FACTORS INFLUENCING EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR: A CASE STUDY OF NAIROBI HOSPITAL

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA.

SEPTEMBER, 2022

DECLARATION

DECLARATION BY STUDENT

This project report is my own work, and it has not been submitted for any other College or University test.

SIGNATURE…… **DATE……**

PHILLOMINE ACHOLA

BML/24/00952/3/19

This project report has been submitted for examination with my approval as University Supervisor

SIGNATURE ……. **DATE……**

PATRICIA NJOKI

The Management University of Africa

DEDICATION

This research project report is dedicated to my family for their love, encouragement, and support during my studies.

ACKNOWLEGDEMENT

I'd want to convey my gratitude to, my supervisor Patricia Njoki for her outstanding supervision and professional assistance. Throughout my study preparation, she has been patient and encouraging. I'd want to express my gratitude to the Management University of Africa library for their assistance and support. Thank you to the employees of Nairobi Hospital for allowing me to utilize their data, which substantially aided me in the drafting of this report.

ABSTRACT

The goal of this study was to identify factors influencing employee performance in the health industry, using Nairobi Hospital as a case study. The study's objectives included determining the impact of the working environment, employee salary, and the effect of training on staff performance at Nairobi Hospital. The descriptive research strategy was used in the study because it is a suitable choice when the study's goal is to determine features, trends, frequencies, and categories. This study's target population was 94 workers, and stratified random selection was chosen as the best sample strategy since it properly reflects the population being examined. Frequencies and percentages were analyzed using descriptive statistics. Correlation and regression analysis were examined using inferential statistics. Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 24. Figures and tables were used to present the findings. The findings showed a strong and advantageous association between the workplace and employee performance. The results showed that employee remuneration and performance had a very strong positive association. Moreover, the results of this study demonstrated a strong relationship between training and development and employee performance. In order to guarantee that employee contributes successfully to the aims and objectives of the business, the study recommends that the employer should create an atmosphere conducive to work. The study recommended that both monetary and non-monetary incentives to increase employee retention and efficiency. The study advised employer should make significant investments in training and development initiatives to make sure that the staff is well-trained to carry out organizational tasks and processes effectively. In conclusion, the study's findings show that there is a strong link between employee performance and the working environment, employee compensation, and training and development. The researcher suggested that future research should examine other barriers to employee performance in other industries, such government parastatals, and various variables like the regulatory environment and educational attainment should be considered.

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ABBREVIATIONS AND ACRONYMS

AIDS : Acquired Immunodeficiency Syndrome

ANOVA : Analysis of Variance

HIV : Human Immunodeficiency Virus

IMF : International

SPSS : Statistical Package for Social Sciences

OPERATIONAL DEFINATION OF TERMS

Motivation **:** An employee's innate desire and willingness to complete specific tasks or activities related to his or her employment is referred to as motivation (Lim & Chapman, 2015)

Training and Development **:** This is the systematic alteration of behavior as a result of education, teaching, development, and planned experience (Lemma & Birhane, 2016).

Remuneration **:** This consists of a variety of both financial and non-financial rewards given to employees in exchange for their service to the organization; it is typically paid in the form of salaries, wages, allowances, and employee benefits such as medical coverage, pension, and retirement benefits, among other things (Caillier, 2010).

Working Environment **:** Foldspang (2014) defines work environment as "the whole surrounding conditions in which a worker performs," and these conditions might include social conditions, physical conditions, and psychological conditions.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

The goal of this chapter is to expose the reader to the elements that influence employee performance in the health care industry. This chapter discusses the study's background, the problem, the study's aims, research questions, importance, and scope.

1. 1 Background of the study

Human resources are often recognized as one of the most important and useful resources for achieving company goals. Human resources are the most essential resource in influencing organizational performance (Tso, Liu, & Li, 2015). A firm's effectiveness and efficiency cannot be achieved without competent human resource management. The primary emphasis of human resource management is the firm's interest in the performance of its personnel. This function is carried out by all managers in order to maximize their performance and utilize human abilities, knowledge, and experience in order to achieve organizational goals (Gong, Huang, & Farh, 2009).

According to Fernandez and Moldogaziev (2013), human resources are the most important factor influencing employee performance in organizations. It is a critical component of the manufacturing process regardless of the firm's industry. It is feasible to achieve the firm's success by having a well-trained, motivated team. For this reasoning, management is responsible for not just deploying raw supplies, equipment and facilities, but also motivating its personnel. Productivity, customer relations and quality are critical aspects of success that are dependent on staff performance (Liao & Chuang, 2014). If the staff is motivated, it will perform well. Employees are a company's most significant asset; without them, no manufacturing can take place. The success of any firm is mainly

determined by the caliber of its people, as measured by their performance (Yang, Wan, & Wu, 2015).

Employee performance is an important factor in the organization's success. According to Caillier (2010), a work place with strong motivation and cleanliness aspects leads to excellent performance and low employee complaints. Employee performance, like all other systems, does not function when its components do not cooperate smoothly and efficiently. As a result, understanding the relationship between the company and its personnel is critical to improving the organization's capacity to move forward successfully. Firms must understand and recognize the elements that influence employee performance since such information will enable the company to make decisions that will instill enhanced performance in the workers and, as a result, the overall performance of the organization. It has been demonstrated that employee performance has a major impact on organizational performance. This is because individual achievement serves as the foundation for organizational performance. Identifying variables that influence employee performance may aid in the improvement of human resource tasks such as recruiting, retention, and, most significantly, organizational results (Markham, Markham & Braekkan, 2014).

Employee performance in most businesses and institutions is heavily reliant on the welfare services offered by the organization (Tso, Liu, & Li, 2015). Welfare services are often defined as the organization's supply of specific services, benefits, or facilities to its workers in order to increase employee satisfaction by meeting some of their fundamental requirements. Employee efficiency and effectiveness are enhanced through welfare services, as well as employee health and safety. Because efficiency, productivity, and effectiveness lead to the achievement of the organization's overall goals and objectives, a satisfied employee leads to a satisfied organization. According to Gong, Huang, and Farh (2009), employee welfare facilities are primarily based on companies' and

organizations' social responsibility to their employees. For any organization to completely deliver high-quality products and services that they specialize in and meet their goals, they must have qualified and high-performing employees.

In the United States, the whole process of bringing in new workers into the firm is primarily to familiarize the workers with the arrangement of duties inside the company, as well as to get acquainted with the organizational culture, processes, and systems, as well as the company's values (Luo, 2016). Getting started in a new location may be quite difficult for a new employee joining the business since it involves encounters with strange surroundings and people. In the early stages of employee implementation, not only the employer should take leadership, but the entire team should emphasize their care and desire to help and support one another. A well-executed procedure will help the employee to adjust in two primary dimensions: social and professional. Acceptance of team norms and standards, as well as management styles, is required for social adaptation. Professional adaptation, on the other hand, entails adjusting to the job's content and conditions (Karanja, 2015).

1.1.1 Profile of Nairobi Hospital

Since its inception in 1954, The Nairobi Hospital has excelled in medical knowledge and service delivery, earning it deserved distinction as a sophisticated diagnostic, treatment, and referral center across East Africa and beyond. Extensive investment in cutting-edge technology and medical equipment has enabled us to build national and international leadership in medical treatments.

Nairobi Hospital has highly skilled experts that carry out every day purpose by transforming their knowledge and skills into internationally compliant healthcare practices. Courtesy, compassion, and unreserved regard for patients' privacy, dignity, and confidentiality has helped them earn their

confidence and goodwill time and again. The devoted nursing team delivers expert care in a warm and comfortable setting, making hospitalization a more joyful and less stressful experience for patients and their families.

Nairobi Hospital is particular about quality and take pleasure in their reputation for providing the highest levels of health care; they prioritize patient happiness. Their management approach fosters a sense of belonging, and as a result, a highly motivated and engaged workforce believes in teamwork and aiding one another to achieve the company purpose. The hospital is self-sufficient, and any profits are reinvested in hospital growth to serve patients and the community at large. They make the best use of human resource and material resources to the hospital's long-term success. That's why the hospital was a convenient place for the study.

1.2 Statement of the Problem

The health industry is now dealing with a number of issues that are hurting service delivery to the public. These issues include strikes and slowdowns, a lack of equipment and suitable infrastructure, and a lack of sufficient human resources, among others (Agbozo, Owusu, & Atakorah, 2017). Health systems cannot function effectively and efficiently without motivated human resources, and for any organization to achieve this, extra costs must be incurred to ensure that the employee's welfare is well taken care of and that they are provided with a conducive environment in which to carry out their duties (Caillier, 2010).

Employees are frequently drawn to and strive to join specific companies not only because of the extrinsic advantages such as the compensation packages provided by the business, but also because of the intrinsic benefits as well (Cawe, 2016). These benefits include, among other things, housing, risk and transportation allowances, medical coverage, leave and off days, pension and retirement

benefits. These advantages play an important role in sustaining or even enhancing employee morale and motivation, which in turn leads to greater work satisfaction and job performance among employees and, as a result, a beneficial influence on the organization's productivity (Tso, Liu, & Li, 2015).

Conversely, study on the current notion of employee welfare indicates that there have been arguments against the provision of welfare programs and amenities, and the Human Resource department has sought in vain over the years to disassociate itself from these superfluous welfare operations (Liao & Chuang, 2014). According to Herzberg (2009), welfare services are hygiene elements and so do not inspire employees in any manner.

Employee performance is mostly determined by their emotions and sentiments, as well as their awareness that their needs are being met by the firm (Birhane, 2016). Employee performance is a major objective of organizational management, and managers believe it is their moral responsibility to maintain high levels of employee work satisfaction due to the influence on productivity. However, managers fail to understand or choose to ignore their employees' needs, which contributes to or results in demotivated employees whose job performance level decreases (Liao & Chuang, 2014). This, in turn, no longer is a problem for department managers alone, but for the entire organization because it creates a cause and reaction effect that circulates throughout the organization, affecting the entire system (Ouppara & Victoria, 2012).

Locally, studies on employee performance and factors influencing it have been conducted. Nyakwaraet.al (2014) conducted a study on the evaluation of employee welfare facilities as an intervention strategy of industrial unrest on organizational performance and revealed that the major forms of industrial unrest experienced by Mumias Sugar Company were strikes, with inflexibility

of terms and conditions of employment being the main cause. Kimeu (2015) conducted a study on the perceived factors affecting employee performance at Machakos county government, and the findings revealed that the perceived factors affecting employee performance in Machakos county government are training, motivation, teamwork, and performance appraisals, with the majority of respondents agreeing that the above factors affect their performance.

Employee performance is critical in assisting a business in achieving its organizational goals. Job satisfaction has an impact on the quality of health-care services. As a result, it is doubtful that appropriate medical treatment can be provided by dissatisfied and ill-equipped healthcare personnel (Wamunyu, 2016). The Kenyan government has worked to set new standards to improve human resource conditions in the health industry and retain professionals by granting compensation increases, options for private practice, and training.

Gikonyo (2017) discovered in a research on variables impacting employee productivity in Kenyan county governments that there is a substantial association between motivation and productivity, with the more driven employees having a higher possibility of being more productive. However, none of these studies have looked into the factors that influence employee performance in the health care sector. As a result, this study aimed fill the vacuum by studying factors influencing employee performance in the health industry using Nairobi Hospital as a case study.

1.3 Objectives

1.3.1 General Objective

The general objective of this study was to determine factors influencing employee performance in the health sector with a case study of Nairobi Hospital.

1.3.2 Specific Objectives

1. To determine the effect of working environment on employee performance in Nairobi Hospital.
2. To determine the impact of employee remuneration on employee performance in Nairobi Hospital.
3. To determine the influence of training and development on employee performance in Nairobi Hospital.

1.4 Research Questions

1. To what extent does working environment influence employee performance in Nairobi Hospital?
2. How does employee remuneration affect employee performance in Nairobi Hospital?
3. To what degree does training and development influence employee performance in Nairobi Hospital?

1.5 Scope of the Study

The study targeted the following study variables; working environment, employee compensation and training. The study targeted 94 employees from all levels of management obtained through census from various department working in Nairobi Hospital. The study was carried between the month of June and August, 2022. It was carried out in Nairobi County.

1.6 Significance of the Study

Nairobi Hospital

The principal beneficiary of this study is likely to be Nairobi Hospital. The institution is anticipated to profit from the study's findings by recognizing variables influencing staff performance. This

should allow the hospital to make crucial decisions in accordance with human resource initiatives to guarantee that its workers are working together to achieve the desired performance.

Healthcare Industry

The study's findings are likely to help all stakeholders in the health care business since they identify issues influencing employee performance in the health care industry. The findings should assist healthcare sector stakeholders to make educated decisions about human resources to guarantee that they have the necessary staff to realize their strategy.

Policy Makers

The outcomes of this study are intended to aid both the government and other policymaking partners by identifying factors influencing employee performance in the healthcare industry.

Academicians

The study assists academicians in obtaining detailed knowledge on the field of research. They should be able to utilize the study as a reference while also acquiring information and data to use in their research and studies. Furthermore, academics might utilize the study to evaluate the subject at hand and possibly undertake additional research expounding on the field of study. This study's findings can also be used as a reference in the future.

1.7 Chapter Summary

This chapter provided a detailed outline of the study, explaining in detail the background of the study, the statement of the study, the objective of the study, the scope of the study, and the purpose of conducting the research as a need to identify factors influencing employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on identifying and analyzing the findings of several studies and researches that have previously been done in this same field of study to determine factors affecting employee performance.

2.1 Theoretical Review

2.1.1 The theory of Social Exchange

According to social exchange theory (SET), all human interactions are established via the use of a subjective cost-benefit analysis and the evaluation of alternatives. Economics, psychology, and sociology all have origins in the theory. Voluntary activities, rather than formal contracts, are central to social exchange theory (Zhang, et al., 2008; Aryee et al., 2002). Individuals manage their contacts with other people based on a self-interest appraisal of the costs and advantages of such an engagement, according to this idea. According to SET, when workplace interactions are effective, the organization benefits. Thus, individuals assess the total value of a connection by deducting its expenses from the benefits it gives. The difference between the benefits and the expenses is defined as the outcome: Worth = Benefits – Costs.

When transferring resources with others, people want to maximize their advantages while minimizing their expenses (Molm, 2001). Individuals interact with the expectation of receiving reciprocity. These advantages do not have to be physical and might include material or financial gains, social standing, and mental comforts. Costs are typically represented by time, money, or missed opportunities. The Social Exchange Theory (Blau, 1964) has a long history of use in industrial and employment relationships. According to this view, the primary motive for an

individual to join into a relationship is the remuneration he expects to receive. It also entails a slew of unstated and unspoken expectations and duties, so as expenses rise, workers tend to anticipate benefits to grow in lockstep.

2.1.2 The theory of Equity

This theory assumes that during a social trade, a person determines the quantity of input acquired from a connection compared to the output, as well as the amount of effort put forward by another person. According to Huseman, Hatfield, and Miles (1987), if an employee believes there is an inequality between two social groups or people, the employee will feel concerned or unsatisfied since the input and output are not equal. Inputs include the employee's contributions to his or her job, both in terms of quality and quantity. Time, effort, hard work, dedication, ability, adaptability, flexibility, tolerance, determination, excitement, personal sacrifice, faith in superiors, support from coworkers and colleagues, and talents are examples of inputs.

The primary focus in equity theory is remuneration, which is also the source of concern for fairness or injustice in most companies. An employee in any level in the business wants to believe that their contributions and job performance are being recognized through their remuneration. If an employee feels underpaid, he will be unsatisfied and may grow antagonistic towards the business and coworkers, resulting in a lack of motivation and poor performance. Employees establish views of what constitutes a fair (balancing or exchange) of inputs and outputs by comparing their circumstances to other ‘referents' in the market place as they see it, because equity is all about perception (Ball, 2014).

According to Adams (1985), when a person becomes aware of unfairness, it creates a reaction, presumably some type of tension, that is "proportional to the level of inequity present." Because

of this tension, an individual may react in a way that lessens his tension. Equity theory provides four mechanisms for organizational performance (dissatisfaction), which are as follows: Employees want to optimize personal outcomes (rewards minus outcomes); groups can maximize collective rewards by building approved methods for evenly allocating rewards and expenses among members. Employees feel unhappy or upset when they are forced to participate in inequitable relationships. According to the hypothesis, in this case, both the person who receives 'too much' and the one who receives 'too little' are unsatisfied.

Employees who receive too much may feel ashamed or guilty, while employees who receive too little may feel furious or humiliated; and employees who believe they are in an inequitable relationship strive to alleviate their unhappiness by restoring parity. This might be accomplished through distorting inputs and outputs or by abandoning the organization. As a result, the idea has far-reaching consequences on employee morale, efficiency, performance, productivity, and turnover. Schultz and Schultz (2010) expanded equity theory to incorporate patterns of behavioral reactions to circumstances of equity or inequity.

2.1.3 The Expectancy theory

Victor Vroom of Yale School of Management introduced the expectation theory in 1964. The theory emphasizes and concentrates on outcomes, and it claims that the intensity of a propensity to behave in a certain way is based on the strength of an anticipation that the performance would be followed by a precise consequence, as well as the appeal of the outcome to the individual. According to the Expectancy hypothesis, employee motivation is determined by how much an individual desires a reward (Valence), the appraisal of the chance that the effort will result in

expected performance (Expectancy), and the belief that the performance will result in reward (Instrumentality).

In 1964, Victor Vroom of Yale School of Management proposed the expectation theory. The theory stresses and focuses on outcomes, and it states that the intensity of a proclivity to behave in a given manner is dependent on the strength of an expectation that the performance will be followed by a specific outcome, as well as the appeal of the outcome to the individual. Employee motivation, according to the Expectancy hypothesis, is controlled by how much an individual wishes a reward (Valence), the assessment of the likelihood that the effort will result in expected performance (Expectancy), and the belief that the performance will result in reward (Instrumentality).

2.2 Empirical Literature Review

2.2.1 Working Environment and Employee Performance

Employee morale, which is critical for productivity, may be influenced by the office environment in both positive and bad ways (Ashkanasy, Ayoko, & Jehn, 2014). The office environment has a significant impact on an employee's performance and productivity. Most industries have an unsafe workplace environment that is often unhealthy as well. An unsafe health facility environment, such as unsuitable furniture, poorly designed workstations, a lack of ventilation, excessive noise, inappropriate lighting, poor supervisor support, a poor work space, poor communication, inadequate emergency fire safety measures, and a lack of personal protective equipment, can all have a negative impact on employee productivity (Martin & Akpan, 2017).

Heat stress, deafness, ergonomic difficulties, and suffocation are among the occupational ailments that health personnel face in such settings. Health workers' productivity and performance can

suffer as a result of a poorly planned workplace environment, which negatively affects their morale and can lead to low motivation and job dissatisfaction. As a result, it becomes a challenge for management to provide a safe work environment for the workers in order to ensure health, efficiency, productivity, and good performance. Because the interaction between the health professional, work, and the workplace environment is so important, it has become an inherent element of the work itself (Liao & Chuang, 2014). Employee personal motivation and the architecture of the work environment should be the focus of management efforts in ensuring an engaged workforce.

According to Martin and Akpan (2017), the physical environment of a health institution, which includes office design, lighting, ventilation, and other basic amenities, appears to have a significant influence on worker performance. According to their findings, a huge majority of employees were content with their location and office space where they work, as well as other facilities such as furniture, lighting, toilets, the color of the office walls, and the roof structure. The authors found that the physical environment of the workplace had a beneficial influence on the productivity of health workers.

The social life and atmosphere in any health institution have an important impact in the worker's performance and output. A pleasant and enthusiastic health worker will encourage and advise patients and make them feel at ease at the institution (Khanna, 2012). Furthermore, it was discovered that 89 percent of the employees believed that team spirit would have a significant influence on performance, with the majority responding that it is critical to get support from direct superiors in order to perform better. According to Harley and Sargent (2010), interpersonal relationships among workers are also important in terms of worker productivity.

Tanzania faces challenges in the process of improving its healthcare system, including a shortage of health workers, increased caseloads for health workers due to the migration of skilled health personnel, a double burden of disease, and the HIV/AIDS scourge, which affects both the general population and health personnel; therefore, it is critical to have a well-functioning health system with well-motivated staff who perform their work in accordance with the system's standards (Mokram, 2012). The significance of the physical work environment has finally been recognized, and contemporary healthcare industries are making every effort to make the workplace more comfortable, safe, and healthy.

The author goes on to say that in Tanzania, the government, through its Ministry of Health and Social Welfare, is concerned with ensuring that health and social welfare services are of high quality, effective, accessible, and affordable, delivered by a well-performing and sustainable health and welfare system that encourages responsiveness to people's needs. A Result Based Management framework, which is an integrated approach to performance management, is one of the strategies used to enforce this. The strategy requires all public sector organizations to plan, implement, monitor, and report on performance, as well as conduct performance evaluations (Markey, 2013).

2.2.2 Employee Remuneration and Employee Performance

Employee pay is a set of measurable benefits provided by the employer to employees in exchange for services delivered to the organization or enterprise. It consists of three parts: salary, pay incentives, and indirect benefits (Fisher & Maines, 2015). According to Abbas and Yaqoob (2009), compensation might take the form of a wage or payment. Employees are sometimes paid and rewarded in lieu of labor or services performed. As a result, compensation is a wage or salary, a monetary recompense for services rendered. Organizations and businesses compensate their

workers in order to reward and inspire them, therefore enhancing job satisfaction, morale, and dedication, which leads to enhanced employee performance on an individual level.

Employee compensation is defined by Kassahun (2017) as "all types of remuneration given to employees for their services, including all direct and indirect financial compensations." Employee compensation may be separated into financial and non-financial rewards for services performed to the business, and it is often paid in the form of pay, wages, and employee perks such as maternity leave, travel allowance, paid vacations, and retirement benefits, among others (Babenko, 2013).

Employee incentives are concerned with both financial and non-financial benefits, as well as adhering to the rules, plans, strategies, and procedures that firms use to design and manage reward systems (Spencer, 2016). It is critical for every business to have a decent pay package in order to encourage its employees and boost organizational productivity, because no employee will come to work for the organization unless remuneration is supplied. Humans are now recognized as the most valuable asset in any organization, and as such, they must be managed efficiently and successfully if the company is to fulfill its long-term objectives. As a result, businesses are continuously competing and scheming against one another in order to recruit, retain, and inspire their employees through pay management (Kraizberg, Tziner, & Weisberg, 2012).

The goal of management is to achieve individual and organizational goals. This necessitates bolstering health experts' self-sufficiency by providing adequate compensation and ensuring training and supervision, as well as ensuring the availability of basic means, resources, and supplies, as well as hardware, and the establishment of agreeable working circumstances (Martin & Akpan, 2017). Inadequate working conditions, low pay, and poor development strategies not only reduce the effectiveness of health frameworks, but also serve as a true impetus for the

movement of health workers, both from rural regions to metropolitan areas and to various counties (Anderson, 2016).

As a result, it is an essential goal of HR administration in the health sector to strengthen the motivation of health workers, from leaders of health offices to assistant staff. Staff that are exceptionally lively will not only work better, but will also provide a greater quality of health administrations (Mokram, 2012). Medical professionals or nurses who are satisfied in their current position may be less inclined to quit their job or even their country in search of greater opportunities, for example, more income and better working circumstances (Wamunyu, 2016).

When organizations' human resources are adequately rewarded, they are renowned to offer high-quality healthcare. When a health care facility properly pays its clinical and non-clinical workers, the quality of care improves. However, recent strikes across the world, and particularly in Kenya, imply that the country's healthcare workers are being compensated in an inequitable manner. Because of their apparent and important distinctions, human capital must be handled and maintained quite differently than physical capital.

Unfortunately, many health-care workers in many countries are dissatisfied with their pay, healthcare security, policy, safety, working conditions, and physical and administrative infrastructure. In Kenya, the quest of increased pay, as well as working conditions, staffing, and equipment shortages, prohibit health care facilities from providing quality treatment. Most of these institutions appear to lack developed HRM functions capable of addressing human resource difficulties in providing effective health care (Sewe, Bula, & Oringo, 2018).

The basic premise behind adopting diverse compensation systems for employees is that motivated people become pleased in terms of meeting both their financial and non-financial desires, which

leads to greater performance (Bapna & Langer, 2013). If firms fail to address this, employees will be more inclined to leave and work for better organizations that regard their needs and well-being. However, employers must keep in mind that not all employees choose the same components or types of pay packages. There are employees who prefer to get intrinsic rewards such as praise and acknowledgment for their job successes, while others prefer extrinsic rewards such as bonuses, wages, and incentives to improve their work performance (Blystad, 2014).

2.2.3 Training and Development and Employee Performance

Sattar, Ahmad, and Hassan (2015) defined training as a systematic method for improving employees' skills so that they can meet the organization's goals. In general, training entails teaching and imparting information, skills, and competences to personnel in order for them to do their responsibilities more efficiently (Ouppara & Victoria, 2012).

Human resources play a key part in every organization's activities, both in government and private enterprises, where humans serve as planners, modifiers, and other resource controllers. Employees' high labor productivity is essentially the achievement of the employees at a given level. Labor productivity, according to Anderson (2016), is a crucial aspect of the whole process of wealth-related employees. Employee performance is not determined by luck, but by a variety of circumstances. Because performance will be reached when multiple work plans are developed in line with the responsibilities allocated to each person in the organization.

To reach the aim, a competent person is one who is able to execute the job and deliver outstanding work. A high performance organization, both private and government, is also required. Because the success of the corporation as a whole is essentially determined by the contribution of its workers' efforts. Many elements impact an employee's labor productivity in an organization,

including job satisfaction, stress level, physical condition of the employee, remuneration systems, job design, and economic aspects, technical as well as other behaviors, including training and employment promotion (Foldspang, 2014).

Human resources management has been defined in healthcare services as the many types of clinical and non-clinical workers responsible for public and individual health intervention. In a broader sense, human resource management is a dynamic management task in the field of healthcare services that plays an active and critical role in the success of the health sector's restructuring (Oduwusi, 2018). Human Resources Management is concerned not only in securing and developing individual workers' skills, but also in executing programs that improve communication and collaboration among those individual workers in order to promote organizational development. Numerous documented literatures have revealed the roles of human resource management in developing the quality of healthcare services, and it has been discovered that incentives and providing motivation to work, as well as following the system of bonuses based on competencies, improve the performance of individuals working in hospitals (Dieleman & Harnmeijer , 2016).

According to Nassazi (2013), organizations are facing increased competition as a result of globalization, changes in technology, political, and economic environments, prompting these organizations to train their employees as one of the ways to prepare them to adjust to the aforementioned increases and thus improve their performance. It is critical not to dismiss the overwhelming evidence of knowledge expansion in the business corporate sector during the previous decade. This expansion has been fueled not just by technological advancements and a mix of production variables, but also by greater efforts to build organizational human resources.

It is consequently every organization's obligation to improve employee work performance, and undoubtedly implementation of training and development is one of the primary measures that most firms must take to accomplish this (Birhane, 2016). As it is obvious that workers are a critical resource, it is critical to optimize employees' contributions to the company's purposes and goals as a method of sustaining successful performance. As a result, managers must maintain an appropriate supply of workers who are technically and socially competent and capable of progressing into specialized departments or management roles (Gollan & Xu, 2015).

According to Kim (2010), for a training program to have an influence on workers and hence the business, it must be task-oriented. He believes that training programs that focus on specific activities are more likely to impact staff efficiency. Skunner, a Harvard University professor, discovered that reinforcement of behavior includes the intensity of the replies in one of his tests. It is possible to do this through the use of positive stimuli.

2.3 Research Gaps

There is a severe paucity of empirical research in the literature that precisely explain the impact of employee connection practices on organizational performance (Katou, 2008). According to the research, the relationship between employee connection practices and organizational performance is like a 'black box,' that is, there is a lack of clarity about 'what precisely hints to what' (Gerhart, 2005). There are also significant gaps in the causal ordering of the factors involved in the employee performance link (Katou, et al., 2008).

Given that prior researchers did not agree on the ER procedures, policies, and systems used, and therefore the constructs created, experts such as Boselie et al. 2005 besides Wright et al., 2005

have claimed that the outcomes of these studies are not comparable. Additional data to substantiate the employee-performance link is desperately needed.

2.4 Conceptual Framework

The model was a functional representation of how the independent factors impact the dependent variable. The independent variables are stand-alone factors that together impact the presence of a situation under examination (Cooper & Schindler, 2006). The aforementioned conceptual framework was used in the research investigation.

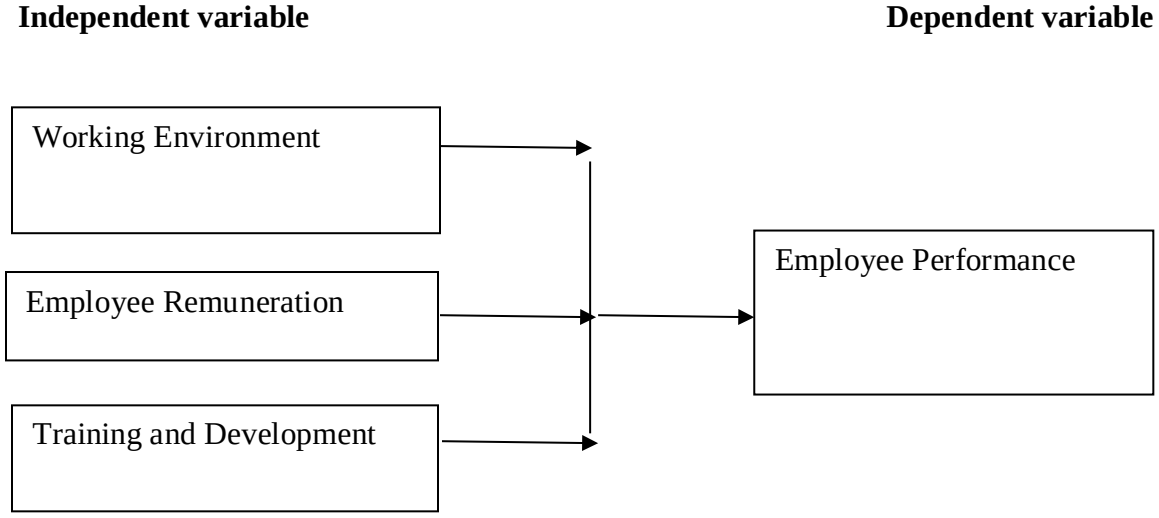


Figure 1 showing Conceptual Framework

2.5 Operationalization of the Variables

Table 1 showing Operationalization of the Variables

Variable	Factors	Question	Measurement
Working Environment	✓ Internal communication ✓ Recognition ✓ Management style	Section b	1 = Strongly agree to 5 = Strongly disagree
Employee Remuneration	✓ Allowances ✓ Fringe benefits ✓ Flexible work plans	Section c	1 = Strongly agree to 5 = Strongly disagree
Training and Development	✓ Skills ✓ Productivity ✓ knowledge and skills	Section d	1 = Strongly agree to 5 = Strongly disagree

2.6 Chapter Summary

This chapter concentrates on the study's literature and theoretical review; it expands on and discusses the study in depth, as well as captures earlier research on the influence of welfare services on employee performance in the healthcare industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section covers the study design, the population to be studied, data gathering methods and procedures, data analysis processes, and data presentation.

3.1 Research Design

The overarching approach or plan you develop to combine the numerous aspects of the study in a consistent and logical manner, assuring that it will effectively solve the research topic, is referred to as research design. The plan for data collecting, measurement, and analysis is the research design (Cooper & Schindler, 2014). The descriptive research design was employed to collect data for the investigation.

Descriptive research design is defined as a methodological process that includes collecting data, describing a specific phenomenon, and then organizing, depicting, describing, and analyzing the data collected for the study using graphs and charts to present a clear picture to the readers and aid them in understanding the distribution of data (Nelson, 2013). This methodology was appropriate for this study since it allowed the researcher to offer a clear image as well as an empirical assessment, numerical data, and statistical analysis of the acquired data. Furthermore, the descriptive survey approach was acceptable because the study's goal was to discover traits, frequencies, categories, and trends related to factors influencing employee performance.

3.2 Target Population

Cooper and Schindler (2014) define population as the group of persons or items from whom the sample will be selected. The population in this study was Nairobi Hospital employees, and the target population was 94 employees from all levels of management obtained through census from

various departments, including administrative, pharmacy, diagnostic imaging, cardiology, accident and emergency, and critical care.

Table 2 showing Target Population

Categories	Population	Percentage
Top level Management	19	20
Middle level Management	35	37
Subordinate Staff	40	43
Total	**94**	**100**

3.3 Sample and Sampling Procedures

The name or other identification of the precise procedure by which the entities of the sample were chosen is referred to as the sampling technique (Sedgwick, 2015). The stratified sampling strategy was used in this investigation. Stratified sampling is a strategy that limits the potential samples from the less extreme by ensuring that all portions of the population are represented in the sample, hence enhancing accuracy and efficiency (Lohr, 2014). The stratified sample approach was used in this study since the population is divided into several strata, including top management, middle management, and subordinate personnel. Using this method, the researcher was able to readily pinpoint distinct subgroups within the population. This approach was very valuable since it ensured that the important subgroup was present in the sample.

3.4 Instrumentation

The primary source of data for this study was primary data. A closed-ended questionnaire was used to collect primary data. The questionnaire was divided into five sections, the first of which

contained general information about the respondents, and the second of which had questions about the impact of the working environment on employee performance. The final segment includes questions about the impact of employee salary and employee performance. The fourth component included questions about the impact of training on employee performance, whereas the last section included questions about the dependent variable, employee performance.

3.5 Pilot Study

Pilot testing, according to Saunders, Thornhill, and Lewis (2009), refines the questionnaire so that respondents have no difficulty answering the question. The pilot test size for high precision pilot studies should be 1% to 10% of the sample size (Lancaster, Dodd & Williamson, 2010). For the purposes of this study, a pilot test was conducted using questionnaires distributed to 10% of the study's sample size, which were not included in the study.

3.5.1 Validity Test

The research supervisor reviewed the study questionnaire to ensure that it captured all of the items intended to be measured. Content validity was sought by pre-testing the questionnaire on a subset of the study sample and incorporating resulting modifications for clarity, comprehensiveness, relevance, meaning, and necessary depth. The preceding efforts are to ensure that the study instrument measures what it was designed to measure and to reduce systematic or non-random error to insignificant levels.

3.5.2 Reliability Test

Best and Kahn (2014) define instrument reliability as the degree of consistency demonstrated by the instruments or method. The researcher used the test-retest method to determine the reliability. The primary goal of the test-retest was to ensure that the questions on the instruments are clear,

that the data sought is relevant, that the language used is appropriate, and that the instrument's content validity is based on the responses provided.

3.6 Data collection Procedure

When starting a project, research processes are the step-by-step method that must be followed. These processes make it easier to gather and document the data utilized in the study (Cooper & Schindler, 2014). When the research proposal was finished, it was submitted to the supervisor for approval. Once permission was granted, the institution sent an IRB letter that allowed the researcher to apply for a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) so that she would proceed to data collection.

3.7 Data Analysis

Data analysis is the process of coding data, entering data, and using data to make choices. The systematic organizing and synthesis of research data, as well as the testing of research hypotheses using those data, is referred to as data analysis (Sedgwick, 2015). The study used a regression model to examine the relationship between variables. Regression analysis is an effective tool for determining which factors have an impact on a study topic. The regression technique enables the researcher to safely establish which elements are most important, which ones may be ignored, and how these factors impact each other. In order to examine the impact of the independent variable on the dependent variable of the research, descriptive statistics such as frequency, percentages, means, and standard deviation were utilized, while inferential statistics such as regression and correlation analysis were used. The Statistical Package for the Social Sciences (SPSS) version 24 was utilized as a data management and statistical analysis tool with a wide range of data processing capabilities. Tables and figures were used to present the data.

Bellow given model was used in data analysis

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + s$

Where,

Y = Employee Performance

X1 = Working Environment

X2 = Employee Remuneration

X3 = Training and Development

ε = Error term

3.8 Ethical Considerations

This study ensured that concerns about confidentiality, honesty among respondents/participants, and data collection were addressed. To maintain confidentiality, respondents were shielded from those whose interests conflicted with the interviewee's by not disclosing their identity and from those whose interests conflicted with the interviewee's (DiCicco- Bloom & Crabtree, 2006). Furthermore, because respondents may not want their identities revealed, care was taken to ensure the anonymity of the research participants.

3.9 Chapter summary

The methodologies utilized to carry out the study are identified in this chapter, as well as the research design, population, sample design, sampling frame, and sampling methodology. The study was fully dependent on primary data acquired from respondents, which was made feasible through the use of a questionnaire. The chapter also included data analysis techniques. Procedures for doing research have also been offered.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter covers the research findings of this study. The data is presented via tables and figures.

4.1 Presentation of Research Findings

4.1.1 Response Rate

Hospital administrators, human resource managers, and employee representatives were given 94 questionnaires to complete in order to reach the study's aim of 94 respondents. As shown in figure 2, a response rate of 90% was achieved with 85 correctly completed and returned surveys. A response rate of 50% is considered sufficient, 60% and above good, and over 70% extremely good, according to Mugenda & Mugenda (2008). Additionally, according to Kothari (2004), a response rate of 50% is seen as ordinary, a response rate of 60-70% is regarded as sufficient, and anything beyond 70% is regarded as exceptional.

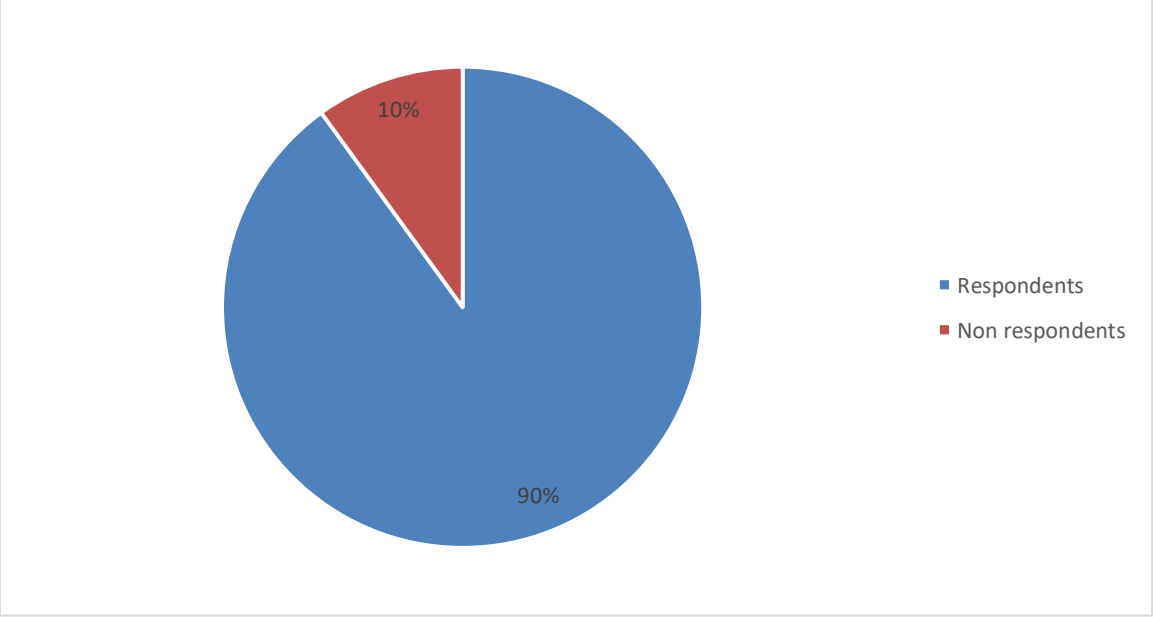


Figure 2 showing response rate

4.1.2 Gender of the respondents

According to the responses in figure 3, the majority of respondents (62%) were male, while the minority (38% were female). The gender distribution data was used to ensure that there was a balance in the distribution of views obtained from both genders. The data of the Gender distribution demonstrates that the number of females in leadership roles is still low when compared to their male counterparts.

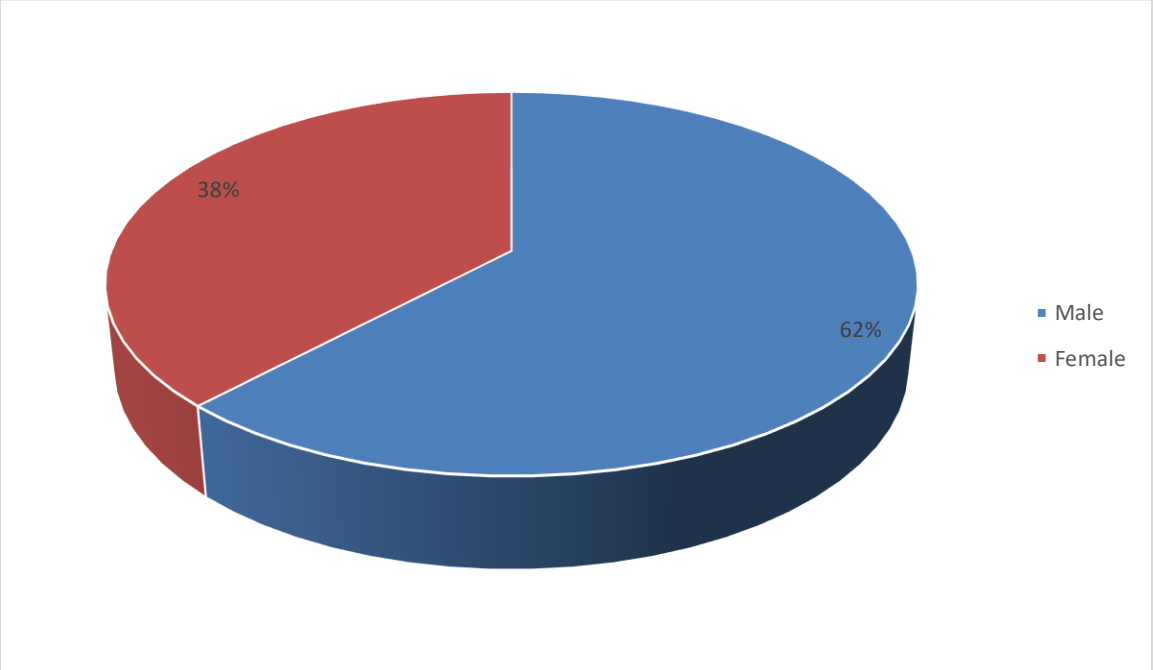


Figure 3 showing Gender of the respondents

4.1.3 Age of the respondents

When asked to specify their age group as shown in table 3, 20% were the ages of 51 and above, 30% between the ages of 41-50, 28% between the ages of 31-40, and 22% between the ages of 20 and 30 years. This can be suggestive of experience because the majority of persons between the ages of 40 and 50 are at the pinnacle of their performing careers and have post-graduation job experience.

Table 3 showing the Age of the respondents

Age	Respondents	Percentage
20-30 Years	18	22
31-40 Years	24	28
41-50 Years	26	30
50 Years and above	17	20
Total	85	100

4.1.4 Experience level of the respondents

As shown in Figure 4, when respondents were asked how long they had worked for the hospital, 26% had worked for 11 years or more, 38% had worked between 6-10 years, and 36% had worked for 5 years or less. This showed that the respondents knew enough about the hospital.

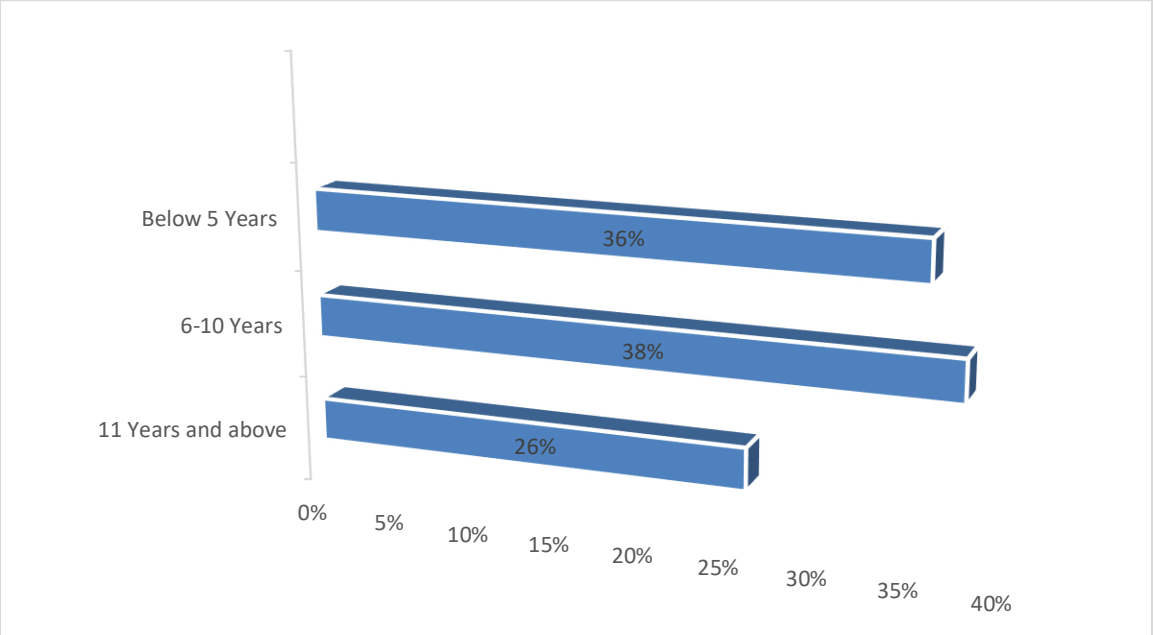


Figure 4 showing the Experience level of the respondents

4.1.5 Educational Level of Respondents

According to the survey results shown in Figure 5, 15% of respondents had a certificate qualification, 20% had a diploma qualification, 45% had a bachelor's degree qualification, and 20% had a postgraduate degree qualification. This suggests that all of the respondents accurately understood and filled out the questions. It also suggests that the respondents had a general awareness of organizational culture and performance in their various firms, as well as the ability to fill out the questionnaires individually and objectively.

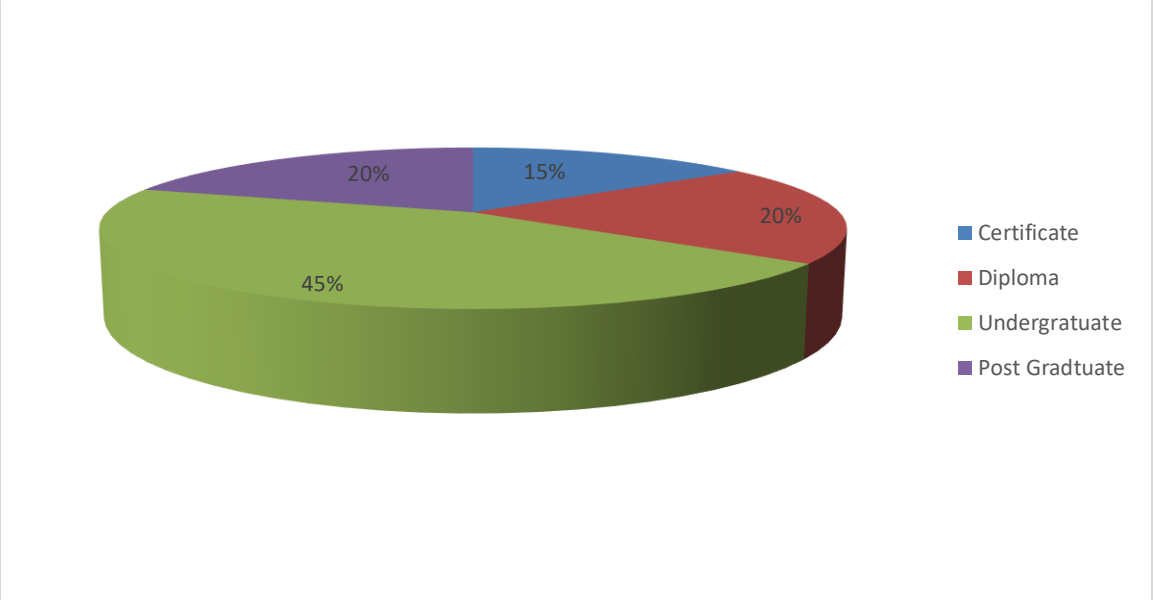


Figure 5showing Educational Level of Respondents

4.2 Descriptive analysis

4.2.1 Working Environment

Table 4 showing Descriptive analysis of Working Environment

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Your drive to work is influenced by your physical working environment.	5%	5%	20%	35%	35%
Good working conditions increase productivity.	7%	2%	18%	40%	33%
A flexible working environment increases your chances of staying with the organization.	0%	8%	15%	37%	40%
A positive work environment has an impact on your dedication.	5%	3%	14%	48%	30%
The work environment has an impact on achieving organizational goals.	0%	8%	35%	27%	30%
A diversified work environment boosts your motivation to work for the firm.	0%	10%	10%	50%	30%

According to the data in table 4.2, respondents strongly agreed (35%) that the physical working environment influences one's motivation to work. According to the respondents, 40% of respondents felt that good working conditions increase employee productivity. According to the respondents, 40% of respondents strongly agreed that a flexible working environment improves employee retention. According to the data, 48% of respondents strongly felt that a positive work environment impacts one's dedication. According to the respondents, respondents moderately agreed (35%) that the work environment plays a role in attaining employees' objectives in the firm. According to the findings of this survey, respondents (50%) agreed that a diversified working environment increases employee motivation to work for the firm.

4.2.2 Employee Remuneration

Table 5 showing Descriptive analysis of Employee Remuneration

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Employee remuneration is critical to the quality of service you deliver to the company.	2%	5%	18%	35%	40%
The quality of your employee perks has an impact on your productivity.	10%	10%	15%	39%	26%
Retirement benefits are critical to your continued employment with the company.	0%	12%	18%	32%	38%
Overtime compensation is critical to your success in the workplace.	6%	10%	18%	36%	30%
Annual leave is critical to your organization's productivity.	3%	10%	10%	44%	33%

As shown in table 5, respondents strongly agreed (40%) that employee remuneration is critical to the quality of service one deliver to the company. Thirty-nine percent of respondents agreed that having strong employee perks increases productivity. The data also revealed that respondents strongly agreed (38%) that agreed that retirement benefits are critical to employee retention in the firm. The respondents believed that overtime compensation is critical for organizational effectiveness. Also, the respondents agreed (44%) that yearly leave is beneficial for organizational efficiency. Finally, employees agreed (36%) that overtime compensation is critical to success in the workplace.

4.2.3 Training and Development

Table 6 showing Descriptive analysis of Training and Development

	Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**
You'll need to get some training if you want to do a good job.	4%	10%	20%	36%	30%
Training and development programs provide you with the necessary abilities to achieve corporate objectives.	0%	10%	15%	45%	30%
Training offers you the confidence to carry out your responsibilities in the workplace.	3%	10%	14%	42%	31%
The importance of training and development for your total productivity cannot be overstated.	3%	6%	12%	38%	41%
Training enables you to work better as a team.	6%	3%	16%	39%	36%
Orientation programs allows you to understand organizational goals.	6%	10%	8%	36%	40%

According to the data in table 6, 36% of employees indicated that training is necessary for people to execute their jobs properly. They also indicated (45%) that that training and development programs provide employee with the necessary abilities to accomplish company goals. Forty-two percent of the employees accepted that training provides them confidence in completing their jobs in the organization. Also, 41% the employees strongly indicated that training and development are critical for overall productivity. On the same, 39% of the respondents indicated that training helps them function better as a team. Finally, 40% strongly accepted that orientation sessions help them comprehend corporate goals.

4.3 Regression analysis

Regression analysis was done in order to find the connection between independent variables and employee performance (dependent variable).

$Y = a + \beta 1X1 + \beta 2X2 + \beta 3X3 + s$

Table 7 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.8662	0.7503	0.6902	0.7325

R-Squared is a normally used statistic to assess model fit. R-square is 1 minus the ratio of residual variability. The adjusted R2 is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 69.02% of the changes in the employee performance could be attributed to the combined effect of the forecaster variables.

Table 8 Regression coefficients of the relationship between independent variables and employee performance (dependent variable*)*

	Unstandardized Coefficients		**Standardized Coefficients**		
	B	Stand. Error	Beta	t	Sig.
(Constant)	1.053	0.297		2.548	1.124
Working Environment X1	0.780	0.075	0.880	11.799	0.002
Employee Remuneration X2	0.835	0.079	0.735	10.593	0.000
Training and Development X3	0.259	0.3	0.224	2.955	0.000

$Y = 1.053 + 0.780X1 + 0.835X2 + 0.259X3 + s$

X1= 0.780 displays that one unit change in Working Environment results in 0.780 units increase in employee performance.

X2= 0.885 displays that one unit change in Employee Remuneration results in 0.835 units increase in employee performance.

X3= 0.259 displays that one unit change in Training and Development results in 0.259 units increase in employee performance.

The magnitude of the coefficients of the independent variables symbolized the strength of the effect that they have on the dependent variable. The results show that employee performance is strongly influenced by potential in Employee Remuneration (coefficient 0.835) followed by Working Environment (coefficient 0.780) and then Training and Development (coefficient 0.259). The positive regression coefficient shows a direct proportionality in increase in the independent variables lead to increase in dependent variables.

4.4 Limitations of the Study

Nairobi Hospital employee performance was the subject of a study that required confidential information. As a result of the study's confidentiality concerns, some respondents were unwilling to cooperate in filling out the questionnaire correctly. Thus, the researcher took the moment to convene with all probable respondents and explain to them the study's scope and importance to their organization.

4.5 Chapter Summary

The study focused on field findings by presenting data from each variable under multiple subheadings to allow for more detailed analysis. The data was presented in clearly labeled tables and graphs, from which interpretations were made.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter is divided into the following sections: summary of the findings, conclusion, recommendations, and future research prospects.

5.1 Summary of Findings

The Influence of Working Environment on Employee Performance

The specific purpose of this study was to assess the impact of the working environment on employee performance. The findings revealed a substantial association between the working environment and employee performance (correlation coefficient 0.780). The regression results also indicate that Working Environment significantly affect employee performance at Nairobi Hospital (P value 0.002). Thirty-five percent of the respondents strongly agreed that the physical working environment influences one's motivation to work. Also, 40% of respondents agreed that good working conditions increase employee productivity. On the same, 40% of respondents strongly agreed that a flexible working environment improves employee retention. and 48% of respondents strongly felt that a positive work environment impacts one's dedication. This means that employees' performance is influenced by their working environment. The findings demonstrated that favorable working conditions had an impact on productivity.

The Influence of Employee Remuneration on Employee Performance

The purpose of this study was to ascertain how employee remuneration affected performance. The findings showed a statistically significant relationship between employee remuneration and performance (correlation coefficient 0.835 and P value 0.000). Respondents strongly agreed (40%) that employee remuneration is critical to the quality of service one deliver to the company. Thirty-

nine percent of respondents agreed that having strong employee perks increases productivity. Respondents strongly agreed that retirement benefits are critical to employee retention in the firm. Also, respondents believed that overtime compensation is critical for organizational effectiveness.

The Effect of Training and Development on Employee Performance

Also, the purpose of this study was to ascertain how training and development affected employee performance. The multiple regression indicated a relationship between training and development and employee performance (correlation coefficient 0.259 and P value 0.000). The respondents agreed (45%) that training and development programs provide employee with the necessary abilities to accomplish company goals. According to the data, respondents agreed (42%) that training provides them confidence in completing their jobs in the organization. Also, the respondents strongly agreed (41%) that training and development are critical for overall productivity.

5.2 Recommendations

Working Environment

In order to guarantee that employees, contribute successfully to the aims and objectives of the organization, it is advised by this study that Nairobi Hospital create a conducive atmosphere to work. According to the study, physical workplace components should also be taken into account when designing a welcoming workspace that recruits potential workers and influences employee retention in the company by making them feel secure and at home at work. Additionally, workplace policies and the highest professional standards and procedures should be followed. This will provide a calm workplace atmosphere, which is necessary for workers to function to the best of their abilities.

Employee Remuneration

According to this study, Nairobi Hospital should use both monetary and non-monetary incentives to increase employee retention and efficiency. It is crucial to strike a balance between the two types of incentives since both financial and non-financial ones have a significant impact on employee motivation and are closely tied to performance. According to this study, Nairobi Hospital should continually enhance its retirement benefit packages to draw in new hires while maintaining its present workers.

Training and Development

The study found a substantial and favorable between employee performance and training and development. As a result, it is advised by this study that Nairobi Hospital make significant investments in training and development initiatives to make sure that its staff is well-trained to carry out organizational tasks and processes effectively. It is important to set up orientation programs for both new hires and hospital procedures that are being implemented. This will facilitate the organization's ability to match the appropriate talents of its workforce with its desired objectives.

5.3 Conclusion

Working Environment

According to the findings of this study, the workplace atmosphere and employee performance are significantly related. Workplace conditions have a significant influence on employee performance in terms of meeting their extrinsic, intrinsic, and social demands, which essentially provides a rational reason for them to remain at their current job and gives them the motivation to create high-quality work. This study also came to the conclusion that a positive working atmosphere is

important for increasing employee productivity since it helps them feel valued and appreciated at work. The findings of this study suggest that workplace working circumstances have an impact on employee motivation. Working circumstances have been viewed as extrinsic variables that include work regulations and tangible resources, feeding the psychological needs of employees.

Employee Remuneration

The conclusion of this study is that employee remuneration affects employee performance inside the company. Any corporation that wants to encourage its staff and boost productivity must offer a competitive remuneration plan, as no one will join the company if no money is offered. According to the study's findings, a company that completely supports and concentrates on the needs and welfare of its employees always has a competitive edge over its rivals. Financial and non-financial incentives should be used in the organization's incentive program to increase employee productivity in order to get the best outcomes from employees.

Training and Development

According to the study's findings, employee performance and training and development are positively related. Employees are given the necessary skills to achieve company goals through training and development programs. Since skilled employees frequently operate better as teams since everyone is aware of the expectations and can achieve them together seamlessly, the study's conclusion is that training and development help employees work together more effectively. The study also comes to the conclusion that training is a crucial factor in raising organizational productivity. Training is an essential and effective tool for achieving the firm's goals and objectives, which boosts organizational performance and production.

5.4 Suggestion for further study

Future research should examine other barriers to employee performance in other industries, such government parastatals, and various variables like the regulatory environment and educational attainment should be considered.

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APPENDIX I: LETTER OF INTRODUCTION

The Management University of Africa

Sponsored by The Kenya Institute of Management

Date: 29th July 2022

TO WHOM IT MAY CONCERN

PHILLOMINE ACHOLA- BML/24/00952/3/19

This letter serves to introduce the above named who is a **Bachelors of Management and Leadership (BML)** student and is interested in carrying out research on Factors affecting employee performance in the health's sector. A case study at the Kenyatta National Hospital.

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Juster Nyaga

Dean, School of Management and Leadership

DEAN'S OFFICE SML
29 JUL 2022

The Management University of Africa | Popo Road, Off Mombasa Road, Bellevue, South C. | P.O. Box 29677-00100, Nairobi, Kenya | Tel: (020) 2361160, 2361161, 3569117 | Cell: 0722224193, 0706035244, 0706035299 | Email: vc@mua.ac.ke | www.mua.ac.ke

APPENDIX II: QUESTIONNAIRE

The researcher will collect data needed to study the FACTORS INFLUENCING EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR: A CASE STUDY OF NAIROBI HOSPITAL.

The data to be gathered will be kept in strict confidence, and respondents will never be required to provide their names or other identifying information on the questionnaire. The information will be used for academic purposes only. **(Kindly Tick where appropriate**.)

SECTION A: BASIC DATA

1. What is your gender?

Male ☐ Female ☐

2. What is your age bracket?

20 to 30 ☐ 31 to 40 ☐ 41 to 50 ☐ 51 and Above ☐

3. For how long have you worked in this organization?

Less Than 5 Years ☐ 5 – 10 Years ☐

11 Years And Above ☐

4. What is your Level of educational?

Certificate ☐ diploma ☐

Undergraduate ☐ postgraduate ☐

SECTION B: WORKING ENVIRONMENT

What is your level of agreement to the following statements regarding Working Environment in your organization?

	Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**
Your drive to work is influenced by your physical working environment.					
Good working conditions increase productivity.					
A flexible working environment increases your chances of staying with the organization.					
A positive work environment has an impact on your dedication.					
The work environment has an impact on achieving organizational goals.					
A diversified work environment boosts your motivation to work for the firm.					

SECTION C: EMPLOYEE REMUNERATION

What is your level of agreement to the following statements regarding Employee Compensation in your organization?

	Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**
Employee remuneration is critical to the quality of service you deliver to the company.					
The quality of your employee perks has an impact on your productivity.					
Retirement benefits are critical to your continued employment with the company.					
Overtime compensation is critical to your success in the workplace.					
Annual leave is critical to your organization's productivity.					

SECTION D: TRAINING AND DEVELOPMENT

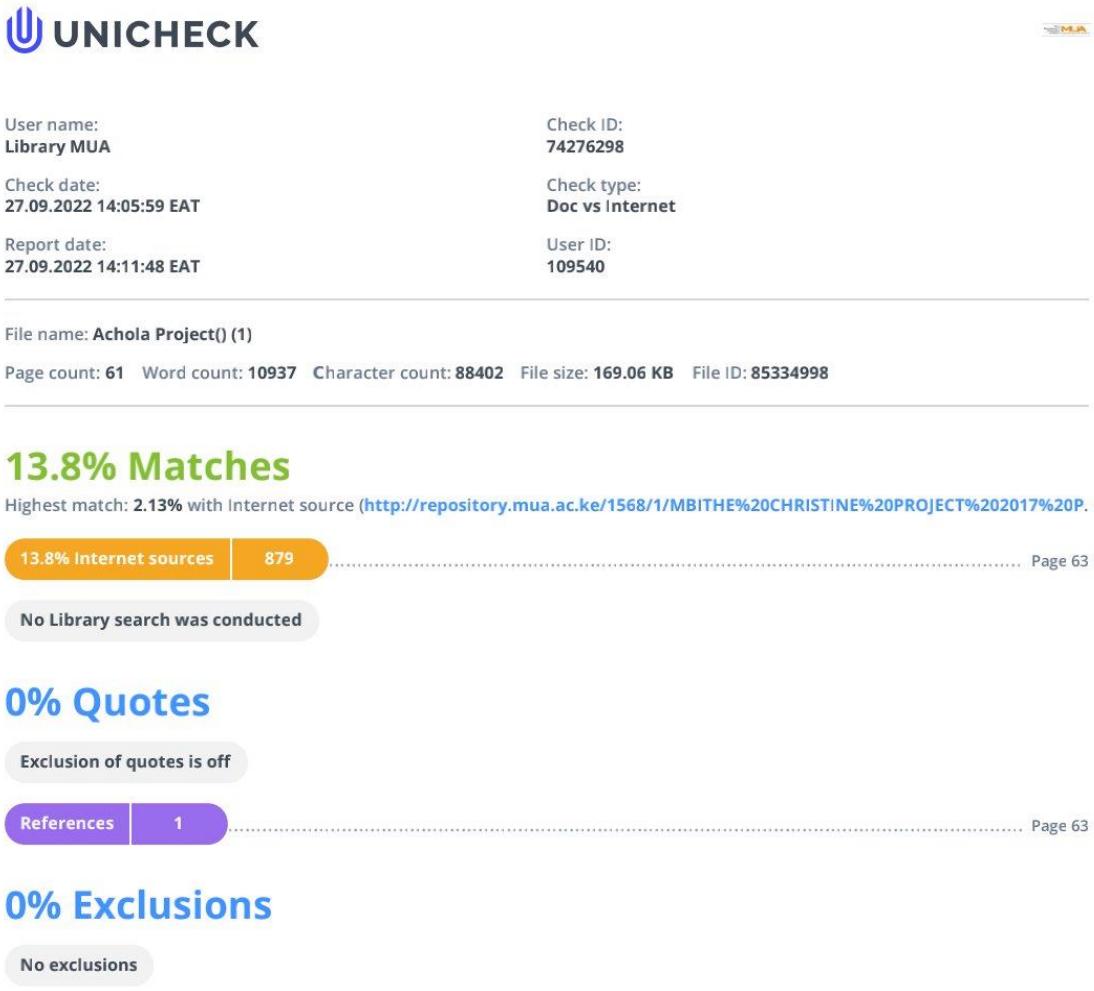
What is your level of agreement to the following statements regarding Training and Development in your organization?

	Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**
The physical working environment plays a role in your motivation to work.					
You'll need to get some training if you want to do a good job.					
Training and development programs provide you with the necessary abilities to achieve corporate objectives.					
Training offers you the confidence to carry out your responsibilities in the workplace.					
The importance of training and development for your total productivity cannot be overstated.					
Training enables you to work better as a team.					

THE END

THANK YOU

APPENDIX III: PLAGIARISM REPORT



UNICHECK

User name: **Library MUA**

Check ID: **74276298**

Check date: **27.09.2022 14:05:59 EAT**

Check type: **Doc vs Internet**

Report date: **27.09.2022 14:11:48 EAT**

User ID: **109540**

File name: **Achola Project() (1)**

Page count: **61** Word count: **10937** Character count: **88402** File size: **169.06 KB** File ID: **85334998**

13.8% Matches

Highest match: **2.13%** with Internet source (http://repository.mua.ac.ke/1568/1/MBITHE%20CHRISTINE%20PROJECT%202017%20P.

13.8% Internet sources 879 ..... Page 63

No Library search was conducted

0% Quotes

Exclusion of quotes is off

References 1 ..... Page 63

0% Exclusions

No exclusions