

**EMPLOYEE PARTICIPATION AND PERFORMANCE OF KENYATTA NATIONAL
HOSPITAL IN NAIROBI CITY COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
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DECLARATION

I certify that the research project I've done is entirely original and hasn't already been submitted to another university for a diploma or degree. No part of the project should be duplicated without permission from the author and/or Kenyatta University.

Sign:

Date:

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D53/CTY/PT/37995/2016

As the designated university supervisor, I have given my consent to this study project for examination.

Sign:

Date:

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DEDICATION

This study is in honor of my mother, Mrs. Monica Githinji, and father, Mr. Evanson Githinji, for their unwavering assistance, both financially and emotionally, during my academic career.

God bless them abundantly.

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ABBREVIATIONS AND ACRONYMS

PLS	Partial Least Square
SASRA	Sacco Societies Regulatory Authority
KNH	Kenyatta National Hospital
SME	Small and Medium Enterprises
DTS	Deposit Taking SACCO

OPERATIONAL DEFINITION OF TERMS

Organizational Performance	In terms of goals and objectives, the actual outputs or results of a company are compared to the expected outputs.
Employee participation	Refers to a management tool for improving organizational performance by encouraging employees and managers to work together toward common goals. The measures of this variable included; consultative management, collective bargaining, employee delegation and employee job enrichment.
Employee delegation	Giving important responsibilities to subordinates and growing the variety of job- related selections on hand to subordinates, which include the proper to make choices except searching for prior approval from the supervisor. The variable was measured in terms of empowerment, trust and skill development.
Collective bargaining	Refers to a pact between an employer and a trade union for the purpose of reaching an agreement on working conditions of employees. The measures of the variable included; Trade union participation (CBAs), positive work environment and mutual relationship.

Consultative management

It involves the actual change of thoughts and information in order to locate possible options to problems. The variable was measured in terms of openness/respect, sharing of information and suggestion plans.

Job enrichment

A procedure that includes increasing worth to present activities in order to promote them.

ABSTRACT

The country's current economic and social situations have had a negative impact on the delivery of health care services. Employee participation is one of the key values, which strives to have the right people with the necessary talents and attitude, as well as financial sustainability. The Kenyatta National Hospital, however, continues to suffer from inefficiency, low service quality, and consumer dissatisfaction. Therefore, this study sought to investigate the influence on employee participation on performance of Kenyatta National Hospital in Nairobi City County, Kenya. The study specifically examined the influence of consultative management, collective bargaining, employee delegation and employee job enrichment on the performance. Administrative management theory, human resource management theory, and equity theory lead the research. The study employed a descriptive research design. Kenyatta National Hospital will serve as the unit of analysis, while 911 Kenyatta National Hospital personnel from ten departments served as the unit of observation. A sample method was used to classify respondents by departments to ensure that all conditions were represented. The random selection process was used to select respondents. A total of 278 people, or 30.5 percent of the total population, were taken. In order to collect data, a questionnaire was used. At Kenyatta National Hospital, there were 28 participants in the experimental study who were left out of the final analysis. To ensure that the surveys are written in clear, understandable language and that the questions are valid, the researcher tested their content validity. The reliability was assessed using the Cronbach alpha test. Descriptive statistics like mean and standard deviation were used to evaluate quantitative data. Tables and figures were used to present the data that was looked at. Due to the fact that there were numerous explanatory variables in this study, inferential statistics were also performed using correlation analysis and multiple regression analysis. According to the study's t-value ($t=2.781$, $p 0.05$), consultative management had a positive and significant impact on performance. According to the study's t-value ($t=2.980$, $p 0.05$), collective bargaining had a positive and significant impact on performance. According to the study's t-value ($t=3.313$, $p 0.05$), employee delegation had a positive and significant impact on performance. According to the study's analysis of the t-value ($t=1.532$, $p 0.05$), job enrichment had a positive and significant impact on performance. The study concluded that the hospital had a very effective of implementation of consultative management strategy which improved their performance through openness/respect, sharing of information and suggestion plans. Through collective bargaining strategy the hospital was able to effectively implement Trade union participation (CBAs), create a positive work environment and mutual relationship that led to improved performance. The hospital had effective employee delegation process through participation, trust and skill development and through employee job enrichment the hospital was able to improve its performance through giving employees obligation, independence and timely response. The study recommended that the hospital should be aware of its business environment. This entails conducting a critical analysis of both the internal and external business environments. Collective bargaining should be used as a tool in establishing working conditions, pursuing strategic and commercial goals, and implementing strategic plans such as the Labour Management Plan. The hospital should communicate the task and its specific instructions to the designated employee in a clear and concise manner. The hospital's management should keep varying the task by assigning a variety of jobs to its employees. Employees who are taking on new tasks for the first time should always be given feedback.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Employee participation refers to how employees are taking part in workplace decision-making when it comes to shared decisions (Irawanto, 2015). According to Park (2018), increasing employee engagement can help an organization function better, and management must have specialized tools to help employees participate more actively in this area. According to Park (2018), high-performing and efficient businesses have a culture that encourages employee participation, and efficiency is a metric that actions both proficiency and viability. Therefore, workers are bound to take part in dynamic cycles, for example, objective setting and critical thinking, leading to improved performance.

Organizations all around the world have devised many processes to increase performance at all levels, from functional to employee, until overall organizational performance is improved (Bhatti & Qureshi, 2017). In Pakistan, Khattak, Iqbal, and Khattak (2018) find that organizations that improve their employees' abilities and knowledge outperform their competitors. As a result, in order to perform well and compete with market trends, businesses employees at all levels must be involved in dynamic cycles by allocating powers and position to them, adjusting group-based structures, and enhancing their employees' capabilities.

Organizations are implementing policies that encourage employee participation in specific tasks in an effort to boost productivity and increase market competitiveness (Khattak, Iqbal & Khattak, 2017). According to Obiekwe, Zeb-Obipi, and Ejo-Orusa (2019), the Japanese have prospered in international markets due to the fact they have continually positioned an excessive cost on integrating human beings with organizational goals, tools, and procedures. In order to improve organizational performance and achieve other desirable organizational outcomes, employee

participation has become a crucial strategy. Effective organizations also emphasize the importance of employee involvement in achieving their objectives.

Employees must now be considered as major stakeholders in the corporation due to recent changes in how employees are managed in South African enterprises. Whenever workers in different areas of the planet are respected the main significance of aggressive advantage, South Africa is nevertheless mired in a labor disaster characterised through strikes (Franca & Pahor, 2016). Employee engagement in job responsibilities has numerous elements, according to Robinso, Perryman, and Hayday (2017), but most importantly, participation indicates a good attitude toward a business. As a result, most South African companies see growing employee engagement opportunities as the most powerful conduit for improving organizational performance.

According to Kelemba, Chepkilot, and Zakayo (2017), the performance of Government Healthcare Institutions in Kenya can be improved through increasing staff participation, however this is a long-term system that requires each administration and worker initiative. In addition, Kelemba, Chepkilot, and Zakayo (2017) note that to foster a feeling of having a place and possession among representatives, suggest that these wellbeing establishments' administration empower expanded laborer support in business related choices and the joining of worker points of view into authoritative approach, and that participative administration be re-imagined and appropriately applied to work on workers' comprehension and perceptions of the organization.

1.1.1 Performance

Performance is a company's ability to employ both internal and external resources effectively and efficiently to achieve organizational goals (Richard, Devinney, Yip & Johnson, 2016). Choosing the proper and representative performance indicators, according to March and Sutton (2017), can recognize the relevance and value of strategies and activities as the driving force

behind all organizational actions. Firms that provide services, according to March and Sutton (2017), must expand on their examination of form output from the standpoint of the customer of a predictable driven company. However, for the present administration, acquiring and keeping up with elite execution and efficiency in undertakings is an immense test.

According to Staw, McKechnie, and Puffer (2016), performance refers a comparison of an organization's actual output or accomplishments to its declared objectives and goals. Organizational performance, according to Carton (2019), supports a process approach in which the zero in is on the inside interaction of measuring activity efficacy and efficiency using a set of measures. Excellent carrier and products, patron satisfaction, market success, carrier development, and worker relationships can all be used to evaluate organizational performance.

According to Snow and Hrebiniak (2017), every organization aspires to increase productivity and produce better outcomes. Efficiency is correlated with an organization's capacity to create a distinctive model of embracing business opportunities through exchange relationships, making it a critical aspect of how the organization engages with its surroundings to produce sustainable growth. Business leaders, according to Langley, Norman, and Provost (2019), should concentrate on coordinating and involving their workforce with people management systems, organizational structure, and strategy in order to create organizational effectiveness.

High levels of customer satisfaction are a business objective for every organization and a key to success, according to Barsky and Labagh (2018). The revenue of the company is impacted by customer satisfaction. However, low customer satisfaction levels also increase the likelihood that the organization's retention rates will be low. Churchill and Surprenant (2019) note that an organization can enhance the experience for its customers, increase customer satisfaction, and

raise its retention rates based on customer insights. Therefore, client pride is essential due to the fact it illustrates whether or not the purchaser base likes the products and services of the organization.

Performance is described as the capability of a company to operate comparably to the assumptions of companions as properly similar to declare express targets in order to continue to be in commercial enterprise (McGivern & Tvorik, 2017). According to Barnett, Greve, and Park (2019), organizational performance is a combination of effectiveness and efficiency, efficiency, quality, productivity, work-life quality, innovation, and profitability. In this scenario, performance measurement indicates the financial capabilities, relevance, efficiency, and the success of the company.

1.1.2 Employee Participation

Employee engagement permits representatives to work on their capacities and affords them control over their positions, permitting them to cherish their work (Lytle & Timmerman, 2016). Employee involvement in dynamic has been distinguished as an administration way to deal with working on the performance of the organization by pursuing common ground between employees and management, according to Ojokuku and Sajuyigbe (2016). As a result, good involvement may be argued to create opportunities for employees to share information about consumers, solve problems, and generate new ideas. Employee participation was measured in terms of consultative management, collective bargaining, employee delegation and job enrichment.

Managers use consultation management providing data to workers, paying attention to them, and taking into account what they are talking about prior to deciding. Managers are demanding and considerate employee viewpoints before making decisions through consultation management

(Yameen et al., 2015). Employee consultation, according to Ismail, Zainuddin, and Ibrahim (2018), entails finding acceptable solutions to challenges through a real exchange of ideas and information. Furthermore, Ismail, Zainuddin, and Ibrahim (2018) emphasize that the consultation does not deprive the administrator of the right to manage; management still has to make a final decision, but it places a responsibility on seeking and considering the views of employees before making decisions.

Employee delegation, according to Ugoani (2020), Delegating essential duties to subordinates, as well as assigning subordinates accountability for formal choices made by the management, it is a process that increases the number of job-related choices given to subordinates, particularly the position to pursue choices without first looking for the manager's endorsement. According to Xiong and Aryee (2017), delegation leaves choices in the hands of persons who may have a better understanding of certain issues than the supervisor providing the business with additional information processing benefits that may lead to more efficient and better quality decisions.

Collective bargaining is the process by which a company and a trade union work together to reach an agreement on working conditions of employees (Moe, 2019). Any industrial relations system relies heavily on collective bargaining, according to Hayter, Fashoyin, and Kochan (2019), as a technique for obtaining regulated flexibility since the parties involved, which includes the corporation and the union, have exceptional dreams and attain unique conclusions due to the available or imaginary resources available and the competitive position.

According to Leach and Wall (2017), Job enrichment is a method of making existing activities more interesting by adding new dimensions to them. The basic purpose of job enrichment, according to Davoudi (2018), giving people more power over their jobs (losing control is a major source of stress and, as a result, dissatisfaction). Allow them to take on responsibilities that

would typically be assigned to supervisors as much as feasible. Employees have more influence in how their work are planned, executed, and evaluated as a result of this. As a result, job enrichment provides employees with a variety of opportunities to grow and contribute to the company's success.

1.1.3 Kenyatta National Hospital

Kenyatta National Hospital (KNH) was founded in 1901 and is Kenya's main public referral, teaching, and research hospital. Legal Notice No. 109 on April 6, 1987, was issued by the government, converting it into a state corporation. As stated in the Notice, the hospital's responsibilities include receiving patients on referral from other Kenyan and international hospitals and institutions and offering specialized health-care services, and to provide medical education facilities at the University of Nairobi's College of Health Sciences, to provide nursing medical training services and other health and other related services, and to participate as a national referral hospital.

Kenyatta National Hospital's 1/3 Strategic Plan, 2013-2018, lays forth the Hospital's method for carrying out its duty. The Hospital's mandate is to supply professional healthcare, facilitate training, habits research, and take part in countrywide fitness planning. The Hospital used a vast participative method to boost its Strategic Plan. All the stakeholders have been all consulted and interviewed as section of the process. Unlike the preceding two, this Strategic Plan used to be created the use of the Balanced Scorecard approach. The method emphasizes an integrated set of metrics that link customer, financial, internal process, and impact of employee performance on long-term business success.

1.2 Statement of the Problem

Strikes and slowdowns, a lack of equipment and appropriate infrastructure, and the lack of human resources are just a few of the problems facing the health sector is currently confronting (Agbozo, Owusu, & Atakorah, 2017). Public reforms have been implemented, according to Lufunyo (2018), to enhance organizational effectiveness and service delivery effectiveness and efficiency, and make them more responsive to public needs. Despite the modifications, public hospitals continue to have dismal outcomes. As a result, health-care systems will be unable to function effectively and efficiently unless highly motivated human resources are provided with a conducive environment in which to work.

Ngure (2018) asserts that the surroundings at Kenyatta National Hospital (KNH) is dynamic and continuously changing, imparting sparkling possibilities and difficulties. The country's present day financial and social prerequisites have a damaging impact on how nicely healthcare is supplied. Employee participation is one of the key values, which seeks to have the right individuals with the correct talents and attitude; and the achievement of long-term financial viability Choge (2020) notes, however, that KNH continues to face challenges in 100% supplying great health care and purchaser disappointment in the health facility. Furthermore, Kenyatta National Hospital suffers from a severe scarcity of medical personnel, which affects practically every department. The majority of the hospital's human capital is employed in the private sector. The cost of providing medical services rises as a result of specialist competition. Due to the problems, inadequate service preparation, reduced health worker productivity, and brain drain occur, with skilled and experienced healthcare professionals seeking better paying employment in the private sector and overseas.

Ambani (2016) investigated the impact of staff involvement on work performance, and found that managers were informing employees about the future of the organization. The study took place at a different setting than the one used in the study. Employee consultation, delegation, collaborative decision-making, collective bargaining, and leadership style all contribute to enhanced performance, in accordance to Kuria (2017), researched on worker involvement on the overall performance of Kenyan authorities healthcare establishments. The respondents, on the other hand, were purposefully chosen, which could have resulted in sample bias. The current study will employ probabilistic rather than purposeful sampling.

The impact of employee participation on organizational performance was investigated by Sofijanova and Zabijakin-Chatleska (2018), who discovered that effective employee involvement is favorably associated with perceived organizational performance. Although the conclusions were based on the Republic of Macedonia's industrial sector, they may not be applicable to the KNH, which will be the subject of the current study. Employee involvement in decision-making has a considerable effect on college educational staff's organizational dedication, according to The study by Jane, Susan, and Muturi (2019) looked at the link between employee engagement and organizational performance and found that the organization uses employee consultation, which has an impact on organizational performance. Employee representation, empowerment, and consultation were, nonetheless, the study variables. Different variables will be used in the current investigation.

The investigations described above were conducted in various study contexts and with various approaches. As a result, the goal of this study was to determine how employee participation influences Kenyatta National Hospital's performance in Nairobi City County, Kenya.

1.3 Objectives of the Study

This section discusses the study's overall and specific goals:

1.3.1 General Objective

Employee participation influence on Kenyatta National Hospital's performance in Nairobi City County, Kenya

1.3.2 Specific Objectives

The study specifically aimed at:

- i. Determining consultative management influence on Kenyatta National Hospital's performance.
- ii. Investigating collective bargaining influence on Kenyatta National Hospital's performance.
- iii. Finding out employee delegation influence on Kenyatta National Hospital's performance.
- iv. Evaluating employee job enrichment influence on Kenyatta National Hospital's performance.

1.4 Research Questions:

- i. How does consultative management affect Kenyatta National Hospital's performance?
- ii. How does collective bargaining affect Kenyatta National Hospital's performance?
- iii. What is the link between employee delegation and Kenyatta National Hospital's performance?
- iv. How does employee job enrichment affect Kenyatta National Hospital's performance?

1.5 Significance of the Study

The results could assist the Kenyatta National Hospital's management in developing appropriate employee participation initiatives that will improve organizational performance. The study's findings would help other public and private hospitals by highlighting the importance of employee participation in organizational performance. Policy makers and the government would benefit from this study's findings because they would provide information on how to improve employee participation in organizations, as well as appropriate ways to formulate policies related to employee participation, which would increase staff commitment and improve organizational performance. The findings could be useful to the researchers in terms of providing secondary data on how employee participation affects organizational performance for future academic use. Furthermore, other researchers with an interest in conducting research in a similar field would be able to fill up the gaps that the study left behind.

1.6 Scope of the Study

The study was conducted at Kenyatta National Hospital in Nairobi City County, Kenya. Consultative management, collective bargaining, employee delegation, and job enrichment were used as indicators of employee participation. Employees from the hospital will be the responses. The study looked at the hospital's performance throughout the year 2016 to 2020.

1.7 Limitations of the Study

Respondents' reluctance to take part in the study could make it difficult to complete it to fully participate in the study, as some may fear being victimized. This was mitigated by giving an introductory letter from the university, as well as a more detailed explanation of the study's purpose. It was difficult to determine the respondent's honesty in answering the questions. However, the items in the questionnaires were tested for reliability and validity. The data

collection process may be impacted by respondents' hectic schedules. In order to address this, the questionnaires were sent via email to the respondents, who were instructed to reply to the researcher's email once they had finished.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical and empirical reviews, a summary of the literature examined, research gaps, and a conceptual framework.

2.2 Theoretical Review

This section covers the theories that were utilized to govern the study variables. A few examples include the balance scorecard, administrative management theory, human resource management theory, and equity theory. These are discussed in the order shown below:

2.2.1 Balance Score Card

Kaplan and Norton (1996) The Balance Score Card Model is a performance management framework where daily activities are tied to strategies. Provides a complete business idea based on the company's objectives. According to Kaplan and Norton (1996), the concept of a balance sheet card provides a powerful way to translate a company's strategy and vision into an instrument for really conveying key targets and driving execution against laid out essential goals. It is an administration framework that allows an organization's strategy and vision to be defined and interpreted by actions.

Companies with a well-thought-out course and a sound institutional business to achieve goals of their true capacity leaders, according to Feltham and Xie (2017). The ability to measure strategic objective achievement and performance, and the ability to turn organizational strategy into action, is basic to an association's development and achievement. The scorecard models, according to Hoque and James (2016), use the old style of business management to reconsider and avoid relying on the financial scale of strategic development. There is a case to be made that

the score card attempts to focus on actual marketing by verification the establishment of a cooperative organizational framework that ensures consumer value.

Organizations utilize balance score cards to adjust their business exercises to their methodology and vision, which makes this approach relevant. It assesses an organization's existing and future financial and operational performance. Any organization's ability to design and change its strategy in order to achieve its objectives is it relies upon its novel and adaptable connection with the inward and outside climate. As a result, management must effectively and efficiently monitor and assess the elements of both non-financial and financial businesses. This theory backs up the variable of organizational performance.

2.2.2 Administrative Management Theory

Fayol made a theoretical project in 1949 trying to come up with a more realistic and effective way to build an organization. It strives for clarity of administrative structure, legitimacy, class division, and the transfer of power to different employees depending on their personalities. According to the legal process, a company must have a well-established executive committee that defines a number of positions and features of personnel. The progression of power and the extent of the work expected by the not entirely settled by the clearness of the administration lines. The issue of division of work mirrors the way that a reasonable division of work is utilized to advance the uniqueness and efficiency of every unit to accomplish the goals of the organization. In short, management theoretical experts have seen the benefits of productivity with ground-based supervision.

To additional this hypothesis, Fayol (1909) added to the extra standards of this reality. He fostered the scalar idea, which was opposed to the hierarchical structure to control administrative functions. Fayol (1909) goes on to say that extraordinary principles encouraged subordinates to

deal with common concerns while managers deal with unfamiliar matters. The era of control concept states that a manager or the supervisor should not have a large number of employees less than the person in question can inspect or pay, while the rule of departmental practice is that connected capacities ought to be isolated into discrete administration units. The truth of the solidarity of the request was additionally integrated into the development of professionalism.

This theory supports operational flexibility by demonstrating that the clarity of the line of management contributes to the progression of force and extent of work expected of every person, considering ceaseless observing and extra hierarchical execution with a particular objective. The goal of management theory is to develop a clever plan for setting up the entire organization. Theoretically, it is advised to have a well-organized management structure, a distinct division of labor, and to give managers power and authority in accordance with their responsibilities. The theory is utilized to explain the variable of consultative management.

2.2.3 Human Resource Management Theory

Raymond Miles founded this theory in 1965. He says everyone gets an organization together with an assortment of assets that can be utilized by the board to work on by and large creation. For an organization to be able to increase staff performance, these resources include physical strength, skills, self-discipline, skills, and creativity, among others. The principal accountability of the supervisor is to zero in on overseeing and coordinating the staff, as nicely as going with significant choices in view of the authoritative abilities and skills of individuals.

Communication and directing between work and company is important, as per Miles and Ritchie (2012). It ought to likewise support cooperation in independent direction and interest. It proceeded to say that numerous organizations have misjudged the assets of individuals and that cooperation is urged to work on hierarchical execution and efficiency. This thought is significant

in research considering the way that a firm should see that its employees are unused resource dams. As a result, to access its resources, it is necessary to invest extensively in their development utilizing a range of tactics. As a result, the organization's performance improves. This theory is linked to job enrichment variable.

2.2.4 Collegial Model

Davis's (1968) collegial model, which embodies a time period notion, used to be first extensively used in lookup laboratories and similar work contexts. Traditionally, the collegial mannequin used to be based totally on the thinking of mutual participation between the corporation and the employees. Each worker needs to create a feel of belonging to the whole, supplying something to the whole, and appreciating the contributions of others. Management have to be a collaborative effort as an alternative than a one-man exhibit. The concept of management is collaborative. Managers are a coach who helps a team get better. Employees respond to this crisis, according to Shrifian (2011), with commitment and exercise self-control. Employees have a sense of purpose, a rewarding contribution, and a real sense of humor in this kind of atmosphere, though the value is limited in some cases. This self-imposed will lead to the enjoyment of modest work.

The collegial model is an extension of the supportive model, and refers to a group of people working together collaboratively and have a commitment to achieving a common goal (Parsons, 2016). According to Feiger and Schmitt (2019), some organizations, such as most human service organizations, have an aim of developing a collegial culture to help them achieve their goals. This style is based on cooperation, with a managerial focus on teamwork. Management is the coach who helps a team improve. Managers are regarded as collaborators rather than bosses. Employees believe they are an asset to the organization because management fosters a sense of cooperation with them. They have a sense of being needed and useful. The way an employee

responds to this situation is accountable. They believe that managers also contribute, so accepting and respecting their responsibilities in the organization is easy. The employee delegation variable is tied to this model.

2.2.5 Equity Theory

Pritchard's (1969) Equity Theory centers around the firm equity, particularly whether representatives accept they are dealt with genuinely in the work environment. The amount of input made in the working environment is represented by the idea of correspondence or imbalance. As per Mowday (1991), an individual in a business worker relationship assesses the advantages and rewards the person in question gets, as well as the worth of the thoughts offered and the outcomes acquired by different representatives inside and outside the recruiting industry. Contrasted with results like remuneration, acknowledgment, and pay increments, individual data sources incorporate schooling, exertion, information, and capacity. The power of the circumstance increments when an individual sees an information yield lopsidedness in view of their own insight and when contrasted with others.

Individuals who are less compensated show more grounded, gloomy feelings than the people who are excessively compensated, as indicated by Pritchard (1969). People will undoubtedly have a significant impact on their viewpoints to suit the results accepting there is a uniqueness in the business chief relationship like decreasing work to have equivalent outcomes, taking a different path while looking at conceivable imbalance, or contorting closely-held convictions. or then again others. Research connected with uniformity hypothesis that shows how a worker's impression of information equity and their work impact their inspiration. Administrators advance a useful working environment by plainly characterizing position necessities and setting fair and predictable working norms for all representatives.

2.3 Empirical Review

2.3.1 Consultative Management and Performance

The impact of consultative management on corporate governance and corporate governance in the banking sector in Egypt by Dajani and Zaki (2015); This was a pilot study aimed at identifying key drivers for consulting workers in Egypt. A list of research questions was developed and validated. The proposed groups had been expected and described the use of retrospective analysis. Employee consultative management has a large affect on job performance, however no longer so a good deal on agency overall performance. This research was conducted in Egypt, which is a different environment.

Ojokuku and Sajuyigbe (2014) investigated how consultative management affected a few small and medium-sized businesses' decision-making procedures in Lagos, Nigeria because 27 owners or managers of randomly selected SMEs and 119 employees were surveyed to create organized Data. Statistical techniques for both descriptive and non-descriptive data collection and analysis. These results show that management staff consultation during decision-making has significantly impacted the organization's performance in SMEs. The previous study, which was not the same as the present study, concentrated on small and medium-sized businesses in Lagos, Nigeria.

Kuria, Namusonge, and Iravo (2016) looked into the impact of consultative management on the organizational performance of government healthcare institutions in Kenya. A descriptive survey design was used for the investigation. 384 employees from Kenyatta National Hospital, Machakos and Kiambu Level 5 Hospitals were chosen to take part in the study by donating various samples. As instruments for gathering data, the questionnaire and interview instructions were used. It was discovered that consultation enhanced organizational performance in Kenya. However, the previous study employed convenience sampling to pick respondents, but the

current study will use a stratified sample method to ensure that all respondents are adequately represented.

2.3.2 Collective Bargaining and Performance

In Idemili North, Anambra State, Okpalibekwe, Onyekwelu, and Dike (2015) looked into the connection associating collective bargaining with performance of Nigerian union of local government employees. The research methodology was used, and there was a significant amount of reliance on both primary and secondary data. A single sample t-test was utilized to test the hypotheses, and data were analyzed using percentage and number of scores. Local Government Employees Union of Nigeria, according to the study's findings, contributed to industrial peace, workers' commitment to quality workmanship, and the effective use of collective bargaining to improve organizational performance. The respondents were selected using purposive method. The current study will use probabilistic sampling not purposive.

In their 2018 study, Mulunda, Were, and Muturi examined the influence of collective bargaining on employee overall performance in the Kenyan county of Nairobi's strength sector. All groups in the power area in Nairobi County have been the focal point of this investigation, together with each administration and affiliated personnel. The survey data was gathered using a questionnaire. According to the results of the linking coefficient, collective bargaining has a positive impact on employee performance, whereas downtime results show that employee performance increased. Employee performance in the energy sector was the subject of the study. The current research will concentrate on the health-care industry's organizational performance.

Mukiira, Moguche, and Muema's (2020) study looked at the association between collective bargaining and public health facility performance in Meru County's Imenti North Sub-County. Data was obtained by utilizing a questionnaire with analysis descriptively done. Collective

bargaining and public health facility performance were found to have a favorable and significant relationship. Previous research employed a descriptive research design

2.3.3 Employee Delegation and Performance

Njue, Waiganjo, and Kihoro (2017) investigated delegation as a factor influencing Kenyan microfinance institution performance. 398 microfinance organizations in Kenya that are members of the Association of Microfinance Institutions were surveyed. The study chose 398 MFIs from all over the nation using stratified sampling. Multiple regression research revealed that delegating had no statistical impact on microfinance institution firm performance. The study context was Microfinance Institutions in Kenya which is different from the current study.

The extent to which delegation of responsibility influenced the DTS innovation success in Kenya was explored by Njine, Nzulwa, Kamaara, and Ombui (2017). The SASRA database was used to create the sampling frame for this investigation. The study's sample was chosen via multistage sampling. The study's population consisted of 181 DTSs operating in Kenya, with a target population of 18 DTSs. Individual members of management were polled. The transfer of function and the performance of the new invention are positively and remarkably related, according to the study. In contrast to the secondary data used in this study, the current investigation will use primary data acquired through questionnaires.

Through an empirical analysis of Nigeria Plc flour mills in Lagos, Nigeria, Sev (2017) investigated the effective delegation of authority as a tactic for task completion and performance improvement in corporate organizations. As of December 2016, the study's population included 2920 employees from Lagos, Nigeria's Flour Mills of Nigeria Plc. To assess the applicability of class variations into stated features, a validation factor analysis with Varimax rotation was used. The study discovered that higher efficiency will result from the effective use of Flour Mills of

Nigeria Plc's shipping systems. The study focuses on Flour Mills, which is a different place than the current study.

2.3.4 Job Enrichment and Performance

In Nigerian public universities, Salau, Adeniji, and Oyewunmi (2014) examined the relationship between job enrichment and organizational success. A different research methodology was used in this study, and 197 valid questions were answered by chosen public universities in Ogun State, southwest Nigeria. Refined and simple randomized sampling processes were used for the investigation. The information gathered was heavily mathematically analyzed. According to the research, there is a link between job complexity, on-the-job training, important facets of job orientation, and job/organizational performance.

Asl, Nazari, and Raadabadi (2015) studied the relationship between job enrichment and nursing performance. The contemporary learn was performed with a hundred and sixty nurses in a public sanatorium in Tehran in 2012. Regardless of formal or casual overall performance appraisal ratings or self-reports, the universal performance ratio of all nurses suggests an excessive stage of performance, with greater than 1/2 of nurses performing well. Although the find out about used to be carried out in a public health center in Tehran with the participation of nurses, the outcomes can also now not be relevant to KNH with all group of workers as members.

Marta, Suparta, Devi, and Vibava (2020) investigated the position of work motivation and job pleasure in mediating the relationship between job enrichment, empowerment, and organizational dedication. The pattern consists of all personnel of the DJKN regional workplace in Bali and Lesser Tengar who preserve administration positions and have been with the workplace for at least 4 years. The analysis method for this study is the Smart PLS program

version 3.0 using the second phase of the partial least square (PLS) model. These findings point out that the impact of job growth on organizational dedication is extensive.

2.4 Summary and Gaps

The empirical review identifies investigations that have been conducted on the influence of consultative management, collective bargaining, employee delegation and employee job enrichment on organizational performance by various authors under different contextual and methodological aspects. Table 2.1 describes an overview of the literature reviewed, the gap that was missed, and how the gap will be filled.

Table 2.1: Summary and Gaps

Author	Study title	Findings	Gaps
Dajani and Zaki (2015)	Consultative management on job performance and organizational performance	Employee consultative management has a big impact on job performance, but not so much on company performance.	This research was conducted in Egypt, which is a different context.
Ojokuku and Sajuyigbe (2014)	Consultative management in decision making on performance	The influence of consultative management on decision-making on organizational performance was significant.	The previous study focused on SMEs in Lagos, Nigeria, which is not the same as the current study.
Kuria <i>et al.</i> (2016)	Role of consultative management on organizational performance	It was found that consultation management contributes to organizational performance.	The respondents in the previous study were chosen by convenience sampling, but the current study will use a stratified sample method to ensure that all respondents are adequately represented.
Okpalibekwe <i>et al.</i> (2015)	The connection between collective bargaining and organizational performance	The Nigeria Union of Local Government Employees has contributed to labor peace and staff commitment to high productivity.	The respondents were selected using purposive method. The current study will use probabilistic sampling not purposive
Mulunda <i>et al.</i> (2018)	Collective bargaining and employee performance	Employee performance improved significantly as a result of collective bargaining.	Employee performance in the energy sector was the subject of the study. The current research will concentrate on the health-care industry's

			organizational performance.
Mukiira <i>et al.</i> (2020)	Relationship between collective bargaining and performance	There is a good and strong connection between collective bargaining and the operation of public health facilities.	Previous research has used explanatory research design, however current research will use descriptive research methodology.
Njue, <i>et al.</i> (2017)	Delegation practice on performance	Delegation has no statistically significant impact on company success.	Microfinance Institutions in Kenya was the study's context, which was different from the current study.
Njine <i>et al.</i> (2017)	Delegation of responsibility on innovation performance	The relationship between delegation of responsibility and innovation performance is positive and significant.	The previous study relied on secondary data, whereas the current study will rely on original data collected via questionnaires.
Sev (2017)	Delegation of authority as a method of task completion and performance improvement	The use of delegation principles by Flour Mills of Nigeria Plc would result in higher-quality output.	The study focused on Flour Mills of Nigeria Plc, Lagos, Nigeria, which is not the same as the current study.
Salau <i>et al.</i> (2014)	Job enrichment and organizational performance	Work depth, on-the-job training, and key aspects of job-oriented work are more positive than the employee / organizational success.	The final study used a different research design, and this one will use descriptive research methodology.
Asl <i>et al.</i> (2015)	Job enrichment and performance	The overall performance score of all nurses suggested a high level of performance.	The results may not be applicable to KNH and all staff members, despite the fact that the study was carried out at a Tehran public hospital with nurses as participants

Marta <i>et al.</i> (2020)	Relationship between job enrichment, empowerment, and organizational commitment	Organizational commitment is significantly influenced by job enrichment.	The previous study employed an explanatory research design, whereas this one will use a descriptive research design.
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2.5 Conceptual Framework

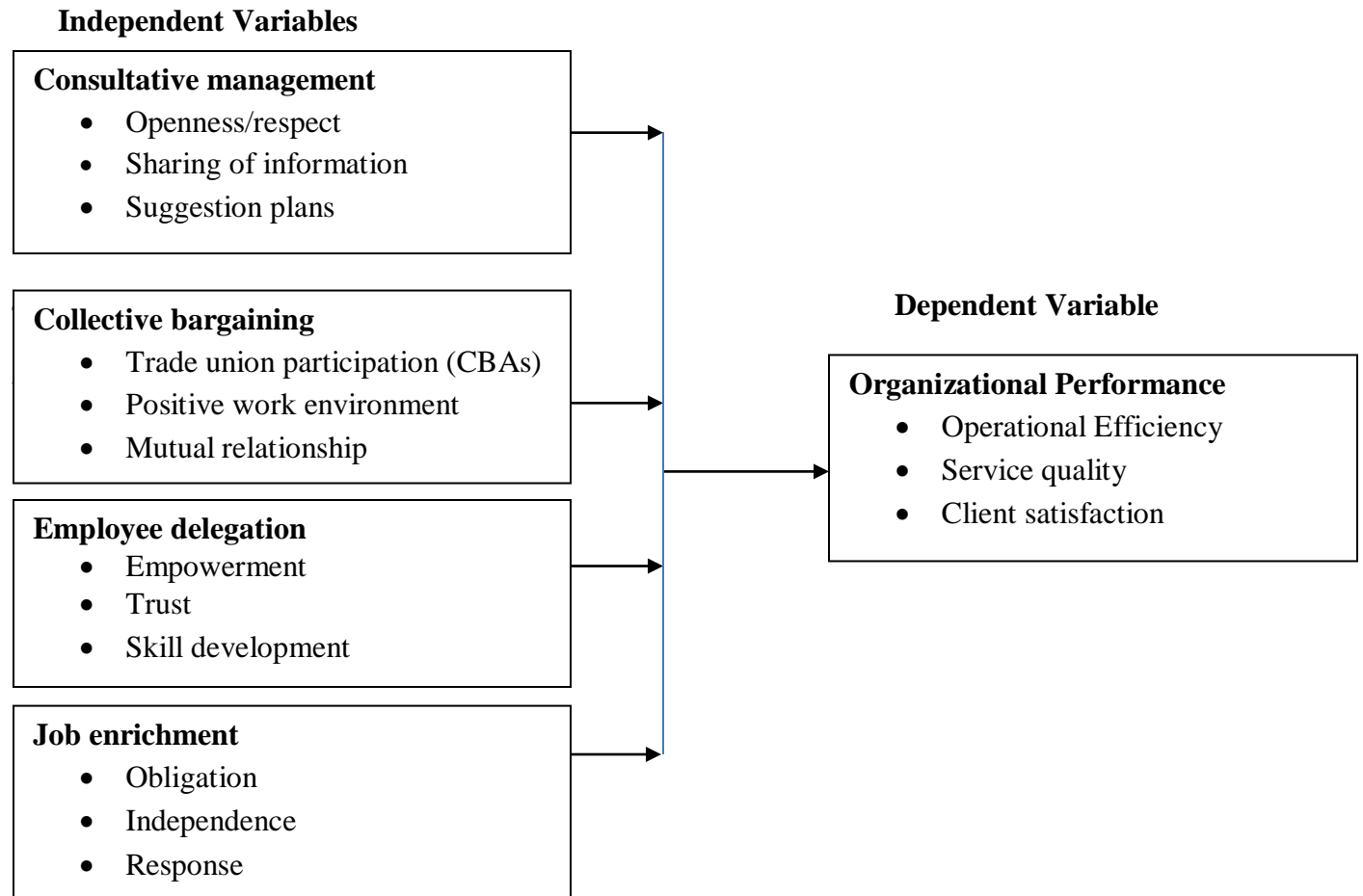


Figure 2.1: Conceptual Framework

The link between variables is depicted in Figure 2.1, where the independent variables comprise; consultative management, collective bargaining, employee delegation and employee job enrichment. Organizational performance is the dependent variable.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the methodology in terms the study's design, population, sampling, instruments, piloting, processes in collecting data, scrutiny and ethics.

3.2 Research Design

The importance of research design is that it helps to conduct a wide range of research activities, resulting in more efficient research, imparting extra records with the least quantity of work, time and cash (Kothari, 2004). As a result, a descriptive lookup format was once used in this study. According to Guest (2013), descriptive lookup includes surveys and facts series methods. The predominant motive of descriptive lookup is to replicate the present-day country of affairs.

3.3 Target Population

Population, as Mugenda and Mugenda (2003), note is a complete set of people or objects to be studied in any field of research with the same characteristics. As shown in Table 3.1, Kenyatta National Hospital served as the analysis unit, and 911 hospital employees drawn from ten departments served as the observation unit.

Table 3.1: Target Population

Department	Population
Human resource	106
Accidents and Emergencies	128
Chaplaincy	45
Infection prevention and control	169
Marketing and communication	92
Mental health department	50
Nursing department	136
Nutrition	85
Obstetrics and gynaecology	64
Information Communication and Technology	36
Total	911

3.4 Sample Design and Sample Size

Kombo and Tromp (2006), note that the design attributes to the way in which models are selected for viewing. A detailed description of birth is given being investigated and how they were chosen from the target group. To make certain that every individual was represented, respondents were classified by departments using a separate sampling process. A simple random selection process was utilized in selecting the respondents.

Taro Yamane (1967) sample size was used in the study, with a 5% error rate.

$$n = \frac{N}{1 + N(e)^2} = \frac{911}{1 + 911(0.05)^2} = 278$$

As a result, the sample size was 278 people, accounting for 30.5 percent of the overall population. Table 3.2 shows how to calculate the sample size using a factor of 0.305 (30.5 percent).

Table 3.2: Sample Size

Departments	Population	Sample Size
Human resource	106	32
Accidents and Emergencies	128	39
Chaplaincy	45	14
Infection prevention and control	169	52
Marketing and communication	92	28
Mental health department	50	15
Nursing department	136	41
Nutrition	85	26
Obstetrics and gynaecology	64	20
ICT	36	11
Total	911	278

3.5 Data Collection Instruments

Data collection was carried out by utilizing a questionnaire. Because sample respondents are assumed to understand the research questions, questionnaires will be used. This reduces the number of questions that need to be interpreted, which makes data collection cheaper and faster. The questionnaire was put into 5 divisions based on the study's objectives. A scale was used to gauge the respondents' agreement levels with a list of questions related to each study aim using a Likert scale. All respondents were given questionnaires to fill out.

3.6 Pilot Study

Piloting of the instruments involves a smaller number of individuals who are drawn from the population having a similar attribute to identify whether there are any errors before subjecting them to the ultimate study (Orodho, 2005). Mugenda and Mugenda (2003) state that experimental studies cover one-tenth of people with similar characteristics. As a result, 28

questionnaires were piloted with respondents from the Kenyatta National Hospital and were not involved in the final research.

3.6.1 Validity of Instrument

Validity assessment entails determining if a data collection tool will produce information that is relevant to a stated research objective (Orodho, 2005). Content testing was applied to guarantee that the tool was prepared in an easy-to-understand language and that the questions are straightforward. Construct validity involves evaluating the degree to which a measure correctly measures the target variable. Assessing construct validity requires examining the correlation of the measure with respect to variables known to be associated with the construct. The questionnaire included only relevant questions measuring known indicators of the variables. This was done with the help of the supervisor to assess the validity of the questionnaires.

3.6.2 Reliability of Instrument

Reliability is defined by Orodho (2005) as the ability to measure steel and produce consistent results. It's a metric for how well a research instrument's reliability provides consistent results after multiple trials. The reliability was determined using the Cronbach alpha test. Mugenda and Mugenda (2003), note that a test-retest reliability is assumed to be satisfactory if the correlation between different test treatments is 0.7 or more. Spearman coefficient of integration is obtained using points for each test component, usually ranging from 0.0 to 1.0; if the value is closer to 1.0, the tool is more reliable.

Table 3.3: Results of Reliability Test

Variable	Cronbach's Alpha Value
Consultative management	0.812
Collective bargaining	0.759
Employee delegation	0.817

Job enrichment	0.796
Performance	0.739
Average score	0.785

Source: Pilot Study (2022)

3.7 Data Collection Procedures

The hospital management was visited to obtain approval to collect information from staff. The researcher did so by scheduling meetings with department heads to request authorization to collect data. A two week period was given to the respondents to attend to the tools, which provided them with enough time to go through all of the questions. This helped to increase response rates and ensure that the data collected is precise and dependable.

3.8 Data Analysis and Presentation

A data scrutiny procedure that employs analytical reasoning to investigate each piece of presented data is known as data analysis (Tharenou, Donohue & Cooper, 2017). The information collected in the questionnaire was edited and cleared before coding. Qualitative data was analyzed by arranging the data thematically as per the objectives and presented in a narrative way.

Quantitative data were evaluated using descriptive statistics like mean and standard deviation. The analyzed data will be presented using tables and figures. Version 21.0 of the Statistical Package for Social Sciences (SPSS) was used for this. In addition, because there are several explanatory variables in this study, inferential statistics were performed and the model for the regression was used to lead statistical analysis in order to examine the link between variables.

The final equation was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Whereby Y = Organizational Performance

X₁= Consultative management

X_2 = Collective bargaining

X_3 = Employee delegation

X_4 = Job enrichment

$\beta_1 - \beta_4$ = Coefficients of determination

ε = Error term

3.9 Ethical Concerns

Ethics give a procedure in guiding the researcher during research process (Rani & Sharma, 2012). The University issued a letter of recommendation for the researcher to apply for a NACOSTI permit. The respondents were informed that no confidential information would be shared with any other person and that the researcher would not disclose his or her name in any way. Additionally, no personal or departmental identification information would be provided in any written document or other publication. After being informed about the study's intent and respondents were asked to participate after confirming that no other participants would be able to earn accessibility of data given for the study.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter covers presentation of results from the data that was collected from the field.

4.2 Response Rate

The sampled study respondents were 278 who were given questionnaires and the results are given in Table 4.1.

Table 4.2: Response Rate

Category	Responded	Percentage
Response	271	97.5
Non response	7	2.5
Total	278	100

The results in Table 4.1 show that 271 responded, giving an overall response rate of 97.5%, and 7 did not, subsequently a non-response rate of 2.5%. The study had a good response as Baruch and Holtom (2014) argue that if the response achieved is at 80% or more then it can be based on the final analysis. Therefore, at 97.5% the study's research findings were accepted and credible.

4.3 Demographic Data

4.3.1 Respondents' Gender

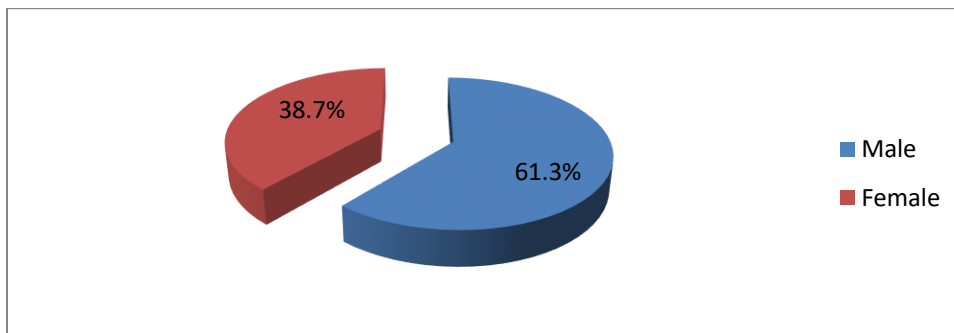


Figure 4.1: Respondent's Gender

As given in Figure 4.1, 61.3% represented male respondents and 38.7% female ones. Therefore, there was a gender balance in the organization meaning responsibilities within the hospital factored gender balance.

4.3.2 Respondents' Age

Table 4.2: Respondents' Age

Years	Frequencies	Percentages
Below 29	46	16.9
30 to 39	82	30.3
40 to 49	111	40.9
50 and above	32	11.8
Total	271	100

Table 4.2 presents the results of the ages of the respondents that most (40.9%) of the respondents were aged from 40 to 49 years, 30.3% from 30 to 39, 16.9% 29 and below and 11.8% 50 years and more. This is an implication that those respondents involved were from all the age groups. It was critical to include respondents of various ages because young employees can bring a fresh perspective and a distinct way of thinking to the hospital, whereas elderly employees can draw on both professional and personal experiences accordingly make the agency acquire its goals correctly and correctly with the most contribution from their personnel.

4.3.3 Respondents' Work Experience

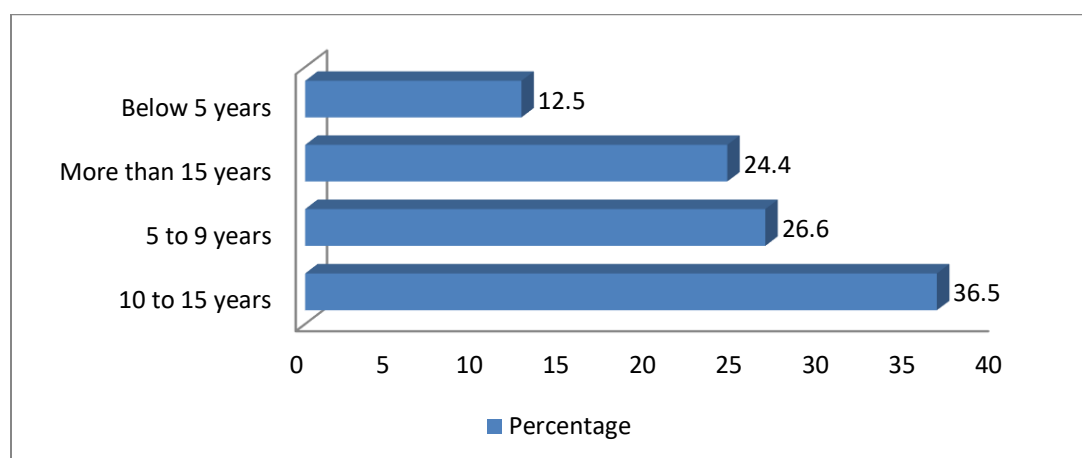


Figure 4.2: Respondents' Work Experience

Figure 4.2's findings demonstrate that respondents with 10 to 15 years of experience, 26.6% from 5 to 9, 24.4% higher than 15 and 12.5% less 5. This showed that those who involved in the study had worked for a good number of years that proves that the respondents had a good knowledge of the environment of the workplace, expectations of the hospital and they possessed a greater chance in developing competency and acquisition of skills in relation their responsibilities.

4.3.4 Respondents' Education Status

Table 4.3: Respondents' Education Status

Years	Frequency	Percentage
Diploma	86	31.7
Higher diploma	49	18.1
Graduate	119	43.9
Post graduate	17	6.3
Total	271	100

According to Table 4.2, those respondents who were graduates accounted for 43.9%, 31.7% had a diploma, 18.1% had a higher diploma and 6.3% had a post graduate certificate. The significance of figuring out the education of the respondents was once due to the fact when

personnel get hold of gorgeous training, their motivation will increase and they are blissful with their work, which will increase work effectivity and, as a result, higher sanatorium overall performance.

4.4 Descriptive Analysis Results

4.4.1 Consultative Management

Table 4.4: Consultative Management

Statements on Product design	M	SD
Managers' openness at KNH empowers employees to be creative and give their opinions as they feel more respected and trusted	4.08	0.92
In this hospital there exists information sharing during meetings with my supervisor	4.05	0.95
Employees who take ownership of their responsibilities are more motivated as they are able to develop ideas and get feedback on their effort	4.30	0.70
Embracing an employee ownership-type mentality leads to improved communication and greater collaboration among employees and leaders	4.12	0.88
Employees can attain their maximum potential with the help of mentoring, which promotes their personal and professional development in a positive way.	3.21	1.79
Mentorship improves present and future managers' leadership and coaching abilities.	4.55	0.45
	4.05	0.95

The performance of Kenyatta National Hospital in Nairobi City County, Kenya, was found to be impacted by consultative management, as shown by an aggregate of 4.05 and a standard deviation of 0.85 in Table 4.4. This shows that the hospital has been very successful in implementing a consultative management strategy that enhances their performance through openness/respect, information sharing and proposal programs. This is consistent with the findings of Dayani and Zaki's (2015) study on the impact of corporate governance and business management in the Egyptian banking sector, which showed that HR consulting management had a sizeable have an effect on performance, however now not on enterprise overall performance.

The statement was strongly supported by the respondents. that mentorship improves present and future managers' leadership and coaching abilities (M=4.55, SD=0.45). This is an indicator that the hospital upgraded its performance by virtue of having an effective mentorship and coaching programs thus empowering their employees. The results agree with Ojokuku and Sajuyigbe (2014) study that targeted on the effect of consultative administration on the decision-making technique of chosen SMEs in Nigeria, and discovered that overall, staff consultation management decision-making has had a profound impact on organizational overall performance in SMEs.

The employees who take ownership of their responsibilities are more motivated as they are able to develop ideas and get feedback on their effort (M=4.30, SD=0.70), embracing an employee ownership-type mentality leads to improved communication and greater collaboration among employees and leaders (M=4.12, SD=0.88), managers' openness at KNH empowers employees to be creative and give their opinions as they feel more respected and trusted (M=4.08, SD=0.92) and that in this hospital there exists information sharing during meetings with my supervisor (M=4.05, SD=0.95). This shows that the KNH facilitated the employees to enjoy autonomy within their workplace and creativity that greatly motivated their employees to lay their loyalty at the organization thus improving overall performance. This is in line with Kuria, Namusonge, and Iravo (2016) investigates the impact of consultation management on the performance of the Kenya State Government Health Care Institutions organization and found that consultation improves organizational performance.

The statement that the employees can attain their maximum potential with the help of mentoring, which promotes their personal and professional development in a positive way was moderately rated at (M=3.21, SD=1.79). The finding contradicts the findings of Dajani and Zaki (2015) who

investigated the have an impact on of session administration on commercial enterprise administration and enterprise administration in the Egyptian banking area and the effects are that worker session administration had a substantial have an impact on overall performance however now not least on corporation overall performance.

4.4.2 Collective Bargaining

Table 4.5: Collective Bargaining

Statements	M	SD
Trade unions in this Hospital engage in collective bargaining resulting to CBAs	4.50	0.50
Management in this hospital has always agreed to implement CBAs arrived at with the unions	3.23	1.77
There is a positive work environment as a result of collective bargaining at KNH	3.94	1.06
Positive work environments encourage open and honest communication at all levels of the business, which leads to a better understanding of job expectations and responsibilities.	4.84	0.16
Employees with good working relationships are more likely to donate everything and work harder.	4.04	0.96
Great employee relations as a result of CB makes the employees build trust and confidence in the workplace	3.06	1.94
	3.94	1.06

Collective bargaining was found to have an influence on Kenyatta National Hospital's performance with an aggregate of 3.94 that deviated from the mean by 1.06 as indicated in Table 4.5. This is an implication that through collective bargaining strategy the hospital was able to effectively implement Trade union participation (CBAs), create a positive work environment and mutual relationship that led to improved performance. This concurs with a research by Okpalibekwe, Onyekwelu, and Dike (2015) that looked at the link between collective bargaining and organizational performance and according to the findings of the study, employees contributed to industrial peace, workers' commitment to quality workmanship, and the effective use of collective bargaining to improve organizational performance.

Positive work environments encourage open and honest communication at all levels of the business, which leads to a better understanding of job expectations and responsibilities (M=4.84, SD=0.749) and that Trade unions in this Hospital engage in collective bargaining resulting to CBAs (M=4.50, SD=0.790). The findings show that the hospital was able to cope up with the changes both from within and outside their operations through effective communication and setting of clear employee roles. This concurs with the findings of a study by Mulunda et al. (2018) studied the impact of collective bargaining on worker productivity in Kenya's energy sector and the consequences confirmed that collective bargaining had a good-sized high-quality impact on worker productivity, whilst the consequences of downtime confirmed that worker productiveness increased throughout a single unit change in collective bargaining, implying that collective bargaining improves employee performance.

Employees with good working relationships are more likely to donate everything and work harder (M=4.04, SD=1.707) and that there is a positive work environment as a result of collective bargaining at KNH (M=3.94, SD=1.068). The result corresponds with the one of Mukiira, Moguche, and Muema's (2020) study looked at the association between collective bargaining and public health facility performance in Meru County's Imenti North Sub-County and collective bargaining and public health facility performance were found to have a favorable and significant relationship.

Respondents indicated a moderate level that the management in this hospital has always agreed to implement CBAs arrived at with the unions (M=3.23, SD=1.726) and that great employee relations as a result of CBA makes the employees build trust and confidence in the workplace (M=3.06, SD=1.94). This is opposite to the findings of a learn about performed via Mulunda et al. (2018) on the have an effect on of collective bargaining on the productiveness of power

quarter people in Kenya and the consequences confirmed that collective bargaining had a fantastic impact on worker productivity, whilst non-permanent effects confirmed that personnel productiveness expanded.

4.4.3 Employee Delegation

Table 4.6: Employee Delegation

Statements	M	SD
In this hospital employees have been empowered through greater autonomy	4.75	0.25
In this hospital empowered employees provide higher quality customer service and provide other customer service solutions thus building a happier customer base	4.05	0.95
Trust allows team members to collaborate more effectively and efficiently distribute vital resources and energy.	4.28	1.72
In the workplace, trust is essential as it enhances employees collaboration and team work on the same assignment	4.75	0.25
Employees gains skills that lead to increased efficiencies in processes, resulting in financial gain.	3.58	1.42
Development of employees skills increases their capacity to adopt new technologies and methods	3.69	1.31
	4.18	0.82

Employee delegation was found to have an influence on Kenyatta National Hospital's performance with aggregate of 4.18 and a deviation of 0.82 as presented in Table 4.6. The findings show that the hospital had effective employee delegation process through empowerment, trust and skill development. The results correspond with Njue *et al.* (2017) study that looked into delegation as a factor affecting MFIs performance in Kenya and research revealed that delegating had no statistical impact on microfinance institution firm performance.

In the workplace, trust is essential as it enhances employees collaboration and team work on the same assignment and that in this hospital employees have been empowered through greater autonomy (M=4.75, SD=0.25) respectively. The hospital's employee delegation had created trust among employees led to positive collaboration and team work. This is steady with the findings of an empirical investigation of flour mills of Nigeria, that was conducted by Sev (2017) focusing

on compelling designation of power as a system for task achievement and execution advancement in corporate associations and found that the efficient use of Nigerian Flour Mills Plc for shipping systems will result in higher efficiency.

It was agreed that trust allows team members to collaborate more effectively and efficiently distribute vital resources and energy ($M=4.28$, $SD=0.72$), in this hospital empowered employees provide higher quality customer service and provide other customer service solutions thus building a happier customer base ($M=4.05$, $SD=0.95$) and that employees gains skills that lead to expanded efficiencies in processes, bringing about monetary profit ($M=3.58$, $SD=1.42$). This shows that the hospital was able to achieve effective process of building trust, empowering of employees and allocation of relevant resources. Njine *et al.* (2017) studied how delegation of responsibility influences the DTS innovation success in Kenya and the transfer of function and the performance of the new invention are positively and remarkably related.

4.4.4 Employee Job Enrichment

Table 4.7: Employee Job Enrichment

Statements	M	SD
Explicit roles and responsibilities in the workplace help to improve job performance	4.52	0.48
For greater organizational performance, appropriate job descriptions provide a purposeful basis for evaluating staff performance.	4.63	0.37
Employees who have more control over how, when, and where their work will work will find their work more attractive.	3.87	1.13
Employees bears more responsibility and ownership of their work and becomes more invested in the outcome	3.43	1.57
Employees are given the skills to handle issues before they escalate, resulting in increased operational efficiency.	4.44	0.56
Feedback allows for more frequent recognition of team and individual accomplishments.	3.32	1.67
	4.04	0.96

Employee job enrichment was found to have an influence on Kenyatta National Hospital's performance in Nairobi City County, Kenya, Table 4.7's aggregate of 4.04 and standard deviation of 0.96 illustrate this. This showed that through employee job enrichment the hospital was able to improve its performance through giving employees obligation, independence and timely response. These findings are based on the Salau *et al.* (2014) a study that looked at the relationship between job enrichment and organizational success in Nigerian public universities and determined that it confirmed a tremendous relationship between job depth, job. education as nicely as necessary factors of job desire and job/organization overall performance.

For greater organizational performance, appropriate job descriptions provide a purposeful basis for evaluating staff performance (M=4.63, SD=0.57) and that explicit roles and responsibilities in the workplace help to improve job performance (M=4.52, SD=0.48). This means that the hospital was able to gain more trust from their employees through defining appropriate job descriptions and responsibilities. The respondents agreed on the statements that employees are given the skills to handle issues before they escalate, resulting in increased operational efficiency

(M=4.44, SD=0.56) and that employees who have more control over how, when, and where their work will work will find their work more attractive (M=3.87, SD=1.13). This demonstrates that when staff responsibilities are enriched, they earn more control and the efficiency within the workplace is increased along these lines working on the presentation of the association. This is upheld by the discoveries of an exploration by Martha, Supartha, Dewi, and Wibawa (2020) took a gander at the connection between work enhancement, strengthening, and hierarchical responsibility, as well as occupation inspiration and occupation fulfillment in settling these connections and According to these discoveries, work advancement has a critical effect. on authoritative responsibility.

4.4.5 Performance

Table 4.8: Performance

Statements	M	SD
Operating efficiency has improved which has led the hospital to reduce costs and improve bottom line profits.	4.42	0.58
The hospital has been able to retain a higher percentage of existing customers due to improved service quality	4.07	0.93
The service quality has improved in this hospital	4.30	0.70
Other hospitals have referred patients to KNH due to improved service quality	4.44	0.56
Clients at KNH have been satisfied with the service received	3.96	1.04
Complaints from clients have reduced in this hospital in the recent past	3.75	1.25
	4.16	0.84

The implementation of employee participation was found to have an influence on Kenyatta National Hospital's performance, with 4.16 as mean and a deviation of 0.84 in Table 4.8. This shows that the consultative management, collective bargaining, employee delegation and employee job enrichment within the hospital was to a larger extent properly implemented. According to Barnett, Greve, and Park (2019), organizational performance is a combination of

effectiveness and efficiency, efficiency, quality, productivity, work-life quality, innovation, and profitability.

Operating efficiency has improved which has led the hospital to reduce costs and improve bottom line profits (M=4.42, SD=0.58), The service quality has improved in this hospital (M=4.30, SD=0.70), other hospitals have referred patients to KNH due to improved service quality (M=4.44, SD=0.56), The service quality has improved in this hospital (M=4.30, SD=0.70), The hospital has been able to retain a higher percentage of existing customers due to improved service quality (M=4.07, SD=0.93), Clients at KNH have been satisfied with the service received (M=3.96, SD=1.04) and that complaints from clients have reduced in this hospital in the recent past (M=3.75, SD=1.25). This shows that the operational efficiency, service quality and client satisfaction within the hospital was to a larger extent maintained. According to Staw, McKechnie, and Puffer (2016), performance refers a comparison of an organization's actual output or accomplishments to its declared objectives and goals.

4.5 Inferential Statistics Results

4.5.1 Correlation Analysis

Table 4.9: Correlation Analysis

	Consultative management	Collective bargaining	Employee delegation	Job enrichment	Organizational performance
Consultative management	1 271				
Collective bargaining	.109 .341 271	1 271			
Job enrichment	.080 .485 271	.711** .000 271	1 271		
Employee participation	.223* .048 271	.492** .000 271	.303** .007 271		
Organizational performance	.641** .002 271	.553** .000 271	.706** .000 271	.836** .000 271	1 271

Source: Survey Data (2022)

The findings as given in Table 4.9, the variables collective bargaining, employee delegation, consultative management, and employee job enrichment had a strong relationship with performance with Pearson's r values of 0.553, 0.706, 0.641, and 0.836, respectively. This means that the modification of the independent variables will lead to positive and significant dependent variables.

4.5.2 Regression Analysis

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.636	.631	.454

The model's summary and the percentage of total variation in the dependent variable that the regression line can explain are shown in Table 4.10. The statistical measure R^2 , also referred to as the coefficient of determination, measures how closely the data match the fitted regression line. The model thus fully explains the variation in response data around its mean of 0.636(63.6%). Additionally, based on the data in Table 4.10, the adjusted R square value is 0.631(63.1%), which indicates how much the use of consultative management, collective bargaining, employee delegation, and job enrichment affected Kenyatta National Hospital's performance.

Table 4.11: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.895	4	57.224	116.430	.000 ^b
	Residual	130.736	266	.491		
	Total	359.631	270			

The F calculated value (116.430) is higher than the F tabulated value (57.224) at the 5% level of significance, indicating that the model is significant. demonstrating a good model fit on how the investigated independent variables affected Kenyatta National Hospital's performance.

Table 4.12: Coefficients

Model		Unstandardised Coefficient		Standardised Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.54	0.49		6.61	0.000
	Consultative management	0.73	0.05	0.07	2.78	0.001
	Collective bargaining	0.69	0.09	0.12	2.98	0.001

Employee delegation	0.54	0.13	0.15	3.31	0.000
Job enrichment	0.71	0.07	0.09	1.53	0.001

The results in Table 4.11 show that when consultative management, collective bargaining, employee delegation and employee job enrichment are held at constant, the performance of Kenyatta national hospital would be at 0.54. The results also show that, when consultative management is increased by one unit the performance of Kenyatta national hospital would be increased by a factor of 0.73. When collective bargaining is increased by one unit the performance of Kenyatta national hospital would be increased by a factor of 0.69. When employee delegation is increased by one unit the performance of Kenyatta national hospital would be increased by a factor of 0.54 and when job enrichment is increased by one unit the performance of Kenyatta national hospital would be increased by a factor of 0.71.

The established regression equation was $Y = 0.54 + 0.73X_1 + 0.69X_2 + 0.54X_3 + 0.71X_4$. Therefore, the performance of Kenyatta national hospital = $0.539 + (0.729X_1 \text{ consultative management}) + (0.729X_2 \text{ collective bargaining}) + (0.539X_3 \text{ employee delegation}) + (0.712X_4 \text{ job enrichment})$. In addition, Table 4.12, shows that consultative management, collective bargaining, employee delegation and employee job enrichment had a positive and significant relationship as presented by t- values. The relationships ($p < 0.05$) are all significant with consultative management ($t=2.78, p < 0.05$), collective bargaining ($t= 2.98, p < 0.05$), employee delegation ($t= 3.31, p < 0.05$) and job enrichment ($\beta = 1.53, p < 0.05$).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary, conclusion, recommendation and suggestions for future research.

5.2 Summary

The study's overarching goal was to investigate the impact of employee participation on the performance of Kenyatta National Hospital in Nairobi City County, Kenya. The specific goals were to determine the effect of consultative management, collective bargaining, employee delegation, and employee job enrichment on the performance of Kenyatta National Hospital in Nairobi City County, Kenya. Questionnaires were used to collect data. Data was analyzed using descriptive statistics and inferential statistics. The results are shown below:

The study sought to ascertain the effect of consultative management on the performance of Kenyatta National Hospital. Consultative management was found to have a positive and significant impact on the performance of Kenyatta National Hospital. Mentorship improves present and future managers' leadership and coaching abilities and that employees who take ownership of their responsibilities are more motivated as they are able to develop ideas and get feedback on their effort.

The purpose of the study was to look into the effect of collective bargaining on the performance of Kenyatta National Hospital. Collective bargaining was found to have a positive and significant impact on the performance of Kenyatta National Hospital. Positive work environments encourage transparent correspondence at all levels of the business, which leads to a better understanding of job expectations and responsibilities (and that Trade unions in this Hospital engage in collective bargaining resulting to CBAs.

The study sought to ascertain the effect of employee delegation on the performance of Kenyatta National Hospital. Employee delegation was found to have a positive and significant impact on the performance of Kenyatta National Hospital. In the workplace, trust is essential as it enhances employees collaboration and team work on the same assignment and that in this hospital employees have been empowered through greater autonomy.

The study sought to ascertain the effect of employee job enrichment on the performance of Kenyatta National Hospital. Employee job enrichment was discovered to have a positive and significant impact on the performance of Kenyatta National Hospital. For greater organizational performance, appropriate job descriptions provide a purposeful basis for evaluating staff performance and that explicit roles and responsibilities in the workplace help to improve job performance.

5.3 Conclusion

The study concluded that the hospital had an exceptionally successful of execution of consultative management strategy which worked on their exhibition through openness/respect, sharing of information and suggestion plans. The hospital improved its performance due to having an effective mentorship and coaching programs thus empowering their employees. KNH enabled the employees to enjoy autonomy within their workplace and creativity that greatly motivated their employees to lay their loyalty at the organization thus improving overall performance.

The study concluded that through collective bargaining strategy the hospital was able to effectively implement Trade union participation (CBAs), create a positive work environment and mutual relationship that led to improved performance. The hospital was able to cope up with the changes both from within and outside their operations through effective communication and

setting of clear employee roles. The hospital is able to streamline the relationship among employees through embracing collective bargaining strategies.

The study concluded that the hospital had effective employee delegation process through empowerment, trust and skill development. The hospital's employee delegation had created trust among employees led to positive collaboration and team work. The hospital was able to achieve effective process of building trust, empowering of employees and allocation of relevant resources.

The study concluded that through employee job enrichment the hospital was able to improve its performance through giving employees obligation, independence and timely response. The hospital was able to gain more trust from their employees through defining appropriate job descriptions and responsibilities and that when staff responsibilities are enriched, they earn more control and the efficiency within the workplace is increased.

5.4 Recommendation

The study recommended that the hospital should be aware of its business environment. This entails conducting a critical analysis of both the internal and external business environments. The hospital administration must discover what its employees value most and genuinely honor those values to the best of its ability within budgetary and other constraints.

The study recommended that collective bargaining should be used as a tool in establishing working conditions, pursuing strategic and commercial goals, and implementing strategic plans such as the Labour Management Plan. Collective bargaining and collective agreements should also be used to standardize employment administration and simplify how the hospital manages and employs its employees.

The study recommended that the hospital should communicate the task and its specific instructions to the designated employee in a clear and concise manner. When delegating a task, hospital management should usually inform the new task owner about the task's deadline as well as additional timetables for each of the task's checkpoints. Training skills should be used by hospital management because they can assist employees in acquiring the abilities and knowledge needed to complete the task.

The study recommended that the hospital's management should keep varying the task by assigning a variety of jobs to its employees. Employees who are taking on new tasks for the first time should always be given feedback. Encourage the employee's manager to provide useful feedback and point them in the right direction. To lay the groundwork for a job enrichment program, management should select tasks that will add meaning to the workdays of its employees. Allow employees the freedom and autonomy to make their own decisions while allowing for some margin of error.

5.5 Suggestions for Future

The current study examined the impact of employee participation on KNH performance in Nairobi City County, Kenya. Employee participation was measured in terms of consultative management, collective bargaining, employee delegation and employee job enrichment. As a result, the study suggests that another study be conducted focusing on other measures that have not been studied. In addition, the study context was Kenyatta National Hospital, therefore, another study can be carried out focusing on a different study context like private hospitals.

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APPENDICES

Appendix I: Cover Letter

Dear Respondent

Re: Request for Participation in Research Study

I'm a postgraduate student at Kenyatta University working on a research project on: **‘EMPLOYEE PARTICIPATION ON THE PERFORMANCE OF KENYATTA NATIONAL HOSPITAL IN NAIROBI CITY COUNTY, KENYA’** as a requirement for the award of a Master's of Business Administration degree (Human Resource Management Option).

Thus, you have been chosen to partake in this concentrate by giving significant data by finishing the survey. Kindly note that this study is for academic purposes as it were.

I appreciate your cooperation in advance.

Kind Regard

Githinji Susan Nyawira

Appendix II: Questionnaire

Section A: Demographic Data

1. Gender? () Male Female ()
2. Age (Years)?

Below 29 ()	30 – 39 ()
40 – 49 ()	50 and more ()
3. Experience in years:

Below 5 ()	5 - 9 ()
10 – 15 ()	More than 15 ()
4. Education status

() Diploma	() Higher Diploma
() Graduate	() Post graduate

Section B: Consultative Management (CM)

Kindly rate the statements following the guidelines provided on how consultative management, collective bargaining, employee delegation and employee job enrichment. You are required to rate each of the statements as per your agreement level:

Strongly agree - SA, Agree - A, Undecided - U, Disagree - D and Strongly Disagree - SD

Code	Consultative Management (CM)	SD	D	U	A	SA
CM1	Managers’ openness at KNH empowers employees to be creative and give their opinions as they feel more respected and trusted					
CM2	In this hospital there exists information sharing during meetings with my supervisor					
CM3	Employees who take ownership of their responsibilities are more motivated as they are able to develop ideas and get feedback on their effort					
CM4	Embracing an employee ownership-type mentality leads to improved communication and greater collaboration					

	among employees and leaders					
CM5	Employees can attain their maximum potential with the help of mentoring, which promotes their personal and professional development in a positive way.					
CM6	Consultative management improves present and future managers' leadership and coaching abilities.					
Code	Collective Bargaining (CB)	SD	D	U	A	SA
CB1	Trade unions in this Hospital engage in collective bargaining resulting to CBAs					
CB2	Management in this hospital has always agreed to implement CBAs arrived at with the unions					
CB3	There is a positive work environment as a result of collective bargaining at KNH					
CB4	Positive work environments encourage open and honest communication at all levels of the business, which leads to a better understanding of job expectations and responsibilities.					
CB5	Employees with good working relationships are more likely to donate everything and work harder.					
CB6	Great employee relations as a result of CB makes the employees build trust and confidence in the workplace					
Code	Employee Delegation (ED)	SD	D	U	A	SA
ED1	In this hospital employees have been empowered through greater autonomy					
ED2	In this hospital empowered employees provide higher quality customer service and provide other customer service solutions thus building a happier customer base					
ED3	Trust allows team members to collaborate more effectively and efficiently distribute vital resources and energy.					
ED4	In the workplace, trust is essential as it enhances employees collaboration and team work on the same assignment					
ED5	Employees gains skills that lead to increased efficiencies in processes, resulting in financial gain.					
ED6	Development of employees skills increases their capacity to adopt new technologies and methods					
Code	Job Enrichment (JE)	SD	D	U	A	SA
JE1	Explicit roles and responsibilities in the workplace help to improve job performance					
JE2	For greater organizational performance, appropriate job					

	descriptions provide a purposeful basis for evaluating staff performance.					
JE3	Employees who have more control over how, when, and where their work will work will find their work more attractive.					
JE4	Employees bears more responsibility and ownership of their work and becomes more invested in the outcome					
JE5	Employees are given the skills to handle issues before they escalate, resulting in increased operational efficiency.					
JE6	Feedback allows for more frequent recognition of team and individual accomplishments.					
Code	Organizational Performance	SD	D	U	A	SA
OP1	Operating efficiency has improved which has led the hospital to reduce costs and improve bottom line profits.					
OP2	The hospital has been able to retain a higher percentage of existing customers due to improved service quality					
OP3	The service quality has improved in this hospital					
OP4	Other hospitals have referred patients to KNH due to improved service quality					
OP5	Clients at KNH have been satisfied with the service received					
OP6	Complaints from clients have reduced in this hospital in the recent past					

Appendix III: University Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/37995/2016

DATE: 16th March, 2022

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR GITHINI SUSAN NYAWIRA – REG. NO.
D53/CTY/PT/37995/2016.

I write to introduce Githini Susan Nyawira who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Githinji intends to conduct research for a M.B.A Project Proposal entitled, “**Employee Participation and Performance of Kenyatta National Hospital, Nairobi City County Kenya**”.


Any assistance given will be highly appreciated.


Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

AM/lnn


Appendix IV: Research Permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **736348** Date of Issue: **04/April/2022**


RESEARCH LICENSE




This is to Certify that Miss.. Githinji Susan Nyawira of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: EMPLOYEE PARTICIPATION AND PERFORMANCE OF KENYATTA NATIONAL HOSPITAL IN NAIROBI CITY COUNTY, KENYA for the period ending : 04/April/2023.

License No: **NACOSTI/P/22/16575**

736348
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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