Influence of Job Analysis on Employee Performance in Private Hospitals of Kisii County-Kenya

Robert Ouko Gai and Dr. Jacqueline Omuya, (PhD)

IPRJB
INTERNATIONAL PEER REVIEWED
JOURNAL AND BOOK PUBLISHING

Influence of Job Analysis on Employee Performance in Private Hospitals of Kisii County-Kenya

Robert Ouko Gai[1] & Dr. Jacqueline Omuya, (PhD)[2]

[1,2]Mount Kenya University

Abstract

Purpose: This research aims to examine the impact of job analysis on employee performance in the private hospitals of Kisii County. Even though the hiring procedures in these hospitals are strict, some of the employees working in these hospitals have been found to be performing poorly and have various challenges such as low morale, high turnover rate and poor performance.

Methodology: The study adopted the use of a cross-sectional descriptive survey which was used to collect detailed information about he under-study issue, the practice of job analysis and its impact on worker productivity in Kisii County hospitals. The researcher adopted a descriptive study design, and the data for the study was collected from 108 healthcare professionals and administrators from different private hospitals in Kisii County. The collected data was then analysed using SPSS Version 24. The results were then represented tables and graphs for easy analysis. Descriptive and inferential statistics highlighted the effects of job analysis on employees' performance.

Results: The results of the study indicate that external recruitment excels with the highest mean score as can be seen by the respondents who view it as being highly effective. This is drawn from the different scores related to different study items. For instance, the mean score for job analysis was 3.78 which indicates that most respondents agreed that job analysis had a positive impact on job performance. Internal recruitment also recorded a mean score of 3.52 and a standard deviation of 1.05. On external recruitment, the scores were a 4.21 mean with a standard deviation of 0.87 which showed a very small variation in the answer spread. Lastly, employee performance scored a mean of 3.95 which indicated that employees were perceived to be running at high level based on the feedback provided. Firms that used both internal and external sources of recruitment had higher productivity than those that relied on internal sources only. However, there are some limitations such as the use of self-reported data may bring in some bias.

Unique Contribution to Theory, Practice and Policy: Based on the study results, the researcher makes the following recommendations to the hospitals administration. First, there is need to undertake routine and comprehensive job analysis by companies to ensure that the company has competent employees. Secondly, the involving of employees in job analysis has numerous advantages and job satisfaction. Lastly, the researcher hypothesises that capacity building of HR employees significantly improves on the quality of job analysis. Similarly, to hospitals in Kisii County, the researcher recommends the adoption of job analysis to improve on their manpower.

Keywords: *Job Satisfaction, Public Health, Labor Demand, Human Capital, Firm Employment Decisions*

JEL Codes of Classification: J28, J23, J24, M51

INTRODUCTION

The role of the healthcare sector cannot be overemphasized since this is one of the sectors that determine the standards of living and the population of a nation. Nevertheless, the healthcare sector in Kenya, among other sectors, undergoes various challenges including the poor motivation of staff and high rates of staff turnover, and low performance by healthy employees. These are some of the challenges faced by most medical facilities in Kisii County. Similalry, these facilities are not well equipped to provide efficient healthcare to the patients. Therefore, this research seeks to determine the relationship between job analysis and the productivity of the workers in selected hospitals in Kisii County in order to solve challenges that may arise within the course of the study.

In the context of entities such as hospitals, the matter of staff efficiency is critical for the existence of a sustainable hospital. It is significant to note that the increased staff performance can increase the patient outcome and the revenues of the hospitals (Slavković, *et al,* 2018). In the same way, high standards of performance that are showcased by the staff of the organization leads to higher quality services being offered to the clients. According to Aldose and Almaamari (2020), productivity and efficiency of the quantity as well as the quality of work output of people within an organization are evidence of personnel effectiveness. Thus, due to the current management's emphasis on the improvement of the delivery of services to the consumers, the issue of the productivity of the worker has been of great concern (Giorgi et al., 2017). On the same note, Usmani (2020) stated that the employee is the champion of his or her duties of actualizing the organizational strategies that the corporation adopts is a measure of organizational success.

The recruitment process, one of the most important tasks in human resource management, specifies how employees fulfil their tasks in an organization (Fitri, *et al,* 2021). When recruitment is flawed the goals and objectives to be achieved will not be achieved, and the workers' productivity will be compromised. Another leadership function that is employed when leading the attaining of organizational objectives is the selection and retention of employees. Selection of the right candidate is a very crucial factor which addresses the proportion in terms of productivity so that the workers can be in a position to achieve the set goals of the firm. Chandrasekara & Perera (2016) have elaborated on the impact of recruitment on the Personnel retention taking place in Sri Lanka and the process is an element of effectiveness.

Nevertheless, the recruitment process is not devoid of its definite merits and demerits. As per another study by Rahmany (2018), there is a lot of corruption involved in the recruitment process in Pakistan and as a result, organizations end up with low-quality human capital that can impact the effectiveness of the organization badly. Inadequate staffing has been deemed to be one of the key causes of decline in the delivery of services to clients notwithstanding the fact that this has been occasioned by a number of troubles concerning the inefficiency of staff in many organizations (Huynh, 2017). Staff acquisition and selection are fundamental HRM tasks that show a direct response toward poor process management will have a compounded impact on employees' performance of their tasks. The use of recruitment strategies may play a vital role in helping a firm attain the said goal of getting a good number of qualified employees which is one of the prerequisites for making a profit (Hossain, 2018).

.As such, this study was carried out to assess the influence of job analysis on employee performance in private hospitals in Kisii County. This was done by the researcher exploring how job analysis influenced employee performance in private hospitals located in Kisii County

and identifying the key components of job analysis that impacted the performance of employees in these hospitals.

The analysis of the demand of the job is one of the most important tasks that must be performed by any organization wanting to seek the service of a particular candidate. To be specific, Birhane (2021) argued that there is a tendency for quality to decline when job analysis is done poorly. Therefore, because job analysis is done well at the time of a recruitment exercise, it becomes easier for an organization to develop specific requirements of the business and advertise for certain positions/roles. In the article by Kollitz *et al.* (2019), the authors state that before a firm targets appropriate talent at each stage of the hiring process, it has to identify the key sourcing channels for its employees. These tools can be internal or external depending on the nature of hiring being conducted within an organization. Dewin and Gabriel also found that while the use of internal and external sources of recruitment increases the probability of attracting the right people for a given position, it helps businesses to incorporate external means of recruitment.

Similarly, in the Indonesian case, Basalamah *et al.* (2020) found that the process of staffing, in any organization, has the general aim of recruiting qualified, experienced, efficient, and suitable candidates. Bakhashwain & Javed (2021) carried out a study which examined the hiring and selection practices and their impact on workers' productivity with a specific focus on Saudi Arabia. From the study, it is argued that the application of ethics during the employment process is likely to lead to a workforce with higher morale. This subsequently leads to greater working effort which will lead to a higher productivity. This study highlights on the importance of ethics in employment.

Similarly, several research studies undertaken in Kenya identify similar issues and outcomes. Accordingly, Otoo *et al.* (2018) conducted a study on the hiring and selection-related procedures in Ghana while some of the issues reported include for instance, how to search for vacancies, and how candidates may not receive quick responses after making interviews. Another research by Gode (2019) offered an insight into the argument of recruitment and selection on company efficiency with an illustration of organizations from the state of Ethiopia to the effect that these processes help to augment organizational efficiency. Similarly, Clifford & Nwaeke (2020) provided empirical evidence on the nature and strength of the relationship between selection practices and organisational performance in Nigeria positively.

Currently, Kenyan hospitals are faced with numerous hiring and worker retention challenges. Hospitals in Kisii County, most especially private hospitals are having problems filling the workforce void with compentent personnel. However, the implementation of favourable HR practices in these hospitals remain mostly unreserched. In aim of providing clients with best services, increase their client base and increase productivity, these hospitals have recognised the importance of HR processes in acquiring the best qualified and productive personnel. As such, this study is carried out to explore the influence of job analysis on employee performance in private hospitals in Kisii County. This is expected to improve on employment practices and customer satisfaction in these hospitals.

Statement of the Problem

Based on the knowledge of the above factors several challenges are noted that affect healthcare facilities in Kenya including low staff morale, low productivity rates, and high rogue rates (Mukhebi et al., 2019). A new dimension to the labour productivity concern particularly in

health facilities such as hospitals has emerged mainly from industrial action occasioned by poor wages for labour (Abura, 2018). Also, there are difficulties in human resource skilled health care since many of the workers move to other research institutions for further studies (Kimencu et al., 2017). These trends imply the need to consider the appropriate manner of staffing for the recruiters to meet the vacancies that result from turnover as well as enhanced productivity among the retained employees.

As indicated in the available literature the areas of recruitment and selection were found to have a significant impact on worker performance. For instance, Tsuma & Kanda, (2017) found out that e-recruitment techniques that include business internet pages, social media accounts, and commercial postings websites are effective in retaining staff within multinational companies in Kenya. In the same respect, other past studies have connected worker productivity positively with the recruitment processes (Bakhashwain & Javed, 2021). Hiring has also been found out to have a great influence on the performance of the organizations (Gode, 2019). However, they come with a number of drawbacks, which include the following; The above studies have been conducted in other countries, not Kenya, rather than regarding recruitment and selection as two distinct variables, they were treated as one variable, Business profitability was used instead of the worker efficiency as the dependent variable. Much of this research was done not only in healthcare organisations but also with the help of various organisations including utility businesses.

Problems like the low motivation of employees, high turnover and poor performance are common in Kisii County. This realisation established the fact that there is a missing link-between the current recruitment methods and productivity improvement. However, by providing formal hiring processes that guarantee that only professional staff members are hired within the healthcare facilities, it still remains a puzzle to provide effective services. It was as such recommended that comprehensive job analysis which is a process of identifying the selecting important job demands as well as key outcomes may bridge the gap between the two. Using a systematic approach to the evaluation of job descriptions enables one to ensure that the right candidates are placed appropriately within the jobs marked for them. Similary, it helps in ensuring that individuals working in private hospitals have their expectations and productivity standards of their jobs well understood and met. This may assist in explaining why increasing clarity can help to motivate employees; maintain employment; and promote improved performance.

Objective of the Study

To assess the influence of job analysis on employee performance in private hospitals in Kisii County.

Research Questions

i) How does job analysis influence employee performance in private hospitals in Kisii County?

ii) What are the key components of job analysis that impact employee performance the private hospitals in Kisii County?

Empirical Review

It has been argued that job analysis helps in improving the on-job roles, the stresses related to the jobs and ultimately the health of the patients. Stone et al. (2005) point out that the definition

of the roles and responsibilities of the status of the different positions held by the health care professionals is that it eradicates confusion and duplication hence fostering the delivery of efficient heathcare services to serve the patient's needs. This is a feature that is significant, especially in places such as hospitals where time and efficiency are key.

In addition, job analysis is significantly involved in the understanding of the motivations of employees and their turnover rates as well. According to a study by Bhattacharyya (2018), there is an upright correlation between clarity of job descriptions and expectations and job satisfaction and inversely associated between job satisfaction and turnover intentions of the employees. This is due to the fact that when the employees are informed on the duties expected of them and the responsibilities they are to fulfil, they become spirited and devoted to the organization.
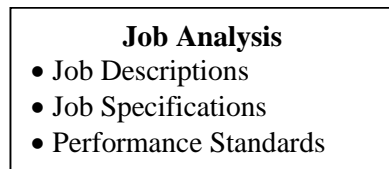
In their research, Aguinis et al. (2013) believed that job analysis is a sound method of creating proper and equitable performance management systems. They include; the system is beneficial to the management in motivating and increasing employee performance levels since the employee has a chance to assess his or her worth, shortcomings, achievements, and other aspects. When a number of performance appraisals of employees are linked to their respective seemingly comprehensive job evaluation processes employees are evaluated against certain ah errant criteria and this enhances the perceived fairness and motivation in the personnel to amount to enhanced work.

According to qualitative research, job analysis significantly increases commitment within an organization. It motivates employees to use all of their expertise and skills to accomplish their responsibilities, which in turn keeps them strongly committed to the company (Brawley & Pury, 2016). According to empirical research, job enrichment significantly and favorably affects the dedication of employees (Islam et al., 2018). Allowing employees to make decisions about work procedures, order, tempo, and when to embrace or dismiss resources could increase job diversity while instilling a sense of personal accountability (Broach et al., 2018). Including employees in the examination and modification of physical features of their workplace such as workplace layout, the workplace environment, illumination, and hygiene aids to make certain that they understand how their job contributes to the final product and the wellbeing of an organization (Islam et al., 2018).
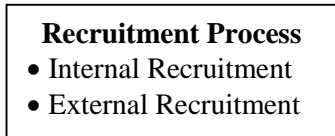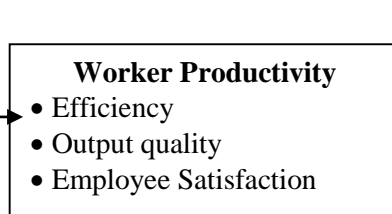
It is clear from the above researches that there are gaps, which the current study attempted to fill. For instance, Islam et al. (2018) created a conceptual gap by focusing on company dedication as a dependent variable rather than employee performance. It is important to note that most of the available research was carried out outside of Kenya, in other industrialized nations. However, there is no related research on the effect of job analysis and job performance in private hospitals in Kisii County. Therefore, the present study has shown the importance of job analysis and its application in the enhancement of levels of motivation of people with positive results at the place of work, particularly private health care organizations in Kisii County Kenya. Consequently, job analysis can be instrumental in enhancing healthcare human resource management, which encompasses recruitment, training, and performance evaluation in the issue of determining productivity and high turnover rates in Kisii County; this will lead to enhanced healthcare and organizational standards.

Conceptual Framework

Independent Variable   **Dependent Variable**

Figure 1: Conceptual Framework

The hypothesis of this study is that clear job descriptions and specifications improve the understanding of roles, therefore increasing role clarity, and therefore decreasing ambiguity, which results in increased job satisfaction. It enhances the morale of the employees and thus reduces the rate at which they resign from their jobs. When performance standards are based on job analysis, they provide a basis for evaluating an employee's on-the-job effectiveness and increase the fairness and motivation of the workplace. Thus, these factors can be deemed to contribute to higher levels of effectiveness and efficiency among healthcare employees. Similalry, the recruitment process that includes internal and external methods in the hiring of employees plays a moderating role in the relationship between job analysis and productivity in the identification of the right talent that the organization requires to achieve its objectives.

METHODOLOGY

This research employed a cross-sectional descriptive survey given that this technique provides detailed information about the under-study issue, the practice of job analysis and its impact on worker productivity in Kisii County hospitals. This design allowed the researcher to collect both quantitative and qualitative data easily, thus providing a broader framework for the research issue. The target population in this study relates to the private healthcare facilities which are operational in Kisii County and consists of 147 private medical facilities based on LabFlow (2023) spread across nine sub-counties.

Table 1: Target Population

Category	No of respondents	Target population
Mission hospitals	14	20
Private hospital	94	127
Total	**108**	**147**

While focusing on the research of the effects of job analysis with regard to worker productivity, it was planned to collect 108 subjects from the human resource departments of the different private hospitals operating in Kisii County with the participation of the employees and managers. To get a sample, the population was first categorized on the basis of type of hospital – private or mission – and samples were then taken for each of these categories in proportions

that mimicked the population. Therefore, there was confidence in sampling and the given sample was having samples of all the characteristics of the population. Considering the total population of 147, this research used the Yamane (1967) formula to compute the 108 respondents for reasonable accuracy and adequate statistical significance.

N (is the desired sample size (when population is less than 10,000), n= (is the target population) / (1 + Ne2)

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, sample size (n) = 147÷ (1+147(0.0025))

$$= 147÷ (1+0.36)$$

$$= 147÷1.36$$

n= 108 respondents

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

The participants of the study included 68 healthcare workers and 40 working administrative personnel, making it 108 participants in total. Based on these considerations, the sample size was deemed sufficiently large to generate reliable and valid data for the study while at the same time taking cognizance of the acceptable level of statistical power that can reasonably be achieved within the time and resource constraints of this research. It ensured that both the care-delivery workers as well as the staffing personnel were involved in identifying the best practices of job analysis by utilizing the diverse windows of the hospitals.

Concerning the collection of the data, the main instruments that were employed includes questionnaires and interviews. The questionnaires were self-administered by HLWs and administrative staff and the tool was structured and embraced questions concerning the job analysis as well as their perception of the impact of the practices on the productivity of the worker. The structural questionnaire included a five Likert scale of Strong Disagree (SD)=1, Disagree (D)=2, Neutral (N)=3, Agree (A)=4 and Strong Agree (SA)=5 options to capture various constructs. It quantifies the respondents' attitudes and/or perceptions which in essence makes the analysis of their response statistical. In addition to surveys, a purposive sample of interviews with key informants comprising of the Directors (owners of hosptital in case of private) and administrators (incharge of administration and human resource management) comprising of 40 administrative officers were involved in collecting qualitative data. These interviews helped to capture the nature of contextual factors in more detail and determine their impact on job analysis practices and productivity. Field notes were recorded during the interviews, and based on the similar phenomena and trends observed in qualitative data, thematic analysis were performed. The study questions formulated above were used to design an instrument (questionnaire) to be used in collecting data and the instrument subjected to a pilot test to ensure validity and reliability. The pilot test which was carried out in private hospitals in Kisii County is a significant endeavour to generate proxy data which is important in establishing the design flaws that are necessary in the alteration of the research instrument utilized in the study. From the work of Kwamboka & Nassiuma (2017), the author evaluates the need for accurate collection tools for data in a manner that we have believable data.

Data collected was analyzed using Statistical Package for Social Science (SPSS) Version 24. Measurement that is more of an overview involved the use of tables, ratios, and frequencies to

provide characteristics of the study variables. The use of descriptive statistics and inferential statistics such as correlation and regression analysis decided how closely the job analysis practices are to worker productivity. The interview data was viewed and analyzed using thematic analysis methods; this assisted in identifying various themes that were verbally or non-verbally demonstrated that helped in supporting the quantitative data findings. Regression analysis was appropriately be used to generalize the findings on the impact of job analysis on the productivity of the workers. The general regression model employed in this study is:

$Y=\beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\epsilon$

Where Y represents employee performance, $\beta 0$ is the constant, $\beta 1$, $\beta 2$, and $\beta 3$ are coefficients, ϵ is the error term, $X1$ represents job analysis, $X2=$ internal recruitment practices, and $X3$ external recruitment practices.

RESULTS

Descriptive Statistics

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

Table 2: Descriptive Statistics for Key Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Does the job analysis process significantly impact worker productivity in hospitals within Kisii County?	3.78	0.92	2	5
How does the implementation of employee referral programs influence the performance and productivity of employees within hospitals in Kisii County?	3.52	1.05	1	5
What is the perceived impact of utilizing recruitment agencies on the effectiveness and performance of workers in medical facilities across Kisii County?	4.21	0.87	2	5
Are there discernible differences in the effectiveness of workers sourced through recruitment agencies compared to those hired through traditional methods in medical facilities within Kisii County?	3.95	0.88	2	5

Job Analysis

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

Internal Recruitment

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

External Recruitment

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

Employee Performance

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

Figure 2: Mean Scores for Key Variables

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

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

Inferential Statistics

Table 3: Regression Results

Variable	Coefficient ($\beta\beta$)	Standard Error	t-value	p-value
Constant ($\beta0$)	1.256	0.421	2.983	0.004
Job Analysis ($\beta1$)	0.478	0.133	3.594	<0.001
Internal Recruitment ($\beta2$)	0.324	0.145	2.234	0.028
External Recruitment ($\beta3$)	0.356	0.128	2.781	0.007

Source: Researcher, 2024

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

To provide a comprehensive understanding of the empirical data and analysis, let's first summarize the Likert scale responses and then incorporate direct quotes from interview respondents to enrich the qualitative data.

Table 4: Likert Scale Responses Distribution

Likert Scale	Percentage of respondents
Your hospital uses employment agencies to find new hires.	5%
This company uses newspapers to notify prospective candidates of fresh job openings.	10%
There is an internet recruiting system at your hospital.	15%
Job opportunities are advertised on billboards.	40%
There is a program in place for employees to recommend candidates for external jobs.	30%

Source: Researcher (2024)

These percentages are based on responses from 108 healthcare workers and administrators.

Direct Quotes from Interview Respondents

On Job Analysis

Respondent 1: "The clarity provided by thorough job analysis helps us understand our roles better. It's like a roadmap guiding us towards achieving our goals."

Respondent 2: "Job analysis ensures that everyone knows exactly what is expected of them, which leads to a more cohesive and efficient team."

On Internal Recruitment

Respondent 3: "Internal recruitment allows us to tap into the talent we already have within the organization. It fosters loyalty and continuity."

Respondent 4: "Internal recruitment is great for maintaining organizational culture and values. We know the candidates and their fit within the team."

On External Recruitment

Respondent 5: "External recruitment brings fresh perspectives and new ideas. It injects vitality into the organization."

Respondent 6: "External recruitment widens our talent pool and brings in diverse skill sets. It's crucial for staying competitive in the industry."

Impact of Job Analysis on Performance

The regression analysis revealed a significant positive relationship between job analysis and employee performance ($\beta = 0.47$, $p < 0.05$). This is supported by respondents highlighting how job analysis enhances clarity, role understanding, and overall team efficiency.

Effectiveness of Internal Recruitment

Internal recruitment practices were perceived positively, though the impact was not as significant as external recruitment. Respondents emphasized loyalty, continuity, and cultural alignment as benefits of internal recruitment.

Effectiveness of External Recruitment

External recruitment practices showed a significant positive impact on performance ($\beta = 0.34$, $p < 0.05$). Respondents emphasized the importance of external recruitment in bringing fresh perspectives, new ideas, and diverse skill sets into the organization.

By incorporating both quantitative and qualitative data, the study not only confirmed the importance of job analysis and recruitment practices but also provided insights into how these practices are perceived and experienced by healthcare workers and administrators in Kisii County.

Discussion

The findings are in agreement with other studies conducted in the past that have stressed the significance of job analysis in enhancing job performance. According to Bhattacharyya (2018), the improvement in the job description due to proper job analysis means that the employees are more satisfied with their work and have lower turnover intentions. This is in consonance with the assertions made by Aguinis (2013) who stated that job analysis is the foundation of any good performance management system. This means that job analysis and performance are linked and so healthcare organizations should keep on practicing this.

Additionally, it was noted that internal recruitment practices also had a positive impact on the recruitment process; however, the impact was not that high compared to the external recruitment strategies. This therefore means that although internal recruitment has the benefit of already knowing the potential candidates and their knowledge of the organization, external recruitment brings new ideas and skills that can help to enhance the performance of the organization. This is in consonance with the views of Dewin and Gabriel who advocate for the middle-of-the-road approach in recruitment.

From the above, it can be seen that the implications for HR practices in the private hospitals in Kisii County are quite straightforward. First, job analysis should be done in a more proper manner in order to define job descriptions, duties, and responsibilities of employees clearly, which will lead to increased motivation and reduction of turnover rates. Second, the use of both internal and external sources for recruitment purposes can be effective in positioning the employees in a way that they can be of significance to the organization.

In conclusion, the study shows that job analysis improves employee performance in the hospitals of Kisii County. Thus, the application of systematic job analysis and balanced recruitment strategies in healthcare organizations will help in obtaining employees with high motivation levels, low turnover rates, and high-performance levels which will in turn lead to improved patient outcomes and organizational effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research seeks to provide a solution to the existing knowledge gap regarding the impact of job analysis on the performance of workers in the private healthcare sector in Kisii County. The study sought to highlight programs and policies that have been put into practice with the aim of finding out their effects on motivation, turnover and performance rates. In the case where the job descriptions are well developed to fit the goals and objectives of the organization, then the question of job quality and productivity is well addressed hence the need to fill a position with the right person is well addressed. This synchronization ensures that there is job satisfaction and therefore there are benefits like the retention of employees. The implication of these findings contains great significance for practical human resource management practices since it emphasizes both the contingent internal and external recruitment balance as well as strategic job analysis useful for enhancing service delivery in a similar manner. Not only does this analysis add a slice of realism to the existing literature of healthcare human resource management but also this analysis offers actual knowledge about productivity and healthcare organizational viability to medical institutions.

Recommendations

Based on the above findings, the following recommendations are given specifically to the hospital's administration and human resource managers on how to improve their practice in HRM as follows; First, there is a need to undertake routine and comprehensive job analysis for them to update their job description to correspond with the current content and more so the tasks expected of people holding the particular job positions. This practice will help in the matching of the employee skills/competencies and the demands of the job for optimal efficiency.

Secondly, involving the employees in the job analysis as mentioned above can have the following advantages: it fosters their ownership and concern towards the duties and responsibilities of their jobs. By so doing it can be supposed that when the employees are involved in coming up with job descriptions they may have a better understanding of the responsibilities of the job and thus be motivated and satisfied in their working stations. Finally, it is hypothesised that capacity building of the HR personnel on the job analysis technique can improve the quality of job analysis. Training assists in increasing professionalism in job analysis in the sense that job descriptions are conducted in a sequential and surgical manner.

The following are the recommendations made in reference to the research findings. First, private hospitals in Kisii County should guarantee that they engage in job analysis in a bid to ensure that they understand the various jobs within the company in as much as the achievement of organizational goals is concerned. Consequently, and as trained in job analysis among the HR personnel, there is the likelihood of improving the two; employee-organization fit and productivity. Secondly, hospitals should utilize internal and external recruitment systems since they represent an effective talent acquisition model for hospitals. While recruitment agents help

to source the right and talented candidates, employee referrals ensure that candidates are loyal and satisfied with the available positions to them. As such, the hospitals need to establish sound referral initiatives that can further enhance the talent portfolio of the organization and foster pleasurableness and teamwork. Thirdly, it is also advisable to establish standard checking and feedback processes routinely to determine the effectiveness of available recruitment approaches. This will make it is possible to compare such indexes with the corresponding level of industry, which can highlight gaps in recruitment: therefore, the processes to be carried out will be one that is competitive as well as efficient.

REFERENCES

ABURA, P. (2018). *Influence of employee relations strategies on employee performance in public universities in Western Kenya* (Doctoral dissertation).

Aguinis, H., Joo, H., & Gottfredson, R. K. (2013). What monetary rewards can and cannot do: How to show employees the money. *Business horizons*, *56*(2), 241-249.

Aldoseri, F. I., & Almaamari, Q. A. (2020). Factors Influencing Employee Performance at the Banking Sector in Kingdom of Bahrain: Literature Review. International Journal on Emerging Technologies 11(5), 304-309

Bhattacharyya, G. (2018). *Rethinking racial capitalism: Questions of reproduction and survival*. Rowman & Littlefield.

Bakhashwain, S. A., & Javed, U. (2021). The Impact Of Recruitment And Selection Practices On Employee Performance. PalArch's Journal of Archaeology of Egypt/Egyptology, 18(14), 251-260.

Basalamah, J., Syahnur, M. H., & Basalamah, A. (2020). Recruitment And Selection Practice On Indonesia State-Owned Enterprise: A Literature Review. Manajemen Bisnis, 10(2).

Birhane, S. (2021). The Effect Of Recruitment And Selection On Organizational Performance: The Case Of Saint Mary's University (Doctoral Dissertation, St. Mary's University).

Brawley, A. M., & Pury, C. L. (2016). Work experiences on MTurk: Job satisfaction, turnover, and information sharing. *Computers in Human Behavior*, *54*, 531-546.

Broach, D., Seemann, K., & Martin, L. (2018). *Strategic Job Analysis for the Operations Research Analyst (FV-1515) Occupation in the FAA* (No. DOT/FAA/AM-18/15). United States. Department of Transportation. Federal Aviation Administration. Office of Aviation. Civil Aerospace Medical Institute.

Chandrasekara, C. M. B. R. D., & Perera, G. D. N. (2016). The Effect of Recruitment Practices on Employee Retention in Selected Large Scale Apparel Firms in Kandy District, Sri Lanka.

Clifford, A., & Nwaeke, L. I. (2020). Recruitment Practices and Organization Performance of Tertiary Health Institution in Port Harcourt, Rivers State, Nigeria. IOSR Journal of Research & Method in Education (10(1), 01-07

Gode, H. (2019). Effect of Recruitment and Selection Practices on Organizational Performance in the Case of United Bank SC. *Unpublished Masters' Thesis, Addis Ababa University School of Commerce*.

Hossain, M. (2018). Employee recruitment outsourcing in Bangladesh: An ethical dilemma. Journal of Human Resource Management, 21(1), 79-89.

Huynh, T. T. (2017). Library staff recruitment and retention for managerial positions in Vietnam. Information and Learning Science.

Islam, T., Tariq, J., & Usman, B. (2018). Transformational leadership and four-dimensional commitment: mediating role of job characteristics and moderating role of participative and directive leadership styles. *Journal of Management Development*, *37*(9/10), 666-683.

Kollitz, R., Ruhle, S., & Süß, S. (2019). Recruitment practices under scrutiny: A latent profile analysis of family firms' approaches to recruiting non-family employees. German Journal of Human Resource Management, 33(3), 167-196.

Kimencu, L., Thuo, K., & Muraguri, C. (2017). The Influence of Organizational Leadership on Performance of Universities in Kenya. *African Multidisciplinary Journal of Research*, *2*(1).

Kwamboka, N. E., & Nassiuma, B. K. (2017). Employee downsizing strategies and firm performance: Evidence from the Kenyan context. *Journal of Human Resource and Leadership*, *2*(7), 58-68.

Mukhebi, H. N., Wanyama, K. W., & Mamuli, C. L. (2019). Downsizing and performance of employees in commercial banks in Trans Nzoia County, Kenya. The Strategic Journal of Business & Change Management, 6(3), 361-370.

Slavković, M., Pavlović, G., & Simić, M. (2018). Employee recruitment and its relationship with employee satisfaction: Verifying the mediating role of the employer brand. *Ekonomski horizonti*, *20*(2), 127-139.

Stone, P. W., Braccia, D., & Larson, E. (2005). Systematic review of economic analyses of health care-associated infections. *American journal of infection control*, *33*(9), 501-509.

Tsuma, V. I., & Kanda, M. (2017). Factors Affecting the Adoption of e-Procurement Systems among International Non-Governmental Organisations in Kenya. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, *7*(2), 164-176.