

**EMPLOYEE MOTIVATION AND PERFORMANCE OF HEALTH
INSTITUTIONS IN NYERI COUNTY, KENYA**

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DECLARATION

This research proposal is my original work and has not been presented for a degree in any other university

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I confirm that the work in this research project was done by the candidate under my supervision.

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DEDICATION

This research project is dedicated to my husband Patrick and my children Leo and Blaise for their patience as I pursued my studies.

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OPERATIONAL DEFINITION OF TERMS

Capacity	Relates to boosting employees abilities through learning
Development	which increases knowledge levels to perform and are motivated in their jobs.
Employee Motivation	Explains the various drivers that steers an individual worker to exert his or her energies towards a task, job, goal or activity.
Staffing Policy	Describes the employee awareness of the organization written policies that concerns the industry standards, scope of work and the sensitivity of work that they do in the health institution set up.
Organization	Brings out the indicators that describe the extent of
Performance	attainment of the set objectives or activities undertaken either financially or non-financially.
Performance	Are the tools that create an atmosphere where employees
Appraisals	connect with the organization and also understanding their contribution to the organization goals which in turn makes them motivated to share in future.
Working	Relates to the ergonomics, occupational safety and health
Environment	as well as the employees' flexibility.

ABBREVIATIONS AND ACRONYMS

CBD	Central Business District
HR	Human Resources
HRM	Human Resources Management
KIU	Kampala International University
NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package for Social Sciences

ABSTRACT

Organizations have diverse functional structures that lead to the realization of their goals. The realization of the results through the implementation of the set objectives has to involve workers hence attaining high levels of performance. The study was undertaken on employee motivation and performance of health institutions in Nyeri County, Kenya. Chapter one explains the global, regional and local perspectives of employee motivation and performance, as well as the entry of the variables in the study. The study further brings out the problem to be investigated through identifying the objectives which are the effects of capacity development, performance appraisals, working environment, and staffing policy on performance in health institutions in Nyeri County, the research questions, benefits accruing from the research, the extent of the research, limitations of the study as well the organization of the entire research. In chapter two the study used Abraham Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory, Equity Theory and Vroom's Theory, empirical review on capacity development, performance appraisals, working environment, and staffing policy has been provided, critique of the existing literature, leading to the identification of the research gaps and the conceptual model. Chapter three describes the methodology to be adopted, where the descriptive survey research design is preferred, with a population of 1224 employees in the identified health institutions in Nyeri County. Stratified sampling method was to identify the ideal sample representing 30% of the target population from each category. A self-administered questionnaire was distributed and collected after two days. The data collected using the questionnaires was analyzed by descriptive statistics and presented through tables; charts with the aid of micro soft excel software. The study found that the capacity development, performance appraisal, working environment and staffing policy was found to have a positive significant influence on performance of health institutions in Nyeri County, Kenya. The study concluded that capacity development enhances the employee motivation, job performance and skills which ultimately lead to organizational performance. Performance appraisal is a method widely used by the health institutions to measure the employee added value and the capacity to achieve their objectives. A healthy work environment keeps employees happy, improves concentration and boosts endurance. Staffing policy helps in getting right people for the right job at the right time. The study recommends that the health institutions on Nyeri County should provide training to employees either on a one-on-one or group training, whether face-to-face or online, can increase personal knowledge and skills surrounding an issue. The health institutions in Nyeri County should make the performance appraisal process clear to employees by communicating this to employees at the start of the year, giving them the opportunity to plan ahead, pose questions, and work towards the organizational objectives in their individual capacity. The health institutions in Nyeri County should work to create a culture that encourages employees to talk openly about how they feel, both with their coworkers and line managers. The health institutions in Nyeri County should adopt an institutions staffing mentality which creates the framework for consistently applied practices by standardizing policies across the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

The globalization wave across the world economies and increased competition for better goods, service and works have made companies to greatly emphasise the aspect of human capital. The human resource functions have been given a lot of emphasis and keen attention around the academic and industry environments. Motivation as one of the functions has not been left out as the linkage between it and performance are quite inseparable. The complexity of the relationship between motivation and performance of organizations through goal oriented approach remains an area of concern globally, (Maryan, 2014).

Human resource practitioners in many enterprises are prone to challenges due to the diversities of employees through their behaviours expectations and these differences results into individualized outputs and performances. The need for capacity development for all low level employees at their different sections for optimality in the production cannot be underestimated. The setting of performance appraisals for the senior managers who requires minimal supervision and can direct their efforts to the right areas of the organization and consultation is necessary when in doubt is essential. The difference and disparity in organization structure functionality encourages astute strategies for motivation across all the cadre of the organization employees for increased performance and realization of organizational goals, (Nehles, Terhalle, Van Riemsdijk, and Looise, 2019).

The need for performance triggers and incentives to employees is a task of productivity as more returns are expected for the organization. The diminished concern for the

drivers of change through exploratory updates brings a crack in working environment disparity ranging from ergonomics which lowers morale, energy and synergies of the employee's culmination to diminished performance. Many enterprises and ventures have designed various staffing policies as an approach of motivating the workforce but due to time lapse these policies don't lead to the optimality of the goals set as the employees are not factored wholly in their implementation, (Kulik and Perry, 2018).

In global context the quest for successful and vibrant organizations continue to spearhead the progress of many enterprises and businesses (Manzoor 2012). The retention of quality employees across many organizations remains a challenge as the technology keeps on changing the labor market patterns coupled by competitiveness of entities. Amid these continuous predicaments for organizations the need for bonding between the employees and employers remains the glue to solidify the labor turnover that is being witnessed across the globe. Employees form the gist of the organization hence it is imperative that their influence and contribution to the goals of the firm remain the most worthwhile exercise for policy implementers, (Manzoor, 2012).

In the African context most organization endeavor to achieve their objectives as this is viewed as the major result that indicates performance has been realized. They set and articulate many strategies that they feel will culminate into the organization attaining the production levels expected and some of the strategies are connected with the human resource function as the engine of goals realization. The human capital is considered as the most significant function that the health institutions should consider with a lot of gusto. This culminates to the need for the hospitals to build and equip their personnel adequately as clients feel that hospitals image is a replica of the employees who serve them and offer the health services among the other considerations. Motivation allows

the health workers to exert their energies to the fullness once they are given the right tools and awarded a favorable work place environment to exercise their health provision mandate. For staff to achieve a high level of satisfaction, demands a work environment that propagates their development as they devote themselves to their assignment holistically, (Saks & Gruman, 2014).

In Kenyan perspective, the employees remain a very significant resource in an enterprise that cannot be replicated. The value of an employee to an organization is essentially intangible as it cannot be seen without the evidence produced. Many organizations strive to achieve their performance targets through productivity and efficiency timelines. The strength of the organizations is measured through the prowess of their workforce as the employees are the ones who bring the factor of production together, (Meaghan, 2009). The employees require modest treatment in their quest for better release of their potential for the organization to realize its goals maximally. The special attention accorded to the health workers determines the highest levels that the hospitals can reach in their service delivery and performance over time, (Storey, 2013).

The comparison of the diverse organization resources within the hospital set up, takes the human resources function at the top of the ladder as it is the one that determines the utilization of the other resources like finances, materials, equipment and intangibles, thereby creating a competitive advantage of the health institutions. In the health industry the image of the hospitals, healthcare care centers and clinics is replica of their abilities to deliver the promised service in the charter with high standing as expected. The onset of employees within the vicinity of the health institutions brings in the much needed beauty of service delivery with a difference once the motivational aspects are put in full gear at all levels. Employees tend to perform better once they are promised

and accorded better incentive thereby exerting more energies and synergies to areas of operation. Diminished performance therefore remains an indicator on noncompliance to the employee terms of tasks execution which in turn leads to institution image concerns. Thus it is imperative that employee motivation is proportional to the performance of the hospital staff at all times, (Levy, 2013).

1.1.1 Employee Motivation

Human resources have been integral in all organizations as they contribute heavily on the health of the operations at any given time. Their prevalence outweighs the other functions as they are pivotal in establishing the performance, (Madison, 2010). The level of motivation steers their performance in all facets of the organization due to the energies and synergies that they employ at different points of service delivery. Thus a greater need to put more support to the well being of the employees remains critical in the health sector through well tailor made strategies that can ignite thrust in their performance trends, (Kepner, 2010). Motivation is a journey of creating stepping stones of incentives to increase performance levels through well laid structures and strategies that fits each and every employee in the quest for best performance, (Cole, 2012). The leaders and managers in their governance modes needs to establish the pertinent ways of boosting morale in their workforce to attain the hospital goals and objectives.

The continued need to make the employees perform their jobs and tasks with the highest levels of concentration call for greater focus on the incentive levels that raises their energies to the degree of superior performance, (Cole, 2012). The attainment of goals and objectives in hospitals requires a well motivated human capital base that will steer the health institution to greater realms with the available resources. Employee motivation is viewed as a value addition system to their internal needs for the sub

sequential return in form of greater service delivery culmination to the success of the hospitals, (Kovach & Ryan, 2008). Increased rewards system has an impact on the satisfaction levels of the employee and motivation levels as their energies are projected towards the sources of the incentives for more expectations in the future, (Ding, 2010). Health institutions use different approaches in their remuneration packages to ignite performance. The regularity and consistence in provision for the agreed rewards creates a base for continuity in service delivery by employees. This creates hope for the patients and their dependants and finally the image of the hospital is enhanced leading to increased revenue base for the health institution, (Dhameja, 2009).

The quest for employee motivation is a challenging task and sustaining the levels at manageable pace requires concerted efforts from all the stakeholders, (Levy, 2013). Nowadays institutions are under pressure to create ways for increased productivity through the same workforce they have been using for defined periods. The need for program and strategies to boost their employees operational efficiency has always been the human resource department quest and desire, (Deci, 2013). The salaries only creates security of tenure but performance levels increase demands for more thus leading to complexities in the human resources management, (George and Jones, 2013).

The productivity of employees in any organization calls for substantial motivations that allow them to utilize their energies fully for the betterment of their operations. The labor force management is a costly venture in terms of the need to retain them for the mutual benefits of the employer and the employees themselves. De-motivated employees leads to lower productivity and their returns are minimal from them due to absenteeism, reduced energy uptake, increased turnover and expenses that are indirect to the hospitals, (Jobber and Lee, 2014). It has been established that the longevity of

organization operation efficiency largely relies on the quality of the work force and their desire to utilize their talents and abilities to actualize the organization trajectory path, (Deci, 2013). In line with this foundational truth the leaders and managers must endeavor to bring on board the astute skills and prowess for team productivity then hence will lead to exemplary performance to benchmark with from other industry players, (Nelson, 2013)

The space for motivation in institutional growth and development in relation to employee work ethics has been studied with a view to bring to limelight the underlying drives behind working hard and exceeding goals set by the managers, (Mitchell and Linden, 2012). This puts a lot of work load on the managers' shoulders in determining the employees' motives and what makes the employees to behave the way they respond in differing situations and circumstances over their stay with the organizations, (Deci, 2013).

The level of motivation within the health set up influence the productivity figures both quantitatively and qualitatively and this becomes a costly affair to the operations of the organization net worth, (Jobber and Lee, 2014). The quality of the human capital within an organization determines its success in many areas of operation as the employees act as the fulcrum on steering the service delivery process at all times, (Deci, 2013). It is imperative therefore that managers need to motivate their employees based on the understanding of their diversities and roles within the health institutional frameworks. Among the most crucial and significant features in organization performance is the domain of the human resources which oils the organization vehicle to greater heights if well taken care of and considered, (Nelson, 2013)

The study will adopt capacity development, performance appraisals, working environment and staffing policy as indicators of motivation. Capacity development relates to boosting employees abilities through learning which increases knowledge levels to perform and are motivated in their jobs. Performance appraisals creates an atmosphere where employees connect with the organization and also understanding their contribution to the organization goals which in turn makes them motivated to share in future. The working environment relates to the ergonomics, occupational safety and health as well as the employees flexibility. The staffing policy describes the employee awareness of the organization written policies that concerns the industry standards, scope of work and the sensitivity of work that they do in the health institution set up.

1.1.2 Organization Performance

Organization performance details the wide range of indicators namely the financial dimensions and the non-financial dimensions that provide evidence on the level of attainment of the set hospital goals and objectives. It encompasses the real factual and actual results of the health institutions success weighed against the expected deliverables, (Walker, Damanpour, & Devece, 2011).

The performance of hospital workforce is a combination of many interrelated factors namely abilities, actions and attitudes towards the set activities as determined by the job descriptions and the hospitals policies guidelines. The individual employee's contribution in their line of duty and responsibility denotes the eventual path of the attainment of the institution objectives leading to exemplary or diminished performance. The hospital mandate is enshrined in the provision of a favorable arena for the execution of the employee's mandates and also performance is a function of the empowerment levels that leads to all round service delivery, (Paauwe 2012).

The establishment of hospital processes through well laid activity base within the departments leads to the achievement of the strategic objectives. Hospital performance is an inter play of all the stakeholders contribution and motivation towards the hospitals agenda on a daily basis thereby culminating to overall results and improvement in performance is measured against the realized outputs within a predetermined time frame. Success in organizational performance constitutes the long term benefits an organization offers to its stakeholders. Organizational performance is realized after a certain period of time and it relates to the efficiency and effectiveness of the firm, (Eisenhardt and Martin, 2010).

1.1.3 Health Sector in Kenya

The health care system in Kenya is organized in levels such that complex cases are sent to higher levels. There are also faith based health facilities as well as private health facilities that fill the gaps available in the public health sector. The administration of the Kenya health is quite hierarchical, starting with the Ministry of Health (M.O.H) at the top. From here, we have the national referral and teaching hospitals (NRTH) that include Kenyatta National Hospital, based in Nairobi. The second tier of hospitals are the county referral hospitals (formerly provincial hospitals), then sub county hospitals. Below the sub county hospitals are the numerous health centres and dispensaries and finally community based health centres at the bottom. Besides the hierarchical nature of the health facilities, the health facilities are distributed throughout the country, though most advanced health facilities being in the major cities of Nairobi, Mombasa, Kisumu and Eldoret. The private health service providers play major roles in the Kenyan health system, with some of the most advanced health facilities being privately owned, like the Nairobi hospital, Mater Misericordia hospital, Avenue hospital, among

others. Faith based organizations (FBO) and non-governmental organizations (NGOs) also play major roles in the Kenyan health care system.

Health institutions in Nyeri County comprise of public hospitals, private hospitals, mission hospitals and health centres. The public hospitals are level five referrals and county hospitals while the private hospitals are church based and individually owned hospitals. These hospitals provide health services consisting of inpatient and outpatient health services to all clientele. The hospital function in the public sector is devolved hence its management is run by the county system under the county executive committee member in charge of health while the private hospitals operates under the wing of the sponsors. Nyeri County has one level five (V) hospital, a referral hospital affiliated to Kenyatta National Hospital, three level four hospitals, three church based hospitals and four individually owned hospitals.

1.2 Statement of the Problem

The health care system in Kenya over the years has witnessed performance problems like inadequate medicine in certain health centres, skewed distribution of health service providers among urban and rural areas, costs of care, inadequate service delivery, persistent shortage of health workers in terms of the numbers as well as areas and levels of specialization (Muga, Kizito, Mbayah, and Gakuruh. 2018).

One of the key contributors to poor productivity of employees and lowered performance has been cited as absence of motivation (Han, Bonn, & Cho, 2016). Holtomand (2016) also identified absence of experienced employees as a factor that has negative effect on the morale of the workers, and also contributes to low work quality and low employee productivity. As such, to offer quality service to its clients, health facilities should source for highly skilled personnel, procure the appropriate equipment and ensure a

good working environment. The health facilities should embrace good practices of motivation in order to attract and retain well trained and experienced health officers. The motivation of workers is an issue on the performance of health workers in Nyeri County where an appraisal of the motivation aspects is a major issue, and besides, the feeling of the health workers regarding their work environment and motivation level greatly affects the performance of a health facility.

This research is inspired by a number of hiatuses in the previous study findings on the function of motivation on the workers' performance of their duties. One such research conducted by Pratheepkanth (2011) found that employees who perform highly are propelled by rewards that were not related to finances and were mainly intrinsic motivation. Another study by Khan, Farooq & Ullah (2010) concluded that employee salary has a critical role in the performance of an employee, but the author did not recognize other motivation effects that also influence the performance of an employee, such as human resource policies and job security. A study by Mosley, Pietri & Mosley (2012) suggested that poor task performance of workers is brought about by demotivation of employees. Ganta (2014), on the other hand, reported that the overall performance of an organization is determined by amount of energy advanced by workers and the effort demonstrated by them. On the basis of this setting, the study examined the effects of motivation of employees on performance of health institutions in Nyeri County.

1.3 Objective of the Study

1.3.1 General Objective

The study sought to establish the effects of employee motivation on performance of health institutions in Nyeri County, Kenya.

1.3.2 Specific Objectives

The following specific objectives guided this study:

- i. To assess the effect of capacity development on performance of health institutions in Nyeri County.
- ii. To examine the effects of performance appraisals on performance of health institutions in Nyeri County.
- iii. To explore the effects of working environment on performance of health institutions in Nyeri County.
- iv. To determine effects of staffing policy on performance of health institutions in Nyeri County.

1.4 Research Questions

The following questions guided the study:

- i. In what ways does capacity development affect performance of health institutions in Nyeri County?
- ii. How do performance appraisals affect performance of health institutions in Nyeri County?
- iii. How does working environment affect performance of health institutions in Nyeri County?
- iv. In what ways does staffing policy affect performance of health institutions in Nyeri County?

1.5 Scope of the Study

The study was undertaken in health facilities in Nyeri County. The study targeted public, mission, private hospitals, dispensaries and health centres with all cadres of hospital staff in the county. The population was all cadres of hospital staff in the health institutions namely the doctors, nurses and other staff working in those hospitals. The

study focused on capacity development, performance appraisal, working environment and the staffing policy as the variables guiding it.

1.6 Significance of the Study

The findings emanating from this study would benefit the management of health institutions in Nyeri County to understand matters to do with employee motivation and its effects on employee performance in the health facilities. This understanding enabled them to develop better motivation policies for the purpose of improving employee performance.

The findings from this study are also expected to help policy makers to develop better legislation that could help improve employee motivation and hence employee performance. Such policies would go beyond employee remuneration and also cover aspects such as non-monetary rewards like time off from duty, letters of appreciation, study leaves for advancement and so on.

Results emanating from the study are also bound to be of help to workers' unions, which can use the findings of the study to vouch for better reward systems as a basis of employee productivity. The findings from the study could equip the union leaders with tangible points to explain the need for a better reward system. The research findings could be helpful to the hospital sponsors who would develop confidence in information emanating from the hospital regarding the employees.

Many organizations do not have clear human resource (HR) policies that help in the management of employees. The findings from the study would therefore help organizational leaders to develop HR policies in various aspects regarding the employees, the policies that would not be detrimental to the workers. The results of the study could be used by the health facilities so that they could re-evaluate their HR policy

and decide how best to motivate the employees with the overall aim of increasing productivity. Finally, results from the study would act as a source of reference to future scholars and researchers related on matters to do with motivation and employee performance.

1.7 Limitations of the Study

The main limitation in this study was failure to provide information that may be deemed to be confidential. In view of this, some subjects would not be ready to disclose the actual position of the health facility due to confidentiality matters. They could therefore fear victimization by their seniors for releasing confidential information. This limitation would be overcome by assuring all respondents about the confidentiality of the information given such that no other person, besides the researcher, would access the information they would provide in the course of the study.

1.8 Organization of the Rest of the Study

This project is organized as follows: chapter one gives the background of the study, study objectives, significance of the study, scope and the limitations expected in the study. The second chapter provides a review of literature related to the study. This includes both theoretical as well as conceptual literature. The chapter also presents the conceptual framework before finally presenting a summary of the reviewed literature. The third chapter, the methodology chapter, explains the processes and techniques that will be used to conduct the study. It explains the research design, the target population, the sampling procedure and the sample size expected for the study. It also explains the instruments that will be used for data collection, the validity and reliability tests for the instruments, how the instruments will be administered and how the resulting data will be analysed and presented. The chapter provides the ethical considerations for the

study. Chapter four highlights the research findings and discussions. Chapter five covers the summary, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of information related to employee motivation and employee performance in organizations. It provides both theoretical and empirical literature reviews. The chapter also provides a conceptual framework on which the study is based.

2.2 Theoretical Review

This study was anchored on four theories. These are the Maslow's theory on the hierarchy of human needs, Equity Theory, Vroom's theory of taxonomy and the Two Factor theory postulated by Herzberg.

2.2.1 Abraham Maslow Hierarchy of Needs Theory

The hierarchy of Needs Theory was proposed by Abraham Maslow (Maslow, 1943). The theory projected five ranked human needs that can be applicable to an organization and the performance of the employees. Maslow gave five categories of human needs that he classified as physiological needs, safety needs, social needs, esteem needs and self-actualization needs and used the needs to depict how motivation generally progress. In an organizational setup, the workers' motivation increases as the various levels of needs are met according to Maslow's hierarchy (Fincham & Rhodes, 2015).

According to Maslow's hierarchy of needs, physiological needs are the lowest needs of a human being. These needs must be satisfied first before an individual can think of other higher level needs. The physiological needs of a human being include what a person requires for basic survival, things like food and water. In the case of an organization like a hospital, physiological needs can be viewed as fresh air, warmth and

income to assure one of survival. Once the physiological needs have been satisfied, one then thinks of one's safety as the second rank of needs. For security purposes, an individual will require a house or shelter where he/she can be assured of protection whether asleep or awake. In the case of an organizational setup, safety may be assured in terms of secure employment with minimal worries of termination, safe jobs and other fringe benefits. When these needs have been satisfied, an individual will require social needs. Social needs constitute the freedom of association with fellow workers, association with specific categories of individuals, membership to a trade union as well as personal relationships with other people within or without the workplace. These needs signify the need for acceptance by one's peers, being part of a group and have friendships with others. Social needs generally exhibit the desire for good association with colleagues as well as participation in a common exercise. An individual generally requires a positive relationship with the people he/she interacts with at work or at home.

When the first three needs have been satisfied, an individual will then require the fourth level of needs – the need for self-esteem. Self-esteem refers to a person's reputation, respect, achievement, appreciation and recognition. In an organizational setup, self-esteem may emanate from a person's recognition by other workers, working in a position of responsibility, having high status, appreciation for contribution in the organization, and personal achievement, among others (Maryam, 2014). A person who has attained all the earlier four levels of motivation will have a desire for the fifth and final level of needs – the need for self-actualization. Self-actualization needs refer to one's aspiration for self-fulfilment. Self-actualization refers to a person's drive for personal development or creativity. In an organizational setup, self-actualization can be viewed as job satisfaction and developing ones full potential. Self-actualization can be met through provision of opportunities for advancement, such as offering individuals

opportunities for further training. Manzoor (2012) agrees with this theory when he says that individuals always seek advancement, achievement and growth. This theory will be applied in the study to elucidate the requirements for security of employment and how it affects the performance of employees in the health institutions.

2.2.2 Herzberg's Two Factor Theory

Herzberg developed a two factor theory of job satisfaction after conducting a study of a group of workers (Herzberg, 1959). The two factors on which the Herzberg's theory is based are motivation and hygiene. According to Fincham & Rhodes (2015), theories attempt to understand the nature of motivation and its influences on people. Syptak (2010), defines motivators as constituents that satisfy people's needs for substantial self-awareness. Such constituents include the recognition of employee achievement, rewarding of employees for some achievement, provision of allowances and some benefits and so on. According to Herzberg (1959), when the need for hygiene has been attained, the motivators encourage productivity and job satisfaction. Policies in a hospital setting cause a lot of frustration to the workers when they are either not clear, or when all workers are expected to adhere to them. As such, hospital management need to ensure that policies adopted in hospitals are fair to all and are applicable to all workers.

In view of the Two Factor Theory, organizational leaders should place workers where the workers can perform their responsibilities with clear objectives while utilizing their talents effectively. Guidelines should be put in place for every position to avoid role conflicts. Workers should also be given opportunities for benchmarking so as to acquire relevant knowledge on the necessary inputs as well as the expected employee outputs and the necessary relationship within the workplace. According to Maryam (2014),

employers should acknowledge the effort of their subordinates soon after accomplishment of the task. This can be done by rewarding them or through other methods of appreciating their efforts. Workers can also be publicly applauded for their achievements as a form of a formal acknowledgement schedule. An example of employee acknowledgement strategy to achieve this can be a declaration of the employee of the month event.

This study is anchored on the Herzberg (1959) Two factor Theory because it can help in the understanding the influence of how rewards on the motivation of employees and hence the employee performance of their duties. The theory can help to understand what workers expect from their jobs. The theory will boost the study by identifying the motivating factors in the healthcare system and helping to identify clear human resource policies for the health sector.

2.2.3 Equity Theory

Equity theory was put forth by Adams (1965). The theory is involved with workers' perception about their personal treatment by their employers in comparison with how other workers in the same category are treated by the same employers. The theory is basically concerned with comparisons, perceptions and feelings of employee treatment by their superiors. Adams (1965) postulated two types of equity – procedural equity and distributive equity. Procedural equity, also called procedural justice, is concerned with the workers' perceptions about how the organizational processes are fair to all workers are conducted. Such procedures include discipline, promotion, performance appraisal and such other processes. On the other hand, distributive equity is involved with the workers' perception of fairness in the reward system for their input in the organization as compared to how other people in the same organization are rewarded

for similar input. According to Adams (1965), the motivation of an employee is influenced by the employee's belief that their rewards are at the lowest, equivalent to the energy that they use in the performance of their duties. Accordingly, if the employee feels that their rewards are less than their efforts, the employee becomes demotivated. But the employee gets motivated if he/she feels that their benefits are either equal to or greater than the energy they put into performing their duties.

Equity theory is therefore primarily concerned with the comparisons that the workers make regarding their efforts and benefits accruing from the efforts they put in their work, to the same for their colleagues. Shuck et al. (2014) adds that the workers consider themselves as appreciated by their organizational leaders if the workers are equally treated by their leaders as the same leaders treat other workers. In this respect, they expect to be neither discriminated nor favoured. The theory generally focuses on fair treatment of workers by their seniors. Draffe & Kossen (2010) agrees with the theory by stating that workers have a tendency of comparing the fairness of their job requirements with what they get from their work and if they find the two to be either equal or their benefits being higher, they become motivated. Any indication of their benefits being less than their efforts, and more so when other workers of the same status have higher benefits than themselves creates demotivation. The theory supports the study by motivating employees at health institutions through the equity and fairness in reward systems.

2.2.4 Vroom's Expectancy Theory

The theory was advanced by Vroom (1964). The theory expounds how organization operates and how the performance of organizations affects their performance. Vroom explains that motivators are products of three main features – workers' perception that

by working hard they can implement a task at a higher hierarchy (expectancy), workers expect that if they operate at higher hierarchies, they receive specific results (instrumentality), and they expect the results if they operate at the higher hierarchy (valence). According to this theory, the expectancy times the instrument is equal to the motivation subtracted from valence (George, Jennifer and Jones, 2015). When any one of the three factors is zero, then motivation also reduces to zero. Such a situation can take place when the surrounding environment of work is not conducive.

The expectancy factor varies with the individual's abilities, skills and the individual's perception of the best method of achieving the objective. The instrumentality factor signifies the extent of trust the workers have on the organizational leaders. When a worker feels that the first hierarchy of the results would amount to outcomes that may affect another worker, the worker forms a personal decision about the likelihood of the organization appreciating the results and therefore reward the endeavours made correspondingly. As such, the action of a single employee depends on three alternatives: the level of importance of the numerous second hierarchy results attached to them, the evaluation of the outcomes of the first level as associated with the execution of the first level work, and the favourite objective – the expected achievement of task execution. Maitjland (2013) suggests that as much as Vroom's theories may not have much influence on the levels of motivation in a health care facility, it is quite valuable during the study of organizational behaviour. The theory shows that workers may greatly vary on how they take their success chances in different activities.

Motivation of workers involves more than just rewarding them from time to time. They also need to be convinced that rewards they receive can help them attain their personal as well as organizational goals. The theory therefore implies that the workers get

satisfied with activities that are key in helping them attain the necessary equipment and tools as well as satisfactory means for attaining their requirements. Ngumi (2010) summarizes that the workers must also be aware that any gifts or incentives for motivation they are given are conditioned on excellent performance of their duties. Vroom's theory will be applied to elucidate how motivation factors influence employee performance in health institutions in Nyeri County.

2.3 Empirical Review

2.3.1 Capacity Development and Organizational Performance

A study conducted by Ojokuku & Adegbite (2014) among selected organizations in Nigeria on the impact of capacity building on the performance of staff found that there exist a strong positive relationship between capacity building of employees and the performance of staff in the organization. This suggests that when staff are capacity built, their performance of duties is greatly enhanced. As such, capacity building is an important function of management in any given organization as it result in positive outputs organizational setups (in terms of new skills and knowledge as well as the capacity of the management to perform their roles effectively). Besides, it also adds to the recognition of other outcome targets. In effect, it is recommended that organizations need to develop their capacity building undertakings so as to be accompanied by the strengthening systems within organizations in order to ensure that the activities are sustainable and outputs are enhanced.

The performance and worth of an organization can be measured by the intensity of knowledgeable and employee capability (Barreto, 2010). Staff that has been empowered through capacity building tend to have more confidence, are quite creative and have the capacity to maintain and enhance the organizational overall performance.

The knowledge of staff is necessary in strengthening the employees' capacity in making decisions in the implementation of their duties in various contexts through a set of skills and attributes acquired over a long period. According to Teece (2000), organizations consider knowledge as the most important and strategic resource. However, it has been argued that the knowledge based theory supports the absolute exploitation of the knowledge of the organizational employees. Such knowledge is one of the most important valuable assets that cannot be kept in the technological management information system.

According to Elnaga and Imran (2013), organizational leaders play a very important role in building employee capacities and also create a proficient environment. The leaders take part in designing the training schedules for the enhancement of employee capacities for accomplishing organizational objectives. Such efforts, besides enhancing employee performance, also develop the image of the organization. The leaders' assistance included the facilitation of auspicious conditions for work whereas capacity building is concerned with the provision of sustainable opportunities to employees in view of their natural talents. In effect, capacity building improves employee economic benefits as well as for the local industries.

A study by Otibine (2016) on the effects of capacity building strategies on the performance of the international development department in Kenya found that as organizations advance their core proficiencies and include them in the organizational goals, the operational processes that include capacity development strategies are important in the delivery of the organization's core functions and objectives. The presence of strategies for capacity development contributes to motivation building among employees, smoother operations and enhanced organizational performance.

Leblebici (2012) conducted a study on the impact of workplace quality on productivity of employees. The study indicated that suitable and reliable capacity development and motivation to workers not only increase motivation to working smart, it also enhances the organizational overall performance. The study recommends for an enhanced skills audit in organizations in Kenya to match staff and process capacity development needs with the available skills and talent in the organization well as better utilize the existing information communication technology infrastructure. This will aim to strengthen staff mentorship and coaching arrangements. Skills audits are capable of widening the scope of staff with various talents that can be used to build the capacity of other staff through skills transfer arrangements in areas that are identified.

2.3.2 Performance Appraisals and Organization Performance

Performance appraisal develops a reward system that coalesces the organizational managers' and workers' efforts on the common organizational goals Nasud (2013). Appraisal is a very important human resource management procedure for the achievement of high performance in an organization. The information collected during employee appraisal act as a basis for future recruitment and selection as well as for designing programs for capacity building of the existing staff and for developing motivation strategies necessary for the workers. The same can also help in preserving a quality human resource base by a proper reward system for the performance of the employees (Lillian, Mathooko, and Sitati, 2011).

Moraa and Datche (2019) conducted a study at the National Hospital Insurance Fund, to determine the effect of performance appraisal on employee performance in an organization. The study found that performance appraisal gives higher impartiality and equality in arriving at verdicts and in decision making about the workers in an

organization. It also found that the productivity of organizations improves as a result of performance appraisal and the goals of organizations are achieved successfully, besides the improvement of employee motivation. It is therefore important that workers are periodically appraised for the performance of their duties.

According to Williams (2012), performance appraisal is essentially involved with the creation of an environment in which the workers own the goals of the organization and then they are assisted to comprehend how they can contribute to the organizational goals. It also serves as a tactic for concentrating on employees' choice of behaviour necessary for the attainment of organizational goals successfully. The system for appraising assists in decision making in the areas that need capacity building as well as in the assessment of the programs and policies for human resource. Fisher, Schvenfeldt and Shaw (2009), state that relating employee compensation to their performance and other human resource issues aims at enabling the staff to perform better. Kohli and Deb (2010) add that an efficient appraisal system has five constituents namely performance monitoring, performance rewarding, performance planning, performance review /assessment and performance managing.

2.3.3 Working Environment and Organization Performance

Workplace environment is the amount of the associations existing between the workers and the surrounding area in which they operate Kohun (2012). The environmental characteristics have impacts on the performance of the workers, which consequently impacts the organizational competitiveness. Organizations exhibiting positive environment acquire a competitive advantage as they are better placed to attract and maintain workers with high skills. Heath (2016), further asserts that the environment of the workplace includes the locality as well as general surroundings, behavioural

processes, rules, policies, working relationships, resources, cultures, work locations as well as working relationships. All these have impacts on how the workers perform their duties. An effective management of the environment involves making the work environment appealing, suitable, comfy and inspiring to the workers in order to give them a feeling of delight and determination in their work.

According to faith (2012), workers usually get contented when they feel that their surroundings are in tandem in the sensational as well as in the physical state, with their responsibilities. The extent to which the workers are attached to their organization's work environment has great influence on levels of error, absenteeism, creativity, efficiency, retention in the employment as well as their collaboration with fellow employees. Chandrasekhar (2011), observed that the nature of environment in which the workers operate influences the organization's prosperity. The physical work environment entails the design and layout of the offices whereas the psychosocial features encompass the condition of work, role correspondence as well as social from the organizational leaders. Organizational policies entail condition of employment such as permanent, temporary, casual etc. as derived negotiated agreements and other industrial instruments together with the human resource policies. A conducive workplace environment boosts the performance of employees, thereby improving their productivity. It is important to note that the workers spend over 50% of their lives within the work environment and therefore the environment should be made as comfortable as possible.

According to Cunnen (2016), a health work environment is exemplified by reverence that supports the engagement of employees, leads to high employee performance and gives rise to good business sense. The culture of high performance encourages novelty

and ingenuity. In the prevailing labour market, this is an important contemplation since a constructive environment is bound to lead to improved safety practices, better safety measures, reduced fraud cases, higher chances of attraction of highly qualified workers as well as reduced employee turnover.

2.3.4 Staffing Policy and Organization Performance

Pule (2014) in a study defined the human resource policy variances in job satisfaction among the expatriate and indigenous workers of Kampala International University (KIU). The study combined case study design together with causal comparative design. The study used self-administered questionnaires for data collection from 138 subjects. The study found out that effective policy ensures constant and equal and handling of all workers in the organization. As such, sensible human resource policies are vital basis for good human resource practices. The human resource policies provide a basis for the human resource management by principle as compared to the management by convenience. Further the respondents attested that when the need for decisions making arise, the prevailing human resource policies ensure rapid action in the overall organizational framework of objectives.

Anas (2015), in a paper, examined the stimulus of human resource policies on the presentation of workers in the finance division in India. A sample of 100 staff from the Bank of India was selected purposively for the particular study. Information was collected using questionnaires with a five point Likert scale. The study found out that staffing policies enhances continuity and stability in the organization. There is confidence in employees as the staff policy makes them conscious of their standpoint relative to the organization. The study concluded that formal policies provide a mechanism for conveying an organization's legacy from the existing cohort of

administrators to the next. In effect, stability in decision making would prevail in the organization even if certain significant administrators retire or exit from the organization.

Sandra (2017) conducted a study to explore the effect of human resource policies on the performance of employees of the Co-operative bank of Kenya. The study used descriptive design with a sample consisting of management and non-management staff. The target population consisted of 3,000 permanent workers in the bank, from where a sample of 175 workers was selected from seven of the bank's branches located within Nairobi Central Business District (CBD). Stratified random sampling method was used to sample the study respondents. The study revealed that the human resource policies contributed to the adjustment to new roles and also presented opportunities for employee development. The policies further helped in career development and progression as a motivation for attainment of targets. The respondents also confirmed that the human resource policies helped to achieve personal growth that eventually contributed to better employee performance. The human resource policies also helped in the development of the organizational culture that enabled the improvement of performance. The study concluded that to ensure continued employee performance, an organization should publicize its human resource policies to its employees for greater productivity and motivation.

2.4 Summary of Literature Review and Research Gaps

From the reviewed literature, it is evident that organizations should develop robust human resource strategies so as to avoid more expenditure on de-motivators. Majority of the reviewed studies had been conducted many years ago and their findings may have become obsolete in the recent past. As such, the methods used in the studies as

well as the study objectives may require updating to reflect the prevailing circumstances. Any methods that are still applicable may need to be reviewed. The many differences in the methodologies, policies and other issues formed the gap of this study and therefore the need to conduct a study on health institutions in Nyeri County. It is expected that the study will develop new approaches to deal with the subject of employees' motivation. The following Table 2.1 shows summary of the research gap:

Table 2.1: Summary of Literature Review and Research Gaps

Author	Focus of the study	Findings	Gap to be filled by the study	Contribution of the current study
Ojokuku and Adegbite (2014)	Impact of capacity building on staff performance in selected organizations in Nigeria	Capacity building augments employee performance that ultimately transmutes to improved organizational performance	The study fails to discuss elements of capacity building	The study brought connection between capacity building and performance
Barreto (2010)	Perceived Fairness and Satisfaction with Employee Performance Appraisal	The study found that workers that are empowered develop conviction, improved innovation and capacity to maintain and enhance the overall organizational performance.	The study does not capture employees performance appraisal explicitly.	The study included the fundamentals of employee performance appraisal
Elnaga and Imran (2013)	The impact of capacity building and manpower development on staff performance	Executives play significant role of developing employees' capacities and create an efficient environment for work	The study fails to discuss how to create an efficient working environment	The study incorporated the elements of positive working environment

Otibine (2016)	Effects of capacity development strategies on the performance	The presence of capacity development strategies contributes to motivation building in employees, smoother operations and enhanced organizational performance.	The study was frail as the capacity development schemes were not exposed.	The study incorporated the elements of capacity development strategies on performance
Leblebici (2012)	Impact of workplace quality on employee's productivity	Appropriate and consistent capacity development to employees does raise motivation and improve overall organizational performance	The study doesn't show how to raise motivation as a result of capacity development	The study incorporated influences of capacity development that could enhance performance
Nasud (2013)	The relationship between goal setting theory and job feedback	The study found out that performance appraisal establishes reward system	The study noted that performance appraisal improve performance	The study incorporated other elements of performance appraisal that improve performance
Moraa and Datche (2019)	Effect of performance appraisal on employee performance	Performance appraisal offers objectivity and equality in making verdicts and decisions	The study noted that performance appraisal helps in employee decision making	The study incorporates other elements of performance appraisal that improve performance

		concerning workers in the organization		
Williams (2012)	Impact of workplace environment on employee retention	An appraisal system assists in decision making on issues to do with employee development	The study fails to discuss elements of appraisal systems	The study brought connection between appraisal systems and performance
Kohun (2012)	Workplace environment and its impact on organizational	The study found that the condition of work environment has influence on employees' performance	The study does no capture quality of the workplace environment explicitly.	The study incorporated the elements of workplace environment
Cunnen (2016)	How to improve performance management	A good environment in the workplace creates good business sense	The study does connect working environment and performance culture	The study incorporated other elements of positive working environment
Heath (2016)	Perceived work environment on employee's job behaviour and organizational effectiveness	Effective workplace environment inspires workers to feel organizational ownership and purpose in their activities	The study does not discuss how to create an efficient working environment	The study incorporated the elements of positive working environment
Farh (2012)	Impact of workplace quality on employee's productivity	Workers get contented when their work environment is pleasant.	The study doesn't show how contentment is gained as a	The study incorporated influences of working

			result of immediate environment	environment that could enhance performance
Chandrasekhar (2011)	Workplace environment and its impact on organizational performance	Better physical workplace environment will boosts employees' performance	The study noted that workplace environment improve performance	The study incorporated other workplace environment elements that improve performance
Pule (2014)	Variances in human resource policies and job satisfaction	Effective policy guarantees equal and reliable handling of all workers in the organization	The study does not describe the sound personnel policies	The study incorporated other elements of staff policies that improve performance
Anas (2015)	Empirical analysis of HR policies on the performance of employees	The study found out that staffing policies enhances continuity and stability in the organization.	The study fails to discuss elements of staffing policies	The study brought connection between staffing policies and performance
Sandra (2017)	Effect of human resource policies on employees' performance	The study found out that human resource policy helps in new role adjustment	The study does no capture human resource policy explicitly.	The study incorporated other elements of the human resource policy

Source: Author, 2022

2.5 Conceptual Framework

The conceptual understanding of this study is that a number of variables combine to determine the performance of workers in an organization. The interrelationship between these variables is depicted in the following Figure 2.1.

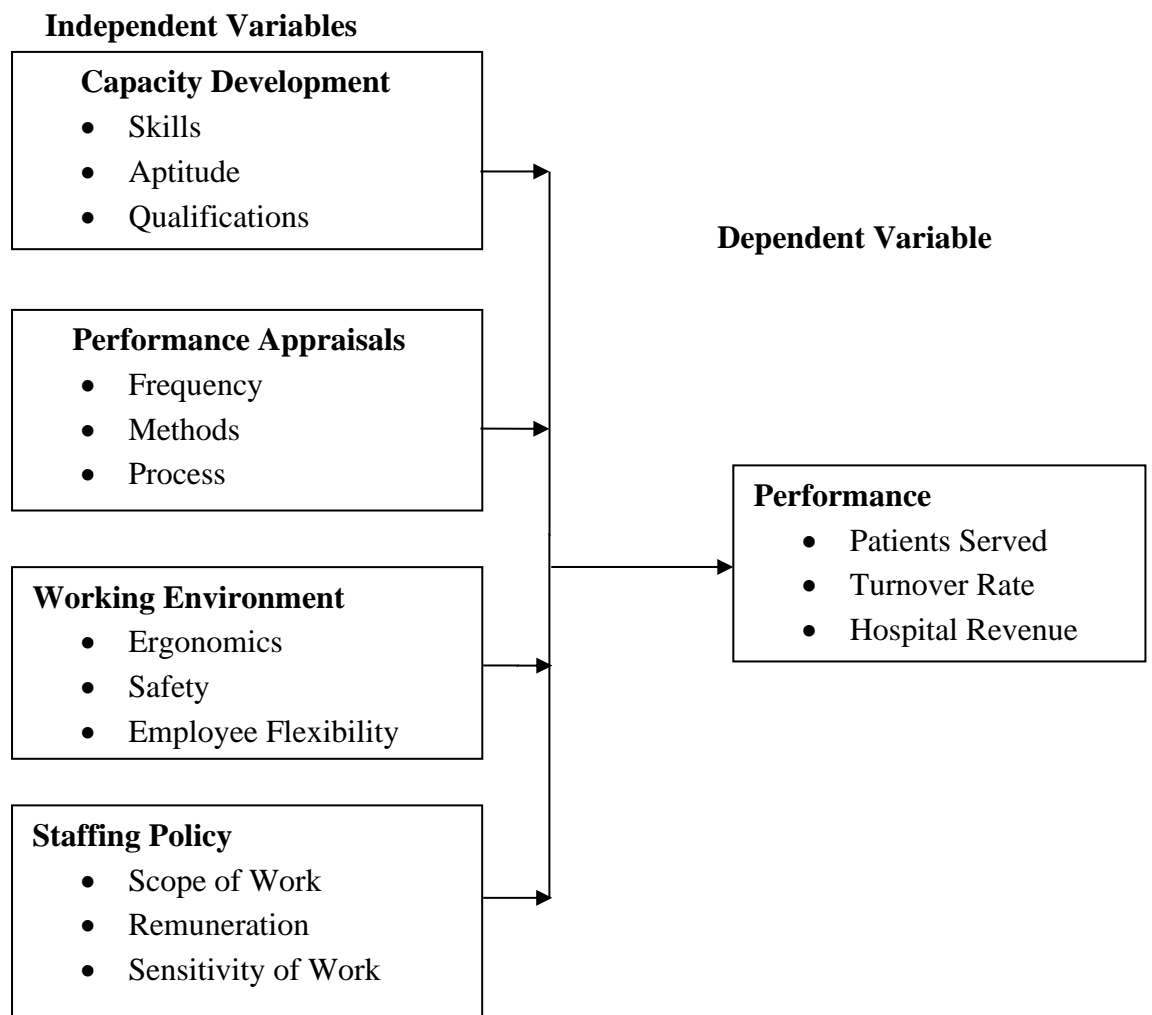


Figure 2.1: Conceptual Framework

(Source: Author, 2021)

The conceptual framework shows the relationship between the independent variables and the dependent variable. The indicators of motivation that affect performance in health institutions in Nyeri County are capacity development, performance appraisals, working environment and staffing policy. This study investigates employee motivation and performance of health institutions in Nyeri County.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodologies and approaches that will be employed by the researcher to conduct the study. The chapter discusses the research design, target population, sampling techniques, sample size, data collection instrument, reliability and validity of the research instruments, processes of data analysis and how the resulting data will be organized and presented. The chapter winds up by discussing the ethical issues considered in the study.

3.2 Research Design

According to Kothari (2014), when the problem of the study has been developed, the researcher seeks for a suitable design for conducting the study. Research design is an idea of how the necessary information was gathered, the tools to be used for the information gathering as well as where the said data was sourced from and the respondents to provide the information required. In this study, descriptive survey design was used as the design allows for the collection of both the qualitative and quantitative data. Mugenda & Mugenda (2008), states that descriptive survey design can assist in bringing out the prevailing state of affairs of any issues under study in relation to the study variables.

3.3 Target Population

Wilson (2013), defines the target population as the total number of elements, individuals, people or area in which the researcher is interested. In this study, the target population constituted 1224 workers in health institutions in Nyeri County. This population is targeted because they are the operating workers in the health centres to be

studied and can therefore provide the information required by the study. The breakdown of this population is depicted in Table 3.1.

Table 3.1: the Target Population

Health Institutions	County No.	Medics	Paramedics	Office staff	Total
Level 5 Hospitals	2	32	44	54	130
County Hospitals	3	55	39	75	169
Private Hospitals	4	32	176	212	420
Mission Hospitals	3	24	64	108	196
Dispensaries/Health centres	103	103	103	103	309
Total	115	246	426	552	1224

3.4 Sampling Design

The respondents consisted of employees in each section and they were picked using stratified random sampling as described by Levy and Lemeshow (2013). A sample of 30% of the population was appropriate for a descriptive study as it produces consistent results as the population under study. Thus the unit of analysis was the target employees in their various categories and the unit of observation was the employee's response and behaviour as expressed in the data collection instruments. The following Table 3.2 portrays the sample size breakdown.

Table 3.2: Sample Frame

Health Institutions	Population	Sample (.3*N)
Level 5 Hospitals	130	39
County Hospitals	169	51
Private Hospitals	420	126
Mission Hospitals	196	59
Health Centres/Dispensaries	309	93
Total	1224	367

3.5 Data Collection Instruments

This study is expected to collect primary as well as secondary information. Questionnaires were used to collect primary data. According to Tromp (2006), questionnaires can reach a large number of subjects who are able to read and write independently. The questionnaires contained both closed ended and open ended items. They could also assist in collecting a wide range of data from a large number of respondents. Secondary information was sourced from books and journals on human resource journals in order to lay a firm foundation for the current research from past studies done by other scholars.

3.6 Data Collection Procedure

The study is expected to collect both primary and secondary data. Questionnaires was drafted and used to collect primary data while secondary data was accessed through the university library archives. The questionnaires were issued to the selected respondents and an arrangement was made regarding when they can be collected after they have filled them.

3.7 Validity and Reliability of Data Collection Instruments

3.7.1 Validity of Data Collection Instruments

Bhattacharjee (2012) defines validity as the correctness and expressiveness of deductions that are based on the research findings. The validity of the instruments in this study was determined through the use of the research experts – the research supervisors. The supervisors were issued with the questionnaires and requested to assess the suitability of the instruments for conducting the study. Their suggestions were incorporated in the instruments to ensure that they are valid.

3.7.2 Reliability of Data Collection Instruments

Instrument reliability is the extent to which a particular measuring instrument gives similar results when a similar test is conducted several times using the same measuring instrument (Kothari, 2010). Wilson (2013) defines reliability as a measure of the extent to which a research instrument provides reliable results when repeated trials are done using the same instrument. The reliability of instruments for this study was determined using the test-retest technique. This was done by performing the same test two times on the same group of respondents at two different times, preferably after fourteen days. In this study, the questionnaire was issued to health workers similar to those in the population, at the Mary Immaculate Mission Hospital. A reliability coefficient of 0.8 or higher was considered to be acceptable for this study as advocated by Tavakol and Dennick (2011).

3.8 Data Analysis and Presentation Techniques

According to Wilson (2013), data analysis refers to the organization, interpretation and presentation of collected data into information that can be understood by other people who are not necessarily researchers. Kothari (2010) adds that data analysis involves the

process of communicating of certain measures as well as the process of searching for a pattern of any relationship existing among certain groups of data. The aim of analysing data is to organize the collected data in such a way that they can provide answers to the research questions. In this study, both qualitative and quantitative data are expected. Data of both categories was first edited to ensure completeness and consistency. Qualitative data was then analysed using thematic analysis, content analysis, triangulation and discussion. Quantitative data was coded and entered into the Statistical Package for Social Sciences (SPSS) computer program for analysis. The SPSS program was then used to generate descriptive and inferential statistics. Data analysis using descriptive statistics involve the determination of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively) where applicable. A simple regression was also generated. The following regression model was adopted for the study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y is Organization Performance

X₁ is capacity development

X₂ is performance appraisals

X₃ is working environment

X₄ is staffing Policy

ϵ_i is the Error term

β_0 is the Intercept

The results from the study were presented using frequency distribution tables and charts.

3.9 Ethical Considerations

To ensure ethical practices in the study, the researcher sought a letter of introduction from the graduate school at Kenyatta University. The researcher used the letter to apply for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher also sought an ethical approval from the Kenyatta University Ethical Review Committee. The researcher then visited the individual target hospitals, explained her needs for conducting the study and sought the permission of the hospital management. After obtaining permission to conduct the study, the researcher was asked to be assisted to sample the respondents, whom she then gave a consent form. The form sought for the potential respondents' consent to participate in the study and, where the prospective respondent was not willing to participate, he/she was asked to return the form without filling. Respondents who had signed the consent form were issued with questionnaires. The respondents were assured of the confidentiality with which their responses were held. To achieve this, the respondents were instructed not to indicate their names on the questionnaire. They were also assured that the study was solely for academic purposes and any confidential information obtained was not to be revealed to any unauthorized third party.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter presents the results of the analysis of data collected from the field based on the response rate, background information of the respondents, descriptive statistics and regression analysis.

4.2 Response Rate

The questionnaires were administered to a sample of 367 respondents. The following Table 4.1 gives the distribution of study response rate.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	360	98.1
Non response	7	1.9
Total	367	100

Source: Survey Data (2023)

From the results in Table 4.1, those who responded to the questionnaires accounted for 98.1% and those who did not accounted for 1.9%. Baruch and Holtom (2014) recommended 80 percent or more on response rate is enough data analysis. Therefore, having attained a response rate of 98.1% it was sufficient to carry on with the analysis of data.

4.3 Background Information

The study obtained the background information of the respondents regarding their gender, age, education level and length of service.

4.3.1 Respondents' Gender

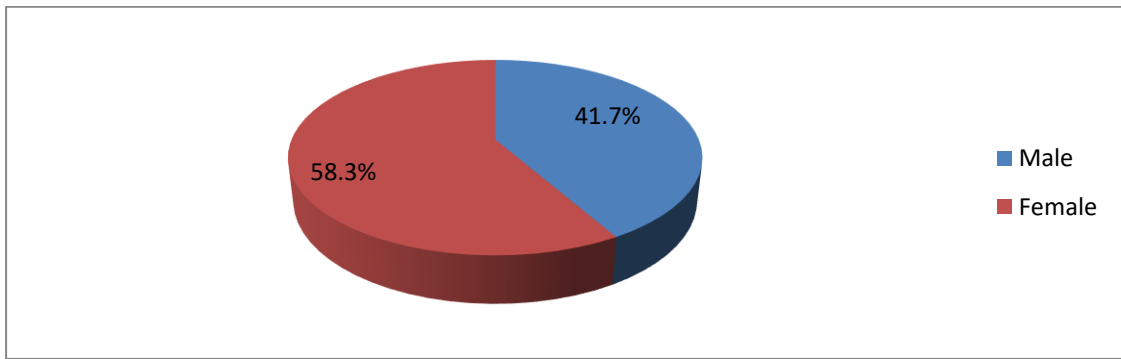


Figure 4.1: Respondents' Gender

Source: Survey Data (2023)

The findings illustrated in Figure 4.1 show that majority of the respondents were female as represented by 58.3% while male respondents were represented by 41.7%. Gender of the respondents was necessary to show a true representative of both men and women in the study to avoid gender biasness.

4.3.2 Respondents' Age

Table 4.2: Respondents' Age

Years	Frequency	Percentage
15 to 20	66	18.3
21 to 25	109	30.3
26 to 30	60	16.7
31 to 35	125	34.7
Total	360	100

Source: Survey Data (2023)

From the findings in Table 4.2, majority (34.7%) of the respondents were aged between 31 to 35 years, 30.3% were aged between 21 to 25 years, 18.3% aged between 15 to 20 years and 16.7% aged between 26 to 30 years. These findings show that the study participants were obtained from different categories of ages. It was important to have

respondents of different age because Inmyxai and Takahashi (2012) observe that young employee who are at their learning stage are more willing to learn new things and accept new ideas and older people who have more life experiences are more mature and possess better problem solving skills.

4.3.3 Respondents' Level of Education

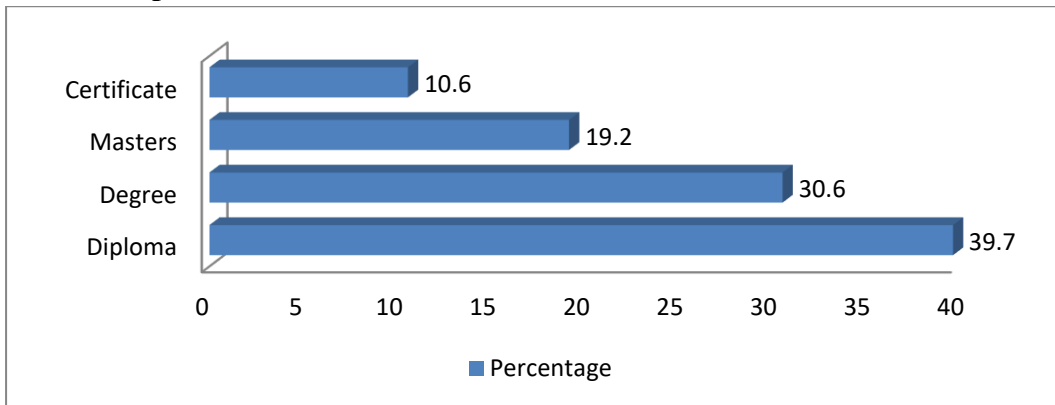


Figure 4.2: Respondents' Level of Education

Source: Survey Data (2023)

The findings from Figure 4.2 show that majority (39.7%) of the respondents had attained a diploma level of education, 30.6% degree level, 19.2% master's level and 10.6% certificate level. It was necessary to establish the education level of the respondents because differences in educational background increase the likelihood to have a diverse perspectives and opinions from the employees.

4.3.4 Respondents' Length of Service

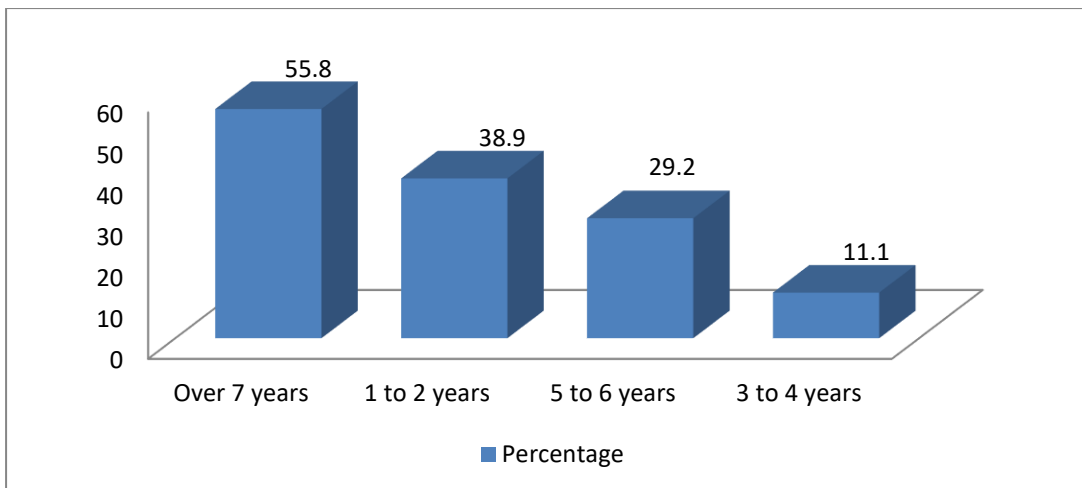


Figure 4.3: Respondents' Length of Service

Source: Survey Data (2023)

The study established from Figure 4.2 that majority (55.8%) of the respondents had a length of service of more than 7 years, 38.9% between 1 to 2 years, 29.2% between 5 to 6 years and 11.1% between 3 to 4 years. This was an indicator that the respondents had a diverse work experience meaning that the respondents had better understanding of the environment at their workplace.

4.4 Descriptive Analysis Results

Mean (M) and Standard Deviation were used in descriptive statistics to analyze the quantitative data (SD). The outcomes are displayed as follows;

4.4.1 Capacity Development

The study sought to assess the effect of capacity development on performance of health institutions in Nyeri County. The descriptive statistics obtained on capacity development are presented in Table 4.3.

Table 4.3: Capacity Development

	Mean	Standard Deviation
The skills of employees are enhanced regularly in the health care set up	4.56	0.439
The aptitude of the workers is articulated often in the various departments	3.67	1.328
Qualifications designates workers assignments and rewards	4.03	0.867
The workers experiences in the assigning of task is factored in the health care	4.61	0.388
Employee performance is attached to the job descriptions in the health care set up	4.36	0.636
Employees seeks leaves and days off for continuous professional development	3.21	1.786
The health care set up have in built training programmes for all the staff regularly	3.45	1.549

Source: Survey Data (2023)

The results in Table 4.3 show that the statements that were strongly agreed by the respondents are; the workers experiences in the assigning of task is factored in the health care (M= 4.61, SD=0.388) and that the skills of employees are enhanced regularly in the health care set up (M=4.56, SD=0.439). The finding agree with a study conducted by Ojokuku & Adegbite (2014) among selected organizations in Nigeria on the impact of capacity building on the performance of staff found that there exist a strong positive relationship between capacity building of employees and the performance of staff in the organization.

The statements agreed by the respondents as presented in Table 4.3 include; employee performance is attached to the job descriptions in the health care set up (M=4.36,

SD=0.636), qualifications designates workers assignments and rewards (M=4.03, SD=0.867) and that the aptitude of the workers is articulated often in the various departments (M=3.67, SD=1.328). According to Teece (2000), organizations consider knowledge as the most important and strategic resource. However, it has been argued that the knowledge based theory supports the absolute exploitation of the knowledge of the organizational employees. Such knowledge is one of the most important valuable assets that cannot be kept in the technological management information system.

The results as presented in Table 4.3 also show that the respondents were neutral on the following statements; the health care set up have in-built training programmes for all the staff regularly (M=3.45, SD=1.549) and that employees seek leaves and days off for continuous professional development (M=3.21, SD=1.786). The results contradict with Elnaga and Imran (2013), who observe that organizational leaders play a very important role in building employee capacities and also create a proficient environment. The leaders take part in designing the training schedules for the enhancement of employee capacities for accomplishing organizational objectives.

4.4.2 Performance Appraisals

The study sought to examine the effects of performance appraisals on performance of health institutions in Nyeri County. The descriptive statistics obtained on performance appraisals are presented in Table 4.4.

Table 4.4: Performance Appraisals

	Mean	Standard Deviation
The performance appraisals are done regularly at set timelines	3.58	1.419
The performance appraisals are done in an orderly manner and methodically	4.21	0.777
There is a process of performance appraisals that is uniform across the health set up	4.50	0.497
Employees in the health set up have pre-determined performance targets	3.91	1.086
The employees are aware of the existence of the performance targets in all sections	4.49	0.306
Performance appraisals in the health set up are tied to predetermined incentives	4.53	0.467
All employees across all cadres undergo the performance appraisals in the health set up	4.55	0.447

Source: Survey Data (2023)

The results in Table 4.4 show that the statements that were strongly agreed by the respondents are; all employees across all cadres undergo the performance appraisals in the health set up (M=4.55, SD=0.447), performance appraisals in the health set up are tied to predetermined incentives (M=4.53, SD=0.467) and there is a process of performance appraisals that is uniform across the health set up (M=4.50, SD=0.497). According to Nasud (2013) performance appraisal develops a reward system that coalesces the organizational managers' and workers' efforts on the common organizational goals. Appraisal is a very important human resource management procedure for the achievement of high performance in an organization.

The results in Table 4.4 also show that the statements that were agreed by the respondents were; the employees are aware of the existence of the performance targets in all sections (M=4.49, SD=0.306), the performance appraisals are done in an orderly manner and methodically (M=4.21, SD=0.777) and that employees in the health set up have pre-determined performance targets (M=3.58, SD=1.419). According to Williams (2012), performance appraisal is essentially involved with the creation of an environment in which the workers own the goals of the organization and then they are assisted to comprehend how they can contribute to the organizational goals. It also serves as a tactic for concentrating on employees' choice of behaviour for necessary for the attainment of organizational goals successfully.

4.4.3 Working Environment

The study sought to explore the effects of working environment on performance of health institutions in Nyeri County. The descriptive statistics obtained on working environment are presented in Table 4.5.

Table 4.5: Working Environment

	Mean	Standard Deviation
There are adequate ergonomics (tools of work or infrastructure) in the workplace	3.64	1.356
Safety of the employees is a major concern in the health set up	4.11	0.799
There is employees flexibility (existence of leaves) in their work stations	3.90	1.012
The health set up environment climate motivate employees to work more	4.53	0.467
The hospital culture allows employees to coexist with one another	4.28	0.718
There are well defined hospital structure that propagates systematic work flows	4.57	0.429
The employees language of interaction in the work place creates a favorable service delivery	4.52	0.476

Source: Survey Data (2023)

The results in Table 4.5 show that the statements that were strongly agreed by the respondents are; there are well defined hospital structure that propagates systematic work flows (M=4.57, SD=0.427), the health set up environment climate motivate employees to work more (M=4.53, SD=0.467) and that the employees language of interaction in the work place creates a favorable service delivery (M=4.52, SD=0.476). According to Kohun (2012) workplace environment is the amount of the associations existing between the workers and the surrounding area in which they operate. In addition, the environmental characteristic have impacts on the performance of the workers, which consequently impacts the organizational competitiveness. Organizations exhibiting positive environment acquire a competitive advantage as they are better placed to interest and maintain workers with high skills.

The results in Table 4.5 also show that the statements that were agreed by the respondents were; the hospital culture allows employees to coexist with one another (M=4.28, SD=0.718), safety of the employees is a major concern in the health set up (M=4.11, SD=0.799), there is employees flexibility (existence of leaves) in their work stations (M=3.90, SD=1.012) and that there are adequate ergonomics (tools of work or infrastructure) in the workplace (M=3.64, SD=1.356). Heath (2016) observe that the environment of the workplace includes the locality as well as general surroundings, behavioural processes, rules, polices, working relationships, resources, cultures, work locations as well as working relationships. All these have impacts on how the workers perform their duties. An effective management of the environment involves making the work environment appealing, suitable, comfy and inspiring to the workers in order to give them a feeling of delight and determination in their work.

4.4.4 Staffing Policy

The study sought to determine effects of staffing policy on performance of health institutions in Nyeri County. The descriptive statistics obtained on working environment are presented in Table 4.6.

Table 4.6: Staffing Policy

	Mean	Standard Deviation
There is a defined scope of work for each employee in the hospital	4.23	0.767
The employees are remunerated well and on time	4.09	0.909
Sensitivity of work is a concern to the employees	3.67	1.327
The hospital follows a pre-set code of conduct in its operations	4.35	0.648
There are service charters that are evaluated from time to time	4.59	0.406
There are employee disciplinary procedures and codes of ethics that controls behaviour	4.56	0.438
Employees knows their labor rights while in the hospital set and the associated impacts	4.62	0.375

Source: Survey Data (2023)

The results in Table 4.6 show that the statements that were strongly agreed by the respondents are; employees knows their labor rights while in the hospital set and the associated impacts (M=4.62, SD=0.375), there are service charters that are evaluated from time to time (M=4.59, SD=0.406) and that there are employee disciplinary procedures and codes of ethics that controls behaviour (M=4.56, SD=0.438). The findings concur with Pule (2014) who observe that the human resource policies provide a basis for the human resource management by principle as compared to the management by convenience. Further the respondents attested that when the need for

decisions making arise, the prevailing human resource policies ensure rapid action in the overall organizational framework of objectives.

The results in Table 4.6 also show that the statements that were agreed by the respondents were; the hospital follows a pre-set code of conduct in its operations (M=4.35, SD=0.648), there is a defined scope of work for each employee in the hospital (M=4.23, SD=0.767), the employees are remunerated well and on time (M=4.09, SD=0.909) and that sensitivity of work is a concern to the employees (M=3.67, SD=1.327). Anas (2015) examined the stimulus of human resource policies on the presentation of workers in the finance division in India. The study found out that staffing polices enhances continuity and stability in the organization. There is confidence in employees as the staff policy makes them conscious of their standpoint relative to the organization.

4.4.5 Organizational Performance

The study sought to determine the performance of health institutions in Nyeri County. The descriptive statistics obtained on working environment are presented in Table 4.8.

Table 4.8: Organizational Performance

	Mean	Standard Deviation
The hospital maintains a record of the number of patients served	3.97	1.026
All patients who turn up on a particular day will be served	4.09	0.906
Patients are served as per the service charter	3.64	1.357
The hospital has adequate revenue flow	3.92	1.078
The hospital does not rely on external funding	3.75	1.245
Patients often give positive feedback on service received	4.31	0.679
The hospital is able to meet its financial obligations	4.12	0.807

Source: Survey Data (2023)

The results in Table 4.7 show that the statements that were agreed by the respondents are; Patients often give positive feedback on service received (M=4.31, SD=0.679), the hospital is able to meet its financial obligations (M=4.12, SD=0.679), all patients who turn up on a particular day will be served (M=4.09, SD=0.906), the hospital maintains a record of the number of patients served (M=3.97, SD=1.026), the hospital has adequate revenue flow (M=3.92, SD=1.078), the hospital does not rely on external funding (M=3.75, SD=1.245) and that patients are served as per the service charter (M=3.64, SD=1.357). According to Walker, Damanpour, and Devece (2011) organization performance details the wide range of indicators namely the financial dimensions and the non-financial dimensions that provide evidence on the level of attainment of the set hospital goals and objectives. Paauwe (2012) observe that the performance of hospital workforce is a combination of many interrelated factors namely abilities, actions and attitudes towards the set activities as determined by the job descriptions and the hospitals policies guidelines.

4.5 Regression Analysis Results

Regression analysis was done to determine the effect of one variable to the other. The results of the combined regression analysis are displayed in Tables 4.9, 4.10 and 4.11 as follows.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.599	.586	1.590

Source: Survey Data (2023)

The results in Table 4.9 show that 0.586(58.6%) as the value of adjusted R square showing the extent to which performance of health institutions in Nyeri County was

determined by the capacity development, performance appraisals, working environment and staffing policy. Therefore, the remaining percentage (41.4%) accounted for other variables not studied.

Table 4.10: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.235	4	25.309	1337.808	.000 ^b
	Residual	6.697	354	.019		
	Total	107.932	359			

Source: Survey Data (2023)

The value 0.001^b shows the significance level is less than 0.05 showing a statistical significance of the model on how capacity development, performance appraisals, working environment and staffing policy influenced the performance of health institutions in Nyeri County. The statistical F value (1337.808) is greater than the statistical mean square value of (25.309) at 5% significance level confirming the significance of the model.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.678	0.459		1.477	0.000
	Capacity development	0.701	0.136	0.117	5.154	0.001
	Performance appraisal	0.698	0.236	0.641	2.958	0.000
	Working environment	0.823	0.346	2.365	2.379	0.002
	Staffing policy	0.645	0.119	1.361	5.420	0.00

The findings in Table 4.11 revealed that a constant value at 0.678 represents the value at which the performance of health institutions in Nyeri County would be if capacity

development, performance appraisals, working environment and staffing policy are kept at constant. The findings also indicate that a unit increase in capacity development would lead to an increase in the performance of health institutions in Nyeri County by 70.1%. A unit increase in performance appraisal would lead to an increase in the performance of health institutions in Nyeri County by 69.8%. A unit increase in working environment would lead to an increase in the performance of health institutions in Nyeri County by 82.3% and a unit increase in staff policy would lead to an increase in the performance of health institutions in Nyeri County by 64.5%.

The established regression equation was as follows;

$$Y = 0.678 + 0.701X_1 + 0.698X_2 + 0.823X_3 + 0.645X_4$$

Where, Y = Organizational Performance

 X₁ = Capacity development

 X₂ = Performance appraisal

 X₃ = Working environment

 X₄ = Staffing policy

The results in Table 4.11 also show that the capacity development was found to have a positive significant influence on performance of health institutions in Nyeri County with a positive beta value of 0.117 and significant value of 0.001. The findings agree with Leblebici (2012) conducted a study on the impact of workplace quality on productivity of employees. The study indicated that suitable and reliable capacity development and motivation to workers not only increase motivation to working smart, it also enhances the organizational overall performance.

The study found that performance appraisal had a positive significant influence on the performance of health institutions in Nyeri County with a positive beta value of 0.641

and significant value of 0.000. The findings agree with Moraa and Datche (2019) who conducted a study at the National Hospital Insurance Fund, to determine the effect of performance appraisal on employee performance in an organization. The study found that performance appraisal gives higher impartiality and equality in arriving at verdicts and in decision making about the workers in an organization.

The study revealed that working environment had a positive significant influence on the performance of health institutions in Nyeri County with a positive beta value of 2.365 and significant value of 0.002. The findings concur with Cunnen (2016), who observe that a health work environment is exemplified by reverence that supports the engagement of employees, leads to high employee performance and gives rise to good business sense.

The study established that staffing policy had a positive significant influence on the performance of health institutions in Nyeri County with a positive beta value of 1.361 and significant value of 0.000. The finding concurs with Sandra (2017) who conducted a study to explore the effect of human resource policies on the performance of employees of the Co-operative bank of Kenya. The study revealed that the human resource policy contributed to the adjustment to new roles and also presented opportunities for employee development.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter deals with the summary, conclusions, recommendations and suggestions for further studies.

5.2 Summary of Findings

This section presents a summary of findings that were presented in chapter four.

5.2.1 Capacity Development and Organization Performance

The first research sought to assess the effect of capacity development on performance of health institutions in Nyeri County. The study found that the capacity development was found to have a positive significant influence on performance of health institutions in Nyeri County. The workers experiences in the assigning of task is factored in the health care, the skills of employees are enhanced regularly in the health care set up, employee performance is attached to the job descriptions in the health care set up and qualifications designates workers assignments and rewards.

5.2.2 Performance Appraisal Organization Performance

The second research objective sought to examine the effects of performance appraisals on performance of health institutions in Nyeri County. The study found that performance appraisal had a positive significant influence on the performance of health institutions in Nyeri County. All employees across all cadres undergo the performance appraisals in the health set up, performance appraisals in the health set up are tied to predetermined incentives, the employees are aware of the existence of the performance

targets in all sections and there is a process of performance appraisals that is uniform across the health set up.

5.2.3 Working Environment and Organization Performance

The third research objective sought to explore the effects of working environment on performance of health institutions in Nyeri County. The study revealed that working environment had a positive significant influence on the performance of health institutions in Nyeri County. There are well defined hospital structures that propagate systematic work flows, the health set up environment climate motivate employees to work more, the employees language of interaction in the work place creates a favorable service delivery and safety of the employees is a major concern in the health set up.

5.2.4 Staffing Policy and Organization Performance

The fourth research objective sought to determine effects of staffing policy on performance of health institutions in Nyeri County. The study established that staffing policy had a positive significant influence on the performance of health institutions in Nyeri County. Employees knows their labor rights while in the hospital set and the associated impacts, there are service charters that are evaluated from time to time, there are employee disciplinary procedures and codes of ethics that controls behaviour, the hospital follows a pre-set code of conduct in its operations and there is a defined scope of work for each employee in the hospital.

5.3 Conclusions

The study concluded that capacity development enhances the employee motivation, job performance and skills which ultimately lead to organizational performance. Capacity development is a system which is planned to improve the employee efficiency according to the organization requirement. An effective and well managed training and

development program will definitely help the organizations to retain its human resource including those who have already worked a lot with the organization. Capacity development through training and development provides employees an opportunity to maximize their abilities and work better for the organization.

The study concluded that performance appraisal is a method widely used by the health institutions to measure the employee added value and the capacity to achieve their objectives. The performance evaluation measures the employee's added value in terms of increased company revenue and job performance, compared to industry standards and overall employee return on investment. The performance appraisal helps see attitudes and skills often hidden inside an introspective personality or with fewer communication skills and also allows the success measurement of the company's selection processes.

The study concluded that a healthy work environment keeps employees happy, improves concentration and boosts endurance. This keeps them on their feet and encourages them to work harder. Since a healthy work environment boosts self-confidence and morale, employees gain the courage to take risks and experiment with different ways to solve problems. A well-organized and decluttered workspace gives clarity to work and improves concentration which leads fewer to workplace injury costs.

The study concluded that staffing policy helps in getting right people for the right job at right time. The function of staffing helps the management to decide the number of employees needed for the organization and with what qualifications and experience. The study also concluded that staffing policy helps in providing job satisfaction to the employees and thus keeps their morale high and maintains harmony in the organization.

5.4 Recommendations

The study recommends that the health institutions on Nyeri County should provide training to employees either on a one-on-one or group training, whether face-to-face or online, can increase personal knowledge and skills surrounding an issue. Individuals receive the tools they need to take meaningful actions and advocate and help educate others in their organization, community, or personal sphere. The study should also offer mentorship programs to their employees to gain confidence and build personal and professional networks.

The study recommends that the health institutions in Nyeri County should make the performance appraisal process clear to employees by communicating this to employees at the start of the year, giving them the opportunity to plan ahead, pose questions, and work towards the organizational objectives in their individual capacity. The study also recommended that the health institutions in Nyeri County should use the platform to put growth opportunities into place where employees' potential can be acknowledged, and their career objectives discussed.

The study recommends that the health institutions in Nyeri County should work to create a culture that encourages employees to talk openly about how they feel, both with their coworkers and line managers. The institutions should host institutional events that are an excellent opportunity to allow employees to come together and build strong relationships outside the boardroom. The study also recommended that the health institutions in Nyeri County should create strong lines of communication and promote diversity.

The study recommended that the health institutions in Nyeri County should adopt an institutions staffing mentality which creates the framework for consistently applied

practices by standardizing policies across the organization. The health institutions should have a strong organizational alignment which is valuable stewards for upholding policies. In addition, the health institutions in Nyeri County should hold staff accountable to create a culture of responsibility and help motivate employee performance.

5.5 Suggestions for Further Studies

The current study focused on the effects of employee motivation on performance of health institutions in Nyeri County, Kenya. The employee motivation was measured in terms of capacity development, performance appraisals, working environment and staffing policy. Therefore, the study suggests that other studies may be carried out to focus on other measures of employee motivation. In addition, another study can be done focusing on a different context other than the health institutions in Nyeri County.

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APPENDIX I

INTRODUCTION LETTER

Esther Wairimu Kang'ethe

Kenyatta University

Nairobi

Dear Respondents,

RE: Permission to Undertake Academic Research

I am master's student at Kenyatta University, currently undertaking a research on employee motivation and performance of health institutions in Nyeri County, Kenya; a survey of health institutions in Nyeri County. I therefore request your assistance and co-operation in attaining the above requirements and I am kindly requesting you to fill in the attached questionnaire as an individual. I assure you that the information you will give will be treated confidentially and will be used purely for academic purposes only. Please do not write your name on the questionnaire.

Yours sincerely,

Esther Wairimu Kang'ethe

APPENDIX II
QUESTIONNAIRE

The study seeks to gather information on employee motivation and performance of health institutions in Nyeri County, Kenya. Please answer all the questions as objectively and truthfully as possible. Do not indicate your name in the questionnaire. Using a tick, indicate your responses in the boxes provided.

Section A: Respondents Profile

1. Gender

Male [] Female []

2. Age (Years)

15-20 [] 21-25 []

26-30 [] 31-35 []

3. Level of Education

Certificate [] Diploma []

Degree [] Masters []

4. Length of service as an employee

1-2 years [] 3-4 years []

5-6 years [] Over 7 years []

Section B: Study Variables

In this section the study uses the rating scale of 1 – 5 where 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree. Please indicate your response for each statement once using a tick.

Capacity Development

5. What is your level of agreement on capacity development and how it affects performance of health institutions in Nyeri County?

Statements		1	2	3	4	5
i.	The skills of employees are enhanced regularly in the health care set up					
ii.	The aptitude of the workers is articulated often in the various departments					
iii.	Qualifications designates workers assignments and rewards					
iv.	The workers experiences in the assigning of task is factored in the health care					
v.	Employee performance is attached to the job descriptions in the health care set up					
vi.	Employees seeks leaves and days off for continuous professional development					
vii.	The health care set up have in built training programmes for all the staff regularly					

Performance Appraisals

6. What is your level of agreement on performance appraisals and how it affects performance of health institutions in Nyeri County?

Statements		1	2	3	4	5
i.	The performance appraisals are done regularly at set timelines					
ii.	The performance appraisals are done in an orderly manner and methodically					
iii.	There is a process of performance appraisals that is uniform across the health set up					
iv.	Employees in the health set up have pre-determined performance targets					
v.	The employees are aware of the existence of the performance targets in all sections					
vi.	Performance appraisals in the health set up are tied to predetermined incentives					
vii.	All employees across all cadres undergo the performance appraisals in the health set up					

Working Environment

7. What is your level of agreement on the working environment and how it affects performance of health institutions in Nyeri County?

Statements		1	2	3	4	5
i.	There are adequate ergonomics (tools of work or infrastructure) in the workplace					
ii.	Safety of the employees is a major concern in the health set up					
iii.	There is employees flexibility (existence of leaves) in their work stations					
iv.	The health set up environment climate motivate employees to work more					
v.	The hospital culture allows employees to coexist with one another					
vi.	There are well defined hospital structure that propagates systematic work flows					
vii.	The employees language of interaction in the work place creates a favorable service delivery					

Staffing Policy

7. What is your level of agreement on staffing policy and how it affects performance of health institutions in Nyeri County?

Statements		1	2	3	4	5
i.	There is a defined scope of work for each employee in the hospital					
ii.	The employees are remunerated well and on time					
iii.	Sensitivity of work is a concern to the employees					
iv.	The hospital follows a pre-set code of conduct in its operations					
v.	There are service charters that are evaluated from time to time					
vi.	There are employee disciplinary procedures and codes of ethics that controls behaviour					
vii.	Employees knows their labor rights while in the hospital set and the associated impacts					

Organizational performance

	Statements	1	2	3	4	5
i	The hospital maintains a record of the number of patients served					
ii	All patients who turn up on a particular day will be served					
ii	Patients are served as per the service charter					
iii	The hospital has adequate revenue flow					
iv	The hospital does not rely on external funding					
v	Patients often give positive feedback on service received					
vi	The hospital is able to meet its financial obligations					
vii	The hospital conducts outreach programs					

APPENDIX III

HEALTH CARE INSTITUTIONS IN NYERI COUNTY

A: Level 5 Hospitals

1. Nyeri Provincial Hospital
2. Kenyatta National Hospital (Othaya Annex)

B: Sub-County Hospitals

1. Othaya Hospital
2. Karatina Hospital
3. Mukurwe –ini Hospital

C: Private Hospitals

1. Outspan Hospital
2. Jamii Hospital
3. Cottage Hospital Naromoru
4. Karatina Nursing Home

D: Mission Hospitals

1. Consolata Mission Hospital
2. Mary Immaculate Hospital- Mweiga
3. PCEA Tumutumu Hospital

E: Sub County Health Centres & Dispensaries

i) Nyeri Town Sub County

1. **Health Centres:** Nyeri Town, Karia, Kiganjo, & Kinunga
2. **Dispensaries:** Gatitu, GK Prison (King'ong'o), Kahiga, Kamuyu, Kihuyo, Marua, Muruguru, Nyaribo, & Kiganjo Police College.

ii) Othaya Sub County

1. **Health Centres:** Gichichi, Kamoko, & Witima,
2. **Dispensaries:** Gitugi, Ihuririo, Kagere, Kagicha, Kagonye, Kairuthi, Kariko, Karima, Kiaguthu, Kiamuya, Kihuri, Munyange Gikoe & Ruruguti

iii) Mukurwe – Ini Sub County

1. **Health Centres:** Thangathi, Gumba & Karaba
2. **Dispensaries:** Ichamara, Igana, Kahaaro, Karundu, Kiuu, Mihuti, Muthuthiini, Mweru, Ngamwa, Ningaini, Njoki, Tambaya, Nyakahuho

iv) Tetu Sub County

1. **Health Centres:** Gichira, Unjiru, Wamagana & Ihururu
2. **Dispensaries:** Aguthi, Wandumbi, Zaina, Thangeini, Hubuini, Githakwaini, Ichagachiru, Kiandere, Kirurumi, Ndugamano, Njoguini,

v) Kieni West Sub County

1. **Health Centres:** Bellevue, Endarasha, Mweiga & Karemeno
2. **Dispensaries:** Amboni, Embaringo, Kabati, Karemeno, Lamuria, Mugunda, Watuka & Wendiga

vi) Kieni East Sub County

1. **Health Centres:** Naromoru, Warazo Rural, Island Farm & Gakawa

2. **Dispensaries:** Ndathi, Mureru, Mere, Kiamathaga, Kamburaini, Thungari & Burguret

vii) Mathira East Sub County

1. **Health Centres:** Kiamabara & Gatei
2. **Dispensaries:** Gatina, Gatondo, Gitima-Ini, Ndimu-Ini, Karindundu, Kangocho, Kahuru, Itundu, Kiaritha-Ini

viii) Mathira West Sub County

1. **Health Centres:** Ngorano & Ruguru
2. **Dispensaries:** Iruri, Itiati, Kaiyaba, Ngurumo, Wakamata & State Lodge