EFFECTS OF QUALITY WORK LIFE ON THE PERFORMANCE OF PUBLIC HEALTH WORKERS IN KENYA: A CASE STUDY OF KENYATTA NATIONAL HOSPITAL, KENYA

BY

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APRIL, 2013
DECLARATION
This research proposal is my original work and has not been presented to any other institution or examination body.

Sign…………………………. Date ……………………………

D53/CTY/PT/20627/2010

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Supervisor’s Approval
This research proposal has been submitted with my permission as the Supervisor.

Sign: ……………………….. Date: ……………………………

Dr. Gorrety Ofafa

Chairman’s Approval
Sign…………………………. Date…………………………

Dr. Muathe S.M.A
DEDICATION

I dedicate this work to my late brothers Stanley, Apollo, Richard, and Kennedy.
ACKNOWLEDGEMENT

My utmost gratitude goes to God, the almighty for granting me the sanity and strength to write this proposal.

I sincerely thank Dr Ofafa my supervisor for the professional guidance and support she gave me to ensure that this proposal meet the required standards.

My sincere gratitude also goes to the academic staff in Kenyatta University for their assistance during the development of this project.

My passionate tribute goes to my mother Margaret Adoyo, step mother Esdora Amollo, and father Hazael Otiende for their unending support through the years.

I appreciate the support of my entire family brothers John, Walter, Moses, Tom and sister Diana.

Lastly my friends Leah Achieng Omollo, Noah Mawaggali and Job Nyakado I salute you.
ABSTRACT
In the era of globalization, market economy, hyper competition and rapid changing environment the success of an organization depends on the strategies adopted to improve Quality Work life of employees. The general objective of this study is to establish the relationship between Quality Work Life and the performance of public health workers at Kenyatta National Hospital. The specific objectives include examining the role of work environment on employee’s performance, determining the effect of career progression on employee performance, establishing how job design affect employee performance and to establish how reward systems contribute to employees performance. Quality Work life has both theoretical and empirical background. Studies have been carried out on the topics and theories related to various components of Quality Work Life put forward these are discussed in chapter two, contribution of other authors on the topic are discussed in the same chapter. The research design to be used for the study will be descriptive. This is so because the study will be aimed at investigating the effect of Quality Work Life on employee performance. The population will be obtained from Kenyatta National Hospital located in the upper hill of Nairobi City. The target population is 6000 employees, 10% of the population will be chosen using Simple random sampling to arrive at a sample size of 120 respondents. The sample size is divided into four strata consisting of Doctors, Nurses, Specialists and Support staff. Questionnaire will be used collect the required data for the study. Data analysis will be done through descriptive statistics where measures of central tendencies and dispersion which include frequency counts, means and percentages. The data will then be represented in pie charts, bar graphs and frequency tables.
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DEFINITION OF OPERATIONAL TERMS

Behavioral indicators – these are fluctuations in a person’s normal behavior that indicate that a person has Quality Work Life

Career progression – a success of related jobs, arranged in a hierarchy of prestige, through which persons move in an ordered and predictable sequence

Employee Performance – quality and quantity of an employee’s output

Job design – this is the structuring of a job to satisfy all of the organizational requirements

Physiological indicators – these are the physical manifestations on a person’s body as a result of Quality Work Life

Psychological indicators – these are indicators of Quality Work Life in a person’s attitudes and emotions

Reward – also known as compensation. It is everything received by an employed individual in return for work done

Quality Work Life – general satisfaction with one’s life at work

Work environment – a place in which people work including the physical and psychological conditions that affect them.
CHAPTER ONE

Introduction
This chapter entails all information relevant to the background information, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, assumptions and limitation of study. It is through these aspects that quality work life shall be defined and elaborated.

1.1 Background of the Study
Management as discipline has evolved gradually from the time of industrial revolution to the current state. Jones (2006) explains that the evolution of modern management begun in the closing decade of the nineteenth century after the industrial revolution had swept through Europe and America. In the new economic climate managers of all types of organization- political, educational and economic were increasingly trying to find better ways to satisfy customers’ needs. Many major economic, technical, and cultural changes were taking place at this time.

Daft (2010) argues that management developed through several eras until the industrial psychology era in the mid 1930 which saw the rise of Human Relation Movement. The movement was based on the idea that truly effective control came from within an individual worker rather than through strict authoritarian control this school of thought recognized and directly responded to social pressure for enlightened treatment of employees. The work of industrial psychology and personnel selection received little attention because of the prominence of scientific management.

Walton (1974) attributes the evolution of Quality Work Life to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930’s and 1940’s were the initial steps in this direction. Emphasis was given to job security, due process at the work place and economic gains for the worker. The 1950’s and the 1960’s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970’s
the idea of Quality Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include ‘the values that were at the heart of these earlier reform movements and human needs and aspirations.

In 1980, a new movement came up which is considered to be the current equivalent of the Human Relations Movement of 1930. This movement is the Quality Work Life Movement which was started by the Work Research Unit of Development of Employment in Britain. It advocates for giving satisfaction and comfort in a person’s life at work which is basically Quality Work Life aimed at enhancing the productivity of the employee.

Tavi stock Institute of Human Relations, London conducted research on workers problems in industrial world and produced a study approach called social-technical systems in which they gave great importance to job design and the need for Quality Work Life. They argued that the objective of Quality Work Life was to improve the standard of living of employees, to increase productivity, to create a positive attitude in the minds of employees and increase effectiveness of the organization. Quality work life exists when democratic management practices are prevalent in an organization when jobs are enriching, employees are treated with dignity and when safe working conditions are present.

Sandberg (1995), 1993 Volvo automobiles closed its experimental car assembly plant at Uddevalla in south-western Sweden. The plant was revolutionary in that when opening four years earlier it was arguably the most ambitious attempt at introducing mass vehicle manufacture according to socio-technical design principles. A form of group-work based on holistic notions of work, autonomy and job closure held out the prospect of genuine improvements in the Quality of Work Life for the Uddevalla employees. The plant had enormous symbolic significance for the company it represented an evolution from earlier attempts at departing from the assembly line and providing attractive work to employees in a tight labor market, for employees it epitomized union visions of good work and for work-life researchers sympathetic to socio-technical ideas it represented the practical implementation of progressive organizational design.
1.1.2 Quality Work Life

Mirvis and Lawler (1984), suggested that Quality work life was associated with satisfaction with wages, hours and working conditions, describing the basic elements of a good quality of work life as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement

Baba and Jamal (1991), listed what they described as typical indicators of quality work life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.

According to Straw R. (1984), Quality Work Life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual’s Quality Work Life include the task, physical and social environment within the organization, the pay and career development plans. Thus Quality Work Life is a comprehensive construct that includes an individual’s job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

Jackson &Mindell (1980), psychological contracts of individuals with their organizations seem to have changed in congruence with changes in employee's needs in recent years. Today's employees want more control over their environment and a chance to feel a sense of meaning in performing their jobs. Similarly, today's managers are less interested in direct control of their subordinates and are willing to work in an unstructured environment and develop personal relationships with their subordinates. That is, both workers and managers express a strong interest in higher-level need satisfaction. Self-improvement and quality of life are assuming increasing importance.

Beckman and Neider (1987), Quality Work Life as having two characteristics, namely a concern for the well-being of the worker and organizational effectiveness. This orientation to Quality Work Life is quite congruent with the concept of integration of the individual and the organization a process by which the goals of the individual and the goals of the organization
become increasingly congruent and reaching a state of oneness. People aspire to satisfy their needs, and their affective experiences are determined by the extent to which the environment responds favorably to their needs the greater the person-environment congruence the more positive the affective experiences. The more positive the affective experiences, the more motivated people act in ways that result in high performance.

Quality Work Life is conceptualized in this study in terms of need satisfaction. Workers bring a cluster of their needs to the organization and are likely to enjoy a sense of Quality Work Life to the extent that these needs are satisfied through their membership in the organization. Quality Work Life is conceptualized as stemming from an interaction of personal and organizational factors. Its personal roots are found primarily in the psychological needs of the workers. Its organizational roots are located in the organizational mission, reward systems, general work environment, job design and career progression plans.

1.1.3 Overview of Kenyatta National Hospital
Kenyatta National Hospital is the oldest hospital in the country having been founded in 1901 as the Native Civil hospital and then King George VI in 1952. It is currently the largest National referral, teaching and research hospital. Up to 1987, Kenyatta National Hospital operated as a department of the Ministry of Health on which it relied heavily for its day to day management. Although the hospital had its own budget, its operations were basically controlled by the Ministry of Health. The hospital relied on the Ministerial Tender Board on matter of supplies and procurement, and Ministry of works on matters of maintenance. This resulted to the hospital experiencing numerous problems related to organizational complexity, centralized management and inefficiency. This kind of bureaucracy resulted in delays in decision making and implementation of programs and activities.

Following the Kenyatta National Hospital Board Order of 1987 contained in the legal Notice Number 109 (Kenya Gazette Supplement No. 23 of 10th April 1987) Kenyatta National Hospital was established as a state corporation under the State Corporation Act. According to the legal Notice the function of the hospital were stated as follows: to receive patients on referral from other hospital or institution within or outside Kenya for specialized health care, to provide facilities for medical education for the University of Nairobi and for research either directly, or
through other cooperating health institutions, to provide facilities for education and training in nursing and other health and allied professions and to participate, as a national referral hospital in national health planning.

Currently the hospital has 50 wards with a bed capacity of 2000, 22 outpatient clinics, 24 theatres, 16 specialized and accident and emergency department. Out of 2000 bed capacity 209 beds are for the private wing. The hospital is run by 6000 staff of which 500 are Doctors 1800 are nurses and 3700 are specialist and support staff.

1.2 Statement of the problem
Quality Work Life gained importance in the late 1960 as a way of concerns about effects of work on health and general well being. Up until 1970s employers concern was work design and working condition improvement, however in the next decade of 1980s Quality Work Life included other aspects that affect job satisfaction and productivity which include reward systems, physical environment, and employee involvement right and esteem needs.

Martison and Cheung (2001), concluded form their research that frequent changes in work environment directly and indirectly influence the performance and productivity of IT specialists and therefore the organization needs to have effective coping strategies in place to handle the after effects of performance under stress.

A series of studies at Chicago Electric Company which came to be known as Hawthorn Studies revealed that money was not the only cause for increased output of workers; it was believed that the factor that best explained the increase of output was human relations. Employees perform better when treated in a positive manner.

The study conducted by Karrir and Khurana (1996), found significant correlations of Quality work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality Work Life by reorganizing the work and introducing participatory management.
Gani (1993) in his study stated that the core of the Quality Work Life concept is the value of treating the worker as a human being and emphasizing changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making.

For many years much research has been done on job satisfaction and more recently an interest has arisen into the broader concepts of stress and quality work life, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual’s stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively quality work life may be assessed, so that action can be taken which will enhance an individual’s performance.

The public health sector has faced a number of challenges in the recent past. December 2011, Kenya Medical, Pharmacists and Dentist Union withdrew services in pursuits of higher pay; better working conditions, shortage of equipment and manpower which they say restricted them from offering quality health care. Kenyatta National Hospital being the largest referral hospital in the country faces major challenges which include poor working conditions and lack of adequate reward systems. This study is inclined towards finding out the effect of Quality Work Life on the performance of employees at Kenyatta National Hospital. It seeks to address how best work environment, career progression, job design and reward systems can be designed to improve services provided in public health facilities and in particular Kenyatta National Hospital.

1.3 Objectives of the study

1.3.1 General objectives
The general objective is to establish relationship between Quality Work Life and the performance of employees at Kenyatta National Hospital.

1.3.2 Specific objective
Specific objective of the study are:
i. To examine the role of work environment on the employee performance at Kenyatta National Hospital

ii. To determine the effect of career progression on employee performance at Kenyatta National Hospital

iii. To establish how job design affect the performance of employees at Kenyatta hospital.

iv. To establish how reward systems contribute to performance of employee at Kenyatta National Hospital

1.4 Research Questions

i. What is the effect of work environment on the performance of Kenyatta National Hospital employees?

ii. What are the effects of career progression on employee performance at Kenyatta National Hospital?

iii. To what extend does job design affect the performance of employees at Kenyatta National Hospital?

iv. How does a reward system contribute to employee performance at Kenyatta National Hospital?

1.5 Scope of the study

The study will be carried out in Kenyatta National Hospital located in the upper hill region of Nairobi city. The study will target all the departments of the organization which include clinical department, professional support department, and administrative department and specialist units. A population of six thousand employees, it is believed that such a population will have a clear understanding of the problem and provide adequate information on the matter being investigated.

1.6 Assumptions and Limitations

1.6.1 Assumptions

There are various assumptions the researcher will make in the study. First that the respondent will give honest information, second that there will be no transfers, redeployment or separation of employees. In addition, that factor in the external environment will be stable and hence will not have a major effect on the internal environment. Moreover, that the organization selected will
be a representative of all other public health facilities and that the major factor influencing employee performance is Quality Work Life.

1.6.2 Limitations
Challenges may be encountered during research. However all possible means to tackle them will be instituted to ensure the completion of the research. The following are some of the limitations;

The respondents may not be willing to give out information pertaining to the subject due to fear of victimization incase the information is leaked. To minimize the effect this challenge the researcher will assure the respondent that the research is meant for academic purposes only.

Due to the nature of work at Kenyatta National Hospital the respondent may be busy to respond to the questionnaire. The researcher will overcome this by requesting the management to set specific times when the workers are not very busy so as to collect the data.

Time allocated for the research will not be much thus posing a challenge, the researcher will ensure good time management skills so that research is completed in time.

1.7 Significance of the study
The study will be of great benefit to the Government, public health workers, human resource practitioners, other researchers and students in appreciating the role of Quality of Work Life in improving employee performance in an organization as follows;

The study will be of great use to the Government of Kenya in coming up with appropriate strategies and policies for performance improvement in public health facilities and in particular Kenyatta National Hospital.

The research will be of great importance to public health facilities by identifying effective ways of improving employee performance in the facilities through implementation of accepted standards of Quality Work Life.

To Human Resource Practitioners, the study will help them come up with effective strategies to improve employee performance by embracing Quality of Work Life in their respective organization.

To other researchers and students this study will act as a reference document.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter presents a review of literature related to this study; it gives a critical evaluation of past studies. It contains theories backing the study variables and an empirical review showing the contribution of other scholars towards the area being researched. In addition it contains a conceptual framework and a table of Operationalization of variables.

2.2 Theoretical Review
Quality Work Life as a topic of study has been studied by other researchers and has existed for a long time. The Work Research Unit of the Development of Employment in Britain started a movement to promote Quality Work Life called the Quality Work Life Movement at around 1980. There is no fixed theory on Quality Work Life therefore many people have come up with varied views on the study.

2.2.1 Hertzberg’s Two Factor Theory
Hertzberg et al (1959), focused on answering the question “what do people want from their jobs?” they asked workers to identify what they felt exceptionally good or exceptionally bad about their jobs. They therefore developed the two factor theory which details differing causes of job satisfaction and dissatisfaction. The first of the two factors is Hygiene. Hygiene factors relate more to the environment in which people work than to the nature of work itself they affect job dissatisfaction.

Closely related to theory Y assumptions are Hertzberg motivator factors which affect job satisfaction. They found out that when such factors as achievement, recognition, responsibility, advancement and growth are added to employee job he or she is more satisfied with the job and become more productive. His research is credited with providing the foundation for the development of job enrichment and the movement for improving the quality of work life.

Hygiene factors are the concern of this study they include company policy, working conditions, salary relationship, relation with supervisor, security and status. It is believed that if these factors are addressed employee performance will be optimized.
2.2.2 Socio-technical Systems Theory

This was put forward by Eric Trist, Ken Bamforth and Fred Emery in 1960 who at that time working as consultants at the Tavi Stock in London. They argue that the technical subsystem comprises the devices, tools and techniques needed to transform inputs into outputs in a way which enhances the economic performance of the organization. The social system comprises the employees (at all levels) and the knowledge, skills, attitudes, values and needs they bring to the work environment as well as the reward system and authority structures that exist in the organization.

The cornerstone of the socio-technical approach, as the work of these researchers became named, was that the fit was achieved by a design process aiming at the joint optimization of the subsystems: any organizational systems will maximize performance only if the interdependency of these subsystems is explicitly recognized. Hence any design or redesign must seek out the impact each subsystem has on the other and design must aim to achieve superior results by ensuring that all the subsystems are working in harmony.

Land (2000), there are two conflicting set of values underlie much socio-technical thinking. The first is a belief in the importance of humanistic principles. The main task of the designer is to enhance the quality of working life and the job satisfaction of the employee. In turn the achievement of these objectives will enhance productivity and yield added value to the organization. The second set reflects managerial values. Socio-technical principles are merely instruments for achieving primarily economic objectives. Humanistic objectives have no value in themselves but if their achievement produces a better performance from employees leading to the fulfillment of the economic objectives well and good.

Brooks and Gawel (2001), state that efforts to understand the theoretical underpinnings of Quality Work Life can be traced back to socio-technical systems theory. Socio-technical system theory maintains that engaging employees fully in designing work gives them a sense of well-being as they find their work fulfilling. At the same time, it is productive in that it helps the organization reach its goals. This theory has emerged as a significant approach to designing organizations, especially at the technology and people interface. It recommends simultaneous
modification of technical and social systems to create work designs that can lead both to greater
task productivity and to increased fulfillment of organization members.

2.2.3 Maslow Hierarchy of Needs
Abraham Maslow came up with a theory suggesting that most people want more than they have. He argued that once a person has met their most basic needs they then develop higher needs. As one desire is satisfied another pops up. Maslow created a hierarchy of needs with five levels.

Level 1: physiological needs
These are biological necessities which include food, water and oxygen. These needs are strong because a person would die if they are not met.

Level 2: Safety needs
With their physical needs relatively satisfied the individual safety needs take precedence and dominate behavior. Safety and security needs include; personal security, financial security, health and well being and safety nets against accident.

Level 3: love and belonging
This is the need to escape loneliness and alienation. These are emotionally significant relationship which include; friendship, intimacy and family.

Level 4: Esteem needs
Humans have a need to feel respected; this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. Low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy.

Level 5: self actualization:
Very small groups of people reach this level. At this point all their needs are met. Maslow described self-actualization as a person finding their calling. An individual realizes full potential.
2.3 Conceptual Review

2.3.1 Quality Work Life
Lowe (2000), expressed the concern that quantity may have become important since the 1990’s and that the preoccupation with it may blind managers and policy makers to underlying problem which can only be addressed by looking deeper than productivity. He there concluded that high quality work is work that is respectable, meaningful, life enhancing and worker centered. It however still offers befits to employers and national economic prosperity. Quality work life affects the quality of work in families and communities as well as the economic vitality of the nation.

Goodale, hall, burke and Jonyer (1975), conducted interviews in which they asked the respondent how they would define the phrase quality work life, the most frequently mentioned components defining quality work life were psychological well being, the work environment realizing or working towards one aim in life and the social environment provided by other people. When an individual is not satisfied with his life at work that is lacks Quality Work Life several symptoms/ indicators can be seen. They may be classified as:

**Physiological indicators** – these are indicators that appear as physical manifestations on a person’s well-being in the case of poor Quality Work Life. The short term indicators can be fatigue, headaches and nausea which can escalate into long term indicators like coronary heart disease, high blood pressure, stomach ulcers among others.

**Psychological indicators** – these are negative indicators in a person’s attitudes or emotions. They may include anxiety, mood swings, and general dissatisfaction with everything at work, low or no response to motivation.

**Behavior indicators** – these are changes in an individual’s normal behavior that indicate poor Quality Work Life. They include increased absenteeism, increased aggression and irritability, taking longer on tasks, stagnated careers.

Lau, wong, chan and Law (2001), operationalised Quality Work Life as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual
who is not satisfied will not be productive therefore the organization should strive to provide the employees with job security and career growth opportunity for their personal as well as professional growth.

According to Mullins (2005), in order to translate the concept of Quality Work Life into practice, it is best understood if it is seen as a goal, a process of achieving that goal and as a philosophy setting out the way people should be managed.

**As a goal** – this is improving organizational effectiveness through the creation of more challenging, satisfying and effective jobs and work environment.

**As a philosophy** – this is viewing people as assets capable of contributing skills, knowledge, experience and commitment, rather than ‘costs’ that are merely extensions of the production process. It argues that encouraging involvement and providing the environment in which it can flourish, produces tangible rewards for both individuals and the organization.

Serey (2006), argued that Quality of Work Life is related to meaningful and satisfying work it includes the opportunity to exercise ones talents and capabilities to face challenges and situations that require independent initiative and self direction. In addition an activity thought worthwhile with the individual involved should be considered in the process of designing jobs so as to promote achievement of individual and organizational goals

**2.3.2 Work environment**

Hackman and oldhmas (1980), highlights the constructs of Quality Work Life in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employee’s needs is considered to provide a positive interaction effect which will lead to an excellent Quality Work Life. They emphasized that personal needs are satisfied when rewards from the organization such as compensation promotion, recognition and development meet their expectation.

Yesufu (1984) asserts that the nature of physical condition under which an employee works is important to output. Office and factories that are too hot and ill ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms,
toilets and first aid facilities. Both management and employees should be safety conscious at all times.

Adamu (1991) defines a conducive environment to that which is safe and healthy with no hazards and no undue risk. The work environment should create an opportunity to use talents effectively to acquire new skills and knowledge for advancement. Employees at all levels must have occasions to develop their capabilities through problem solving and planning. In addition the social climate of the organization should be free from prejudice and rigid classifications. The job should not take excess time and energy from other aspects of life.

Asakura & Fujigaki (1993), examined the direct and the indirect effect of computerization on workers health and well being. Their results were similar to the study of Kaprine (2003) that higher job demand leads to higher strain work environment hence affecting employees health and well being more. An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions, thus providing comfortable work life.

Heskett, Sasser & Schlesinger (1997), defines Quality Work Life as the feeling that employees have towards their jobs, colleagues and to the organizations growth and profitability. A good feeling about their jobs means that the employees feel happy doing work which leads to a productive work environment. This explanation provides an insight that the satisfying work environment is considered to provide better Quality Work Life.

Brenner (2004), asserts that the ability of employees within an organization to share knowledge throughout the system depends on the condition of their work environment. However the survey revealed that corporate executive from various industries disclosed that do not fully leverage their physical work environment. The quality of comfort derivable from the work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal if the condition of the work environment is not favorable.

A conducive work environment is one which provides a tolerable and comfortable climate to work in. A good work environment has positive emotional leadership, health and safety regulations are strictly adhered to, strict adherence to individuals’ personal space and rights, a
humanistic view of the employees, social integration in the work environment, lines of authority and responsibility among other factors. Quality Work Life from a work environment perspective sets to improve the climate in which work occurs through creation of a culture which has emphasis is on core values, with mission statements providing guidance and commitment via shared goals, values and traditions.

The aim of Quality Work Life incorporated the organization’s environment or culture is to create a fear – free organization in which employee involvement is pursued vigorously. It generates a high degree of reciprocal commitment between the needs and development of the individual and the goals and the development of the organization. A Quality Work Life cultural underpinning anchors the development and maintenance of quality employee performance.

2.3.3 Reward systems.
Nzuve (1997), the reason why people seek employment are varied. Each individual has certain skills and potential that he or she seeks to sell. The individuals have personal goals they seek to fulfill through work. This means that work provides certain rewards to the individual worker. Some of the benefits are economic others social and self-esteem. Pay systems vary from organization to organization and industry to industry. Generally pay system may be influenced by externally imposed system like government directives, collective bargaining agreement, job evaluation system and company system.

Milchovich et al (2001), argues that compensation is a key element in the management of people. The term is used to encompass everything received by an employed individual in return for the work done. Employees may see compensation as an entitlement for being an employee of the company or as a reward of a job well done. Quality Work Life come into the reward structure through reward management which is concerned with the formulation and implementation of strategies, policies, the purposes of which are to reward people fairly, equitably and consistently in accordance with their value to the organization to attain high performance from its employees.

To attain quality perform from employees, an organization should reward its employees appropriately. Rewards rely on Herzberg’s Motivation – Hygiene Theory; Herzberg (1966) which states that individuals can be motivated by financial and non – financial rewards. The
financial rewards are the salary, monetary allowances and benefits among others. On the other hand, non–financial rewards include recognition, responsibility, security, achievements among others which make an employee feel satisfied and appreciated.

Rewards help in improving employee performance. Adequate and fair compensation is the extent to which the income from a full–time work meets the needs of the socially determined standards of living. Through Quality Work Life, employees will be properly remunerated so as to ensure they are satisfied intrinsically and extrinsically thus ensuring high performance.

Armstrong (2009), explains that a reward system consists of a number of interrelated processes and activities which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there. Reward strategy sets out what the organization intends to do in the long term to develop and implement reward policies, practices and processes will further the achievement of its business goals. He explains that total reward is a combination of financial and non-financial rewards available to employees; total remuneration is the value of all cash payments (total earnings) and benefits received by employees.

2.3.4 Career Progression
Hall (1984), described the stages of career progression in an organization and came up with career lifecycle which has the following career stages: Stage one is entry to the organization when the individual can begin the process of self directed career Planning. Stage two involves progress within particular areas of work where skills and potential are developed through experience, training, coaching, mentoring, and performance management. Stage three, Mid–career when some people will have good career prospects while others may have got as far as they are going to get, or at least feel they have. It is necessary to ensure that these ‘plateaued’ people do not lose interest at this stage by taking such steps as providing them with cross. Stage four is late career when individuals may have settled down at whatever level they have reached but are beginning to be concerned about the future they need to be treated with respect as people who still make contribution and given opportunities to take on new challenges whenever this is possible. They may also need reassurance about their future with the organization and what is to happen to them when they leave. Stage five is end of career with organization there is the
possibility of phasing disengagement by being given the chance to work part time for a period before they finally have to go should be consider at this stage

Higgins, Duxbury & Irving (1992), state that a career is the evolving sequence of a person’s work experiences over time. Career progression is therefore a succession of related jobs, arranged in a hierarchy of prestige, through which persons move in an ordered predictable sequence. Through Quality Work Life, career progression is seen in terms of security and growth opportunities that is security of tenure and opportunity for advancement and self-improvement. It may also be through immediate opportunity to use and develop human capacities. An individual will be highly productive if he is secure about his current job position and does not have to worry of losing employment without notice. Also high performance can be noted when a person can see growth or advancement in his career. Thus career progression and opportunities will help in improving performance

Pareek & Rao (1992), argue that training and development of employees should be seen as investment, not cost and that bad performance, ignorance low commitment to duty are very costly barrier to a business success. It is pointed out that the key to high level performance lies in having employees who are willing to work, well managed, well led, well motivated, and are always re-skilling. Career development covers an employee working life, its starts with staff orientation, on-job training, short courses, professional courses, post graduate degrees and diplomas.

West & Berman (1993), even with the increased popularity of career development programs the public sector has lagged behind the private sector in instituting these programs. They argue that organizations in the private sector are extremely competitive and their goal is to maximize profits competition occurs in a global context rather than national context. Conversely organizations in the public sector are service driven and operate on budgets that are generated primarily by taxes.

Armstrong (2009), career development it is of great importance to both the individual employee and to the organization. There is an interaction between the organization and the employees’ career. An employee develops his or her career through acquisition of managerial or professional skills and experience which may bring about rewards and promotions.
Beardwell, claydon, & Holden (2004) explain that lifespan development embraces the total development of an individual overtime and that people are continuously engaging in learning processes as they seek a balance between changing self and changing environment.

2.3.5 Job design

Lawler (1982) defines Quality Work Life in terms of job characteristics and work conditions. He emphasizes that core dimension of the entire of the Quality Work Life in the organization is to improve employees well being and productivity. The most common interaction that relates to improvement of employee well being and productivity is the design of the job. Job design that is capable of providing higher employee satisfaction is expected to be more productive. However, he accepted the fact that Quality Work Life is complex because it comprises physical and mental well being of employees.

Beukema (1987), describes quality of work life as the degree to which employees are able to shape their job activities in accordance with their options, interest, and needs. It is the degree of power the organization gives its employees to design their jobs it means that the individual employee has the full freedom to design his or her job function to meet his or her personal needs and interest. It is difficult for the organization fulfill personal needs and values of each individual employee. Therefore if the organization provides the appropriate authority to individual employee to design their work activities there will be a match between work activities and employees needs thus high organization performance.

Armstrong (2006) defines job design as the specification of the contents, method and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder. In Quality Work Life terms, job design should provide an opportunity to use and develop creativity such as work autonomy, nature of supervision, use of multiple skills, workers’ role in total work process and his/her appreciation of the outcome of his/her own efforts and self-regulation. Thus an employee should desire satisfaction from his job. Job satisfaction affects the quality of the services/ products and it is strongly influenced by job design. Work and family life balance, transfers, schedules of hours of work, travel requirements, overtime among other factors are covered in job design. Through
application of Quality Work Life, job design should be in a way that provides an employee with the required free time and satisfaction so that he can have optimum production.

2.3.6 Employee Performance
Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. In a work environment performance is deemed to be the fulfillment of an obligation in a manner that releases the performer from all liabilities. Performance measures are used to track an organization's progress against its strategic plan and specific performance goals. Performance measures are applied to individual projects to ensure that deadlines are met and cost controlled. In this study employee performance will be based on employee satisfaction, customer satisfaction and organizational effectiveness.
2.4 Conceptual Framework

Quality Work Life

**Work Environment**
- Proper lightning
- Good sanitary condition
- Supply of working equipments

**Reward systems**
- Basic pay
- Contingent pay
- Non-financial rewards

**Career progression**
- Training opportunities
- Promotions

**Job design**
- Job Enlargement
- Job enrichment
- Job rotation

**Moderating Variables**
- Motivation Job satisfaction

Employee Performance
- Customer satisfaction
- Organizational effectiveness
- Reduced employee turnover

**Independent Variable**

**Dependent Variable**

**Figure 2.1: Conceptual Framework**

**Source (Author 2012)**

A conducive work environment involves a tolerable and favorable surrounding in which an employee can comfortably work in. It includes proper lighting, adequate air circulation, clean rooms, adequate supply of working equipment, and provides privacy when needed.

Reward systems are formulated strategies and policies that are put in place to ensure that employees are paid for their input to the organization. It consists of a number of interrelated
processes and activities which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there. Employees should be rewarded fairly equitably and consistently in accordance to the value they bring to the organization.

Career progression refers to the upward movement or advancement made by people within an organization. It is concerned with the provision of opportunities for people to develop their careers in order to ensure the organization has the flow of talent it needs and to satisfy their own aspirations. It shapes the progression of individuals within an organization in accordance with assessment of organizational needs.

Job design is work arrangement. It specifies the content, methods and relationships that satisfies work requirements for productivity efficiency and quality. It involves increased challenge and responsibility, job enlargement, job rotation, job enrichment and job simplification.

Career progression prospects in the organization coupled with suitable and commensurate rewards, conducive work environment and a good job structure are all the independent variables that can bring about the concept of Quality Work Life. Quality Work Life is the general satisfaction with an individual’s life at work in terms of the work environment, career growth opportunities and the rewards involved.

Job satisfaction refers to the attitudes and feeling people have about their work. Positive and favorable attitudes towards the job lead to engagement and therefore job satisfaction. Negative and unfavorable attitudes towards job indicate job dissatisfaction.

Motivation is the level to which an individual’s needs are satisfied and the extent to which an individual perceives that satisfaction is stemming from his total work situation.

When all the independent variables; a conducive work environment is provided, career progression opportunities are available, a well-designed job structure and proportionate rewards are provided, then Quality Work Life for the employees is assured. This in turn will result in improved employee performance, the dependent variable, which good quantity and high quality output.
<table>
<thead>
<tr>
<th>Category</th>
<th>Operationalization-meaning</th>
<th>Measures/indicators</th>
<th>Question(s) by sections</th>
<th>Objective to achieve</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dependent variable</strong></td>
<td>Job related activities expected of a worker and how well they are executed</td>
<td>Increase in business size, increase in revenue, reduced employee turnover</td>
<td>all</td>
<td>all</td>
</tr>
<tr>
<td>Employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Independent variable</strong></td>
<td>A place where people work including both physical and psychological conditions</td>
<td>Supply of working equipments, proper lighting, sanitary conditions</td>
<td>1(i-iv)</td>
<td>i</td>
</tr>
<tr>
<td><strong>Quality work life</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work environment(1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reward systems(2)</td>
<td>Procedures, rules and standards associated with allocation of compensation to employees</td>
<td>Basic pay, contingent pay, non-financial rewards</td>
<td>2(i-vii)</td>
<td>ii</td>
</tr>
<tr>
<td>Career progression(3)</td>
<td>Movement from one job/position to another that is more better</td>
<td>Training and development opportunities, promotions</td>
<td>3(i-vii)</td>
<td>iii</td>
</tr>
<tr>
<td>Job design(4)</td>
<td>Work arrangement</td>
<td>Job enlargement, job rotation</td>
<td>4(i-vii)</td>
<td>iv</td>
</tr>
</tbody>
</table>

Source: author 2012
2.6 Research Gaps

Quality Work Life has been researched extensively in the developed world as compared to Africa and in particular Kenya. This study will seek to fill the existing research gap by conducting a study on effects of Quality Work Life on performance of Public Health Workers. The research will seek to find out the effect of work environment on employee performance, determine how career progression affect employee performance, establish how job design affect the performance of employee and to establish how reward systems contribute to the performance of employees.

To the best of the researcher’s knowledge no study has ever investigated the effect of Quality Work Life on the performance of Kenyatta National Hospital employees. This study comes in handy with an aim of investigating the effects of work environment, career progression, job design and reward system on employees working in public health facilities in Kenya.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This section covers the study research design, the target population, sample size, sample procedure, data collection procedure and instruments, data analysis and data presentation.

3.2 Research Design
The study will use descriptive research design. Mugenda and Mugendi (1999) explain that descriptive design is used when collecting information about people’s attitude, opinion and habit.

Coopers and Schindler (2003) descriptive design is appropriate for the study where the objective is to provide comparative description of the population and cases where researcher wishes to discover association among different variables.

3.3 Target Population
The target population of this study will consist of 6000 employees of Kenyatta National Hospital. The population data is as summarized in table 3.1 below.

<table>
<thead>
<tr>
<th>Department</th>
<th>Population (Frequency)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>500</td>
<td>8.3</td>
</tr>
<tr>
<td>Nurses</td>
<td>1800</td>
<td>30</td>
</tr>
<tr>
<td>Specialists</td>
<td>400</td>
<td>6.7</td>
</tr>
<tr>
<td>Support Staff</td>
<td>3300</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6000</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Sampling Procedure and Sample Size
Sample of responding staff will be drawn from the target population of 6000 employees at Kenyatta National Hospital. Cooper and Schindler (2003) argue that if well chosen samples of about 10% of a population can always give a good reliability. Simple random sampling technique will be used to select 120 employees from Kenyatta national hospital to participate in the actual study.

Table 3.2 Sampling Procedure and Sample Size

<table>
<thead>
<tr>
<th>Department</th>
<th>Population(i)</th>
<th>Population(ii)</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>500</td>
<td>50</td>
<td>10</td>
</tr>
<tr>
<td>Nurses</td>
<td>1800</td>
<td>180</td>
<td>36</td>
</tr>
<tr>
<td>Specialists</td>
<td>400</td>
<td>40</td>
<td>8</td>
</tr>
<tr>
<td>Support staff</td>
<td>3300</td>
<td>330</td>
<td>66</td>
</tr>
<tr>
<td>Total</td>
<td>6000</td>
<td>600</td>
<td>120</td>
</tr>
</tbody>
</table>

Source Human Resource records (2012)

3.5 Data collection tools and techniques
Primary data collection procedure will be employed. The researcher with the help of an assistant will administer the questionnaire to the respondents. The questionnaires will contain both closed and open ended questions; close ended questions will be on a likert scale. The respondents will be given one and half weeks to respond and thereafter the filled-in questionnaires will be collected.

3.5.1 Piloting
Piloting is testing of the instruments by trying them in the field. To enhance validity and reliability of the instruments, a pilot study will be conducted at Kenyatta National Hospital. Creswell, (2009) recommends that you plan the number of people who will test the instrument and the plan to incorporate their comments into final instrument revision. The testing is
important to establish the content validity and for the improvement of questions format and scales.

### 3.5.2 Validity
According to Borg and Gall (1989) validity is the degree to which a test measures what it purports to measure. The pilot study will help improve the face validity of the instruments. Chave (1996), content validity of an instrument is improved through expert judgment as such the researcher will remove any bias in the research instrument by constructing them in line with the objective of the study.

### 3.5.3 Reliability
Gay (1992), asserts that reliability is the degree to which a test consistently measures. Mugenda and Mugenda (1999), define reliability as a measure of the degree to which a research instrument yields results after repeated trial. Before the actual data collection, piloting of questionnaire will be done among ten employees of Kenyatta National Hospital who will not participate in the actual study. The researcher will use Cronbach’s alpha test to test for reliability.

### 3.6 Data Analysis and Presentation
Questionnaires will be sorted and fully completed questionnaires will be considered for analysis. The data collected will be coded and entered into the computer for analysis using the Statistical Package for Social Science. Appropriate descriptive statistics which include frequency counts, means and percentages will be employed. Bell (1993) argues that when making results to a variety of readers’ simple descriptive statistics such as percentages have a considerable advantage since they are easily understood. The data will be presented using tables, bar graphs and charts.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction
This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the effects of quality work life on the performance of public health workers in Kenya: a case study of Kenyatta National Hospital. The study identified, analyzed and evaluated the effects of quality work life on the performance of public health workers which included Doctors, Nurses, Specialists, and Support staff. The data was gathered exclusively from questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study.

4.2 Response Rate
The study sampled 120 respondents from the target population in collecting data with regard to the effects of quality work life on the performance of public health workers.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>90</td>
<td>75</td>
</tr>
<tr>
<td>Not responded</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>120</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, 2012

From the study, 90 out of 120 sampled respondents filled in and returned the questionnaire contributing to 75%. This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2.1 Gender Distribution of the Respondents
The research sought to find out the gender of the respondent. Table 4.2 present the findings of the study.
Table 4.2: Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>42</td>
<td>46</td>
</tr>
<tr>
<td>Female</td>
<td>48</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, 2012

From the findings, a significant number of the respondents were females as shown by 54%, while 46% were males. This means that the decisions made in the organizations are gender sensitive and hence are likely to be supported by all.

4.2.2 Respondents’ Departments

Table 4.3: Respondents’ Departments

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Nurses</td>
<td>33</td>
<td>37</td>
</tr>
<tr>
<td>Specialist</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Support Staff</td>
<td>41</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, 2012

The study sought to establish the distribution of the respondents in various departments within the hospital. Majority of the respondents worked as support staff as shown by 45% of the respondents, 37% of them worked as nurses, 11% of them worked as doctors and 7% of the respondents indicated that they works as specialists.

4.2.4 Total Working Experience

The study further sought to establish the length of time that the respondents have been working in the organization.
Table 4.4: Total Working Experience in the hospital

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 yrs</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>5-10 yrs</td>
<td>28</td>
<td>31</td>
</tr>
<tr>
<td>10-15</td>
<td>38</td>
<td>42</td>
</tr>
<tr>
<td>Over 15 yrs</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, 2012

From the study, 42% of the respondents indicated that they had a total experience of 10 to 15 years, another 31% of the respondents indicated that they had a total experience of 5 to 10 years, 22% of the respondents indicated that they had a total experience of 0 to 5 years, while 5% of them had served for a total of over 15 years. This shows that most respondents had enough work experience in the sector to respond effectively.

4.2.6 Highest Formal Qualification

The study sought to establish the highest formal qualifications attained by the respondents.

Table 4.5: Level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate/ Diploma</td>
<td>42</td>
<td>46</td>
</tr>
<tr>
<td>Bachelors degree</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>Masters degree</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Doctoral degree level</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, 2012

The study results reveal that, 46% of the respondents had acquired a Certificate or Diploma level of education, 33% of the respondents indicated that they had acquired a Bachelors Degree, another 17% of the respondents indicated that they had acquired a Masters degree level of education, while 4% of the respondents indicated that they had acquired Doctoral degrees. This results imply that majority of the respondents had at least a Certificate or Diploma and hence understood the information sought by this study.
4.3 Effects of Quality Work Life on the performance of employees at Kenyatta National Hospital

4.3.1 Work environment and employee performance
In the table below respondents were asked how work environments impacts on their performance.

Table 4.6 Effect of Work Environment on Employee Performance

<table>
<thead>
<tr>
<th>factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td></td>
</tr>
<tr>
<td>Environment offers due respect to individual space and rights</td>
<td>30 33</td>
<td>23 26</td>
<td>4 10</td>
<td>15 17</td>
<td>13 14</td>
<td>3.47</td>
</tr>
<tr>
<td>Necessary resources and equipment are really available</td>
<td>12 13</td>
<td>15 17</td>
<td>4 5</td>
<td>24 27</td>
<td>35 39</td>
<td>2.39</td>
</tr>
<tr>
<td>Health and safety regulation are strictly ahead to</td>
<td>4 5</td>
<td>11 12</td>
<td>10 11</td>
<td>20 22</td>
<td>45 50</td>
<td>1.99</td>
</tr>
<tr>
<td>Presence of employee welfare</td>
<td>25 28</td>
<td>36 40</td>
<td>8 9</td>
<td>14 16</td>
<td>7 8</td>
<td>3.64</td>
</tr>
<tr>
<td>Leadership create humanistic atmosphere</td>
<td>14 16</td>
<td>13 14</td>
<td>11 12</td>
<td>22 25</td>
<td>30 34</td>
<td>2.54</td>
</tr>
</tbody>
</table>

Source: researcher 2013
Table 4.8 reveals that a large number of respondents agreed that there is presence of employee welfare within the organization by a mean of 3.64, a large number is also satisfied because the environment offers due respect for individual space and rights by a mean of 3.47. The table also reveals that most of the respondents were dissatisfied with the health and safety regulation offered by the organization by a mean of 1.99. It is noted from table that respondents to a large extent necessary resources and equipment were not readily available by a mean of 2.39. Some of the respondents disagreed that leadership creates a humanistic atmosphere by a mean of 2.54.

4.3.2 Reward systems

In the table below respondents were asked on how reward systems impacted on the performance.

Table 4.7 Effect of Reward systems on Employee Performance

<table>
<thead>
<tr>
<th>factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>f</td>
<td>%</td>
<td>f</td>
<td>%</td>
<td>f</td>
<td>%</td>
</tr>
<tr>
<td>Pay is equitable to work performance</td>
<td>4</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Pay is both timely and consisted</td>
<td>30</td>
<td>33</td>
<td>15</td>
<td>17</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Those are financial and non-financial rewards</td>
<td>7</td>
<td>8</td>
<td>13</td>
<td>14</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Pay is able to meet the current cost of living</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Reward have a direct impact on performance</td>
<td>53</td>
<td>59</td>
<td>20</td>
<td>22</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Researcher 2013
As shown in table 4.7 above, majority of the respondents indicated that reward had a direct impact on their performance by a mean of 4.2, a large number of respondents agreed with the fact that the pay is both timely and consistent by a mean of 3.27 relatively large number of respondents were dissatisfied by the financial and non-financial rewards offered by the organization by a mean of 2.10. Majority of the respondents were of the opinion that pay is not equitable to the work performed by a mean of 1.49. it was unanimously agreed with the respondents that that pay is not able to meet the current cost of living by a mean of 1.47.

4.3.3 Job design
In the table below respondents were on hoe job design affect their performance at work

<table>
<thead>
<tr>
<th>Table 4.8</th>
<th>Effect of job design on Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>factors</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------</td>
</tr>
<tr>
<td>Job design offer independence in decision making</td>
<td>32</td>
</tr>
<tr>
<td>There is a clear role designation</td>
<td>53</td>
</tr>
<tr>
<td>Satisfaction is derived from the design at the Job</td>
<td>13</td>
</tr>
<tr>
<td>Design offers good work and family life balance</td>
<td>4</td>
</tr>
<tr>
<td>Design help in development of personal creatively and skills</td>
<td>43</td>
</tr>
</tbody>
</table>

Source: Researcher 2013
Table 4.8 above reveals that most of the respondents strongly agreed with the fact that there was a clear role definition within the organization by a mean of 4.50. A large number of respondents were of the opinion that the job design help in development of personal creativity and skill by a mean of 3.86. Most of the respondents also agreed that the design of their jobs offered independence in decision making by a mean of 3.58. A large number of respondent indicated that they did not derive satisfaction from the design of their jobs by a mean of 2.53. It was unanimously agreed that the design did not offer good work and family balance by a mean of 1.97.

### 4.3.4 Career Progression

In the table 4.11 below respondents were asked on how career progression policies in the organization affect their performance

**Table 4.9 Effect of Career Progression Employee**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Table" /></td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td></td>
</tr>
<tr>
<td>Well designed career path</td>
<td>10 11</td>
<td>16</td>
<td>18</td>
<td>4</td>
<td>4</td>
<td>2.46</td>
</tr>
<tr>
<td>There is a promotion policy</td>
<td>22 24</td>
<td>18</td>
<td>20</td>
<td>30</td>
<td>33</td>
<td>3.39</td>
</tr>
<tr>
<td>Promotion is based on fairness</td>
<td>20 22</td>
<td>7</td>
<td>8</td>
<td>4</td>
<td>4</td>
<td>2.44</td>
</tr>
<tr>
<td>Promotions are transparent</td>
<td>4 4</td>
<td>8</td>
<td>9</td>
<td>14</td>
<td>16</td>
<td>2.10</td>
</tr>
<tr>
<td>Performance appraisals are considered in promotion</td>
<td>5 6</td>
<td>3</td>
<td>3</td>
<td>11</td>
<td>12</td>
<td>1.9</td>
</tr>
</tbody>
</table>

Source: Researcher 2013
Table 4.9 shows that most of the respondents strongly agreed that the organization had a clear promotion policy which is clearly adhered to by a mean of 3.39. Majority of the respondents were dissatisfied with the way career path are defined within the organization by a mean of 2.46. It is also evident that most of the respondents disagreed that promotion was based on fairness and deservedness by a mean of 2.44. Majority of the respondents were of the opinion that promotions within the organization are not often open and transparent by a mean of 2.10. It was unanimous that performance appraisal are never considered in promotions within the organization by a mean of 1.9.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
Having collected and analyzed data in chapter four, chapter five, aims at presenting a summary of the study objectives, research methodology and findings. This chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was find out the effect of Quality Work life on performance of public health workers in Kenya a case study of Kenyatta National hospital.

5.2 Summary of the major findings
The study established that there was need to improve the quality work life of public health workers in Kenya concerning their working environment and conditions, how their jobs are designed, reward system policies and career progression programs.

5.2.1 Work environment
The study established that the hospital has inadequate working facilities and equipment. Most of the respondents were dissatisfied with the health and safety regulations offered by the institution and majority were of the leadership does not create humanistic atmosphere. It was unanimous that the work environment directly impacts their performance work. Brenner (2004) asserts that a conducive work environment is one which provides a tolerable and comfortable climate, positive emotional leadership, health and safety regulation are strictly adhered to, strict adherence to individuals space and right and social integration in the work environment. The respondents were advocating for better working condition improve safety. The study established one of the biggest challenges facing health work force is lack of staff and lack of positive attitude among the staff. Health workers must fulfill their obligation as per the contracts. Challenges in the work environment cannot allow the workers to provide patients with services they need and deserve.
5.2.2 Reward Systems
Reward systems are a major concern to public health workers in the country the study established. The study proved that the pay is not equitable to the work performed more so the pay cannot meet current cost of living and it was unanimous that reward has a direct impact on their performance this has been a major cause for work boycotts and strikes observed in the recent past. Milchovich (2001) argues that compensation is key element in the management of people, it encompasses everything received by an employed individual in return for the work done. The health workers were of the opinion that the government must improve the financial and non-financial rewards this is because the increasing cost of living. Motivation is key to productivity of workers and number of deaths can be tremendously reduced if the workforce is motivated through better pay which is both timely and consistent.

5.2.3 Career Progression
The study established the organization has a proper promotion policy which to some extent the organization adheres to but most of the respondents were not sure whether the promotion is based on fairness and deservedness. As Armstrong (2009) asserts that career development is of importance to both to both the individual employee and to the organization individuals in an organization should be engaged in learning processes as they balance changing self and changing environment The government should provide health workers with training opportunities and timely promotions this can be done increasing budgetary allocation to the health sector

5.2.4 Job design
In as much as most of the respondents were of the opinion that there is a clear role definition in the organization it is clear that the design of the job does not offer good work family balance this is caused by the fact that the number of patients attend to in the facility overwhelms the workers and this forces the workers do work for longer hours and have shifts that do not favor their family needs. In addition the work arrangement should be reviewed and appropriate action taken to ensure jobs are enlarged, enriched and rotation done in a favorable manner. Specification of the contents, method and relationships of the jobs should have technological and organizational requirements as well as the social and personal requirements of the job holder.
5.3 Conclusions
The study concludes that quality work life of public health workers is not favorable and therefore should be improved to ensure proper service deliver to the patients and aid in the achievement of vision 2030.

The health workforce is confronted with major challenges in recruitment employment and retention these challenges are largely attributable to unfavorable policies macroeconomic and human resource level. Fewer workers are recruited due to government wide hiring freeze resulting in high workloads for remaining workers compounding the adverse consequences of these policies.

The Kenya government and partners can take measures at the human resource level to redress the challenges faced by public health workers which include attrition, absenteeism, workload training and retention and their underlying causes which include low salaries and benefits, occupational risk and occupational stress.

5.4 Recommendations
1. Improving remuneration of the public health workers by increasing funding for the health sector this will increase the workers morale thus better service delivery.
2. Government to equip the health facilities with adequate working equipments, improve the general working conditions and increase the safety of workers.
3. Increase access to treatment of the health workers; improve training opportunities and timely promotions.
4. Hire more health workers to reduce the workload on existing employees and redesign the jobs to favor both family commitment and work itself.
5. Develop a strategic plan for the health sector, improve coordination of activities, promote result based performance management and improve the scope, quality and flow of information.

5.5 Areas of further research
In this study the relationship between working environment, reward systems, career progression, job design and employee performance were investigated. Further research should include other
variables like job satisfaction, work role ambiguity, work role conflicts job stress and organizational commitment among public health workers.
REFERENCES


Daft R. L (2010), New era of management (9th ed.) Southwestern Cengage Learning


APPENDICES

Appendix 1: Letter of Introduction
Kenyatta University
School of Business
P.O.Box 44044
Nairobi.

Dear Sir/Madam,

RE: RESEARCH PROJECT DATA COLLECTION.

I am a postgraduate student of Kenyatta University pursuing MBA-Human Resource Management. As part of the course am carrying out a research on the effect of Quality Work Life on the performance of public health workers in Kenya a case of Kenyatta National Hospital, the objectives is to find out how work environment, reward systems, career progression and job design affect employee performance.

I intend to collect data using the questionnaire attached. The information collected will be treated with utmost confidentiality and will be solely be used for the purpose of this research.

I therefore kindly request you to complete the attached questionnaire.

Thank you for your support.

Yours Sincerely,

Gilbert Ogolla Otiende.

MBA Student
Appendix 2: Questionnaire

Section A: Demographic Information

Please tick the appropriate answer.

1. Your gender  male [ ]  female [ ]

2. Your age
   a.) Under 30 [ ]
   b.) 30 – 45 [ ]
   c.) 46 – 60 [ ]
   d.) Over 60 [ ]

3. Your highest completed level of education
   a.) O-level [ ]
   b.) Diploma/ Higher Diploma [ ]
   b.) Degree [ ]
   c.) Masters [ ]
   d.) Other (specify) ___________________

4. Number of years worked in the organization…………………

5. Your area of work
   a.) Doctor [ ]
   b.) Nurse [ ]
   c.) Support staff [ ]
   d.) Specialist [ ]

SECTION B: QUALITY WORK LIFE AND EMPLOYEE PERFORMANCE

In the tables below various statements are provided regarding the effects of work environment, reward systems, job design and career progression. Please indicated the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following scale.

SA- Strongly Agree, A- Agree, Neutral, D- Disagree, SD- Strongly Disagree
### 1.0 Work environment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>The environment offers due respect to individual space and rights</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>All necessary resources and equipment are readily available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>Health and safety regulations are strictly adhered to</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>The environment provides and is reflective of employee welfare</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>The leadership creates a humanistic atmosphere</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.0 Reward systems

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>The pay is equitable to the work I perform</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>The pay is both timely and consistent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>There are financial and non-financial rewards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>My pay is able to meet the current cost of living</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.0 Job design

<table>
<thead>
<tr>
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<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>The design of my job offers me independence in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>The job design offers me clear role definition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>I derive satisfaction from the design of my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>The job design offers me good work and family life balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>The design of my job helps develop my creativity and skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4.0 Career Progression

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>There is a well-defined career path in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>There is a promotion policy which is adhered to</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>Promotion is based on fairness and deservedness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>Performance appraisal reports are considered in promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>Promotions are often open and transparent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 5.0 Quality work life and Employee performance

i. What other indicators a part from the four above (work environment, reward systems, career progression and job design) to you consider to contribute to Quality Work Life?...
ii. What are the advantages of having Quality Work Life programs in your organization?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

THANK YOU FOR YOUR PARTICIPATION
# Appendix 3: Budget Schedule

<table>
<thead>
<tr>
<th>Proposal Writing</th>
<th>Cost (Ksh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing</td>
<td>800</td>
</tr>
<tr>
<td>Photocopy 5 booklets @ Ksh2</td>
<td>450</td>
</tr>
<tr>
<td>Spiral binding</td>
<td>300</td>
</tr>
<tr>
<td>Transport and miscellaneous</td>
<td>4000</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td><strong>5550</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
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</thead>
<tbody>
<tr>
<td>Data collection</td>
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</tr>
<tr>
<td>Data analysis</td>
<td>2000</td>
</tr>
<tr>
<td>printing</td>
<td>1500</td>
</tr>
<tr>
<td>Photocopy</td>
<td>700</td>
</tr>
<tr>
<td>Binding</td>
<td>4000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2000</td>
</tr>
<tr>
<td><strong>Total cost for Project</strong></td>
<td><strong>15200</strong></td>
</tr>
</tbody>
</table>
## Appendix 4; Work Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Number of Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>Proposal development</td>
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</tr>
<tr>
<td>2</td>
<td>Data Collection</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Data Analysis</td>
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</tr>
<tr>
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<td>Data interpretation</td>
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</tr>
<tr>
<td>5</td>
<td>Report writing</td>
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</tr>
<tr>
<td>6</td>
<td>Compilation and presentation</td>
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</tbody>
</table>