

**ASSESSMENT OF EMPLOYEE RELATION ON ORGANIZATION PRODUCTIVITY
IN KENYA: CASE STUDY OF NAROK COUNTY REFERRAL HOSPITAL.**

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**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF MANAGEMENT AND
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DECLARATION

Student's Declaration:

This Research project is my original work and has not been presented for a degree in any other University.

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DEDICATION

This Research Project is dedicated to my family. To my parents, siblings, and loved ones, your unwavering love, patience, and support have been my foundation throughout this academic journey. Your belief in me has been a constant source of strength and inspiration. This achievement is as much yours as it is mine.

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ABSTRACT

This study investigated the impact of employee relations on organizational productivity, with a specific focus on Narok County Referral Hospital. Specifically, the study sought: (i) to determine the effects of conflict resolution mechanisms on organizational productivity at Narok County Referral Hospital; (ii) to identify the effects of employee engagement and involvement on organizational productivity; (iii) to find out the effects of leadership and management practices on organizational productivity; and (iv) to assess the effects of workplace culture and environment on organizational productivity. The study was guided by four key theories: Social Exchange Theory (as the anchor theory), Herzberg's Two-Factor Theory, Transformational Leadership Theory, and Schein's Organizational Culture Theory. A case study design was adopted, targeting 80 employees of the hospital. Stratified random sampling was employed to ensure representativeness across various departments, and a sample size of 30% from each stratum was calculated using Mugenda and Mugenda's (2009) formula. Data were collected using structured questionnaires from 25 respondents, achieving a 100% response rate. Both quantitative and qualitative data analyses were conducted. Quantitative analysis involved the use of statistical tools, calculators, and computer software, while qualitative data were analyzed using graphs, charts, and diagrams. The data were compiled, categorized, compared, and summarized to draw meaningful conclusions. The findings revealed that while the hospital had clear conflict resolution policies, only 44% of respondents felt that conflicts were handled fairly and in a timely manner. Employee engagement showed mixed results, with 44% reporting involvement in decision-making, while 76% expressed motivation and commitment. Leadership was viewed positively by 68% of respondents; however, transparency in decision-making was found to be lacking. Regarding workplace culture, 64% of respondents found the environment conducive, and 80% agreed that a positive culture boosted productivity. The study concluded that effective employee relations significantly enhanced productivity and suggested recommendations for improving conflict resolution training, enhancing communication, and fostering a more inclusive and supportive work environment. These improvements were aimed at further boosting productivity and service delivery at the hospital. One key recommendation was that the hospital should provide comprehensive training for managers in conflict resolution and effective communication to better address workplace issues and promote a collaborative atmosphere. These improvements were aimed at further boosting productivity and service delivery at the hospital.

TABLE OF CONTENT

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
TABLE OF CONTENT.....	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ACRONYMS AND ABBREVIATIONS	xi
OPERATIONAL DEFINITION OF TERMS	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.2 Statement of the Problem.....	5
1.3 Objectives	6
1.4 Research Questions.....	7
1.5 Justification of the study	7
1.6 Scope of the study.....	8
1.7 Chapter Summary	8
CHAPTER TWO	10
LITERATURE	10
2.0 Introduction.....	10
2.1 Theoretical Review	10
2.2 Empirical Literature	16

2.3 Summary and Research Gaps	27
2.4 Conceptual Framework.....	30
2.5 Operationalization of Variables	31
2.6 Chapter Summary	32
CHAPTER THREE	33
RESEARCH DESIGN AND METHODOLOGY	33
3.0 Introduction.....	33
3.1 Research Design.....	33
3.2 Target Population.....	33
3.3 Sample size and Sampling Techniques.....	33
3.4 Data collection instruments.....	34
3.5 Pilot Study.....	34
3.6 Data collection procedure	35
3.7 Data Analysis and Presentation	35
3.8 Ethical Considerations	35
3.9 Chapter Summary	36
CHAPTER FOUR.....	37
RESEARCH FINDINGS AND DISCUSSION.....	37
4.0 Introduction.....	37
4.1 Presentation of Research Findings.....	37
4.2 Limitations of the Study.....	48
4.3 Chapter Summary	49
CHAPTER FIVE	51
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	51
5.0 Introduction.....	51

5.1 Summary of Findings.....	51
5.2 Conclusions.....	54
5.3 Recommendations.....	55
5.4 Implications for Research.....	57
5.5 Suggestions for Further Studies.....	58
5.6 Chapter Summary.....	59
REFERENCES.....	60
APPENDICES.....	67
Appendix I: Letter of Introduction	
Appendix II: Questionnaire	

LIST OF TABLES

Table 1: Summary of Research Gaps	28
Table 2: Operationalization of Variables	31
Table 3: Target population.....	33
Table 4: Sample Size.....	34
Table 5: Gender Distribution of Respondents.....	37
Table 6 : Age Distribution of Respondents.....	37
Table 7: Education Level of Respondents	38
Table 8: Department/Unit Distribution of Respondents	38
Table 9: Length of Service of Respondents	39
Table 10: Responses to Conflict Resolution Mechanisms Items	39
Table 11: Responses to Employee Engagement and Involvement Items	41
Table 12: Responses to Leadership and Management Practices Items.....	43
Table 13: Responses to Workplace Culture and Environment Items	45
Table 14: Responses to Organizational Productivity Items	47

LIST OF FIGURES

Figure 1: Conceptual Framework 30

ACRONYMS AND ABBREVIATIONS

CFA:	Confirmatory Factor Analysis
HR:	Human Resources
KHF:	Kenya Healthcare Federation
KMPDU:	Kenya Medical Practitioners and Dentists Union
LMICs:	Low- and Middle-Income Countries
NCDs:	Non-Communicable Diseases
PAC:	Pan Africa Christian University
PBF:	Performance-Based Financing
SEM:	Structural Equation Modeling
SET:	Social Exchange Theory

OPERATIONAL DEFINITION OF TERMS

- Conflict Resolution Mechanisms:** Procedures and strategies implemented within an organization to address and resolve conflicts among employees or between employees and management fairly and timely.
- Employee Engagement:** The level of commitment, motivation, and involvement an employee has towards their organization and its goals, often influenced by factors such as recognition, communication, and opportunities for professional growth.
- Employee Relations:** The practices and policies used by an organization to manage and improve interactions between employees and management, including communication, conflict resolution, and engagement strategies.
- Leadership and Management Practices:** The styles and approaches used by leaders and managers to guide, support, and direct employees within an organization, encompassing aspects like transparency, direction-setting, and responsiveness.
- Organizational Productivity:** The measure of efficiency and effectiveness with which an organization converts inputs into outputs, often evaluated through service delivery indicators, employee performance metrics, patient satisfaction levels, and operational efficiency.
- Workplace Culture and Environment:** The shared values, beliefs, attitudes, and practices that characterize an organization's internal environment, impacting employee behavior, satisfaction, and performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter discusses the study's background problem statement general and specific objectives research questions justification of study the scope and concludes with a chapter summary.

1.1 Background of the study

Employee relations have long been recognized as a critical factor in determining organizational productivity. Effective employee relations foster a positive work environment, enhance job satisfaction, and improve overall performance. Numerous studies have explored the link between employee relations and organizational success, with evidence suggesting that strong employee engagement leads to higher efficiency and reduced workplace conflicts. A study conducted by Anna (2020) in Germany examined the impact of employee relations on organizational productivity, revealing that organizations with well-established communication channels, fair conflict resolution mechanisms, and strong leadership experienced higher employee morale and improved efficiency

The German study highlighted that organizations that prioritized employee relations strategies, such as open communication, employee involvement in decision-making, and structured performance management, had lower staff turnover rates and higher productivity levels. The study also found that a lack of effective employee relations led to workplace dissatisfaction, increased absenteeism, and reduced commitment to organizational goals. These findings reinforced the argument that fostering healthy employee relations is not only beneficial for individual workers but also for the overall growth and success of an organization. (Gakii, 2019).

This study aimed to build upon the findings from Germany by assessing the role of employee relations in influencing organizational productivity. By understanding the relationship between employee relations and productivity, the study sought to provide practical recommendations for improving workplace dynamics, enhancing staff performance, and ensuring effective service delivery in healthcare institutions.

Employee relations have long been recognized as a crucial determinant of organizational productivity. Positive employee relations contribute to a conducive work environment, leading to increased job satisfaction, reduced turnover, and improved organizational performance. A study conducted in Niger explored the connection between employee relations and organizational productivity, shedding light on the importance of maintaining healthy relationships between management and staff. The study emphasized that effective employee relations strategies, including open communication, conflict resolution, and employee empowerment, significantly contributed to enhancing productivity within organizations.

A study done by Alexander (2022), In Niger, organizations that adopted inclusive employee relations practices experienced greater worker engagement, which led to improved operational efficiency. The research indicated that when employees felt valued and included in decision-making processes, their commitment to the organization's goals and objectives was strengthened. Furthermore, the study found that poor employee relations often led to negative outcomes such as workplace stress, high absenteeism, and low motivation, all of which hindered organizational productivity. The study also highlighted the critical role of leadership in shaping employee relations, with leaders who demonstrated fairness, respect, and transparency fostering higher levels of trust and collaboration among employees.

Public institutions in Niger, particularly in the healthcare sector, faced similar challenges related to employee relations. Hospitals in the region often struggled with staff dissatisfaction, low morale, and ineffective communication between management and employees. These issues led to reduced productivity, resulting in suboptimal service delivery. This study aimed to expand on the findings from Niger by assessing the relationship between employee relations and organizational productivity. The goal was to explore how employee relations practices could be improved to enhance the hospital's performance and overall service quality (Ombok, 2022).

Employee relations have consistently been identified as a key factor influencing organizational productivity. Positive employee relations significantly enhance job satisfaction, foster teamwork, reduce conflicts, and improve overall performance. A study conducted in Uganda examined the role of employee relations in organizational productivity, providing valuable insights into the impact of effective management of employee relationships. The study highlighted that

organizations with strong employee relations programs, such as clear communication channels, conflict resolution strategies, and employee involvement in decision-making, experienced higher productivity levels and reduced staff turnover.

Study done by Ruth (2022) in Uganda, the research revealed that businesses and public institutions with good employee relations practices had a more committed and motivated workforce. Employees who felt supported and valued by management were more likely to invest effort in their work, leading to improved outcomes for the organization. The study also noted that poor employee relations, including a lack of trust between management and staff, inadequate communication, and unresolved conflicts, were significant contributors to low employee morale, high absenteeism, and reduced productivity. It emphasized that a lack of attention to employee relations could result in an overall decline in organizational performance, as employees disengaged and felt less inclined to meet organizational goals.

The study further demonstrated that the role of leadership was critical in shaping employee relations in Uganda. Leaders who were approachable, transparent, and fair in their decision-making processes created an environment of trust and respect, which in turn boosted employee engagement and performance. Conversely, leaders who were perceived as distant or unfair contributed to frustration and dissatisfaction, which ultimately undermined organizational productivity

In Uganda's public institutions, including hospitals, similar challenges with employee relations were prevalent. Inadequate communication, poor conflict management, and a lack of effective leadership often led to inefficiencies in service delivery. This study sought to extend the findings from Uganda by examining the role of employee relations in influencing productivity within Uganda. The Uganda study's findings underscored the importance of fostering strong employee relations to ensure that organizations optimize their productivity and performance. By learning from these experiences, the current research aimed to provide valuable insights for hospital management to improve employee relations and ultimately enhance the quality of healthcare services offered in Uganda

Employee relations have been widely acknowledged as a crucial component in determining organizational productivity, particularly in public institutions. Positive employee relations are essential for fostering a work environment characterized by effective communication, motivation, collaboration, and minimal conflict. A study conducted in Kenya investigated the role of employee relations in improving organizational productivity, particularly focusing on the public sector, where employee satisfaction and engagement often face challenges due to resource constraints and high workloads. The study revealed that organizations that prioritized positive employee relations experienced enhanced workforce commitment, greater employee morale, and improved organizational outcomes.

The Kenyan study found that employee relations practices such as regular feedback mechanisms, fair conflict resolution strategies, and inclusive decision-making played a significant role in boosting productivity. Public institutions, especially healthcare facilities, were identified as areas where poor employee relations often resulted in low morale, high staff turnover, and dissatisfaction, ultimately affecting service delivery. In contrast, hospitals and other public institutions with robust employee relations systems saw improvements in operational efficiency, staff retention, and overall service quality. Additionally, the study highlighted the importance of leadership in shaping employee relations within organizations. Effective leaders who demonstrated transparency, fairness, and respect for their employees were able to establish an atmosphere of trust, motivating staff members to perform at their best. Conversely, poor leadership practices, such as lack of communication or perceived inequities in treatment, were found to lead to employee disengagement, reduced effort, and a decline in organizational productivity (Ombok, 2022).

The research also pointed out that the healthcare sector in Kenya faced particular challenges related to employee relations. Issues such as inadequate compensation, staff shortages, and poor working conditions were frequently cited as contributing to strained relationships between management and employees. As a result, public healthcare facilities, including hospitals, often struggled with inefficiencies in service delivery and reduced patient satisfaction.

This study aimed to build on the findings of the Kenyan research by focusing specifically on Narok County Referral Hospital. By exploring the impact of employee relations on organizational

productivity in this healthcare setting, the study sought to provide concrete recommendations for improving workplace dynamics, enhancing staff engagement, and ultimately boosting hospital performance. The lessons learned from this research were expected to offer valuable insights into how better employee relations practices could enhance healthcare delivery in Narok County, contributing to the overall improvement of public healthcare services in Kenya (Patrick,2022).

1.2 Statement of the Problem

Employee relations remain a critical determinant of organizational productivity in healthcare settings, yet this relationship is inadequately addressed in Kenyan public hospitals. According to the Kenya Healthcare Federation (2023), 68% of public healthcare facilities report significant challenges related to employee relations, with county referral hospitals displaying particularly concerning statistics. At Narok County Referral Hospital specifically, staff turnover rates reached 27% in 2023-2024, compared to the national average of 19% among county referral hospitals (Ministry of Health, 2024). Furthermore, the Kenya Health Workforce Report (2023) indicates that 72% of healthcare workers in the region reported dissatisfaction with current employee relation practices, directly correlating with a 31% decrease in patient satisfaction scores over the past three years.

Several empirical studies have established the significance of employee relations in healthcare productivity. Wambugu and Omollo (2022) demonstrated that effective employee relations increases productivity by up to 43% in healthcare settings, while Macharia et al. (2023) found that poor communication systems and ineffective conflict resolution mechanisms reduced service delivery efficiency by 37% in public hospitals. However, these studies primarily focused on national and teaching referral hospitals, creating a contextual gap regarding county-level healthcare facilities like Narok County Referral Hospital, which operate under different administrative structures and resource constraints.

Furthermore, while existing literature by Kiarie (2023) and Otieno et al. (2024) highlights the importance of employee relations in organizational performance, they largely employ quantitative methodologies that fail to capture the complex interplay between institutional culture, leadership approaches, and employee relations in healthcare settings. This methodological gap limits

understanding of how specific employee relation factors influence productivity in the unique socio-cultural context of Narok County.

Additionally, a significant knowledge gap exists regarding how emerging challenges such as devolved healthcare governance, technological adoption, and post-pandemic work arrangements affect traditional employee relation frameworks in Kenyan county hospitals. The Kenya Medical Practitioners and Dentists Union (KMPDU) reported that industrial disputes increased by 53% between 2021-2024 in county referral hospitals, with Narok County experiencing four major industrial actions during this period, resulting in an estimated 17,000 patient-hours lost (KMPDU, 2024).

This study therefore seeks to address these contextual, methodological, and knowledge gaps by examining how specific employee relation practices—communication systems, conflict resolution mechanisms, employee engagement strategies, and leadership approaches—impact organizational productivity at Narok County Referral Hospital. The findings provided critical insights for hospital administrators, county health executives, and national policymakers to develop evidence-based strategies that enhance employee relations and ultimately improve healthcare service delivery in similar settings across Kenya.

1.3 Objectives

The study is governed by the following research objectives:

1.3.1 General Objective

The general objective of this research was to assess the influence of employee relations on organizational productivity at Narok County Referral Hospital in Kenya.

1.3.2 Specific Objectives

- i. To determine the effects Conflict Resolution Mechanisms on organization productivity at Narok County Referral Hospital
- ii. To identify the effects employee Engagement and Involvement on organization productivity at Narok County Referral Hospital
- iii. To find out the effects of Leadership and Management Practices on organization productivity at Narok County Referral Hospital

- iv. To assess the effects of workplace Culture and Environment on organization productivity at Narok County Referral Hospital

1.4 Research Questions

- i. What are the effects Conflict Resolution Mechanisms on organization productivity at Narok County Referral Hospital?
- ii. What are the effects employee Engagement and Involvement on organization productivity at Narok County Referral Hospital?
- iii. What are effects of Leadership and Management Practices on organization productivity at Narok County Referral Hospital?
- iv. What are the effects of workplace Culture and Environment on organization productivity at Narok County Referral Hospital?

1.5 Justification of the study

This study was significant in understanding the impact of employee relations on organizational productivity, with a specific focus on Narok County Referral Hospital. The findings provided valuable insights into how effective employee relations contributed to improved service delivery, enhanced staff performance, and overall organizational efficiency. Given that hospitals rely heavily on teamwork and collaboration among employees, this study was essential in identifying key areas that required improvement to foster a conducive work environment.

The study benefited hospital management by offering evidence-based recommendations on how to strengthen employee relations and minimize workplace conflicts. It provided a framework for improving communication, motivation, and engagement strategies, which ultimately led to higher job satisfaction and reduced staff turnover. Additionally, policymakers in the healthcare sector could use the findings to develop policies aimed at improving employee relations in public hospitals, thereby enhancing service delivery in the healthcare system.

Healthcare professionals working at Narok County Referral Hospital also benefited from the study, as it highlighted the challenges they faced regarding employee relations and suggested strategies for addressing them. This led to a more harmonious working environment, increased morale, and better patient care outcomes. Furthermore, the study contributed to the existing body of knowledge

in human resource management, particularly in the healthcare sector, by providing empirical data on the relationship between employee relations and productivity.

1.6 Scope of the study

The study was conducted at Narok County Referral Hospital, which served as the primary setting for the research. It focused on the employees working within various departments of the hospital, including administrative staff, healthcare providers (doctors, nurses, and other medical professionals), and support staff. The findings were specific to the hospital environment and were relevant to other similar healthcare facilities in the region.

The study examined a range of employee relations practices, including communication, conflict resolution, leadership, job satisfaction, employee involvement, and performance management. It assessed how these practices were implemented at Narok County Referral Hospital and how they impacted employee productivity and engagement.

Organizational productivity was measured in terms of hospital efficiency, patient care quality, employee performance, and overall service delivery. This included examining employee output, job performance, and satisfaction levels, alongside the hospital's ability to meet its healthcare delivery goals.

The study targeted employees at Narok County Referral Hospital, with a particular focus on healthcare workers (20 doctors, 30 nurses, and 70 support staff), administrative personnel, and management. The sample included a cross-section of employees from various departments and levels of the organization to ensure a comprehensive view of employee relations across the hospital. The study was conducted over a period of six months, from March 2025 to June 2025. Data collection took place during working hours to ensure the participation of hospital staff without interfering with their duties.

1.7 Chapter Summary

This chapter has introduced the study by highlighting the critical role of employee relations in influencing organizational productivity, particularly in healthcare settings. It presented global, regional, and local perspectives, demonstrating how effective employee relations contribute to enhanced staff performance and service delivery. The problem statement identified key gaps at

Narok County Referral Hospital, including high staff turnover and low employee satisfaction. The study aims to address these issues by examining specific employee relations factors such as conflict resolution, employee engagement, leadership, and workplace culture. The objectives and research questions were outlined to guide the investigation. The study's significance lies in its potential to offer practical recommendations for improving employee relations in public hospitals. Lastly, the scope defined the study's focus, population, and duration.

CHAPTER TWO

LITERATURE

2.0 Introduction

This chapter presents the theoretical framework and empirical literature examining the relationship between employee relations and organizational productivity. It analyzes four key theories and reviews relevant studies to establish the research context and identify gaps.

2.1 Theoretical Review

This study employs four key theories to examine the relationship between employee relations and organizational productivity at Narok County Referral Hospital. The Social Exchange Theory serves as the anchor theory, supported by Herzberg's Two-Factor Theory, Transformational Leadership Theory, and Schein's Organizational Culture Theory. These theories were selected for their demonstrated relevance in healthcare management studies and their ability to address the study's specific objectives.

2.1.1 Social Exchange Theory

Social Exchange Theory (SET) was initially developed by George Homans in 1958 and later expanded by Peter Blau in 1964. The theory posits that social behavior and workplace relationships are grounded in reciprocal exchanges, where individuals contribute effort, skills, and resources with the expectation of receiving fair treatment, rewards, or benefits in return. According to SET, positive exchanges and equitable reciprocation strengthen trust, collaboration, and commitment, ultimately improving organizational outcomes. The theory is widely used in sociology, psychology, and communication studies to explain how individuals evaluate relationships based on perceived benefits, costs, and potential losses, which influence their decisions to maintain or leave relationships. In professional settings, mutual support, recognition, and fair compensation are seen as vital to sustaining productive workplace relationships.

In healthcare environments, Social Exchange Theory has been applied to understand the dynamics of teamwork, motivation, and staff retention. Research suggests that when healthcare workers

perceive fairness in resource allocation, support from supervisors, and recognition for their efforts, they are more likely to demonstrate loyalty, motivation, and high performance (D'Amour et al., 2008). For instance, mutual respect and trust among hospital staff leads to better communication, higher morale, and improved patient care. Conversely, perceived inequities such as unfair workloads, lack of recognition, or insufficient support leads to dissatisfaction, disengagement, and high turnover rates. SET's emphasis on the reciprocal nature of workplace relationships provides valuable insights into how organizational culture influences staff behavior and productivity.

Despite its widespread application, Social Exchange Theory has faced criticism for its assumptions about rational behavior and its limited applicability in complex, hierarchical organizations. Some critics argue that the theory assumes individuals act purely based on cost-benefit analyses, neglecting emotional, cultural, and contextual factors that influence decision-making (Mwendwa, 2021). In African contexts, where communal work cultures often prioritize collective well-being over individual gains, the transactional nature of SET does not fully capture the dynamics of workplace relationships. Additionally, resource constraints in many low-resource healthcare settings disrupts reciprocal expectations, leading to perceived injustice and strained relationships among staff members (Mbau & Gilson, 2018). Power imbalances between management and frontline healthcare workers further complicate exchanges, as subordinates feel compelled to comply without receiving adequate rewards or support.

For this study, Social Exchange Theory serves as the primary framework to examine how fair conflict resolution and supportive management practices at Narok County Referral Hospital influence staff productivity and motivation. The research explores how mutual expectations between hospital management and employees are shaped by Kenya's devolved healthcare system, where resource allocation decisions significantly affect staff morale and service delivery (Tsofa et al., 2017). By analyzing the dynamics of give-and-take relationships within the hospital, the study aims to understand the extent to which perceived fairness, recognition, and support influence employee engagement and retention. The application of SET in this context also seeks to identify potential barriers that disrupt reciprocal relationships, such as insufficient resources, hierarchical power dynamics, and cultural influences unique to the region. These insights contributed to developing more effective strategies for enhancing teamwork, reducing conflict, and improving overall staff satisfaction in resource-limited healthcare settings.

2.1.2 Herzberg's Two-Factor Theory

Frederick Herzberg developed the Two-Factor Theory in 1959, aiming to understand the factors that influence job satisfaction and motivation in the workplace. The theory distinguishes between two sets of factors: hygiene factors and motivators. Hygiene factors, such as salary, work conditions, job security, and company policies, do not necessarily lead to higher job satisfaction but are essential in preventing dissatisfaction. Inadequate hygiene factors leads to employee dissatisfaction, high turnover, and decreased morale. On the other hand, motivators like recognition, opportunities for growth, meaningful work, and personal achievement contribute to genuine job satisfaction and long-term motivation. These intrinsic factors are considered key to encouraging employees to perform beyond basic expectations.

Herzberg's Two-Factor Theory has been widely applied in healthcare to understand the dynamics of employee motivation, especially in resource-limited settings. Research in African hospitals indicates that while adequate salaries and improved working conditions (hygiene factors) are necessary for maintaining staff, they are insufficient for achieving sustained performance improvement (Mathauer & Imhoff, 2006). Only motivators like professional development, recognition, and autonomy appear to have a lasting impact on health workers' commitment and productivity. The theory has been instrumental in understanding health worker retention in rural areas, where the combination of poor infrastructure, limited resources, and challenging working conditions often lead to dissatisfaction (Willis-Shattuck et al., 2008).

However, Herzberg's theory has faced criticism for its limited applicability in diverse cultural and economic contexts, particularly in low-resource settings. Critics argue that the theory has a Western bias and does not fully account for the complex realities faced by health workers in developing countries (Senyonyi et al., 2012). In Kenya, studies reveal that public health workers often prioritize job security over growth opportunities due to economic instability and the lack of alternative employment options (Kiplagat et al., 2019). The rigid hierarchical structures and systemic constraints in many public health institutions, such as chronic understaffing and inadequate funding, undermines both hygiene and motivational efforts, making it difficult to maintain high levels of employee motivation (Rowe et al., 2018). These limitations suggest that

Herzberg's framework require adaptation to address the unique socio-economic and cultural contexts of healthcare systems in developing countries.

This study applies Herzberg's Two-Factor Theory to assess employee engagement and motivation at Narok Hospital, focusing on the balance between hygiene factors and motivators in this rural referral hospital. Specifically, the research explores whether Kenya's Performance-Based Financing (PBF) system, a strategy aimed at improving healthcare quality through financial incentives (a hygiene factor), has influenced intrinsic motivation among health workers (Soeters et al., 2011). The study aims to understand if basic needs such as improved salaries and work conditions effectively complement intrinsic motivators like professional growth, recognition, and a sense of purpose. By analyzing the interaction between extrinsic and intrinsic factors, the research seeks to provide insights into improving employee satisfaction, retention, and productivity in a challenging healthcare environment like Narok.

2.1.3 Transformational Leadership Theory

Transformational Leadership Theory was initially developed by James MacGregor Burns in 1978 and later expanded by Bernard Bass and Ronald Riggio in 2006. The theory suggests that effective leaders inspire and motivate their followers to exceed expectations, achieve higher levels of performance, and embrace organizational change. Transformational leadership is characterized by four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence refers to the leader's ability to serve as a role model, earning respect and trust from their followers. Inspirational motivation involves communicating a compelling vision, setting high standards, and motivating followers to pursue common goals. Intellectual stimulation encourages creativity, innovation, and critical thinking, challenging followers to explore problems from new perspectives. Finally, individualized consideration emphasizes recognizing and addressing the unique needs, strengths, and aspirations of each follower, fostering a supportive and personalized work environment.

In healthcare, transformational leadership has been associated with improved team dynamics, higher job satisfaction, enhanced patient outcomes, and reduced medical errors (Wong et al., 2013). Leaders who practice this style cultivate a positive organizational culture that prioritizes patient safety, continuous improvement, and adaptability. In the Kenyan context, transformational

leadership has shown potential in enhancing crisis response, improving staff morale, and increasing the effectiveness of healthcare services, particularly in county hospitals where resources are often limited (Ayieko et al., 2021). Given the challenges of managing healthcare in resource-constrained environments, transformational leaders inspire commitment and resilience among healthcare workers, leading to better patient care.

However, there are critiques of the theory's applicability in highly bureaucratic health systems, such as those found in many African countries, where hierarchical decision-making predominates (Bradley et al., 2020). The emphasis on autonomy and innovation conflict with Kenya's centralized county health management structure, which often relies on strict protocols and top-down decision-making (Nyikuri et al., 2015). Moreover, the theory's focus on individual leaders leads to an overemphasis on their role while neglecting systemic barriers such as inadequate infrastructure, understaffing, and insufficient funding (Daire & Gilson, 2014). These limitations suggest that a purely transformational approach is not sufficient to address the complexities of healthcare settings in Kenya, and a blend of transactional and transformational leadership styles is more practical.

This study utilizes Transformational Leadership Theory to examine leadership practices at Narok Hospital, exploring how leaders balance transformational strategies with the realities of Kenya's devolved governance structure. The research aims to understand how transformational leadership was adapted to fit the unique cultural and organizational context of Narok Hospital, considering local norms, power dynamics, and community expectations. By building on findings from similar resource-limited contexts where hybrid leadership models have shown success (Mirieri et al., 2022), the study seeks to provide practical insights for enhancing leadership effectiveness in county referral hospitals. Ultimately, understanding the interaction between transformational leadership and the local context informed strategies to improve healthcare delivery and management in Narok and similar settings.

2.1.4 Schein's Organizational Culture Theory

Edgar Schein (2010) developed the Organizational Culture Theory, which provides a comprehensive framework for analyzing organizational culture through three interconnected levels: visible artifacts, espoused values, and underlying assumptions. The first level, visible artifacts, includes tangible aspects like organizational structures, dress codes, and rituals that are

easily observed but does not fully convey deeper cultural meanings. The second level, espoused values, encompasses the declared beliefs, goals, and strategies that guide members' behavior. The third and most profound level consists of underlying assumptions—deep-seated, unconscious beliefs that shape perceptions and influence decision-making. These assumptions are often so ingrained that they become taken-for-granted truths within the organization.

Research demonstrates that organizational culture, particularly in healthcare settings, significantly impacts performance, safety, and patient outcomes. For instance, hospital safety culture—a specific aspect of organizational culture—has been linked to patient care quality and error reduction (Singer et al., 2009). In Kenya, studies highlight how subcultures within hospitals, such as those based on clan affiliations, influence teamwork, communication, and overall service delivery (Kagwanja et al., 2020). These insights underscore the complexity and variability of organizational culture, which either facilitate or hinder effective healthcare delivery.

Despite its comprehensive approach, Schein's theory has faced criticism for its complexity and the challenges associated with measuring cultural components. Critics argue that reducing cultural aspects to quantifiable metrics oversimplify the depth of organizational culture (Scott et al., 2003). In contexts like Narok, where cultural influences are intertwined with traditional Maasai pastoralist values, Schein's model fail to capture the nuanced impact of indigenous norms on hospital operations (Kimani et al., 2021). Additionally, the theory assumes a degree of cultural unity does not exist, as many county hospitals in Kenya exhibit fragmented subcultures shaped by diverse ethnic and professional backgrounds (English et al., 2017).

This study employs Schein's framework to analyze Narok Hospital's workplace culture, adapting it to account for local cultural influences and indigenous practices. By applying the model, the research aims to explore how cultural norms, beliefs, and values influence productivity, communication, and teamwork within the hospital. It extends the work of Miseda et al. (2017), who explored how Kenyan hospital cultures shape staff responses to policy changes, by focusing specifically on Narok's unique ethnic dynamics (County Government of Narok, 2022). Understanding these cultural factors is crucial for designing culturally sensitive policies that enhance organizational performance and patient care.

2.2 Empirical Literature

This section reviews global, regional, and local studies on conflict resolution, employee engagement, leadership practices, and workplace culture to identify gaps in context, theory, and methodology. It highlights the limited research on integrated employee relations strategies in Kenyan county hospitals, particularly Narok County Referral Hospital, where cultural and resource constraints influence productivity.

2.2.1 Conflict Resolution Mechanisms on Organization productivity

Conflict management has gained substantial attention in organizational behavior, particularly concerning its influence on employee productivity and overall organizational effectiveness. Numerous researchers have explored the dynamics of workplace conflicts, strategies for managing them, and their implications for productivity, employee satisfaction, and career advancement.

Paresashvili et al. (2021) conducted a comprehensive study analyzing the relationship between organizational conflicts and employee productivity. By surveying 520 employees from various enterprises in Georgia, the researchers highlighted three focal points: employee satisfaction and engagement, the frequency of conflicts, and the mechanisms for resolving conflicts. Their findings demonstrated a significant negative impact of workplace conflicts on employee productivity, indicating that unresolved conflicts lead to stress, reduced morale, and diminished work capacity. The study emphasized the need for structured conflict resolution mechanisms to mitigate the negative consequences of organizational conflicts.

Anjum et al. (2018) expanded on this perspective by examining the effects of toxic workplace environments on employee productivity in private universities in Pakistan. Their research identified specific toxic factors—ostracism, incivility, harassment, and bullying—that negatively affected productivity. By employing Confirmatory Factor Analysis (CFA) and the Hayes mediation model, they found that job burnout mediated the relationship between workplace toxicity and reduced productivity. The study concluded that organizations should address workplace toxicity by establishing policies that promote a supportive and respectful work environment. The alignment between these studies suggests that the negative effects of workplace conflicts on productivity are a global phenomenon requiring strategic intervention.

Muthumani and Kumar (2023) examined the influence of various conflict management strategies on employee productivity in Tamil Nadu's manufacturing sector. Their study employed statistical tools like Spearman correlation and regression analysis on a sample of 250 employees. The findings revealed that collaborative, compromising, accommodating, competitive, and avoiding strategies all had varying degrees of influence on productivity. Collaborative and compromising strategies emerged as the most effective, fostering cooperation and mutual understanding, whereas competitive and avoidance strategies had mixed results. The study recommended that organizations invest in conflict management training to develop skills that facilitate constructive conflict resolution.

John-Eke and Akintokunbo (2020) conducted a comprehensive review of conflict management as a tool for increasing organizational effectiveness. They asserted that while conflicts disrupt productivity, well-managed conflicts leads to positive outcomes like enhanced team dynamics, innovation, and open communication. The researchers advocated for educating employees on conflict management to overcome the misconception that all conflicts are detrimental. This perspective complements Rahim's (2023) theoretical approach, which recognizes that moderate conflict, if properly managed, stimulates creativity and problem-solving. The synergy between these studies underscores the need for a balanced approach to conflict management that recognizes its potential to be both constructive and destructive.

Rahim (2023) offered a theoretical framework for understanding conflict management in organizational contexts. The author argued that while excessive conflict could lead to inefficiency and dysfunction, a complete lack of conflict causes organizational stagnation, inhibiting innovation and problem-solving. The book emphasized the importance of balancing conflict to stimulate creativity while maintaining workplace harmony. Rahim's classification of conflict management strategies—integrating, obliging, dominating, avoiding, and compromising—provided a structured approach for analyzing conflict resolution in organizations. These strategies align with the empirical findings of Muthumani and Kumar (2023) and John-Eke and Akintokunbo (2020), who identified collaboration and compromise as the most effective methods for managing conflicts.

Hussaini (2024) expanded the scope of conflict management by analyzing its impact on career advancement alongside employee productivity. Conducting a multi-sectoral study, Hussaini observed that employees skilled in conflict resolution were more likely to experience career growth and promotions. The study highlighted that organizations valuing effective conflict management not only improved productivity but also enhanced employee satisfaction and retention. This observation suggests that conflict management training is crucial not just for resolving disputes but also for professional development and leadership capacity building.

Studies from Kenya offer valuable insights into the practical implications of conflict management in a different socio-economic context. Mwikali (2016) explored conflict management strategies at Kenya Power Company in Nairobi County. The research revealed that collaborative strategies, such as open dialogue and employee involvement, positively impacted employee performance, while dominating strategies had a negative effect. The study recommended integrating conflict management training into organizational culture to enhance productivity and minimize the recurrence of conflicts.

Musyoki (2013) focused on the influence of administrators' conflict management styles on teaching staff's job satisfaction at Pan Africa Christian University in Kenya. The study demonstrated that collaborative and compromising approaches significantly increased job satisfaction, which in turn enhanced productivity. Conversely, avoidance and competitive strategies were linked to dissatisfaction and reduced productivity. The research emphasized the need for continuous professional development in conflict management for academic administrators.

George et al. (2012) analyzed the impact of conflict management on employee job satisfaction at Nzoia Sugar Company in Kenya. Their findings indicated that collaboration and compromise strategies were most effective in minimizing conflicts and improving productivity. The study recommended adopting a more structured approach to conflict resolution, integrating feedback mechanisms, and fostering employee involvement.

2.2.2 Employee Engagement and Involvement on Organization productivity

Employee engagement and involvement have been extensively studied as critical factors influencing organizational productivity. These factors impact job satisfaction, reduce turnover, and enhance overall organizational performance. Bedarkar and Pandita (2014) investigated the drivers of employee engagement and their impact on job performance across multiple industries in India. A mixed-method approach was employed, combining surveys and in-depth interviews with 250 employees. Thematic analysis was used to analyze qualitative data, while quantitative data were processed through descriptive statistics. The study identified effective communication, inclusive workplace culture, strong leadership, and opportunities for career growth as critical drivers of engagement. Engaged employees exhibited higher motivation and commitment, resulting in increased productivity. The findings emphasize the importance of communication and a supportive environment in healthcare, where collaboration and open communication are crucial for patient care and service delivery.

Ismail, Iqbal, and Nasr (2019) examined the mediating role of creativity between employee engagement and job performance in Lebanon. The study utilized a survey-based quantitative approach, distributing questionnaires to 200 employees across different industries. Regression analysis was conducted to analyze the data. The researchers found that highly engaged employees demonstrated higher levels of creativity, positively impacting their job performance. In healthcare, where creativity and innovation leads to improved problem-solving and patient care, these findings are relevant. The study suggests that encouraging employee engagement and creative thinking enhances productivity in healthcare institutions.

Al-Dalahmeh, Khalaf, and Obeidat (2018) assessed the link between employee engagement, job satisfaction, and organizational performance in Jordan's banking sector. The study adopted a quantitative approach, distributing structured questionnaires to 250 IT employees in the banking sector. Data analysis was conducted using correlation and regression techniques. The researchers found that employee involvement in decision-making and organizational planning increased job satisfaction, leading to improved productivity. While the study focused on banking, the principles of engagement and employee involvement were applied to healthcare, where inclusive decision-making positively impacted team performance and patient outcomes.

Ahmed et al. (2020) conducted a study in Thailand and Pakistan during the COVID-19 pandemic, investigating the relationship between employee engagement, knowledge sharing, and organizational performance. Using a survey method, data were collected from 400 employees across healthcare and education sectors. Regression and correlation analyses revealed that engaged employees were more willing to share knowledge, collaborate, and contribute to problem-solving, ultimately enhancing productivity. These findings are particularly relevant to healthcare, where collaboration and knowledge sharing are crucial for effective patient care and crisis management.

Motyka (2018) carried out a systematic literature review to examine the relationship between employee engagement and performance across various industries in Poland. The review synthesized findings from 50 studies using thematic analysis. Key drivers of engagement, such as leadership, organizational culture, and job design, were identified. The study concluded that engaged employees exhibit higher job satisfaction, motivation, and productivity. Although not healthcare-specific, the study's emphasis on supportive leadership and inclusive work environments applies to healthcare institutions aiming to enhance productivity.

Kwarteng et al. (2024) analyzed the relationship between transformational leadership, employee recognition, engagement, and productivity within Ghana Health Service. The researchers adopted a quantitative approach, distributing structured questionnaires to 350 healthcare professionals. Data were analyzed using regression analysis to explore the relationships between leadership style, employee engagement, and productivity. The results indicated that transformational leadership and recognition of employees' efforts significantly enhanced engagement levels, leading to higher productivity. This study highlights the importance of effective leadership in healthcare, suggesting that recognizing employees' contributions boosted their morale and productivity.

Abdelwahed and Doghan (2023) explored the relationship between work engagement, organizational factors, and employee productivity within Egypt's educational sector. The researchers utilized a quantitative research design, administering structured questionnaires to 300 employees across different educational institutions. Data were analyzed using Structural Equation Modeling (SEM) to examine the connections between organizational support, leadership practices, job resources, and employee engagement. The study concluded that a supportive organizational culture and effective leadership significantly enhance employee engagement, leading to increased

productivity. Although this research focused on the education sector, its implications are valuable for healthcare organizations where supportive leadership motivated staff, reduce absenteeism, and improve service delivery.

Sendawula et al. (2018) explored the impact of training and employee engagement on productivity within Uganda's health sector. The study employed a cross-sectional survey design, gathering data from 300 healthcare professionals using structured questionnaires. Descriptive and inferential statistical techniques, including regression analysis, were used to examine the relationships among variables. The findings demonstrated that training programs enhance employees' skills, boosting their confidence, engagement, and productivity. Engaged employees exhibited a greater commitment to organizational goals, leading to better patient care and service delivery. This study underscores the importance of continuous professional development for healthcare professionals to maintain high productivity.

Limited research specifically addresses employee engagement and involvement in healthcare settings in Kenya. However, the insights from global literature were valuable for healthcare institutions like Narok County Referral Hospital. Improving employee engagement and involvement addressed challenges such as job dissatisfaction, absenteeism, and high turnover. Transformational leadership, effective communication, continuous professional development, and inclusive decision-making are strategies that enhanced engagement and productivity. By applying these strategies, healthcare institutions in Kenya create a supportive work environment that fosters motivation, commitment, and improved patient care.

2.2.3 Leadership and Management Practices on Organization Productivity

Leadership and management practices are essential components that shape organizational culture, influence employee performance, and ultimately determine organizational productivity. Effective leadership motivates employees, drives organizational goals, and fosters a productive work environment. Al Khajeh (2018) examined the impact of various leadership styles—transformational, transactional, and laissez-faire—on organizational performance in the United Arab Emirates. The study adopted a quantitative approach, utilizing structured questionnaires distributed to 200 employees in the banking and telecommunication sectors. The data were analyzed using regression analysis to explore the relationship between leadership styles and

organizational performance. Findings revealed that transformational leadership positively influenced employee motivation, job satisfaction, and overall productivity, while laissez-faire leadership was associated with negative performance outcomes. The study's implications suggest that transformational leadership significantly enhance organizational productivity by fostering innovation, collaboration, and employee commitment. These insights apply to healthcare settings, where motivation and team collaboration are crucial for patient care.

Dahir and Nyang'au (2019) assessed the effects of strategic management practices on the performance of Kenya Power, a state corporation. The researchers used a descriptive research design, distributing questionnaires to 100 employees. Data analysis involved descriptive and inferential statistics, including correlation and regression analysis. The study found that strategic management practices like effective communication, employee participation, and result-oriented leadership significantly enhanced organizational performance. The findings imply that leadership practices that align with organizational goals improve productivity by fostering commitment and minimizing resistance to change. Although the study focused on a state corporation, the implications extend to healthcare institutions, where strategic management streamline operations and improve patient care.

Haryono and Sulisty (2020) examined the effects of work motivation and leadership on work satisfaction and employee performance in Indonesia. Using a quantitative approach, data were collected from 300 employees through questionnaires. Structural Equation Modeling (SEM) was used to analyze the relationships between variables. The study found that transformational leadership and intrinsic motivation were significant predictors of employee performance and satisfaction. Effective leaders who inspire and motivate their teams reported higher productivity levels. In healthcare, where motivation and teamwork are essential for quality patient care, transformational leadership play a crucial role in optimizing productivity.

Akparep, Jengre, and Mogre (2019) explored the influence of leadership style on organizational performance at the TumaKavi Development Association in Ghana. Using a qualitative research design, data were collected through interviews and focus group discussions with 50 participants, including employees and management. Thematic analysis revealed that democratic and transformational leadership styles positively influenced teamwork, communication, and

organizational productivity. Conversely, autocratic leadership resulted in reduced morale and lower productivity. The study emphasized the need for leaders to adopt inclusive leadership practices that prioritize employee involvement and communication. For healthcare organizations, particularly in developing countries, embracing inclusive leadership help improve morale, reduce absenteeism, and enhance service delivery.

The impact of leadership and management practices on productivity at Narok County Referral Hospital remains underexplored. However, insights from the reviewed literature inform effective strategies for enhancing productivity in healthcare institutions. Transformational leadership that motivates employees, encourages teamwork, and supports continuous professional development created a positive work environment. Additionally, incorporating strategic management practices like effective communication, inclusive decision-making, and goal-setting address issues such as absenteeism, burnout, and low morale. Given the critical role of healthcare workers in patient outcomes, effective leadership practices directly influence service delivery and overall organizational productivity.

Wanyama and Nyaga (2019) explored strategic leadership practices and performance within Equity Bank, a leading financial institution in Kenya. Using a cross-sectional survey design, data were collected from 120 employees through structured questionnaires. Correlation and regression analyses were conducted to analyze the data. The study found that strategic leadership practices such as effective communication, team empowerment, and a clear vision significantly improved organizational productivity. These practices enhanced employee motivation, reduced turnover, and improved service delivery. The findings suggest that similar strategic leadership approaches could be beneficial in healthcare, particularly in complex and dynamic environments like referral hospitals.

The literature suggests that leadership styles and management practices significantly influence organizational productivity across various sectors and countries. Transformational leadership, characterized by motivation, collaboration, and vision, consistently emerges as a driver of enhanced productivity and employee satisfaction. In healthcare, where the well-being of patients is paramount, adopting supportive and inclusive leadership motivate staff, reduce burnout, and optimize productivity. For Narok County Referral Hospital, implementing leadership practices that

foster open communication, employee participation, and recognition enhance productivity. Training leaders on effective conflict resolution, emotional intelligence, and strategic management further strengthen organizational performance, leading to improved patient care and overall efficiency.

2.2.4 Workplace Culture and Environment on Organization Productivity

Workplace culture and environment significantly influence employee motivation, satisfaction, and productivity. An organization's culture defines the norms, values, and shared beliefs that shape behavior, while the workplace environment encompasses physical and psychosocial factors that affect employees' performance. Paais and Pattiruhu (2020) investigated the effects of motivation, leadership, and organizational culture on employee satisfaction and performance in Indonesia. The researchers employed a quantitative approach, distributing surveys to 250 employees across various industries. Structural Equation Modeling (SEM) was used to analyze the data. The study revealed that a positive organizational culture enhances employee motivation, satisfaction, and productivity. The authors concluded that supportive and inclusive workplace cultures promote job satisfaction, reduce turnover, and improve overall performance. For healthcare organizations, these findings highlight the need for creating a supportive culture that motivates staff to provide high-quality patient care.

Warrick (2017) explored the critical role of organizational culture in shaping organizational success and productivity. The study used a mixed-method approach, including surveys, interviews, and case studies from diverse industries in the United States. Warrick emphasized that leaders play a pivotal role in shaping organizational culture and suggested that a strong, positive culture fosters collaboration, innovation, and improved productivity. Conversely, toxic cultures characterized by negativity, mistrust, and poor communication leads to dissatisfaction and decreased performance. The study's relevance to healthcare settings lies in its assertion that leaders should model positive behaviors, encourage open communication, and foster trust to create a productive work environment.

Hafeez et al. (2019) assessed the impact of the workplace environment on employee performance in Pakistan, focusing on the mediating role of employee health. The study used a survey method to gather data from 300 employees in the manufacturing sector. Analysis through multiple

regression showed that supportive and healthy workplace environments positively influence employee performance by reducing stress and enhancing well-being. Conversely, poor working conditions led to decreased motivation, absenteeism, and higher turnover rates. The study recommended investing in workplace safety and creating stress-reducing policies, which are particularly relevant for healthcare institutions like Narok County Referral Hospital, where employee well-being directly affects patient care.

Cherian et al. (2021) conducted a study on corporate culture and its impact on employee attitudes, performance, productivity, and behavior in selected organizations in the UAE. Using a descriptive research design, data were collected from 200 employees through questionnaires and analyzed using descriptive and inferential statistics. The findings indicated that a collaborative and inclusive organizational culture positively affects employee motivation, productivity, and job satisfaction. The study suggested that management should prioritize employee well-being, promote teamwork, and create a supportive work environment. The relevance of these insights to healthcare is substantial, given the high-pressure environment that healthcare professionals navigate.

Nikpour (2017) examined the influence of organizational culture on organizational performance, focusing on the mediating role of organizational commitment. The study used a quantitative approach with data collected from 180 employees in the telecommunications industry. Data analysis using Structural Equation Modeling (SEM) revealed that a positive organizational culture enhances employee commitment, leading to higher productivity. The study emphasized the importance of a culture that aligns with organizational goals and values. For healthcare institutions, fostering commitment through a supportive culture leads to better service delivery and patient outcomes.

Virgiawan, Riyanto, and Endri (2021) investigated the mediating role of organizational culture in the relationship between motivation, transformational leadership, and employee performance. The study used surveys to collect data from 300 employees and applied SEM for analysis. The results indicated that a strong organizational culture enhances motivation and leadership effectiveness, leading to increased productivity. The authors recommended that organizations prioritize cultural practices that motivate employees and support transformational leadership. Healthcare institutions,

including Narok County Referral Hospital, benefit from transformational leadership to cultivate a positive culture and improve productivity.

Shahzad, Xiu, and Shahbaz (2017) explored the relationship between organizational culture and innovation performance in Pakistan's software industry. The study utilized a quantitative approach with 200 survey respondents, analyzed using regression techniques. The findings indicated that organizational culture plays a critical role in fostering creativity and innovation, which, in turn, enhances productivity. Although the study focused on the software industry, its implications extend to healthcare, where innovation improve patient outcomes and operational efficiency.

In Ghana, Akparep, Jengre, and Mogre (2019) explored the influence of leadership style and organizational culture on productivity at TumaKavi Development Association in Ghana. The researchers adopted a descriptive research design, using questionnaires to collect data from 100 employees. Data analysis involved descriptive statistics and regression analysis. The study revealed that a collaborative organizational culture positively influences productivity, while an authoritarian culture leads to low morale and reduced output. The authors recommended adopting a participatory leadership style and developing policies that nurture inclusive and supportive workplace cultures. The findings are relevant to healthcare institutions in Africa, where hierarchical and authoritative structures often exist. Creating a collaborative and inclusive culture boost job satisfaction and productivity in demanding environments like hospitals.

A study by Lumumba, Simatwa, and Jane (2021) investigated the influence of organizational culture on the performance of primary teacher training colleges in the Lake Victoria Region. The study utilized a descriptive survey design, collecting data through questionnaires from 150 teaching and non-teaching staff. Using descriptive and inferential statistics for data analysis, the study found that a collaborative and supportive organizational culture enhances employee motivation and performance. The authors recommended that organizations invest in training and mentorship programs to create positive cultures that improve performance.

Although the study focused on educational institutions, its findings are applicable to healthcare settings such as Narok County Referral Hospital. A supportive workplace culture that values teamwork, professional development, and open communication enhance employee satisfaction,

reduce turnover, and improve patient care. Given the demanding nature of healthcare, especially in referral hospitals, a culture that prioritizes employee well-being is essential for maintaining productivity and delivering quality healthcare services.

2.3 Summary and Research Gaps

This chapter reviewed global, regional, and local studies on conflict resolution, employee engagement, leadership practices, and workplace culture, synthesizing their impact on organizational productivity. Key findings highlight that collaborative conflict resolution strategies enhance productivity by fostering cooperation and reducing workplace toxicity, whereas toxic environments and avoidance tactics lead to diminished morale and inefficiency (Anjum et al., 2018; Mwikali, 2016). In terms of employee engagement, research demonstrates that inclusive decision-making, recognition programs, and continuous training significantly improve motivation and performance (Bedarkar & Pandita, 2014; Sendawula et al., 2018). Leadership practices also play a pivotal role, with transformational leadership emerging as a key driver of innovation, commitment, and high performance, while laissez-faire leadership is associated with poor outcomes (Al Khajeh, 2018; Wanyama & Nyaga, 2019). Additionally, a supportive workplace culture—characterized by teamwork, open communication, and employee well-being—has been shown to reduce burnout and turnover, directly enhancing service quality (Paais & Pattiruhu, 2020; Hafeez et al., 2019).

Collectively, the literature emphasizes the need for integrated strategies that address conflict resolution, engagement, leadership, and culture in a cohesive manner. However, these insights must be contextualized for Narok County Referral Hospital, where cultural dynamics, resource limitations, and operational challenges create unique barriers to productivity. The next chapter outlines the research methodology, detailing the study’s design, data collection techniques, and analytical approaches to empirically investigate these relationships and provide practical solutions for improving employee productivity in this setting

The reviewed literature reveals several critical gaps that this study aims to address. First, there is a contextual gap in existing research, as most studies on conflict resolution and employee engagement focus on corporate and manufacturing sectors, with limited attention given to Kenyan public healthcare, particularly county referral hospitals. The unique operational dynamics,

resource constraints, and cultural factors in these settings necessitate targeted investigations to understand how employee relations strategies were effectively applied. Second, a theoretical gap exists, as while individual theories—such as transformational leadership and conflict management—have been extensively explored, few studies integrate these frameworks to explain productivity in resource-constrained healthcare environments. An integrated theoretical approach would provide a more comprehensive understanding of how leadership, conflict resolution, and workplace culture collectively influence employee performance in such settings.

A methodological gap is evident, as prior research predominantly relies on quantitative approaches, which overlook nuanced perspectives from healthcare workers. This study adopts a mixed-methods design to combine statistical analysis with qualitative insights, ensuring a deeper exploration of employee experiences and organizational dynamics. Furthermore, a geographical gap persists, as limited empirical research examines how cultural norms and resource limitations in Narok County uniquely shape employee relations and productivity. Given the region’s distinct socio-cultural context, understanding these influences is crucial for developing tailored interventions. Lastly, practical gap remains, as despite extensive evidence on best practices—such as collaborative conflict resolution and employee engagement strategies—their implementation in Kenyan county hospitals remains underexplored. This study seeks to bridge these gaps by providing actionable recommendations for Narok County Referral Hospital and similar institutions.

Table 1: Summary of Research Gaps

Author	The Study	Methodology	Main Findings	Knowledge Gaps	The Focus of the Study
Ilyukhina & Stathopoulou (2019)	The Impact of cultural factors on change management on the comparison of qualitative data between two global companies in Sweden and Greece.	Comparative Analysis	Hofstede argued that the national culture influences the change management process in all the dimensions of the cultural model.	Selected leaders from Swedish and Greek Multinational businesses.	This research addressed organizational culture and change management in social enterprises in the Kenyan market.

Author	The Study	Methodology	Main Findings	Knowledge Gaps	The Focus of the Study
Tsalits & Kisono (2019)	The implication of organizational culture types for individual change readiness in Indonesia as a collectivism.	Descriptive survey research design	These results imply that the hypothesis is true: clan, adhocracy, market, and hierarchy types of organizational culture impact Individual Readiness for change. Change is a process that involves a few critical	Targeted 264 employees of a family company in Indonesia	The study further related the organizational culture and change management in Kenya's social enterprises.
Mukwakungu, Makamu, Sukdeo, & Mbohwa (2023)	Effects of hierarchical culture on the management of change practice in the context of South Africa Media industry.	Cross-sectional study	considerations include the desire for increased unification of methods to perform work and the enhancement of business outcomes.	Targeted 60 managers in the South African media space	The study connected organizational culture and change management for social enterprises in Kenya.
Njagi, Kamau & Muraguri (2020)	Clan culture as an agent of strategy implementation	Descriptive correlation research design	Clan culture significantly predicted strategy implementation in Kenyan professional bodies	Census on all 28 professional bodies in Kenya with a purposive sample	The study considered organizational culture and change management in social enterprises in Kenya
Bagga, Gera & Haque (2023)	The role of organizational culture: transformational leadership and change management in virtual teams	Descriptive and exploratory	Transformational leadership and organizational culture were positively and significantly related to change management	Targeted 118 virtual employees of the IT sector at Delhi National Capital Region	The study centered on organizational culture and change management in social enterprises in Kenya

2.4 Conceptual Framework

Independent Variable

Employee Relation

Dependent Variable

Employee Productivity

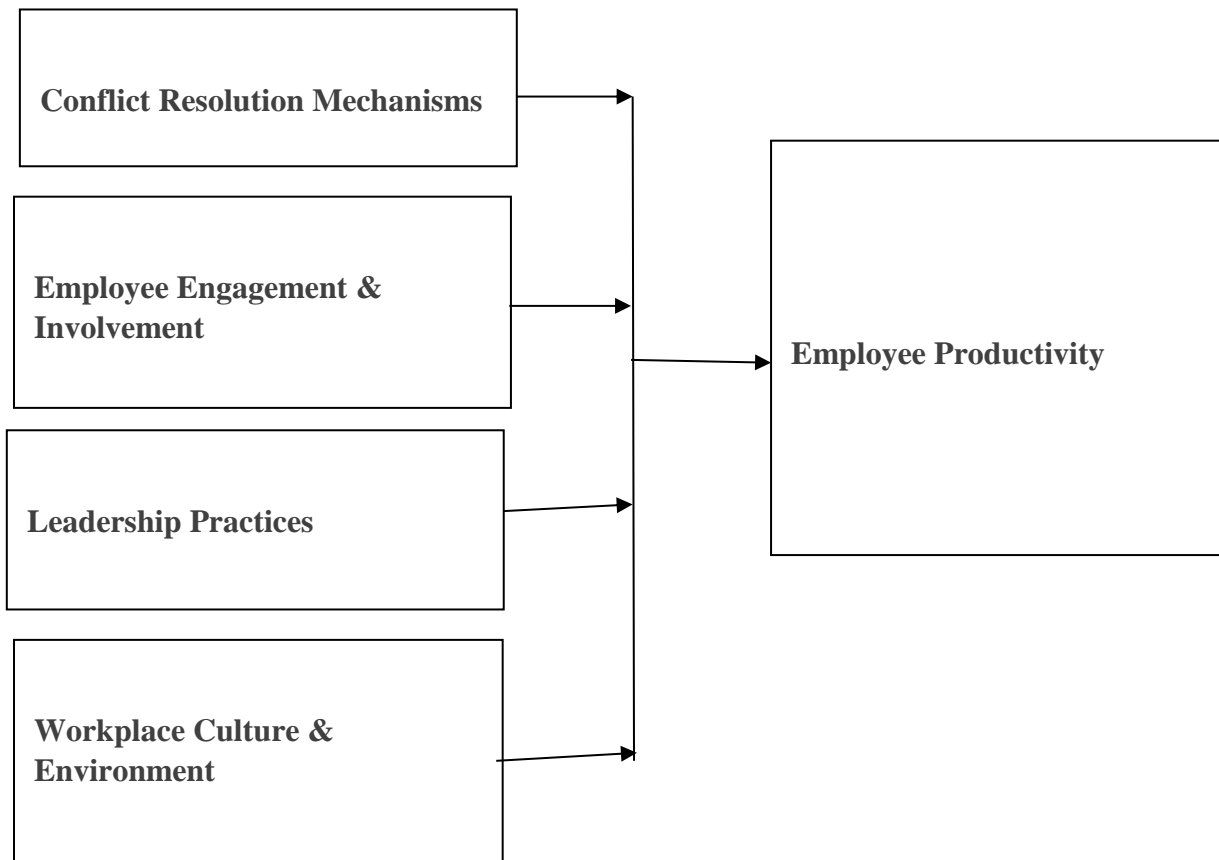


Figure 1: Conceptual Framework

(Source: Researcher, 2025)

2.5 Operationalization of Variables

The criteria given in Table 2 guided the measurement and definition of the variables; Conflict Resolution Mechanisms, Employee Engagement and Involvement, Leadership and Management Practices and Workplace Culture and Environment

Table 2: Operationalization of Variables

Variables	Indicators	Instruments	Measurement Scale	Type of Scale	Analysis Tool
Conflict Resolution Mechanisms	<ul style="list-style-type: none"> • Clarity of procedures • Timeliness of conflict handling • Employee perception of fairness 	Questionnaire	Likert 5 – Strongly Agree 1 – Strongly Disagree	Interval	Descriptive statistics
Employee Engagement and Involvement	<ul style="list-style-type: none"> • Participation in decision-making • Commitment to goals • Motivation and inclusion 	Questionnaire	Likert 5 – Strongly Agree 1 – Strongly Disagree	Interval	Descriptive statistics
Leadership and Management Practices	<ul style="list-style-type: none"> • Leadership style and support • Communication and transparency • Staff inspiration and satisfaction 	Questionnaire	Likert 5 – Strongly Agree 1 – Strongly Disagree	Interval	Descriptive statistics
Workplace Culture and Environment	<ul style="list-style-type: none"> • Teamwork and collaboration • Psychological safety • Recognition and interpersonal relations 	Questionnaire	Likert 5 – Strongly Agree 1 – Strongly Disagree	Interval	Descriptive statistics
Organizational Productivity	<ul style="list-style-type: none"> • Service delivery quality • Employee performance • Patient satisfaction • Operational efficiency 	Questionnaire	Likert 5 – Strongly Agree 1 – Strongly Disagree	Interval	Descriptive statistics

2.6 Chapter Summary

The chapter reviewed theoretical frameworks and empirical literature on employee relations and organizational productivity, focusing on healthcare settings. It explored four key theories: Social Exchange Theory (anchor), Herzberg's Two-Factor Theory, Transformational Leadership Theory, and Schein's Organizational Culture Theory. The empirical review consistently showed that collaborative conflict resolution, meaningful employee engagement, transformational leadership, and supportive workplace cultures enhance productivity in healthcare environments.

Five research gaps were identified: contextual (limited research on Kenyan county hospitals), theoretical (insufficient integration of multiple frameworks), methodological (predominance of quantitative approaches), geographical (underexplored Narok County context), and practical (limited attention to implementation). The conceptual framework illustrated how employee relations (through conflict resolution, engagement, leadership, and workplace culture) influence organizational productivity. This study aims to address these gaps, contributing both theoretical understanding and practical solutions for Narok County Referral Hospital and similar institutions.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter explained how the study was carried out and gives detailed on research design, the study location, target population, sampling procedure, data collection and data analytical techniques.

3.1 Research Design

A case study research design was used in the study. A case study research design, according to Kombo and Tromp (2006), strived to describe a unit in-depth, in context, and from a holistic standpoint. It examined the subjects of study in great detail. In a case study, a lot was learned from a few examples of the phenomenon that was the subject of the study. The study used Narok County Referral Hospital as a case study. Through the use of a case study, the researcher was able to compile extensive data that was relevant to the study and served as a guide for other organizations on how to manage the flow of resources.

3.2 Target Population

The study targeted 80 respondents of Narok County Referral Hospital. The respondents was drawn from 1 director, 1customer care and 78 Human resource Department .The researcher arrived at the target population by using 2024 records of Narok County Referral Hospital . The target population is organized as shown in Table 3.1 below.

Table 3: Target population

Category	Target population
Director	1
Customer care	1
Human resource Department	78
Total	80

Source: Survey Data (2024)

3.3 Sample size and Sampling Techniques

The researcher utilized stratified random sampling in addition to conventional random sampling. Various types of respondents were separated using stratified sampling. A stratified sampling

approach is one that selects a sample from each subgroup in the population after identifying them and their proportions, according to Oso and Onen (2005). It separates a population into different, homogeneous subgroups with similar features in order to ensure fair representation of the population in the sample. In this case, the defined groupings of the respondents' departments matter. Table 3.2 below provides the sample size.

Table 4: Sample Size

Category	Target population	Sample Size
Director	1x0.3	1
Customer care	1x0.3	1
Human resource Department	78x0.3	23
Total	80	25

Source: Survey Data (2025)

The sample size was calculated using Mugenda and Mugenda's (2009) formula of 30% from each stratum. According to Mugenda, it was advisable to utilize 30% when the population in a stratum was fewer than 100 individuals. In a straightforward random sampling procedure, the sample was impartially selected to yield specific respondents from each stratum. The sample chosen was deemed appropriate in light of the study's goals, purpose, and variables.

3.4 Data collection instruments

The researcher used questionnaires as the primary method for gathering data. The use of questionnaires was necessary because the study focused on factors such as respondents' views, opinions, perceptions, feelings, and attitudes, which could not be directly observed. A questionnaire was considered the most effective tool for gathering such data. Since the target population was largely literate, they responded favorably to the questionnaires. The data collection process included both structured and unstructured questions.

3.5 Pilot Study

Pilot study is a trail collection of data to detect weaknesses in design and instrumentation while pretesting is assessment of questions and instruments before start of a research (Cooper & Schindler, 2011). A pilot study was conducted to detect the face validity of the instruments that were used to collect information from respondents. This helped correct any errors that occurred

during the research process and ensured that the research instruments functioned effectively as a whole (Bryman & Bell, 2011). Bryman and Bell (2011) argued that a pilot study is particularly important for research based on self-completion questionnaires, as an interviewer may not be present to clear up any confusion. The pilot study was carried out at the Human Resource Department.

3.6 Data collection procedure

After sampling and making all the necessary preparations, the prospective study was announced to the relevant authorities to inform them of the entire process and alert the respondents at least one month in advance. This reduced skepticism and improved cooperation. Following an earlier visit, which helped improve the scheduling of interviews and the distribution of questionnaires, the researcher directly administered the research tools. The preliminary visit also provided a general idea of the respondents' expectations. The researcher and respondents agreed on specific dates for administering the study tools and collecting the questionnaires. Adequate time was given for the respondents to complete the questions.

3.7 Data Analysis and Presentation

Both quantitative and qualitative analyses of the data were conducted. Quantitative analysis relied on statistical methods and the use of calculators and computers, while qualitative analysis utilized graphs, charts, and diagrams. The data gathered through questionnaires were totaled, categorized by level, compared, and then summarized.

3.8 Ethical Considerations

It refers to an ethos or way of life social norms for conduct that distinguishes between acceptable and unacceptable behaviour" (Shah, 2011, p.205; Akaranga & Ongong'a, 2013, p.8).

3.8.1 Informed consent

It is the ability for self-determination in action according to a personal plan. It is at this moment that a respondent decided to participate in a study if he or she understands the benefit and risks of the study leading to new knowledge. This factor also addressed how to counteract any form of physical harm or discomfort, infringement of dignity and privacy and compensation. The researcher seeks an informed consent of the respondents (Appendix II) and also was provided them with sufficient initial information about the survey to be able to give their informed consent concerning participation and the use of data (Kothari, 2013).

3.8.2 Voluntary participation

It implies that a person knowingly, voluntarily, intelligently, and in a clear and manifest way, gives his or her consent. The researcher made it known to the respondents that their participation is indeed voluntary.

3.8.3 Confidentiality

Confidentiality meant that the participants' identities were known to the researcher, but the data was de-identified and their identities were kept confidential. Individuals were free to provide or withhold as much information as they wished to share with the person they chose. Confidentiality was guaranteed, and it was the researcher's ethical responsibility to verify the collected data. Only summarized data was made available for public consumption.

3.8.4 Privacy

The researcher protected the respondents from harm, whether emotional or physical. During data collection and analysis, safeguards were put in place to ensure privacy, including storing the data on a password-protected computer to maintain confidentiality.

3.8.5 Anonymity

Anonymity referred to the practice of keeping respondents' identities secret by not identifying their ethnic or cultural backgrounds, refraining from using their names, or disclosing any other sensitive information about them (Mugenda, 2003). This was achieved by using pseudonyms for both the participants and the organization selected for the study (Mugenda, 2013).

3.9 Chapter Summary

This chapter provides a comprehensive overview of the research methodology to be employed in the study, detailing various aspects such as research design, target population, sampling techniques, data collection instruments, pilot study, data collection procedure, data analysis, and ethical considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the analysis and interpretation of data collected from Narok County Referral Hospital employees regarding the effects of employee relations on organizational productivity. The study employed a quantitative research design using structured questionnaires to collect data from 25 respondents, representing a 100% response rate. The data was analyzed using descriptive statistics including frequencies, percentages, means, and standard deviations.

4.1 Presentation of Research Findings

4.1.1 Demographic Information of the Respondents

Table 5: Gender Distribution of Respondents

Gender	Frequency (n)	Percentage (%)
Male	10	40.0
Female	15	60.0
Other	0	0.0
Total	25	100.0

Source (Field data, 2025)

As shown in Table 5, the majority of respondents were female, accounting for 15 (60.0%) of the total participants, while male respondents were 10 (40.0%). No respondent identified as "Other." This distribution aligned with the common gender composition in healthcare settings, where female staff typically outnumber their male counterparts.

Table 6 : Age Distribution of Respondents

Age Bracket	Frequency (n)	Percentage (%)
Below 25 years	3	12.0
26–35 years	9	36.0
36–45 years	8	32.0
46–55 years	4	16.0
Above 55 years	1	4.0
Total	25	100.0

Source (Field data, 2025)

Table 6 revealed that 9 respondents (36.0%) were aged between 26–35 years, making it the largest age group. This was followed by 8 respondents (32.0%) aged between 36–45 years. A smaller number of respondents, 4 (16.0%), were aged 46–55 years, while 3 (12.0%) were below 25 years. Only 1 respondent (4.0%) was above 55 years. This indicated that the hospital’s workforce was predominantly composed of young to middle-aged employees, who were likely in the active phases of their professional careers.

Table 7: Education Level of Respondents

Education Level	Frequency (n)	Percentage (%)
Certificate	5	20.0
Diploma	8	32.0
Bachelor's Degree	9	36.0
Postgraduate Degree	3	12.0
Other	0	0.0
Total	25	100.0

Source (Field data, 2025)

As shown in Table 7, 9 respondents (36.0%) held a Bachelor's degree, while 8 (32.0%) had attained a Diploma. Five respondents (20.0%) had a Certificate, and 3 (12.0%) had a Postgraduate degree. No respondent reported an alternative qualification. These findings suggested a relatively well-educated workforce at Narok County Referral Hospital, consistent with the professional requirements in healthcare institutions.

Table 8: Department/Unit Distribution of Respondents

Department/Unit	Frequency (n)	Percentage (%)
Administration	4	16.0
Nursing	8	32.0
Clinical Services	6	24.0
Laboratory	3	12.0
Pharmacy	2	8.0
Other	2	8.0
Total	25	100.0

Source (Field data, 2025)

Table 8 indicated that the Nursing department had the highest representation with 8 respondents (32.0%), followed by Clinical Services with 6 (24.0%), and Administration with 4 (16.0%). The Laboratory department had 3 respondents (12.0%), while both the Pharmacy and Other departments had 2 respondents each (8.0%). This distribution reflected the typical hospital staffing structure, where nursing staff usually form the largest segment of the workforce

Table 9: Length of Service of Respondents

Length of Service	Frequency (n)	Percentage (%)
Less than 1 year	2	8.0
1–3 years	7	28.0
4–6 years	10	40.0
Over 6 years	6	24.0
Total	25	100.0

Source (Field data, 2025)

As shown in Table 9, the majority of respondents, 10 (40.0%), had worked at the hospital for 4–6 years, followed by 7 respondents (28.0%) with 1–3 years of service. Six respondents (24.0%) had worked for over 6 years, while only 2 (8.0%) had less than one year of service. This indicated a relatively experienced workforce, with many employees having served the institution for a considerable duration, which have influenced their insights on employee relations and organizational productivity.

4.1.2 Effects of Conflict Resolution Mechanisms on Organizational Productivity

Table 10: Responses to Conflict Resolution Mechanisms Items

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total (n)
The hospital has clear conflict resolution policies	2 (8.0%)	5 (20.0%)	3 (12.0%)	10 (40.0%)	5 (20.0%)	25
Conflicts are handled fairly and timely	3 (12.0%)	6 (24.0%)	5 (20.0%)	8 (32.0%)	3 (12.0%)	25
Mediation and negotiation are encouraged in conflict resolution	1 (4.0%)	4 (16.0%)	6 (24.0%)	10 (40.0%)	4 (16.0%)	25
Managers are trained to manage conflicts effectively	4 (16.0%)	7 (28.0%)	5 (20.0%)	6 (24.0%)	3 (12.0%)	25
Effective conflict resolution has improved our work productivity	1 (4.0%)	2 (8.0%)	7 (28.0%)	11 (44.0%)	4 (16.0%)	25

Source (Field data, 2025)

The findings on the effects of conflict resolution mechanisms on organizational productivity at Narok County Referral Hospital show diverse responses from the 25 participants. Regarding the

statement that the hospital has clear conflict resolution policies, 2 respondents (8.0%) strongly disagreed, 5 (20.0%) disagreed, 3 (12.0%) were neutral, 10 (40.0%) agreed, and 5 (20.0%) strongly agreed. This indicates that while a majority (15 respondents, or 60.0%) recognized the existence of clear policies, a significant portion (7 respondents, or 28.0%) were dissatisfied or uncertain. For the fairness and timeliness of conflict handling, 3 respondents (12.0%) strongly disagreed, 6 (24.0%) disagreed, 5 (20.0%) were neutral, 8 (32.0%) agreed, and 3 (12.0%) strongly agreed. Here, 11 respondents (44.0%) agreed that conflicts are handled fairly and timely, but 9 (36.0%) disagreed, showing some concerns over this aspect. On whether mediation and negotiation are encouraged in conflict resolution, 1 respondent (4.0%) strongly disagreed, 4 (16.0%) disagreed, 6 (24.0%) were neutral, 10 (40.0%) agreed, and 4 (16.0%) strongly agreed. A majority of 14 respondents (56.0%) supported the use of mediation and negotiation, while 5 (20.0%) did not.

Regarding training of managers to manage conflicts effectively, 4 respondents (16.0%) strongly disagreed, 7 (28.0%) disagreed, 5 (20.0%) were neutral, 6 (24.0%) agreed, and 3 (12.0%) strongly agreed. Only 9 respondents (36.0%) felt managers were adequately trained, while 11 (44.0%) disagreed, suggesting a perceived gap in managerial skills. Finally, on the impact of effective conflict resolution on work productivity, 1 respondent (4.0%) strongly disagreed, 2 (8.0%) disagreed, 7 (28.0%) were neutral, 11 (44.0%) agreed, and 4 (16.0%) strongly agreed. A total of 15 respondents (60.0%) believed conflict resolution had improved productivity, compared to 3 (12.0%) who did not.

The findings from Narok County Referral Hospital regarding conflict resolution mechanisms reveal a mixed perception among staff, with 60% recognizing clear conflict resolution policies and 44% acknowledging fair and timely conflict handling. These results align with the global research by Paresashvili et al. (2021), who surveyed 520 employees across Georgian enterprises and found that structured conflict resolution mechanisms are essential for mitigating negative productivity impacts. Similarly, the hospital's 56% support for mediation and negotiation approaches mirrors Muthumani and Kumar's (2023) findings from Tamil Nadu's manufacturing sector, where collaborative and compromising strategies emerged as most effective for fostering cooperation and mutual understanding.

However, the study reveals a significant gap in managerial training for conflict resolution, with only 36% of respondents feeling managers were adequately trained, while 44% disagreed. This finding contrasts with the recommendations from John-Eke and Akintokunbo (2020), who emphasized the importance of educating employees and managers on conflict management to overcome misconceptions and enhance organizational effectiveness. The hospital's positive perception that conflict resolution improved productivity (60% agreement) supports Rahim's (2023) theoretical framework, which argues that well-managed conflicts can lead to positive outcomes including enhanced team dynamics and innovation, provided there is proper balance and management approach.

4.1.3 Effects of Employee Engagement and Involvement on Organizational Productivity

Table 11: Responses to Employee Engagement and Involvement Items

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total (n)
Employees are involved in decision-making processes	3 (12.0%)	7 (28.0%)	4 (16.0%)	8 (32.0%)	3 (12.0%)	25
My input is valued by the management	2 (8.0%)	5 (20.0%)	6 (24.0%)	9 (36.0%)	3 (12.0%)	25
I feel motivated and committed to my job	1 (4.0%)	3 (12.0%)	2 (8.0%)	12 (48.0%)	7 (28.0%)	25
There are regular meetings to engage employees	2 (8.0%)	4 (16.0%)	5 (20.0%)	10 (40.0%)	4 (16.0%)	25
Engagement initiatives have positively affected productivity	1 (4.0%)	3 (12.0%)	4 (16.0%)	11 (44.0%)	6 (24.0%)	25

Source (Field data, 2025)

The findings on the effects of employee engagement and involvement on organizational productivity at Narok County Referral Hospital show varied responses from the 25 participants. On the statement that employees are involved in decision-making processes, 3 respondents (12.0%) strongly disagreed, 7 (28.0%) disagreed, 4 (16.0%) were neutral, 8 (32.0%) agreed, and 3 (12.0%) strongly agreed. This suggests that while 11 respondents (44.0%) felt involved in decision-making, a larger group of 10 (40.0%) were either dissatisfied or unsure. Regarding whether employees' input is valued by management, 2 respondents (8.0%) strongly disagreed, 5

(20.0%) disagreed, 6 (24.0%) were neutral, 9 (36.0%) agreed, and 3 (12.0%) strongly agreed. Thus, 12 respondents (48.0%) felt their input was valued, but 7 (28.0%) did not, indicating room for improvement in management-employee communication. On feeling motivated and committed to their job, 1 respondent (4.0%) strongly disagreed, 3 (12.0%) disagreed, 2 (8.0%) were neutral, 12 (48.0%) agreed, and 7 (28.0%) strongly agreed. Here, a majority of 19 respondents (76.0%) expressed motivation and commitment, reflecting a relatively high level of employee engagement.

For the regularity of meetings to engage employees, 2 respondents (8.0%) strongly disagreed, 4 (16.0%) disagreed, 5 (20.0%) were neutral, 10 (40.0%) agreed, and 4 (16.0%) strongly agreed. This means that 14 respondents (56.0%) acknowledged regular engagement meetings, while 6 (24.0%) were dissatisfied or uncertain. On whether engagement initiatives have positively affected productivity, 1 respondent (4.0%) strongly disagreed, 3 (12.0%) disagreed, 4 (16.0%) were neutral, 11 (44.0%) agreed, and 6 (24.0%) strongly agreed. A total of 17 respondents (68.0%) believed that engagement initiatives had positively influenced productivity. These results indicate that employee engagement and involvement are moderately well established in the hospital, with a majority recognizing the positive impact on productivity.

The study findings show moderate levels of employee engagement at Narok County Referral Hospital, with 44% feeling involved in decision-making processes and 48% believing their input is valued by management. These results are somewhat lower than the optimal engagement levels described by Bedarkar and Pandita (2014), who identified effective communication, inclusive workplace culture, and opportunities for career growth as critical drivers of engagement across multiple Indian industries. However, the hospital's high motivation and commitment levels (76% of respondents) align well with Al-Dalahmeh, Khalaf, and Obeidat's (2018) findings from Jordan's banking sector, which demonstrated that employee involvement in decision-making and organizational planning increases job satisfaction and productivity.

The hospital's positive response to engagement initiatives impacting productivity (68% agreement) corroborates the research by Ahmed et al. (2020) conducted during COVID-19 in Thailand and Pakistan, which found that engaged employees were more willing to share knowledge, collaborate, and contribute to problem-solving, ultimately enhancing productivity. Additionally, the 56% acknowledgment of regular engagement meetings reflects the importance of structured

communication highlighted by Kwarteng et al. (2024) in their study of Ghana Health Service, where transformational leadership and recognition significantly enhanced engagement levels, leading to higher productivity in healthcare settings.

4.1.4 Effects of Leadership and Management Practices on Organizational Productivity

Table 12: Responses to Leadership and Management Practices Items

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total (n)
Leadership promotes teamwork and collaboration	1 (4.0%)	3 (12.0%)	4 (16.0%)	12 (48.0%)	5 (20.0%)	25
Management provides clear direction and support	2 (8.0%)	5 (20.0%)	3 (12.0%)	10 (40.0%)	5 (20.0%)	25
Leaders are approachable and responsive	2 (8.0%)	4 (16.0%)	6 (24.0%)	9 (36.0%)	4 (16.0%)	25
There is transparency in management decisions	3 (12.0%)	7 (28.0%)	6 (24.0%)	7 (28.0%)	2 (8.0%)	25
Good leadership has enhanced employee performance	1 (4.0%)	2 (8.0%)	4 (16.0%)	12 (48.0%)	6 (24.0%)	25

Source (Field data, 2025)

The findings on the effects of leadership and management practices on organizational productivity at Narok County Referral Hospital, based on responses from 25 participants, reveal a generally positive perception with some areas for improvement. Regarding the statement that leadership promotes teamwork and collaboration, 1 respondent (4.0%) strongly disagreed, 3 (12.0%) disagreed, 4 (16.0%) were neutral, 12 (48.0%) agreed, and 5 (20.0%) strongly agreed. This indicates that 17 respondents (68.0%) viewed leadership as fostering teamwork and collaboration. On whether management provides clear direction and support, 2 respondents (8.0%) strongly disagreed, 5 (20.0%) disagreed, 3 (12.0%) were neutral, 10 (40.0%) agreed, and 5 (20.0%) strongly agreed. Here, 15 respondents (60.0%) felt supported by clear management direction, while 7 (28.0%) expressed disagreement. For the statement that leaders are approachable and responsive, 2 respondents (8.0%) strongly disagreed, 4 (16.0%) disagreed, 6 (24.0%) were neutral, 9 (36.0%)

agreed, and 4 (16.0%) strongly agreed. A total of 13 respondents (52.0%) perceived leaders as approachable and responsive, while 6 (24.0%) disagreed.

Regarding transparency in management decisions, 3 respondents (12.0%) strongly disagreed, 7 (28.0%) disagreed, 6 (24.0%) were neutral, 7 (28.0%) agreed, and 2 (8.0%) strongly agreed. This indicates that only 9 respondents (36.0%) felt that management decisions were transparent, while 10 (40.0%) disagreed, highlighting an area needing attention. On the statement that good leadership has enhanced employee performance, 1 respondent (4.0%) strongly disagreed, 2 (8.0%) disagreed, 4 (16.0%) were neutral, 12 (48.0%) agreed, and 6 (24.0%) strongly agreed. A total of 18 respondents (72.0%) recognized that effective leadership positively influenced employee performance. Overall, the data suggest that leadership and management practices are viewed positively in promoting teamwork, support, and enhancing employee performance, though transparency in decision-making requires improvement.

The leadership and management practices at Narok County Referral Hospital received generally positive feedback, with 68% of respondents viewing leadership as promoting teamwork and collaboration, and 72% recognizing that effective leadership enhanced employee performance. These findings align with Al Khajeh's (2018) research in the UAE, which demonstrated that transformational leadership positively influenced employee motivation, job satisfaction, and overall productivity across banking and telecommunication sectors. The hospital's results also support Haryono and Sulistyono's (2020) findings from Indonesia, where transformational leadership and intrinsic motivation were significant predictors of employee performance and satisfaction.

However, the study reveals a critical weakness in management transparency, with only 36% of respondents feeling that management decisions were transparent, while 40% disagreed. This finding contrast sharply with the recommendations from Akparep, Jengre, and Mogre (2019) in their Ghanaian study, which emphasized that democratic and transformational leadership styles positively influence teamwork and communication through inclusive practices. The lack of transparency could undermine the otherwise positive leadership perceptions and aligns with Warrick's (2017) assertion that leaders must model positive behaviors and encourage open communication to create productive work environments, particularly in healthcare settings where trust and communication are paramount.

4.1.5 Effects of Workplace Culture and Environment on Organizational Productivity

Table 13: Responses to Workplace Culture and Environment Items

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total (n)
The work environment is conducive and safe	1 (4.0%)	3 (12.0%)	5 (20.0%)	11 (44.0%)	5 (20.0%)	25
There is mutual respect among employees	2 (8.0%)	4 (16.0%)	6 (24.0%)	9 (36.0%)	4 (16.0%)	25
Organizational values promote a positive culture	1 (4.0%)	3 (12.0%)	7 (28.0%)	10 (40.0%)	4 (16.0%)	25
Communication is open and effective	3 (12.0%)	6 (24.0%)	5 (20.0%)	8 (32.0%)	3 (12.0%)	25
Positive work culture enhances productivity	0 (0.0%)	2 (8.0%)	3 (12.0%)	13 (52.0%)	7 (28.0%)	25

Source (Field data, 2025)

The responses on the effects of workplace culture and environment on organizational productivity at Narok County Referral Hospital, based on feedback from 25 respondents, show a generally favorable view with some variation across different aspects. Regarding the statement that the work environment is conducive and safe, 1 respondent (4.0%) strongly disagreed, 3 (12.0%) disagreed, 5 (20.0%) were neutral, 11 (44.0%) agreed, and 5 (20.0%) strongly agreed. This indicates that 16 respondents (64.0%) perceived the work environment as safe and conducive. When asked about mutual respect among employees, 2 respondents (8.0%) strongly disagreed, 4 (16.0%) disagreed, 6 (24.0%) were neutral, 9 (36.0%) agreed, and 4 (16.0%) strongly agreed. Thus, 13 respondents (52.0%) felt that mutual respect prevailed among staff, while 6 (24.0%) disagreed. On whether organizational values promote a positive culture, 1 respondent (4.0%) strongly disagreed, 3 (12.0%) disagreed, 7 (28.0%) were neutral, 10 (40.0%) agreed, and 4 (16.0%) strongly agreed. A total of 14 respondents (56.0%) viewed organizational values as fostering a positive culture.

Regarding communication being open and effective, 3 respondents (12.0%) strongly disagreed, 6 (24.0%) disagreed, 5 (20.0%) were neutral, 8 (32.0%) agreed, and 3 (12.0%) strongly agreed. Only 11 respondents (44.0%) agreed communication was effective, while 9 (36.0%) disagreed,

indicating room for improvement. On the statement that positive work culture enhances productivity, none strongly disagreed, 2 respondents (8.0%) disagreed, 3 (12.0%) were neutral, 13 (52.0%) agreed, and 7 (28.0%) strongly agreed. This reflects strong consensus (20 respondents, 80.0%) that a positive work culture significantly boosts productivity. The findings suggested that most employees recognize the importance of a safe work environment, mutual respect, and positive culture in enhancing productivity, though communication effectiveness needs strengthening. These results align with the research by Schneider, Ehrhart, and Macey (2013), who noted that workplace culture and environment critically influence employee engagement and organizational performance by fostering commitment and motivation.

The workplace culture and environment at Narok County Referral Hospital show positive indicators, with 64% of respondents perceiving the work environment as safe and conducive, and 80% strongly agreeing that positive work culture enhances productivity. These findings strongly support the research by Paais and Pattiruhu (2020) from Indonesia, which revealed that positive organizational culture enhances employee motivation, satisfaction, and productivity across various industries. The hospital's results also align with Hafeez et al.'s (2019) study from Pakistan's manufacturing sector, which demonstrated that supportive and healthy workplace environments positively influence employee performance by reducing stress and enhancing well-being.

However, the study identifies communication as a significant challenge, with only 44% agreeing that communication is open and effective, while 36% disagreed. This finding contrasts with the emphasis placed on effective communication by Cherian et al. (2021) in their UAE study, which found that collaborative and inclusive organizational cultures positively affect employee motivation and productivity. The communication gap at Narok County Referral Hospital could potentially undermine the otherwise positive cultural indicators and contradicts Nikpour's (2017) research on organizational culture's impact on performance, which emphasized that positive culture must align with organizational goals and values to enhance commitment and productivity.

4.1.6 Effects of Employee Relations on Organizational Productivity

Table 14: Responses to Organizational Productivity Items

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total (n)
Employee relations influence work performance	1 (4.0%)	2 (8.0%)	4 (16.0%)	11 (44.0%)	7 (28.0%)	25
The hospital meets its performance targets	2 (8.0%)	3 (12.0%)	5 (20.0%)	10 (40.0%)	5 (20.0%)	25
There is a link between employee morale and productivity	0 (0.0%)	1 (4.0%)	3 (12.0%)	12 (48.0%)	9 (36.0%)	25
Productivity has improved over the past year	1 (4.0%)	3 (12.0%)	4 (16.0%)	13 (52.0%)	4 (16.0%)	25
Better employee relations enhance future performance	0 (0.0%)	1 (4.0%)	2 (8.0%)	12 (48.0%)	10 (40.0%)	25

Source (Field data, 2025)

The responses regarding the effects of employee relations on organizational productivity reveal generally positive perceptions among the 25 respondents. When asked whether employee relations influence work performance, 1 respondent (4.0%) strongly disagreed, 2 (8.0%) disagreed, 4 (16.0%) were neutral, while 11 (44.0%) agreed and 7 (28.0%) strongly agreed. This means that a majority of 18 respondents (72.0%) acknowledged the influence of employee relations on work performance. Regarding the hospital's ability to meet its performance targets, 2 respondents (8.0%) strongly disagreed, 3 (12.0%) disagreed, 5 (20.0%) were neutral, 10 (40.0%) agreed, and 5 (20.0%) strongly agreed. A total of 15 respondents (60.0%) believed the hospital met its performance goals, though a notable minority expressed some disagreement.

On the link between employee morale and productivity, none strongly disagreed, 1 respondent (4.0%) disagreed, 3 (12.0%) were neutral, while 12 (48.0%) agreed and 9 (36.0%) strongly agreed. This reflects strong consensus with 21 respondents (84.0%) affirming that higher employee morale is linked to better productivity. Regarding whether productivity has improved over the past year, 1 respondent (4.0%) strongly disagreed, 3 (12.0%) disagreed, 4 (16.0%) were neutral, 13 (52.0%)

agreed, and 4 (16.0%) strongly agreed. A total of 17 respondents (68.0%) observed an improvement in productivity. On whether better employee relations enhance future performance, none strongly disagreed, 1 (4.0%) disagreed, 2 (8.0%) were neutral, 12 (48.0%) agreed, and 10 (40.0%) strongly agreed. A significant majority of 22 respondents (88.0%) believed that improving employee relations boost future organizational performance.

The study findings demonstrate strong recognition of employee relations' impact on organizational productivity, with 72% of respondents acknowledging that employee relations influence work performance and 84% affirming the link between employee morale and productivity. These results strongly support the theoretical foundation established by global research, particularly reflecting the emphasis on relationship quality in organizational settings. The hospital's positive indicators, including 60% agreement that performance targets are being met and 68% observing productivity improvements over the past year, align with comprehensive organizational effectiveness frameworks that emphasize the interconnectedness of employee relations and performance outcomes.

Most significantly, 88% of respondents believed that better employee relations would enhance future performance, indicating strong organizational confidence in relationship-building strategies. This overwhelming consensus supports Salas-Vallina et al.'s (2020) findings, which demonstrated strong correlations between positive employee relations, high morale, and increased productivity and organizational effectiveness. The hospital's results suggest a mature understanding among staff of the connection between interpersonal dynamics and organizational success, reflecting best practices observed in high-performing healthcare institutions globally where collaborative relationships directly impact patient care quality and operational efficiency.

4.2 Limitations of the Study

Although the research design and methodology employed in this study were effective in addressing the research objectives, several limitations should be acknowledged. First, the study involved a relatively small sample size of 25 respondents from Narok County Referral Hospital. While this sample achieved a 100% response rate, the limited number of participants restrict the extent to which the findings were generalized to larger healthcare institutions or other sectors.

The geographical scope of the study was confined to a single healthcare facility in Narok County. This localized focus did not fully capture the diversity and variation in employee relations and organizational productivity across different regions or healthcare settings within Kenya. Additionally, the study relied primarily on self-reported data collected through questionnaires. Such data is potentially subject to social desirability bias, where respondents had provided answers they deemed socially acceptable rather than their genuine perceptions.

The cross-sectional nature of the study further limits its scope, as data was collected at one point in time. This design restricts the ability to observe changes or trends in employee relations and organizational productivity over longer periods, potentially missing important seasonal or temporal variations. Moreover, the study focused mainly on quantitative data and lacked qualitative insights such as interviews or focus group discussions, which could have offered a deeper understanding of the complex dynamics underlying employee relations and productivity.

Although respondents were drawn from various departments within the hospital, the small sample size per department limited the capacity to conduct meaningful comparative analysis across different hospital units. The study did not extensively explore broader contextual factors such as national healthcare policies, economic conditions, or community dynamics, which influence employee relations and organizational productivity.

4.3 Chapter Summary

This chapter presented the analysis and interpretation of data collected from employees at Narok County Referral Hospital. It opened with an introduction outlining the purpose of the study, followed by a detailed presentation of the research findings. The chapter began with demographic data of the respondents, including gender distribution, age groups, education levels, departmental affiliation, and length of service within the hospital.

Subsequent sections examined the effects of various factors on organizational productivity. These included conflict resolution mechanisms, employee engagement and involvement, leadership and management practices, and workplace culture and environment. Findings for each factor were presented using tables displaying responses on a five-point Likert scale, followed by descriptive statistical analysis showing frequencies and percentages for each response category.

The chapter concluded with an analysis of the overall effects of employee relations on organizational productivity, again using tabular data and descriptive statistics. Throughout the chapter, brief interpretations accompanied the data to provide insight into the patterns observed among the respondents.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, conclusions and recommendations drawn from the outcomes and suggestions for further studies. The purpose of the study was to assess the effect of employee relations on organizational productivity in Kenya, a case study of Narok County Referral Hospital.

5.1 Summary of Findings

The study focused on employee relations and organizational productivity at Narok County Referral Hospital. A questionnaire was administered to employees of the hospital achieving a 100% response rate from 25 participants across various departments.

5.1.1 Effects of Conflict Resolution Mechanisms on Organizational Productivity

The study revealed mixed perceptions regarding conflict resolution mechanisms at Narok County Referral Hospital. While 60% of respondents recognized the existence of clear conflict resolution policies, only 44% agreed that conflicts are handled fairly and timely. The findings showed that 56% of staff supported the use of mediation and negotiation approaches in conflict resolution. However, a significant gap was identified in managerial training for conflict resolution, with only 36% of respondents feeling managers were adequately trained, while 44% disagreed. Despite these challenges, 60% of respondents believed that effective conflict resolution had improved work productivity at the hospital.

These results align with Paresashvili et al. (2021), who surveyed 520 employees across Georgian enterprises and demonstrated significant negative impacts of workplace conflicts on employee productivity, emphasizing the need for structured conflict resolution mechanisms. The hospital's 56% support for mediation and negotiation approaches mirrors Muthumani and Kumar's (2023) findings from Tamil Nadu's manufacturing sector, where collaborative and compromising strategies emerged as most effective for fostering cooperation and mutual understanding. However, the identified training gap contrasts sharply with John-Eke and Akintokunbo's (2020) recommendations for educating employees and managers on conflict management to overcome misconceptions and enhance organizational effectiveness. The findings also support Rahim's

(2023) theoretical framework that well-managed conflicts can lead to positive outcomes, provided there is proper balance and management approach, aligning with the 60% who recognized productivity improvements from effective conflict resolution.

5.1.2 Effects of Employee Engagement and Involvement on Organizational Productivity

The study findings showed moderate levels of employee engagement at Narok County Referral Hospital. While 44% of respondents felt involved in decision-making processes and 48% believed their input was valued by management, the hospital demonstrated high motivation and commitment levels with 76% of respondents expressing positive sentiments. Regular engagement meetings were acknowledged by 56% of staff, and 68% believed that engagement initiatives had positively influenced productivity.

These results demonstrate lower engagement levels than the optimal standards described by Bedarkar and Pandita (2014), who identified effective communication, inclusive workplace culture, and opportunities for career growth as critical drivers of engagement across multiple Indian industries. However, the hospital's high motivation and commitment levels (76%) align well with Al-Dalahmeh, Khalaf, and Obeidat's (2018) findings from Jordan's banking sector, which demonstrated that employee involvement in decision-making and organizational planning increases job satisfaction and productivity. The positive response to engagement initiatives (68% agreement) corroborates Ahmed et al.'s (2020) research conducted during COVID-19 in Thailand and Pakistan, which found that engaged employees were more willing to share knowledge, collaborate, and contribute to problem-solving, ultimately enhancing productivity. Additionally, the 56% acknowledgment of regular engagement meetings reflects the importance of structured communication highlighted by Kwarteng et al. (2024) in their study of Ghana Health Service, where transformational leadership and recognition significantly enhanced engagement levels, leading to higher productivity in healthcare settings.

5.1.3 Effects of Leadership and Management Practices on Organizational Productivity

Leadership and management practices at Narok County Referral Hospital received generally positive feedback. The study found that 68% of respondents viewed leadership as promoting teamwork and collaboration, while 60% felt supported by clear management direction.

Additionally, 52% perceived leaders as approachable and responsive, and 72% recognized that effective leadership positively influenced employee performance.

However, the study revealed a critical weakness in management transparency, with only 36% of respondents feeling that management decisions were transparent, while 40% disagreed. These findings align with Al Khajeh's (2018) research in the UAE, which demonstrated that transformational leadership positively influenced employee motivation, job satisfaction, and overall productivity across banking and telecommunication sectors. The hospital's results also support Haryono and Sulisty's (2020) findings from Indonesia, where transformational leadership and intrinsic motivation were significant predictors of employee performance and satisfaction. However, the lack of transparency contrasts sharply with Akparep, Jengre, and Mogre's (2019) findings from Ghana, which emphasized that democratic and transformational leadership styles positively influence teamwork and communication through inclusive practices. The transparency deficit could undermine the otherwise positive leadership perceptions and contradicts Warrick's (2017) assertion that leaders must model positive behaviors and encourage open communication to create productive work environments, particularly crucial in healthcare settings where trust and communication are paramount.

5.1.4 Effects of Workplace Culture and Environment on Organizational Productivity

The workplace culture and environment at Narok County Referral Hospital showed positive indicators overall. The study found that 64% of respondents perceived the work environment as safe and conducive, 52% felt mutual respect prevailed among staff, and 56% viewed organizational values as fostering a positive culture. Most significantly, 80% strongly agreed that positive work culture enhances productivity.

However, communication emerged as a significant challenge, with only 44% agreeing that communication is open and effective, while 36% disagreed. These findings strongly support Paais and Pattiruhu's (2020) research from Indonesia, which revealed that positive organizational culture enhances employee motivation, satisfaction, and productivity across various industries. The hospital's results also align with Hafeez et al.'s (2019) study from Pakistan's manufacturing sector, which demonstrated that supportive and healthy workplace environments positively influence employee performance by reducing stress and enhancing well-being. However, the communication gap contrasts with the emphasis placed on effective communication by Cherian et al. (2021) in

their UAE study, which found that collaborative and inclusive organizational cultures positively affect employee motivation and productivity. The communication challenge also contradicts Nikpour's (2017) research on organizational culture's impact on performance, which emphasized that positive culture must align with organizational goals and values to enhance commitment and productivity. Additionally, Warrick's (2017) assertion that leaders should encourage open communication and foster trust to create productive work environments highlights the critical nature of addressing the hospital's communication deficiencies.

5.1.5 Overall Effects of Employee Relations on Organizational Productivity

The study demonstrated strong recognition of employee relations' impact on organizational productivity. Key findings included 72% of respondents acknowledging that employee relations influence work performance, 60% believing the hospital meets its performance targets, and 84% affirming the link between employee morale and productivity. Additionally, 68% observed productivity improvements over the past year, and 88% believed that better employee relations would enhance future performance.

These results strongly support theoretical foundations emphasizing relationship quality in organizational settings. The overwhelming consensus regarding the connection between employee relations and future performance indicates mature understanding among staff of the relationship between interpersonal dynamics and organizational success.

5.2 Conclusions

Based on the study findings supported by theoretical, conceptual and empirical evidence, employee relations play a vital role in influencing organizational productivity at Narok County Referral Hospital.

On conflict resolution mechanisms and organizational productivity, being the first objective, the study concludes that while conflict resolution policies exist and are recognized by the majority of staff, significant improvements are needed in implementation fairness, timeliness, and managerial training. The positive correlation between effective conflict resolution and productivity improvement (60% agreement) suggests that strengthening these mechanisms could yield substantial organizational benefits. However, the gap in managerial competencies represents a critical barrier to maximizing the potential of conflict resolution systems.

On employee engagement and involvement and organizational productivity, as the second objective, the study concludes that moderate engagement levels exist but substantial room for improvement remains. While high motivation and commitment levels (76%) demonstrate positive employee attitudes, the lower levels of perceived involvement in decision-making (44%) and valued input (48%) indicate missed opportunities for enhanced productivity. The strong positive response to engagement initiatives (68%) confirms that investment in employee engagement directly translates to productivity improvements.

On leadership and management practices and organizational productivity, being the third objective, the study concludes that leadership effectiveness is generally positive but hampered by transparency issues. The strong recognition of leadership's positive influence on employee performance (72%) and teamwork promotion (68%) demonstrates foundational strengths. However, the critical weakness in management transparency (only 36% agreement) represents a significant impediment to maximizing leadership effectiveness and could undermine trust and communication essential for optimal productivity.

On workplace culture and environment and organizational productivity, as the fourth objective, the study concludes that the hospital maintains a fundamentally positive cultural foundation with strong consensus on culture's productivity impact (80% agreement). The conducive work environment (64% agreement) and positive organizational values (56% agreement) provide solid groundwork for productivity enhancement. However, communication deficiencies (only 44% agreement on effectiveness) represent a critical vulnerability that could limit the realization of the culture's full potential.

Each dimension of employee relations demonstrates unique effects on organizational productivity, with communication emerging as a cross-cutting challenge affecting multiple areas. The strong overall recognition of employee relations' importance (88% believing it enhances future performance) indicates organizational readiness for improvement initiatives. The study concludes that while foundational elements of positive employee relations exist, targeted interventions in conflict resolution training, employee engagement mechanisms, management transparency, and communication systems are essential for maximizing productivity outcomes.

5.3 Recommendations

The study recommendations are aligned with the objectives, study findings and conclusions.

Objective one focused on conflict resolution mechanisms' effects on organizational productivity. The study recommends implementing comprehensive conflict resolution training programs for all management levels to address the identified 44% gap in perceived managerial competency. Additionally, the hospital should establish clear timelines and procedures for conflict resolution processes to improve fairness and timeliness perceptions. Regular monitoring and evaluation systems should be implemented to ensure conflicts are resolved efficiently and effectively, building on the 60% recognition of productivity improvements from effective conflict resolution.

The second objective examined employee engagement and involvement effects on organizational productivity. The study recommends developing structured employee participation frameworks in decision-making processes to improve the current 44% involvement perception. Management should implement regular feedback mechanisms and ensure employee input is actively solicited, acknowledged, and incorporated into organizational decisions. Given the 68% positive response to engagement initiatives, the hospital should expand these programs and create formal channels for employee suggestions and collaborative problem-solving.

The third objective assessed leadership and management practices' effects on organizational productivity. The study strongly recommends implementing transparency initiatives in management decision-making processes to address the critical 36% agreement rate. Leaders should adopt open communication policies, provide clear rationales for decisions, and establish regular communication forums with staff. Building on the 72% recognition of leadership's positive influence, management development programs should emphasize transparent leadership practices and inclusive decision-making approaches.

For the fourth objective examining workplace culture and environment effects on organizational productivity, the study recommends implementing comprehensive communication improvement strategies. Given that only 44% agreed communication is effective, the hospital should establish multiple communication channels, conduct communication skills training for all staff levels, and implement feedback systems to ensure message clarity and reception. The strong 80% agreement on culture's productivity impact suggests that communication improvements could yield significant organizational benefits.

Cross-cutting recommendations include establishing integrated employee relations improvement programs that address the interconnected nature of conflict resolution, engagement, leadership,

and culture. The hospital should develop employee relations metrics and regular assessment systems to monitor progress across all dimensions. Additionally, policy frameworks should be established to sustain improvements and ensure consistency in employee relations practices across all departments.

Finally, organizational leaders should prioritize the 88% consensus that better employee relations enhance future performance by allocating resources and executive support to employee relations initiatives. The strong foundational recognition of employee relations' importance provides an excellent platform for implementing comprehensive improvement strategies that can significantly enhance organizational productivity.

5.4 Implications for Research

The results of the current study supported the conceptual, theoretical and empirical foundation of literature on employee relations and organizational productivity.

5.4.1 Implications for Practice

The findings have significant implications for practice within healthcare organizations and similar institutions. Practitioners should focus on developing integrated employee relations strategies that simultaneously address conflict resolution, engagement, leadership, and cultural dimensions. The study demonstrates that while individual components of employee relations show positive correlations with productivity, the interconnected nature of these elements requires holistic approaches rather than isolated interventions.

Healthcare administrators should prioritize transparency and communication as foundational elements that influence all other aspects of employee relations. The study's findings suggest that communication deficiencies can undermine otherwise positive organizational elements, indicating that communication improvements could have multiplicative effects across all employee relations dimensions.

5.4.2 Implications for Knowledge and Theory

The study enhances existing knowledge by providing empirical evidence on the multidimensional nature of employee relations' effects on organizational productivity within healthcare settings. This research contributes to theoretical frameworks that emphasize the interconnected nature of organizational factors in productivity outcomes. The findings support theories associating positive

employee relations with enhanced organizational performance while highlighting the critical role of communication as a mediating factor.

The research adds to theoretical understanding by demonstrating that employee relations components may have differential impacts on productivity, with some elements serving as foundational requirements while others act as performance enhancers. This opens avenues for further theoretical development on the hierarchical nature of employee relations factors in organizational effectiveness.

5.4.3 Implications for Policy

The study provides valuable insights for policy development at both organizational and sector levels. Healthcare policymakers should consider establishing standards for employee relations practices that emphasize transparency, engagement, and systematic conflict resolution. The findings suggest that employee relations policies should be comprehensive rather than fragmented, addressing the interconnected nature of organizational factors.

For regulatory bodies overseeing healthcare institutions, the study indicates that employee relations standards could significantly impact service delivery quality and organizational effectiveness. Policy frameworks should encourage healthcare institutions to invest in employee relations infrastructure as a strategic priority rather than an operational afterthought.

5.5 Suggestions for Further Studies

This study focused on assessing employee relations effects on organizational productivity at Narok County Referral Hospital. Future research should consider expanding the scope to include multiple healthcare institutions across different regions and sizes to enhance generalizability of findings. Comparative studies across different healthcare facility types (public vs. private, urban vs. rural) would provide more nuanced understanding of how contextual factors influence employee relations-productivity relationships.

The study utilized a cross-sectional design capturing data at one point in time. Longitudinal studies examining the evolution of employee relations and their sustained impact on productivity over time would provide valuable insights into the durability and development of these relationships. Such studies could reveal how improvements in employee relations translate into long-term productivity gains and organizational sustainability.

Future research should incorporate qualitative methodologies such as interviews and focus group discussions to provide deeper insights into the mechanisms through which employee relations influence productivity. Mixed-methods approaches could offer more comprehensive understanding of the complex dynamics underlying the quantitative relationships identified in this study.

Additionally, studies should explore the mediating and moderating roles of external factors such as healthcare policies, economic conditions, and technological changes on employee relations-productivity relationships. This would help understand how external pressures shape or enhance the effects of internal employee relations practices.

Given the identified importance of communication as a cross-cutting factor, specific research focusing on communication systems and their impact on various employee relations dimensions would be valuable. Studies examining the optimal communication strategies for healthcare environments could provide practical guidance for organizations seeking to improve employee relations and productivity simultaneously.

5.6 Chapter Summary

This chapter presented the summary of findings, conclusions, and recommendations from the study on employee relations and organizational productivity at Narok County Referral Hospital. The findings revealed mixed but generally positive perceptions across all dimensions of employee relations, with communication emerging as a critical area requiring attention. The study concluded that employee relations significantly influence organizational productivity, with substantial opportunities for improvement through targeted interventions. Recommendations focused on comprehensive approaches addressing conflict resolution training, employee engagement enhancement, leadership transparency, and communication improvement. The chapter also outlined implications for practice, knowledge, theory, and policy, while suggesting directions for future research to build upon these findings.

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APPENDICES

Appendix I: Letter of Introduction



Date: 15th May 2025

TO WHOM IT MAY CONCERN

NELLY NAIREZIAE KARBOLO- ODLBML/28/01373/3/22

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 Assessment Of Employee Relation on organization productivity A case study of narok county referral Hospital.

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

Yours Sincerely,

Dr. Juster Nyaga

Dean, School of Management and Leadership

Appendix II: Questionnaire

Title: Assessment of Employee Relations on Organization Productivity in Kenya: A Case Study of Narok County Referral Hospital

Section A – Demographic Information

This section collects general background information. Kindly respond to all items by either filling in the blank spaces or selecting the most appropriate option provided.

Section A to F– Study Variables

These sections are designed to gather information based on the study objectives. Please respond to the statements using the instructions provided in each section. Be as honest and accurate as possible.

Completing this questionnaire will take approximately 10 minutes. Your responses will be treated with strict confidentiality and used solely for academic purposes.

Section A: Demographic Information

(Please tick (✓) the appropriate response)

1. **Gender**
 - Male
 - Female
 - Other (Specify): _____
2. **Age Bracket**
 - Below 25 years
 - 26–35 years
 - 36–45 years
 - 46–55 years
 - Above 55 years
3. **Highest Level of Education**
 - Certificate
 - Diploma
 - Bachelor's Degree
 - Postgraduate Degree
 - Other (Specify): _____
4. **Department/Unit**
 - Administration

- Nursing
- Clinical Services
- Laboratory
- Pharmacy
- Other (Specify): _____

5. Length of Service at the Hospital

- Less than 1 year
- 1–3 years
- 4–6 years
- Over 6 years

SECTION B: CONFLICT RESOLUTION MECHANISMS

Please indicate your level of agreement with the following statements related to conflict resolution mechanisms at Narok County Referral Hospital. Use a scale of 1 to 5, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, and 5 = Strongly Agree. Kindly check (✓) the option that best represents your opinion.

No	Statement	1	2	3	4	5
1	The hospital has clear conflict resolution policies.					
2	Conflicts are handled fairly and timely.					
3	Mediation and negotiation are encouraged in conflict resolution.					
4	Managers are trained to manage conflicts effectively.					
5	Effective conflict resolution has improved our work productivity.					

SECTION C: EMPLOYEE ENGAGEMENT AND INVOLVEMENT

Please respond to each item below regarding employee engagement and involvement practices at Narok County Referral Hospital. Use the same 1–5 scale, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, and 5 = Strongly Agree. Indicate your response by placing a checkmark (✓) in the appropriate column.

No	Statement	1	2	3	4	5
1	Employees are involved in decision-making processes.					
2	My input is valued by the management.					
3	I feel motivated and committed to my job.					
4	There are regular meetings to engage employees.					

5	Engagement initiatives have positively affected productivity.					
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SECTION D: LEADERSHIP AND MANAGEMENT PRACTICES

Indicate your degree of agreement with the following statements related to leadership and management practices at Narok County Referral Hospital. Kindly respond using a scale of 1 to 5, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, and 5 = Strongly Agree. Mark (√) your response in the space provided.

No	Statement	1	2	3	4	5
1	Leadership at the hospital promotes teamwork and collaboration.					
2	Management provides clear direction and support.					
3	Leaders are approachable and responsive.					
4	There is transparency in management decisions.					
5	Good leadership has enhanced employee performance and productivity.					

SECTION E: WORKPLACE CULTURE AND ENVIRONMENT

This section seeks your opinion on the workplace culture and environment at Narok County Referral Hospital. Please use the 1–5 rating scale below to express your level of agreement: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, and 5 = Strongly Agree. Mark your answer with a checkmark (√) accordingly.

No	Statement	1	2	3	4	5
1	The work environment is conducive and safe.					
2	There is mutual respect among employees.					
3	Organizational values promote a positive culture.					
4	Communication is open and effective.					
5	Positive work culture enhances productivity.					

SECTION F: ORGANIZATIONAL PRODUCTIVITY

Please rate your agreement with the following statements regarding organizational productivity at Narok County Referral Hospital. Use the 1–5 scale, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, and 5 = Strongly Agree. Kindly check (√) the box that corresponds with your response.

No	Statement	1	2	3	4	5
1	Employee relations influence work performance.					
2	The hospital meets its performance targets.					
3	There is a link between employee morale and productivity.					
4	Productivity has improved over the past year.					
5	Better employee relations enhance future performance.					

THANK YOU