROVISION OF ACADEMIC DATA

My name is Froze Nyamoita Ongwesa (CBM12/10281/15) a student of Kisii University undertaking a course leading to the award of master's degree in business administration.

I would like to request for your consent to provide data meant for academic purposes, the title of the research is an **assessment of the effects of job specification requirements on employee's performance of sub county hospitals in Kericho County**"

Information provided will be treated as confidential and for only academic purpose. Your consent therefore will be highly appreciated.

Yours Sincerely

Froze Nyamoita Ongwesa

CBM12/10281/15

APPENDIX II: QUESTIONNAIRE FOR EMPLOYEES

Instructions

This questionnaire is made up of 5 sections namely A to F. Please answer each question by writing on the spaces provided or tick (√) against the boxes provided. The information provided will be used for the purpose of this research only; therefore do not write your name on the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your Gender? Male Female

2. What is your age bracket?

Between 18-25Years above25-35 years

Above35 – 45Years above 45 years

3. What is your highest educational Qualification?

O' Level Diploma

Degree Masters

4. What is the duration of your service to the company?

Less than 1-5 years 6-10 years

11-15 Years 16 years and above

SECTION B: ACADEMIC QUALIFICATION

This section deals with information on the effects of academic qualification on employee performance. Please indicate the level of your agreement with the following statements by ticking the most appropriate box. Where strongly agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

SN	Statements	SD	D	UD	A	SA
1	My education level has earned me ability to perform all duties effectively and comfortably					
2	My academic qualification is fitting the job requirements and therefore I perform duties well					
3	Various jobs have a direct impact on achieving the organizational objectives by having various academic					
4	My work assessment report is fit according to job descriptions on the goals of the organization					

SECTION C:JOB EXPERIENCE

This section deals with information on the effects of job experience on employee performance. Please indicate the level of your agreement with the following statements by ticking the most appropriate box. Where strongly agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

SN	Statements	SD	D	UD	A	SA
1	The job requirements on the Service duration and eligibility match my work experience.					
2	I have Problem solving abilities that I need to effectively achieve the tasks associated to my current job					
3	My job specialization over the years have a direct influence on achieving the institution goals					
4	Considering the time spent and the length of experience in a certain field, I realize the functions match the job					

Other specify.....

SECTION D: JOB TRAINING

To what extent do you agree to the following statements on the effect of job training on employee performance of sub county hospitals in Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Employee coaching and mentoring gives a clear framework for the qualifications required of an employee					
2	Peers cooperation determines the highest ability of employees to perform a task.					
3	Qualification of employees helps an organization know the right employee fit for the job.					
4	Participation by the subordinates in decision making helps employees know the quality of service expected from them on their performance.					

Other specify

SECTION E:JOB SKILLS

To what extent do you agree to the following statements on the effect of skills in employee performance Sub County Hospitalsin Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Employee appraisal outcomes determines the uniqueness of an employee from others					
2	Employee training determines employees outcomes during performance appraisals					
3	Job proffessionalism helps employee to solve technical problems hence improving performance					
4	Employee skills is the common determinant of performance					

SECTION F: PERFORMANCE MANAGEMENT PRACTICES

To what extent do you agree to the following statements on Performance management practices in Sub County Hospitals in Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Setting goals enhances effective management of individuals and teams in order to achieve high levels of organizational					
2	Employee rewards enhances employees productivity levels.					
3	Organizational actionable feedback is highly influenced by the goals and objectives of the organization.					
4	Employees performance management helps employees know the quality of service expected from them on their					

Other specify.....

Thank you for being part of this academic research

APPENDIX III: QUESTIONNAIRE FOR MANAGERS

Instructions

This questionnaire is made up of 5 sections namely A to F. Please answer each question by writing on the spaces provided or tick (√) against the boxes provided. The information provided will be used for the purpose of this research only; therefore do not write your name on the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your Gender? Male Female

2. What is your age bracket?

Between 18-25Years above25-35 years

Above35 – 45Years above 45 years

3. What is your highest educational Qualification?

O' Level Diploma

Degree Masters

4. What is the duration of your service to the company?

Less than 1-5 years 6-10 years

11-15 Years 16 years and e

SECTION B: ACADEMIC QUALIFICATION

This section deals with information on the effects of academic qualification on employee performance. Please indicate the level of your agreement with the following statements by ticking the most appropriate box. Where strongly agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

SN	Statements	SD	D	UD	A	SA
1	My education level has earned me ability to perform all duties effectively and comfortably					
2	My academic qualification is fitting the job requirements and therefore I perform duties well					
3	Various jobs have a direct impact on achieving the organizational objectives by having various academic					
4	My work assessment report is fit according to job descriptions on the goals of the organization					

SECTION C:JOB EXPERIENCE

This section deals with information on the effects of job experience on employee performance. Please indicate the level of your agreement with the following statements by ticking the most appropriate box. Where strongly agree (5) Agree (4) Undecided (3) Disagree (2) Strongly Disagree (1)

SN	Statements	SD	D	UD	A	SA
1	The job requirements on the Service duration and eligibility match my work experience.					
2	I have Problem solving abilities that I need to effectively achieve the tasks associated to my current job					
3	My job specialization over the years have a direct influence on achieving the institution goals					
4	Considering the time spent and the length of experience in a certain field, I realize the functions match the job					

Other specify.....

SECTION D: JOB TRAINING

To what extent do you agree to the following statements on the effect of job training on employee performance of sub county hospitals in Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Employee coaching and mentoring gives a clear framework for the qualifications required of an employee					
2	Peers cooperation determines the highest ability of employees to perform a task.					
3	Qualification of employees helps an organization know the right employee fit for the job.					
4	Participation by the subordinates in decision making helps employees know the quality of service expected from them on their performance.					

Other specify

SECTION E:JOB SKILLS

To what extent do you agree to the following statements on the effect of skills in employee performance Sub County Hospitals in Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Employee appraisal outcomes determines the uniqueness of an employee from others					
2	Employee training determines employees outcomes during performance appraisals					
3	Job professionalism helps employee to solve technical problems hence improving performance					
4	Employee skills is the common determinant of performance					

SECTION F: EMPLOYEE PERFORMANCE

To what extent do you agree to the following statements on employee performance in Sub County Hospitals in Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Employees training reduces employees turnover levels					
2	Job experience enhances employees productivity levels.					
3	Time management is highly influenced by the goals and objectives of the organization.					
4	Employees who are highly remunerated by their employer will show reluctance in their performance.					

Other specify.....

SECTION G: PERFORMANCE MANAGEMENT PRACTICES

To what extent do you agree to the following statements on Performance management practices in Sub County Hospitals in Kericho County?

SN	Statements	SD	D	UD	A	SA
1	Setting goals enhances effective management of individuals and teams in order to achieve high levels of organizational					
2	Employee rewards enhances employees productivity levels.					
3	Organizational actionable feedback is highly influenced by the goals and objectives of the organization.					
4	Employees performance management helps employees know the quality of service expected from them on their					

Other specify.....