

Human Resource Management For Covid 19 Task Force And Health Service Providers' Performance In East Africa: A Case Of Selected East African Covid 19 Referral Hospitals

MARK KIIZA

Email: mkiiza@umu.ac.ug

Orcid.No/0009-0001-0028-8126

[Dean of the faculty of education](#) a Uganda Martyrs University, +256756073616 . Email: mkiiza@umu.ac.ug
jlubega@utam.ac.ug, deni,katusiime@yahoo.com

Abstract: *The study examined the Human Resource Management Covid19 Task Force and Health Service Providers' performance at selected East African Covid 19 Referral Hospitals . The study was guided by two objectives: (i) To investigate whether Covid 19 Task Force Human Resource Management practices influence the performance for the health service providers in selected East African Covid 19 Referral Hospitals .(ii)To examine the effects of reward management system on performance of health service providers in selected East African Covid 19 Referral Hospitals . The study adopted mixed method and singular case research design that simplified data collection. The study sampled 30 research participants from the Hospitals that provide health services, using purposive, stratified and simple random sampling approaches. The data was analysed with use of descriptive statistics SPSS and content data analysis. The findings of this study revealed that there was a positive significant influence appropriate human resource management on health service providers' performance. The results indicated that rewards system improved on health service providers' performance. The study recommended that participatory management practices should be employed to improve performance. The study recommends good practices practises and reward management system. The study recommends for having on job training and workshops practices so as to improve health service provider's performance in selected East African Covid 19 Referral Hospitals.*

Keyword, Health Service, Reward, Management, Corona Virus, Epidemic

Historical background

Over the years, the concepts of Human Resource Management have gradually replaced the traditional concept of personnel administration in Africa. This has necessitated the strategic integration of new leadership styles into the effective management of the human asset that;

“The effective leader must be a good diagnostician and adopt style of good governance and human resource management practices that meets the demands of the situation in which they operate”. There are number previous studies such as: Obondo (2004), Ejuu (2003), Senteza (2004) and others in the in the past decades, investigated performance phenomena and how it was affected by various variables such as: Leadership, Motivation, (etc.). It was noted that, in most studies, the concept of corporate approach was highly lacking yet in the data collected, it was noted that this approach was critical to the sustainability of leadership processes especially in large work environments. Appropriate human resource and health service providers should consider the society and culture values of the people in the community where they are saving. The integration of indigenous knowledge of human resource and observance of their traditions and customs enable the employers to get the better services in Africa.

All in all, the history of leadership in Africa and how it affects performance dates as back as early as the 21st century (Cole 2004) where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks. The history of human resource management and its practices is reflected in prevailing beliefs and attitudes held in African Covid 19 society about Human Resources management. The response of employers and employees in Africa has operation public policy and reactions to International Labour union.

In the early stages of the Industrial Revolution in Britain, the extraordinary codes of discipline and fines imposed by owners were, in part, a response to the serious problem of imposing standards of discipline and regularity on an untrained workforce (Mathias, 1999). In the 1840s common humanity and political pressure began to combine with enlightened self-interest among a few of the larger employers to make them aware of alternative ways of managing their workforce, other than coercion, sanctions, or monetary reward.

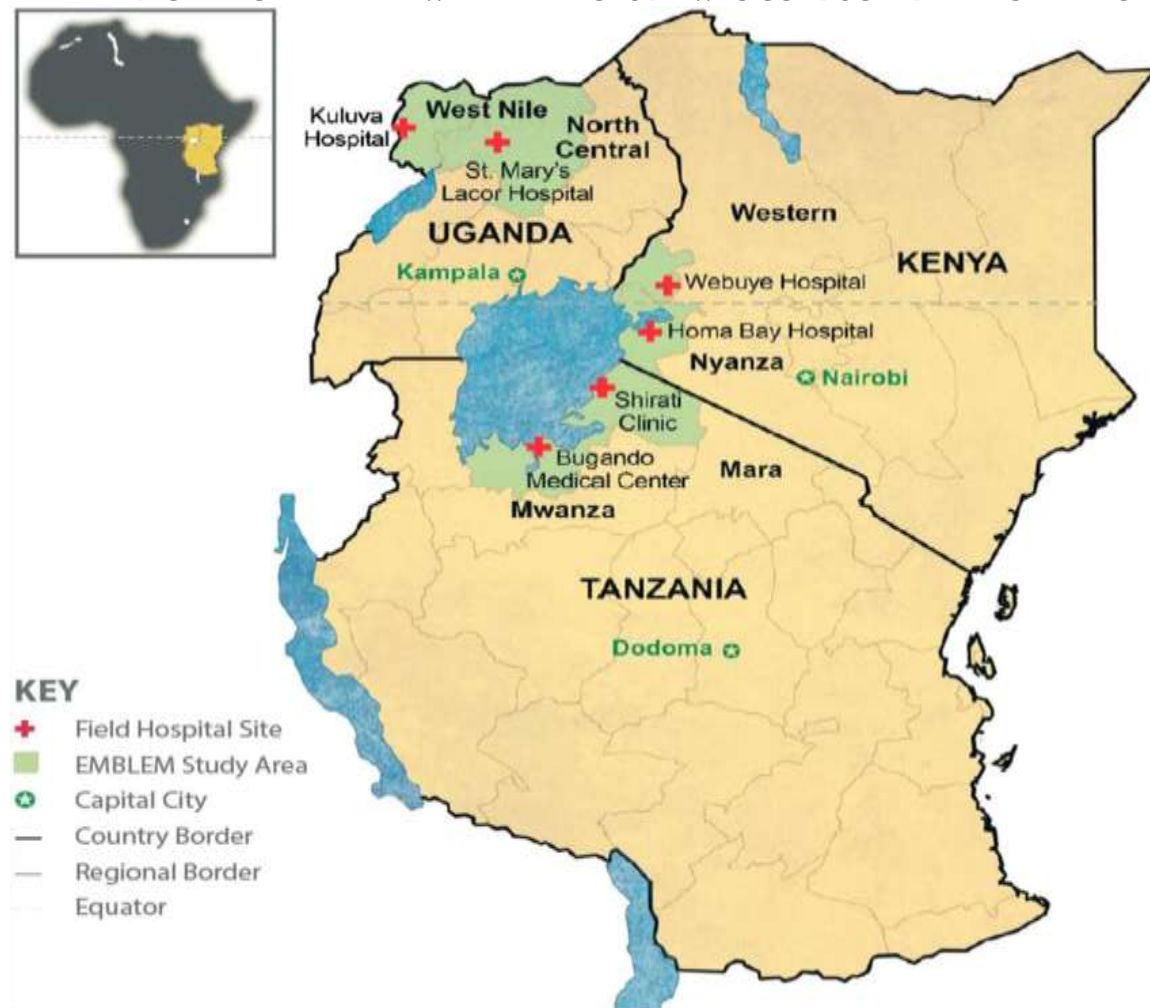
Human resource management practices are thought to have evolved in the 1920 when the first formal HRM and department were initiated in America and Europe.

The Covid 19 Task force HRM managers adopted good management practices and developed rules, regulations and procedures to control the workers performance. Some of the regulations required an increase in job specialization, which led to boring, monotonous

jobs (Anthony, Perrewew and Kacmar, 2006). At that time, with the effect of scientific management, workers were seen as a part of a machine without considering that they were social human beings. All the jobs were broken into specific tasks.

In recent years, human resources management practices have been adopted as an alternative to personnel management approaches to scale performance of health service providers during the era of Covid19 in Uganda. Personnel management is to be directed mainly at the organization's Human Resource s, recruiting, Management and rewarding them, and is portrayed as a caring activity. It is concerned with satisfying Human Resource s' work-related needs and dealing with their problems (Torrington and Hall, 2007).

A MAP INDICATING THE AREA WHERE THE STUDY WAS CONDUCTED IN EAST AFRICA.



(Source; geographical map of the East African ... researchgate.net)

A core set of integrated HRM practices in East Africa; we have number Hospitals s within the Great Lakes Region that can achieve superior individual in human resource management and good health service providers' performance ⁱ. Evidence of this can be observed during Covid 19 period there many Hospitals s in East Africa that can testify this notion. For example, most of the Uganda Hospitals s and health service providers have so far proved high Human Resource commitment and performance. It is vital observe that good HRM practice post into effective services delivery and outcome in any kind of entity or business, concerned with the goals of binding Human Resources and obtaining behaviour outcomes of increased performance.

Theoretical background

Theoretical discussion on the relationship between human resource (HR) management and performance have been well documented in number of past and recent reviews (Guest, 2007; Gratton, Hope-Hailey, Stiles, and Truss, 2009; Wood, 2009; Paauwe, 2013). Effective and evolving HRM practices lead to better and changed Human Resource behaviour which helps enhance Organizational performance. Various models linking Human Resource Management to organizational performance have been formulated by several authors (Becker, 2007).

The Guest, (1997) model states that if an integrated set of HRM practices is applied in a coherent fashion, with a view to achieving the normative goals of high commitment, high quality, and task flexibility, then it results into superior individual performance for the organization. It also assumes that this results in superior organizational performance.

It further explains that HRM practices should be designed to lead to a set of HRM outcomes of high Human Resource commitment, high-quality Human Resource s, and highly flexible Human Resource s. The Guest model has six components; a HRM strategy, a set of HRM policies, a set of HRM outcomes, behavioural outcomes, a number of performance outcomes and financial outcomes. The model links Human Resource Management and performance in various perspectives ⁱⁱ. The model has financial performance as the indicator of performance. Such includes financial performance and human resource effectiveness. However, the field of Human resource management is against using human resources as vehicle of achieving financial performance without considering issues that make human resources committed, satisfied and happy.

The Schneider (1987) Attraction selection attrition theory states that there is a reason why people are attracted to work with particular institutions not others. Recruitment and selection practices are carried out after initial attraction of Human Resource s to the organization. It must also be stated that attraction is bidirectional. This is to say that the organization before recruiting and selecting candidates for positions also gets attracted to a pool of talent with specific attributes that might be existing outside the Hospitals and that are supposed to help achieve objectives for setting up a Hospitals facility. The Attraction selection theory is relevant to this research as it explains attraction, selection and retentions of Human Resource s. According to organizations attract, select, and retain those people who share their values and help achieve objectives.

Meta – theories describing broad rationales for why HRM and economic success should be linked, and middle level process theories describing how this linkage takes place (Wright, 2005). In the first arena, the state of theory in SHRM research, was at best “borrowing” Meta – theories from other disciplines, and at worst almost completely a theoretical. The theories that were used at that time were resource – based theory, the behavioural approach, open systems theory, and control theory with a few authors exploring population ecology and critical theory (Wright, 1992). After several years Wright, 1992, had mentioned that the resource- based theory of the firm had become almost the universally embraced meta-theory among SHRM researchers, largely because of both its popularity in the broader strategic literature, and its ability to articulate why HRM could be linked to the economic success of firms (Wright, 2005). Therefore from the various writers above it describes a behavior which drives individuals to carryout activities as expected and as result contributed the efficiency and effectiveness in an organization.

Conceptual background

Storey (2002) defines human resource management as a distinctive approach to employment management, which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques. Reward management practices are the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders. It is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility (Armstrong, 2007).

Reward is defined as anything that extrinsically or intrinsically reinforced, maintain and improve the Human Resource s’ behaviour in an organization (Zhou et al, 2009). Reward is the compensation for Health Services providers receives from an organization for exchanging of the service offered by the Human Resource or as the return for the work done (Bau & Dowling, 2007). Luthans (2010) highlights two types of rewards which are financial (extrinsic) and non-financial (intrinsic) reward and both can be utilized positively to enhance Human Resource s performance. Financial rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non-financial rewards are non-monetary or non-cash and it is a social recognition, praise and genuine appreciation.

Contextual background

The practice of HRM practices in East Africa has been based on procedural and administrative Covid19 tasks forces and health service providers’ performance. Human Resource management practices have a significant relation with employees’ performance among others (Taylor, 2002). Most health service providers in East Africa appear to adopt a reactive approach to the hostilities in the environment thereby neglecting the know-how and expertise that HRM practices brings to the table (Kamoche, 2007) and that are important towards the performance of private health service sector. The study area is selected due to its uniqueness and the character which are having suitable study variables. The environment and good governance practices of human resource and health service providers has enabled to perform and achieve the desirable results during this period of Covid19 Corona virus.

Many Ugandan health facilities dealing with Covid 19 cases or patients have adopted good human resource management practices. That alone have helped the Health service providers and other stakeholders to achieve better performance preventive and curative of Corona Virus is concerned.

During the Covid 19 regime in East Africa we are experiencing focused Human Resource Management and Health Service providers, then, is engaged not only in securing and developing the talents of individual workers. This current study of human resource management and Health services providers' performance. One of the main goals of Human Resource Management and Health Services Providers performance in selected East African Covid 19 Referral Hospitals . Human Resource motivation, remuneration, communication, wellness, safety administration and Management practices. Human resource management also focuses on the personal management and development. It is mandatory for every private Hospitals to have a formal human resource department in their organization and now a day's human resource management is seen strategically by the top management.

The Covid 19 Task forces and their operation in the informal sector mainly for survival purposes; they have relatively improved their Human Resource management approaches and service delivery. This study, therefore is intended to finding out the influence human resource management practices on the Health Service providers performance in East Africa selected Hospitals s. The results of this study with shade light on factors that affect appropriate human resource management so as to underpin them and improve on the quality of health service delivery in Great Lakes Region of East Africa.

LITERATURE REVIEW

The literature reviewed focusing on the key objectives of the study in regard to human resource management and service provider's performance. The human resource management mainly focus on the human resource management practices and reward management system as well.

Fredrick Winslow Taylor' Scientific Management Theory, He developed the theory of scientific management which is based on scientifically determined jobs and he looked at management as the way to improve efficiency and labor productivity. He advocated that, workers can be retooled like machines. According to Taylor, there is always the best method of doing each job which workers must adopt in performing their tasks. The best way of determining this is through scientific management (Mullins, 2000) He advocated for the division of labor and specialization of work where each job was broken down into component parts in order to increase efficiency.

He also advocated that, workers should be motivated in order to improve on their performance. He advised the managers not to base managements on the rules of thumb. Traditional managements must be replaced by precise decisions based on the study of each individual situation (Daft, 2002). He gave the following principles to be adopted by managers for effective and efficiency management in order to increase productivity.

Workers should be selected with appropriate abilities, Workers should be trained according to the standard of procedures, Managers should carefully plan, Managers should provide wage incentives to workers in order to increase output and there should be division of work and responsibility between management and the workers. He emphasizes on the systematic analysis of work as the best way of management and that all managers should leave the working methods to the initiative of the workers for proper timing (Cole, 1996). He also advocated for inspections of workers, employment department (Thompson, 2002) as the best method of management. He introduced the idea of foremanship where workers would be responsible to eight different specialists" first line supervisors. The eight supervisors were divided into two groups of; planning which was concern with order of work, instruction cards, timing and costing and disciplining workers, while Performance; which was concern with gang boss, speed boss, repair boss and inspector. (Thompson 2002). The idea of foremanship is so good because it give each worker to be under the same leading function. However, this may bring in problems of coordination, role conflict and unity of command.

According to Mullins (2002, p.57) " Taylor"s conclusion was that workers should be controlled not only the giving of orders and maintenance of discipline, but also by removing from them any decision about the manner in which their work was to be carried out. By division of labor, and by dictating precise stages and methods for every aspect of work performance, management could gain control of actual process of work". However, Taylor"s idea has helped a lot in job task today. His ideas of incentives has been adopted by many managers, this has helped workers to realized high wages and increase in productivity by many organizations. Supervision of workers has also been adopted by many mangers today in various organizations. This has help in job evaluation and appraisal of workers. However, Taylor"s idea of timing and retooling only reduce workers to mere machines.

The study is specifically be guided by Mullins (2010) goal theory which states that direct behaviour and maintaining motivation, performance goals should be identified and set to direct behaviour. To ensure high effectiveness in the performance of the service providers, human resource management practice goals should be set at a challenging but realistic level. Also to guarantee high performance, feedback must be given as means of checking goals attainment and a basis for any revision of goals. When goals are set by other people for instance managers, participation of those tasked with achievement of goals is of paramount importance. Such can be used by private Hospitals s so as to design a performance management system which is appropriate and also to ensure effectiveness. This theory guides the study because addresses all the variables in the study.

The study looks at Guest, (1997) model states that the application of an integrated set of HRM practices in a 0coherent fashion, with a view to achieving the normative goals of high commitment, high quality and task flexibility, this result into superior individual performance for the organization. The model also assumes that this results in superior organizational performance. It further explains

that HRM practices should be designed to lead to a set of HRM outcomes of high Human Resource commitment, high-quality Human Resources, and highly flexible Human Resources. The Guest model has six components; a HRM strategy, a set of HRM policies, a set of HRM outcomes, behavioural outcomes, a number of performance outcomes and financial outcomes. The model has financial performance as the indicator of performance. Such includes financial performance and human resource effectiveness. However, the field of Human resource management is against using human resources as vehicle of achieving financial performance without considering issues that make human resources committed, satisfied and happy. The model works towards having highly skilled Human Resources. A high-quality Human Resource refers to issues of workplace learning and the need for the organization to have a capable, qualified and skilful workforce to produce high-quality services and products.

In order to get Human Resource to work, he tried to understand what motivates people. He came up with five needs that need to be satisfied at one stage before moving on to another stage. Maslow felt that needs vary from person to person and those individuals want their need fulfilled. Managers must determine the motivational factors that can improve Human Resource performance. The following are the hierarchy of needs that Maslow has suggested, that can make Human Resource to have efficient and effective performances.

METHODOLOGY

The study adopted mixed methodology which enabled collection of both qualitative and quantitative data. A case study design was used, that enabled getting deeper comprehension and clear understandings of the study variables. According to research study designs are used and it was grounded on human resource management theory that post into research paradigmⁱⁱⁱ. A case study design was chosen basing on its suitability and strength to enable the researcher get a clear understanding and ultimate knowledge claims. The design factors that data and information can be obtained using the method without changing the environment (Deyrup, 2013)

The study used the philosophy of ontology and epistemology express that helped the researcher to understand ultimate reality of the knowledge claims. The study also adopted positivism paradigm and arched on theories for human resource management. The positivists believe that using more than methods enables and strengthens the weakness of using a singular method. This study used a scientific method to draw a unit of inquiry from unity of analysis where a sample 30 health service providers were scientifically drawn for the study. The study used stratified, purposive and simple random sampling techniques and engaged researcher participants in a survey, interviews and focused group discussion in data collection. According to Mugenda and Mugenda (2003), it's impossible to study the whole targeted population and therefore the researcher has to decide on a sampled population. Data analysis was done using the Microsoft Excel package for quantitative data while for qualitative the researcher will employ content data analysis which will help to summarize the coded data and produce the required meaning out of the information collected in the study. This program was used to do univariate and bi-variate analysis to obtain descriptive data in form of frequencies, percentages, mean and standard deviations since it was a five Likert questionnaire and this help give the general response towards each question in the Likert scale through the mean values.

RESULTS AND DISCUSSION

The findings clearly indicated that Human Resource Management practices for Covid 19 task force in Selected East African Covid 19 referral Hospitals was peculiar and these practices significantly influenced health service providers' performance. The findings further revealed that health service providers were knowledgeable and competent; this was realized based on their performance. They could ably provide preventive and curative measure effectively with love and professionalism. Besides their management practices comprised on job training of health services providers, workshops, focus group discussions, analysis impacted on their performance.

Table1: Human Resource Management practices for Covid 19 task force and performance

S/N	STATEMENT	SD	D	NS	A	SA
1	The Hospitals s carry out on job management practice and prepare Human Resource s to perform more effectively.	16%	19%		56%	19%
2	Human resource management prepares Health service provides for effective service delivery tasks.	11%	15%	6%	62%	6%
3	Off job Management s are in form of workshops and seminars and help expand Human Resource knowledge.		9%	4%	24%	63%
4	Management are carried out in focus group discussion and simulations to ensure focused Management.	12%	59%		29%	
5	Management needs analysis for all service providers is always done to ensure focused Management	16%	24%	40%	20%	
6	Management programs are designed to fill performance gaps.	7%	16%	21%	53%	3%

To ascertain whether the Hospitals carry out on the job Management practices for all Covid 19 Task force members and prepare health service providers to perform more effectively, 16% of the respondents strongly disagreed, 19% disagreed while 56% of the respondents agreed and 19% of the respondents strongly agreed. This implies that on the job Management is conducted by the Hospitals to prepare Human Resource s to perform more effectively as represented by majority of the respondents who agreed (56%).

To determine whether off the job management prepares Human Resource s for effective service delivery tasks, 11% of the Human Resource s strongly disagreed, 15% disagreed, 6% were not sure, while 62% and 6% of the respondents agreed and strongly agreed respectively. This suggests that off the job management prepares Human Resource s for effective service delivery tasks as reflected by majority of respondents who agreed (62%) in selected East African Covid 19 Referral Hospitals of Central Sub-Region

In an attempt to find out if off the job Management s are in form of workshops and seminars and help expand Human Resource knowledge, majority of the respondents strongly agreed and agreed as represented by 63% and 24% respectively, while only 9% disagreed and 4% of the respondents were not sure. This implies that off the job Management s are organised in form of workshops and seminars and thus help to expand Human Resource knowledge this can be explained by the majority of 63%.

In determining if management s are carried out in focus group discussion and simulations to ensure focused management, 12% of the respondents strongly disagreed, 59% disagreed and only 29% of the respondents agreed. These clearly indicate that the Hospitals does not carry out Management s in form of focussed group discussion and simulations to ensure focused Management.

To ascertain whether Management needs analysis for all service providers is always done to ensure focused Management, 16% of the respondents strongly disagreed, 24% disagreed, while 40% of the respondents are not sure and 20% of the respondents agreed. This means that there is no transparency in analysing the Management needs since a large section (40%) of the respondents are not sure Management need analysis for all service providers is always done to ensure focused Management.

In an attempt to determine whether Management programs are designed to fill performance gaps, 7% and 16% of the respondents strongly disagreed and disagreed respectively, 21% were not sure and majority of respondents 53% agreed and 3% strongly agreed. This indicates that the Hospitals management design Management programs to fill performance gaps.

Based on qualitative interviews conducted in the study, most Human Resource s revealed having appropriate knowledge and in so being the number of workshops, seminars and both on and off job Management s conducted by HRM have equipped them with appropriate knowledge and skills to enhance their performance. A statement was quoted from one of the interview respondents saying “the Hospitals usually recruits well educated health workers and in due course trains them with relevant skills that cannot be taught in class but only on job site” This concludes that Management and development improves the quality of service and hence performance of the health service operatives.

Table 1: Human Resource Management and Human Resource Performance Cross tabulation

			Human Resource Performance	Strongly Agree/ Agree	Total
			Strongly Disagree		
Human resource management		Count	12	25	37
		% within Human Resource performance count	22.2%	19.0%	42.0%
	Strongly Disagree/Disagr	% within Human Resource performance count	41%	15	56
			26.8%	62.0%	88.0%
			49	97	146
		% within Human	100.0%	100.0%	100.0%

	Strongly Agree/Agree	Resource performance			
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(Source: Primary data, 2020)

Table 7 above, Out of 30 population, 12 respondents (22.2%) strongly disagreed/disagreed that Management does not affect Human Resource performance. However, 25 respondents (19.0%) strongly agreed/agreed that management affects Human Resource performance.

Out of the 30 population, respondents (19.0%) and 62% strongly disagreed/disagreed that Management does not affect Human Resource performance while respondents (62.0%) strongly agreed/agreed that Management management affects Human Resource performance. Thus majority 19%, 52% and 100% of the respondents strongly Agreed/Agreed that Human Resource Management affects Human Resource performance. However to make a conclusion Pearson correlation coefficient was used to test for statistical significance between Human Resource Management and Human Resource Performance. Pearson Correlation coefficient was used to determine if human resource Management affects Human Resource performance at 5% level of significance.

Table 2: Below shows how the hypothesis that Management significantly affects Health Service Providers' performance at Selected East African Covid 19 Referral Hospitals of Central Sub-Region was tested at significant level of 2-tailed test.

		Reward Management	Health Service providers' Performance
Reward management	Pearson Correlation	1	.26
Heath Service providers' Management	Sig. (2-tailed)		.049
	N	30	30
	Pearson Correlation	.26	1
	Sig. (2-tailed)	.26	
	N	30	30

(Source: Primary data, 2020)

The table 8 above shows the Pearson's Correlation coefficient $r = 0.360$ between human resource Management and Health service providers' performance which suggests that the two variables are related. The $r = 0.360$ between human resource Management and Health Service providers' performance suggest that there is a moderate positive relationship between human resource Management and Health service providers performance. Thus an increase in Human Resource Management would result into improvement in health service performance in Selected East African Covid 19 Referral Hospitals of Central Sub-Region. Pearson correlation coefficient was used to test the hypothesis.

Since $P = 0.360 < .05$, we reject the null hypothesis and conclude that there is a statistical linear relationship Human Resource Management and Health Service Providers' Performance in Selected East African Covid 19 Referral Hospitals of Central Sub-Region.

The effects of reward management on performance of health service providers in Selected East African Covid 19 Referral Hospitals of Central Sub-Region.

Table 7 below shows the reward factor was looked at my investigating the Hospitals reward management systems which involved annual financial bonus, top up allowance, increments policy based on skills, cash bonus based on surplus, annual bonus based on team performance, oorganizes recognition events for high achievers.

Table 3: To examine the effects of reward management on performance of health service providers in Selected East African Covid 19 Referral Hospitals of Central Sub-Region, the analysis has been presented below

S/N	STATEMENT	SD	D	NS	A	SA
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1	The Hospitals gives annual financial bonus based on individual performance of the year.	61%	11%		28%	
2	The Hospitals gives top up allowances periodically,	21%	56%	9%	14%	
3	The Hospitals gives competence or skill based pay increment.	6%	12%	4%	55%	23%
4	The Hospitals gives cash bonus based on the surplus made per each period.	33%	52%		15%	
5	The Hospitals gives annual group bonus based on team performance of service or any others.	26%	69%		09%	6%
6	The Hospitals usually organizes recognition events for high achievers periodically.		07%		74%	19%

(Source: Primary data, 2020)

To determine whether the Hospitals gives annual financial bonus based on individual performance of the year, majority of the respondents (61%) strongly disagreed and 11% disagreed while only 28% of the respondents agreed. This implies that the Hospitals does not give annual financial bonus based on individual performance of the year.

In an effort to find out if the Hospitals gives top up allowances periodically, 21% of the respondents strongly disagreed, 56% agreed, 9% were not sure while only 14% of the respondents agreed, implying that the Hospitals do give periodic top up allowances to staff.

To find out whether the Hospitals gives competence or skill based pay increment, 6% of the respondents strongly disagreed, 12% disagreed, 4% were not sure while 55% agreed and 23% strongly agreed. This means that the Hospitals gives skill based pay increment to its staff since majority of the respondents agreed (55%).

In ascertaining if the Hospitals gives cash bonus based on the surplus made per each period, 33% of the respondents strongly disagreed, 52% disagreed while only 15% of the respondents agreed, pointing it out that the Hospitals does not give cash bonus based on the surplus made per each period.

To determine whether the Hospitals gives annual group bonus based on team performance, 26% of the respondents strongly disagreed, 69% disagreed, while 09% agreed and 6% strongly agreed respectively. This implies that the Hospitals does not give annual group bonus based on team performance as represented by majority of the respondents (69%) who disagreed.

To ascertain whether the Hospitals usually organizes recognition events for high achievers periodically, only 7% of the respondents disagreed while most of the respondents agreed and strongly agreed as reflected by 74% and 19% respectively, implying that the Hospitals usually organizes recognition events for high achievers periodically.

According to the qualitative interviews conducted, one of the respondents was quoted saying “the Hospitals usually awards or recognizes the best performing health workers annually and also gives satisfactory pay and this boosts our performance”. This therefore implies that the Hospitals reorganises high achievers and hence the function of reward management gravely influences performances of the health workers.

Reward Management Cross Tabulation

The table 10 below shows the respondents views and opinions in line of reward management and Human Resource performance in Selected East African Covid 19 Referral Hospitals of Central Sub-Region. The data was collected using questionnaires and key informants interview. However, Likert scale was used in ranking the data ranging from 1-5, with 5 indicating strongly agree, 4 agree, 3 not sure. 2 disagree and 1 strongly disagrees. Agree was combined with strongly agree to come up with an agreement side and strongly disagree with disagree to constitute the disagreement side. This was the case for all the variables including both dependent and independent variables as seen in table 4.4 below.

From Table 4.5 above, Out of 35 population, (77.8%) strongly disagreed/disagreed that reward management does not affect Human Resource performance. However, (42.9%) strongly agreed/agreed that reward management affects Human Resource performance. Comparing the percentages by subtracting strongly Agree/Agree from strongly Disagree/Disagree, 34.9% were more likely to strongly disagree/disagree that reward management affects Human Resource performance and the total of 77.8% and 22.2% was 100% as shown above in the table 4.7.

Out of the 35 population, 30 responded to the key informants’ interview. Out of these 30 respondents of the interview, 12 respondents (22.2%) strongly disagreed/disagreed that reward management does not affect Human Resource performance. However, 18 respondents (57.1%) strongly agreed/agreed that reward management affects Human Resource performance. Thus majority of the respondents strongly Agreed/Agreed that reward management affects Human Resource performance.

This shows that Human Resource s can perform better when they are being motivated than when they are not being motivated.

The Pearson Correlation Coefficient

Pearson correlation coefficient (r) is a technique used for investigating the relationship between two sets of data. The Pearson correlation coefficient lies between -1 and +1. The closer r is to +1 means there is a positive relation and high correlation (Mugenda & Mugenda, 2003). However, to make a conclusion Pearson correlation coefficient was used to test for statistical significant

relationship between reward management and Human Resource performance. Pearson correlation coefficient was used to determine if reward management affects Human Resource performance at 5% level of significance.

Table 4: Pearson Correlations for Reward management and Health service providers' performance

		Reward Management	Human Resource Performance
Reward management for Covid 19 Task force	Pearson Correlation	1	.321
Health service providers' performance	Sig. (2-tailed)	30	.014
	N	.321	30
	Pearson Correlation	4	1
	Sig. (2-tailed)	30	30

(Source: Primary data, 2020)

The table 4.6 above shows Pearson's Correlation coefficient $r = 0.321$ between Reward Management and Health Services Providers Performance which suggests that the two variables are related. The $r = 0.321$ between Reward Management and Human Resource Performance suggest that there is a weak positive relationship between reward management and Health Services Providers performance. Thus an increase in reward management for Covid19 Task Force would result into improvement in Health Service Providers performance in Selected East African Covid 19 Referral Hospitals of Central Sub-Region (Blanchard & Thacker, 2003). Pearson correlation coefficient was used to test the hypothesis one; namely: the reward management significantly affects the Human Resource performance in Hospitals of Central Sub-Region.

Since $P = 0.14 < \alpha = 0.05$ we reject the null hypothesis and accepts the alternative hypothesis by concluding that there is a statistical linear relationship between Reward Management and Health Service Providers' Performance in Selected East African Covid 19 Referral Hospitals of Central Sub-Region

CONCLUSION AND RECOMMENDATION

Based on the study, the following conclusions can be drawn:

HRM policy significantly contributed to appropriately management practices and influenced health care facility. Good Management practices mainly influences team building and developing capacities of staff in Hospitals as result affect the performance as well and increase efficiency.

The study concluded that, internal Management practices were orientated to programs of the Covid19 Task Force activities need assessments, extensive job Management programs, mentoring, coaching and supervision if adequately observed can enhance Health Service Providers performance.

It also concluded that rewards management system and arrangement greatly influenced Health Service Providers performance, guided by a policy to provide the reward management framework. The rewards management decisions made motivated Health Service Providers and boosted their commitment with regard to the deployment of individuals and groups in Selected East African Covid 19 referral Hospitals

The study concluded the effective implementation of the signed task was appropriately managed and Health Service providers' fairly rewarded in selected East African Covid 19 Referral Hospitals of study area to a large extent can influenced performance positively. Reward management practices can also be addressed to motivate health service operators. The availability of qualified health service staff in a Hospitals is an important standard of care. The implementation of service quality as reflected on the tangibility and reward management practices is able to improve the performance of Hospitals .

RECOMMENDATIONS

Based on this assessment of the study, the following recommendations can be drawn:

Reward Management Practices and Human Resource Performance

The study recommends: Selected East African Covid 19 Referral Hospitals of study Region should adopt good management practices in order to make Health workers more responsive to their needs and hence better performance. Selected East African

Covid 19 Referral Hospitals of Central Sub-Region management should determine on what workers get based on set down principles that should be adhered to strictly and not based on personal judgment.

Selected East African Covid 19 Referral Hospitals of Central Sub-Region management should reward the Human Resources based on the right tasks by following the right procedures. When the right tasks are rewarded, it would convey the right message about expected behaviors and outcomes to the Human Resources, since reinforced behaviors have a greater probability of being repeated. Hence Selected East African Covid 19 Referral Hospitals of Central Sub-Region should allow a reasonable degree of flexibility in the operation of the reward system and the choice of benefits by Human Resources: This suggests that organizations should provide a variety of both intrinsic and extrinsic rewards to their Human Resources, so that they would be choice in reward allocation, due to differences in preferences among the Human Resource.

Selected East African Covid 19 Referral Hospitals of Region should devolve more responsibility for reward decisions to non-expatriate line managers:

The reward decisions should be following clear policies and expatriate line managers will facilitate the quick resolution of reward allocation challenges and ensures that no single individual holds the company to ransom in the execution of functional duties.

selected East African Covid 19 Referral Hospitals management should involve Human Resource representatives in the determination of fair days' pay: selected East African Covid 19 Referral Hospitals management should maintain competitive rates of pay: when organizations maintain competitive pay rates, it would go a long way in reducing dissatisfaction associated with reward allocation since Human Resources usually compare their rewards with both internal and external referents. The study recommends the individual staff Management needs identification based on performance gaps, departmental needs and objectives of selected East African Covid 19 Referral Hospitals.

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