



EFFECT OF EMPLOYEE ENGAGEMENT DRIVERS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONGST THE HEALTH STAFF IN PUBLIC HEALTH FACILITIES IN KIMININI SUB-COUNTY, KENYA

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ABSTRACT

Drivers of employee engagement lead to Organizational Citizenship Behaviour (OCB). However, employee engagement is towards decreasing trend as organizations and workers both tend to be more materialistic, though it remains an obvious business goal. In addition, there is a dearth of academic studies on employee engagement and its consequences. In this regard the current study was designed to examine the effect of employee engagement drivers on organizational citizenship behaviour amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya. The specific objectives of the study were to; evaluate the effect of leadership and employee recognition on organizational citizenship behaviour amongst the health staff. The study adopted a descriptive survey research design with a target population of 243 clinical and non-clinical staffs from public health facilities in Kiminini Subcounty, Kenya. Cluster random sampling technique was used to select the public health facilities. Simple random sampling will be used to select the respondents. The study used Slovincs formular to calculate the sample size which was 151. Self-administered structured questionnaires based on the specific objectives were used to gather primary data. Data was analyzed using descriptive and inferential statistical techniques using the Statistical Package for Social Sciences (SPSS) version 20.0package. Result of multiple regressions revealed that employee engagement drivers jointly and independently affected organizational citizenship behavior in public health facilities in Kiminini subcounty Kenya. Jointly the two employee engagement drivers namely (leadership and employee recognition) jointly explained 70.3% of the total variation organizational citizenship behavior. Beta values for leadership (.619) and Employee recognition (.314) were all positive and significant. All these together led to the conclusion that employee engagement drivers significantly affect organizational citizenship behavior. Therefore, the management of public health facilities should orientate their employee engagement drivers towards establishing a positive relationship between the employees and the facilities to be more enthusiastic about work occasioning OCB.

Key words: Employee Engagement, Organizational Citizenship Behaviour

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Background of the study

Citizenship behaviour is most required and more important in the hospital because patients need special care and positive behaviours of medical personnel in handling their cases (Kolade & Ogunnaike, 2014). Despite its positive influence on hospital brand image, organizational citizenship behavior (OCB) as a concept has not found its proper place in public health facilities. This is evidenced by one of the current challenges of hospitals in improving patient safety culture through organizational citizenship behavior (Jafarpanah & Rezaei, 2020). These mandates the management of public health facilities to invest on employee engagement drivers as a necessary as necessary ingredient for averting low OCB and counterproductive work behaviors amongst its staff. Drivers of employee engagement lead to Organizational Citizenship Behaviour (OCB) (Ariani, 2013; Kasinathan & Rajee, 2016; Abbass, 2016). However, employee engagement is towards decreasing trend as organizations and workers both tend to be more materialistic, though it remains an obvious business goal (Richman, 2006; Darshana, 2021).

Organizational citizenship behavior can assist the organization to be successful in current environment and accelerate novelty and creative approaches for organizations. Therefore, OCB may be a necessary ingredient of organizational responses to such challenges of counter productive work behavior because it encourages employees to go above and beyond formally established role requirements (de Geus, Ingrams, Tummers & Pandey, 2020). The health facilities are not an exception to the requirements of organizational citizenship behavior since patients require unique consideration and care from the specialists and medical caretakers. Therefore, hospital management should develop an organizational climate that can promote organizational citizenship behavior and enhance a positive corporate image while preventing situations that will discourage staff from rendering extra positive discretionary work-

related services (Kolade & Ogunnaike, 2014). In fine employees who exhibit high OCB will not show any Counterproductive Work Behaviour (CWB) that can have negative effect on production, service delivery and promotion of corporate image. Thus, the quality of hospital services will definitely go high because of positive and constructive employee actions and behaviors.

Organizational citizenship behavior (OCB) is a term that's used to describe all the positive and constructive employee actions and behaviors that aren't part of their formal job description (Jamil, 2019). OCB refers to maintaining and enhancing social and psychological contexts, which support task performance (Jafarpanah & Rezaei, 2020). Organ (1988) defined organizational citizenship behaviors (OCB) as "discretionary behaviors, not directly or explicitly recognized by the formal reward system (Galletta & Portoghese, 2012). OCB is a special type of work behaviours that is beneficial to the organization and individual employees which are discretionary, not directly or explicitly recognized by the job description. Organizational citizenship behaviour, is considered as an evolution in the field of organizational behaviour because it has promoted the civil liability for innovation, flexibility, productivity, survival and more success (Sobhani et al, 2010). Organ (1988) identified five dimensions of OCB, including civic virtue, altruism, conscientiousness, sportsmanship, and courtesy. Civic virtue, altruism, and conscientiousness are regarded as positive and useful factors, while sportsmanship and courtesy are components, which represent avoidance of damage to the organization (Pohl, Dal Santo & Battistelli, 2015). Ahmed and Islam (2011) in his study, asserts that OCB is related to work behavior that is discretionary, unrelated to the formal organizational remuneration system, and, in essence, promotes the productivity and the effective functioning of the organization. Additionally, the performance indicators required by an organization in a formal job description have been extended by OCB.

Hospitals need to train and encourage their employees to discharge their duties professionally and put extra efforts (OCB) where required (Kolade & Ogunnaike, 2014). Thus, hospitals should strive to engender employee job satisfaction owing to its effect on their OCB. When the organization is attentive to the needs of the employees based on the social exchange theory, they would return through extra role behaviour. In addition, they feel obliged to reciprocate by practicing and demonstrating positive attitudes and behaviours that will benefit their organization. (Mohammad, Quoquab & Alias, 2011). On the same vane when job satisfaction increases employee engagement would certainly rise (Vorina, 2013; Semih, 2016). In this regard the hospital management should ensure that all their activities have the capacity to occasion job satisfaction as an antecedent of employee engagement and OCB. Tailoring the public health facilities human resource management strategies to invoke employee engagement owing to its link with OCB remains inevitable. This is justified by the fact that employee engagement is significantly positively related with organization citizenship behavior (Sahoo & Mohanty, 2019; George & Joseph, 2015).

Employee engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Salanova, González-Romá & Bakker, 2002). Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work (Gupta & Sharma, 2016). In fine employee engagement is a workplace approach which occasions a conducive work conditions for all members of an organization to give their best each day, committed to their organization’s values and goals, motivated to contribute to organizational success, with an enhanced sense of their own well-being. Highly-engaged employees are not only expected to work at a superior level, but also to actively apply themselves beyond formal job requirements (Latha

& Deepa, 2017). Employee engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience (Markos & Sridevi, 2010). Thus, having an organizational culture that motivates, empowers, challenges, and respects employees as a driver for employee engagement is quintessential.

Employees want to feel valued and respected; they want to know that their work is meaningful and their ideas are heard occasioning their engagement (SHRM., 2021). Employee engagement is dynamic because it changes over the course of an employee's tenure at a workplace and overall career as a consequence of multiple events and factors (Norma & Wanda, 2014). These factors are typically known as drivers of engagement. According to Norma and Wanda, (2014) employee engagement drivers include brand alignment, organizational image, financial and external incentives, career development, performance management, leadership, intrinsic motivation, manager-employee relationship. CustomInsight., (2021) posits that there are two primary factors that drive employee engagement first on is engagement with the organization which include culture of engagement and strategic alignment, the second Engagement with "my manager" which include motivating and relating and managing execution. SHRM., (2021) adds that employee engagement drivers can be categorized as Organizational drivers and Management drivers (human resource management practices). To sum it up managers as architects of employee engagement must set the agenda by strategically putting in place activities which galvanize a strong sense of purpose amongst the employees even when they may not have control on the final decision, product or outcome worth invoking ownership of work and extra role behaviour.

However, it’s worth noting that the impact of these drivers does not happen in isolation; the organizations context and culture will mitigate or compound their impact on employee engagement and eventually OCB (Norma & Wanda, 2014).

Engage for success mantra is that there is no magic pill for employee engagement because of the uniqueness of every organization. But the caveat to this epithet is a fact that too often in business, the drivers of engagement are neglected (Ward, 2020).

Civil Service employees in Kenya who include the ministry of health staff perform below expectations thus service delivery is compromised (K'osuri, Kalei & Onyango, 2018). In Kenya the incessant HRH strikes since 2011 raise a moral dilemma with the potential of causing harm to patients, violating professional ethics and the Hippocratic oath calling to question their OCB and the state of employee engagement in this sector (Irimu, Ogero, Mbevi, Kariuki & Gathara, 2018). In this regard there is need for public hospitals to apply appropriate organizational citizenship behaviour enhancing strategies akin to employee engagement drivers to forestall the counterproductive work behaviour prevalent in the Kenyan public health sector.

Namanga (2017) investigated the effect of employee engagement strategies and performance within the Kenya Medical Research Institute-Wellcome Trust Research Programme (KWTRP) being the case study. The study assessed how work environment, training and employee involvement influence performance. The study found a significant relationship between employee engagement strategies and performance. Chepkemoi, Kungu, and Mbaraka (2020) determined the effect of employee involvement on OCB in environmental agencies within North Rift region Kenya. The study employed explanatory research design. Findings of this study indicated that employee involvement enhances OCB and whenever employees are more involved, the organization benefits from increased organizational citizenship behavior. Njuki, Nzulwa and Kwena (2017) assessed Employee Engagement in the health sector with specific reference to Nairobi Women's Hospital. The specific objectives of the study were to determine the influences of reward and leadership on employee engagement in the health sector in Kenya. Descriptive research design

was used. From the findings rewards and leadership had a positive influence on employee engagement. Several past researches have established a relationship between employee engagement drivers and OCB in manufacturing and service organizations in developed countries (Abbass, 2016; Kasinathan & Rajee, 2016) but very rare in Kenyan Public healthcare system. Existing literature shows that there is a dearth of academic studies on employee engagement and its consequences Saks,(2006) cited in (Bedarkar & Pandita, 2014). Besides the research on OCB remains behind in the public sector (Christensen & Whiting, 2009). The current study is mean to fill in the existing gap in literature by enriching organizational behavior literature by identifying and empirically validating some employee engagement drivers and their effect on OCB in the context of Kenyan Public healthcare system where such studies are scant.

Public health facilities in Kenya

Public health facility means any health facility that is or will be constructed for and operated and maintained by any city, county, or local hospital district (Ginter, Duncan, & Swayne, 2018). Health services are provided by the national and county governments as well as the private sector which incorporates religious groups of organizations, the profit-driven private sector, drug stores/scientific experts/chemists, conventional healers and healthcare workers in the community. The health sector is one of the 14 devolved functions managed by the 47 counties government as provided in the fourth schedule of 2010 constitution. Devolution of the sector was introduced to transfer authority and responsibility from central government to county government levels of government and this was meant to enhance effective communication, accessibility and sustainability, transparency and good governance of the overall performance of the ministry of health and service delivery (Kaburu, Nambuswa, & Namusonge, 2017). The healthcare system is categorized into six distinct levels: Level 1-Community (Village/family units/households), Level 2-Dispensaries/Clinics, Level 3-Health centres,

nursing homes, maternities, Level 4-County hospitals (CH) Level 5- County Referral Hospital (CRH), this were formerly referred to as Provincial hospitals. Level 6- National referral hospitals. The health sector in Kenya is currently facing several challenges most of which affect service delivery to the citizens, these challenges include strikes and go slows, lack of equipment and proper infrastructure, lack of enough human resource among others (Bakibinga, et al., 2020).

Statement of the Problem

Health workers care about actions and processes that make them feel valued and motivated to perform, thus making employee engagement drivers imperative in improving organizational citizenship behavior in hospitals. This is justified by the fact that the peculiarity and sensitivity of the health care delivery has increased the requirements of OCB (Sahafi, Danaee, Sariak & Haghollahi, 2011). Extra discretionary work behaviour has serious positive impact on work quality, actual performance, service quality and service delivery, good reputation etc., hence, corporate image (Kolade & Ogunnaike, 2014). This invokes the need for investing in the employee engagement drivers for the realization of OCB in hospitals as a conduit for service efficiency and patient's satisfaction. This is corroborated by Baghersalimi, Keldbari and Alipour (2011) who posits that citizenship behaviors are of crucial importance in healthcare industry because some of the patients need special care and positive behaviors corresponding to their health condition. In fine, engagement and organization citizenship behavior is the salient foundation for a strong and effective health workforce, able to respond to the evolving epidemiologic profiles of the 21st century and universal access to health workers (Hernandez, et al., 2013).

None the less government hospitals continue to render poor service and Kenyans are decrying inadequate staff and facilities as well as unsatisfactory treatment by staff at the institutions (Gitonga, 2018). Maternal mortality rate still remains at over 500deaths/100,000 live births while

Infant mortality rate total 38.3 deaths/1,000 lives which remains at unacceptable high levels (Ngaruiya, 2018). In addition, the health sector in Kenya has undergone turbulent times with the doctors, clinical officers, nurses besides other health workers going on strike several times in the post devolution period (Rintari, 2019, Waitthaka, et al., 2020). Unfortunately, the health workers always return to work with their concerns largely unresolved, leading to further dissatisfaction and poor patient services. This is an index of a laid-back strategy in entrenching organization citizenship behavior in the sector courtesy of not addressing employee engagement drivers in their collective bargain agreement. These failure in addressing this situation has endows Kenya with a challenge of an inability to entice and retain health workers-predominantly in the public sector-as well as with performance management matters and fading productivity among the health labor-force (Rintari, 2019). All these poor state in the public health facilities is an index of poor organizational citizenship behaviour in the public health hospitals. A continuity of this will slow the momentum of the human resource for health agenda hence compromising achievement of health-related targets of the SDGs (Hernandez, et al., 2013).

In these regards there is need for the public hospitals to identify the specific employee engagement drivers that affect OCB. Once identified the hospitals need to translate those employee engagement drivers into a set of actions and behaviors that are realistic, meaningful and sustainable for maximal OCB. This is premised on the fact that the quality of hospital services not only depends on technical care services, but also is influenced by OCB (Edvardsson, Watt, & Pearce, 2017). In addition George and Joseph, 2015; Amadi, Jaja and Ukoha (2017) points that employee engagement positively influences the OCB. However, Saradha and Patrick (2011) posits that employee engagement has low significant relation with organizational citizenship behavior. Existing literature shows that there is a dearth of academic

studies on employee engagement and its consequences Saks (2006) cited in (Bedarkar & Pandita, 2014). Besides the research on OCB remains behind in the public sector (Christensen & Whiting, 2009). The current study filled in the existing gap in literature by enriching organizational behavior literature by identifying and empirically validating some employee engagement drivers and their effect on OCB in the context of Kenyan Public healthcare system where such studies are scant.

Objectives of the Study

The overall objective of this study was to examine the effect of employee engagement drivers on organizational citizenship behaviour amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya.

The study was guided by the following specific objectives:

- To evaluate the effect of leadership on organizational citizenship behaviour amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya
- To access the effect of employee recognition on organizational citizenship behaviour amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya

Empirical Review

Effect of Leadership on Organizational Citizenship Behaviour

Leadership is associated with increased efficiency of employees thus result in a tremendous benefit in the form of outcomes or productivity (Kim & Beehr, 2017). Leadership styles have been identified not only to enhance performance of the employees but their satisfaction as well in most of the settings (Teoman & Ulengin, 2018). Leadership impacts OCB directly and indirectly via employees' trust in supervisor and job satisfaction (Nasra & Heilbrunn, 2016).

Majeed, Ramayah, Mustamil, Nazri and Jamshed (2017) explored the association amongst transformational leadership and organizational

citizenship behavior of teachers in public sector higher education institutions in Pakistan. This study examined the direct and indirect influence of transformational leadership through exploring the mediating role of emotional intelligence. The model was tested by employing structural equation modelling technique on survey responses collected from academicians. Results from 220 responses indicated that relationship between transformational leadership and Organizational Citizenship Behavior is statistically significant where Emotional Intelligence plays an important role as a mediator. The results support and add to the positive effects of transformational leadership style interconnected with extra role behavior at work making it more meaningful. However, the study was done in the education sector and not health sector in a Kenyan context limiting the generalization of the findings.

Asgari, Mezginejad and Taherpour (2020) explored the mediating role of employees' job satisfaction and perceived organizational support in the relationship between transformational and transactional leadership styles and employees' organizational citizenship behavior. The study was conducted at the University of Birjand, Iran, on a sample of 250 employees. The research followed a descriptive and correlational approach. The findings show that transformational leadership and employees' job satisfaction and perceived organizational support positively and significantly influence employees' organizational citizenship behavior. Additionally, results revealed that employees' job satisfaction mediates the association between transformational and transactional leadership and employees' organizational citizenship behavior. Moreover, employees perceived organizational support mediates the association between transformational and transactional leadership and employees' organizational citizenship behavior. However, the study used a moderator unlike the current study.

Abdullahi, Anarfo and Anyigba (2020) investigated the effect of autocratic, democratic and

transformational leadership styles on employees' organizational citizenship behavior (OCB). The study further examined the moderating role of leaders' emotional intelligence between leadership styles and OCB. Questionnaires were used to collect data from 618 small and medium-sized enterprises' (SMEs) employees in Ghana. Both simple random and convenient sampling were adopted in selecting respondents. Regression was used to test the hypotheses in the research model using IBM-Statistical Package for the Social Sciences (SPSS). The results showed that democratic and transformational leadership styles both positively predicted the OCB of SME employees, although transformational leadership has a more significant influence. On the contrary, autocratic leadership style was found to have an insignificant relationship with OCB of SME employees when the interactive effect of the various leadership styles and emotional intelligence were introduced into the model. The results also show that whereas leaders' emotional intelligence positively moderate the relationship between autocratic leadership style and OCB, the relationships between democratic leadership style and OCB and between transformational leadership style and OCB are not significantly moderated by leaders' emotional intelligence. However the study was conducted amongst SMEs having a different organizational structure and culture from the public health sector in Kenya.

Chinomona and Mofokeng (2017) examined the impact of servant leadership on organizational citizenship behaviour and organizational commitment and the consequential outcome on employee job performance. LMX theory is the theoretical framework that forms the basis on which the study is undertaken. The problem was investigated within the SME sector of Zimbabwe. The study was quantitative by nature and adopted positivism as the research paradigm. 189 Small and Medium Enterprises (SMEs) in Zimbabwe formed the unit of analysis. The empirical testing of the study's six hypotheses revealed that the

relationships are positive and significant. This implied that servant leadership, organizational citizenship behaviour and organizational commitment have a constructive effect on employee job performance and thus SMEs in general. The study extracts the fundamental impact that servant leadership has on employee behaviour and their performance within the workplace subsequently. While quality LMX relationships are exemplified by mutual trust, respect and commitment, this virtue was employed to assess if it impels a good relationship between servant leadership and employee behaviour and the resulting job performance of employees. The implication is that the general SME sector should encourage their senior employees to embrace a servant leadership style given that it has a positive effect on employee organizational behaviour, employee commitment and job performance subsequently. This is particular important for a country like Zimbabwe that is still developing and therefore relies much on the superior performance of SMEs for sustainability.

Nemr and liu (2021) studied the impact of ethical leadership on organizational citizenship behaviors: Moderating role of organizational cynicism. This study was conducted on a stratified random sample consisting of 400 faculty members and their assistants at the Sohag University in Egypt. The study relied on the survey for data collection and were analyzed using simple regression, hierarchical regression moderated analysis (HRMA) and simple slope analysis. Results indicated that ethical leadership has a direct and indirect effect on organizational citizenship behaviors and Organizational cynicism modifies the relationship between ethical leadership and organizational citizenship behaviors so that the relationship is weaker among employees with a high level of cynicism in contrast to those with a low level of cynicism. However the study was conducted in a context of learning institution limiting the generalization of the findings to the health sector. Agus and Lalu (2018) analyzed the effect of

leadership on job satisfaction and work climate oriented on the organizational citizenship behavior. This study adopted quantitative research, with sampling technique used is probability cluster sampling with 78 respondents selected at some Madrasah Aliyah Negeri (Senior High School) in Lombok. Data were collected by questionnaire and analyzed using SmartPLS analysis. The findings show that leadership has a significant effect on work climate, job satisfaction and organizational citizenship behavior. However the study was conducted in a school setting and besides had a small sample size which may make it difficult to determine if a particular outcome is a true finding and in some cases a type II error may occur, i.e., the null hypothesis is incorrectly accepted and no difference between the study groups is reported.

Effect of Employee Recognition on Organizational Citizenship Behaviour

Guillermo (2009) empirically examined the relationships between rewards and recognition, perceived organizational support (POS), and leader-member exchange (LMX) and its effect on employee's service oriented organizational citizenship behaviours (COBs) in Canadian charter banks. The study had a sample of 4,220 employees. The results provided support for the claim that perceived organizational support and leader-member exchange mediate the relationship between rewards and recognition and service-oriented organizational citizenship behaviours (service COB, loyalty COB, and participation COB) when different sources of rewards and recognition are in effect (e.g., from manager, non-manager, and understanding of system). However, the study was conducted in the banking sector limiting the generalization of the findings to the health sector. Alkahtani (2015) studied the relationship between OCB and Organizational Rewards given to employees. The study answered the question that "Does the display of OCB have any impact on the rewards given to employees by the organization?" Five most widely acknowledged dimensions of OCB - Altruism, Courtesy,

Sportsmanship, Conscientiousness, and Civic Virtue -have been considered for analysis purposes. OCB was measured through self-evaluation as well as peer evaluations to avoid any social desirability effect and common method variance errors. The organizational rewards taken in the study were Salary Increment, Promotion and Performance Appraisal Grade. From the study findings the number of promotions and percentage salary increment employee receives throughout the period of service in the bank is significantly dependent on the level of OCB shown. However, the study findings are limited to the banking sector and focused on OCB as a predictor of employee recognition and not employee recognition as the dependent variable which is a dispatch of the current study.

Priyadharshini Sinnappan and Amulraj (2014) examined the impact of selected HR practices i.e. Rewards & Recognition, Empowerment on OCB and its importance among professional engineers. The study revealed that rewards and recognition have significant relationship with all the four dimensions of OCB (Altruism, conscientiousness, teambuilding and loyalty) while empowerment shown a strong coordination with only teambuilding dimension of OCB i.e. rewards & recognition practices strongly enhance organizational OCB than that of empowerment. Barbuto and Story (2011) tested the relationship between employees' sources of work motivation and their display of organizational citizenship behaviors. Results showed significant positive relationships between individuals' self-concept internal motivations and organizational citizenship behaviors. Results also showed significant negative relationships between instrumental and self-concept external motivations and organizational citizenship behaviors. These results indicate that employees' sources of motivation offer some explanation of their organizational citizenship behaviors. The study was conducted in the agricultural industry and not the health sector limiting its generalization. The participating organizations are similar in geographic

location and the types of services they provide. The homogeneity of the sample may limit the generalization of results.

Conceptual Framework

A conceptual frame work is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Jabareen, 2009). The current study conceptualized the link between employee engagement drivers and organizational citizenship behaviour. Employee engagement drivers is the independent variable while the dependent variable is organizational citizenship behaviour. Employee engagement drivers focused in this study included leadership,

employee recognition and how they relate with organizational citizenship behavior. According to Asgari, Mezginejad, and Taherpour, (2020) leadership significantly affects OCB. This study looked at leadership styles as autocratic, democratic and transformational leadership styles. Recognition awards can be cash or non-cash (e.g., verbal recognition, trophies, certificates, plaques, dinners, tickets, etc.) (Alkahtani,2015). According to this study recognition programs was measured interms of public recognition, promotion and monetary rewards. OCB was measured using the three dimensions of OCB: conscientiousness, civic virtue and sportsmanship (Shanker, 2018).

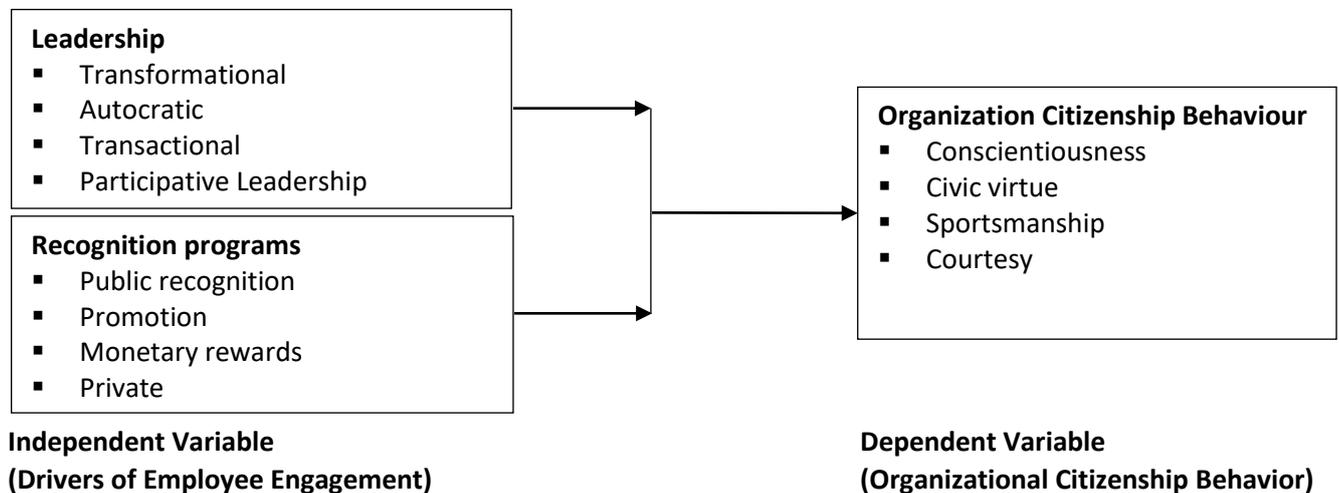


Figure 1: Conceptual framework

Source (Author, 2023)

METHODOLOGY

Research Design: The study adopted a descriptive survey research, a scientific method which involves observing (surveying) and describing the behaviour of a subject without influencing it in any way (Stangor, 2014). The descriptive survey design was appropriate for the current study because it provided the researcher with the desired information and understanding of the relationship between employee engagement drivers and organizational citizenship behaviour amongst the health staff in public health facilities in Kiminini Subcounty, Kenya

Population of the Study: The study targeted 243 clinical and non-clinical staffs from public health

facilities in Kiminini Subcounty, Kenya: 66 Kitale County Hospital, 34 Matunda Subcounty Hospital, 22 Kiminini Health Centre, 26 Naitiri Subcounty Hospital, 26 Saboti Subcounty Hospital, 35 Endebess Subcounty Hospital, 34 Kimilili Subcounty Hospital public health facilities in Kiminini Subcounty. The respondents were drawn from clinical and non-clinical staff.

Sampling Technique and Sample Size: In this study, the Sample frame consisted of both clinical and non-clinical staff from in Kiminini Subcounty. A two-stage sampling technique was used to narrow down to the public health facilities. Cluster random sampling technique was used to select the public health facilities. Simple random sampling was used

to select the respondents. This sampling technique was aimed at selecting groups that display variation on a particular phenomenon (Rahi, 2017). The study used Slovin's formula to calculate the sample size which is 151. Therefore 151 respondents was selected for a sample for this study. A good maximum sample size is usually around 10% of the population (Bullen, 2016). Therefore 151 which is 62% of the population was preferable.

The Slovin's Formula is given as follows:

$$n = N/(1+Ne^2),$$

where n = sample size,

N = population size

e = the margin of error (0.05).

$$n = 243/(1+243(0.05^2))$$

$$n = 151$$

The sample proportions from each public health facility was determined using the formula below:

$$n_i = (N_i \times n)/N$$

Table 1: Sample Size

Clusters	Cadre of staff	Population of study	Sample Size
Kitale County Hospital	Clinical	45	28
	Non-clinical	21	13
Matunda Subcounty Hospital	Clinical	22	14
	Non-clinical	12	7
Kiminini Health Centre	Clinical	16	10
	Non-clinical	6	4
Naitiri Subcounty Hospital	Clinical	19	12
	Non-clinical	7	4
Saboti Subcounty Hospital	Clinical	18	11
	Non-clinical	8	5
Endebess Subcounty Hospital	Clinical	26	16
	Non-clinical	9	6
Kimilili Subcounty Hospital	clinical	27	17
	Non-clinical	7	4
Total		243	151

(Transoia County Annual Development Plan, 2020/2021)

Data Collection Instruments: The study used questionnaires as well as reviewing existing literature. These instruments supplemented each other to give a deeper and wider exploration to research perspective.

Data Processing and Analysis: Data was analyzed using descriptive (mean, standard deviation, frequencies, skewness and kurtosis) and inferential statistical techniques. Under inferential statistics, multiple regressions was used to determine the effect of a set of independent variable (drivers of employee engagement) on dependent variable (organizational citizenship behaviour), coefficient of correlation using the Statistical Package for Social Sciences (SPSS) version 20.0package.

The regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \dots \dots \dots \text{Equation 1}$$

Where **y** represented organizational citizenship behaviour which was the dependent variable **x** represents the drivers of employee engagement, **β** is the standardized regression coefficient. **X₁** represent leadership, **X₂** represent employee recognition

RESULTS FINDINGS AND DISCUSSION

Descriptive Analysis for the Variables

Descriptive statistics for leadership, employee recognition and organizational citizenship behavior was analyzed using frequencies, means and standard deviations as follows

Descriptive Results for Leadership

Leadership styles have been identified not only to enhance performance of the employees but their satisfaction as well in most of the settings (Teoman

& Ulengin, 2018) Leadership responses in public health facilities in Kiminini Subcounty were descriptively analyzed and presented in table 2.

Table 2: Descriptive Results for Leadership

n=123	SD %	D%	UD%	A%	SA%	Mean	SD
The leadership of the organization has a vision to help the employees achieve their objectives	0.0	0.8	11.4	34.1	53.7	4.41	.722
The leadership of the organization holds periodic meetings to show support for organization's policy and mission.	0.0	1.6	23.6	30.9	43.9	4.17	.846
The leadership a voids making judgments or premature evaluation of ideas or suggestions	0.0	6.5	26.0	37.4	30.1	3.91	.905
The leadership of the organization has emotional attachment to the organization	0.0	0.8	30.9	30.1	38.2	4.06	.852
The leadership checks staff's work on a regular basis to assess their progress and learning.	0.0	3.3	29.3	50.4	17.1	3.81	.750
Leadership						4.09	5.62

Source: Research Data (2023)

The findings illustrated in table 2 findings indicated that the majority of respondents at 11.4% disagreed that the leadership of the organization has a vision to help the employees achieve their objectives while 87.8% were in agreement and 11.4% were undecided (mean = 4.41, SD = 0.722). In addition, 74.8 % of the respondents agreed that the leadership of the organization holds periodic meetings to show support for organization's policy and mission., 1.6% disagree while 23.6% were undecided (mean = 4.17, SD = 0.846). Besides 30.1% strongly agreed, 37.4% agreed that the leadership avoid making judgments or premature evaluation of ideas or suggestions, 6.5% disagree while 26% were undecided (mean = 3.91, SD = .905). According to the findings 38.2% strongly agree, 30.1% agree that the leadership of the organization has emotional

attachment to the organization, 0.8% disagree while 30.9% were undecided (mean = 1.84, SD = .908). The study finally noted that the leadership checks staff's work on a regular basis to assess their progress and learning according to 67.5% of the respondents were in agreement while 3.3 % disagreed, while 29.3% were undecided (mean = 3.81, SD = .750). Overall, the items on leadership summed up to a mean of 4.09, standard deviation .562.

Descriptive results for Employee Recognition

Employee recognition is the acknowledgment of a company's staff for exemplary performance. The descriptive results of employee recognition based on the perception of the staff of public health facilities of Kiminini Subcounty are as indicated in table 3.

Table 3: Descriptive Results of Employee Recognition

=123	SD %	D%	UD%	A%	SA%	Mean	SD
The employer verbally praises me for a work well done.	0.0	15.4	7.3	37.4	39.8	4.02	1.048
My employer gives congratulatory and recognition letters for good performance.	0.0	11.4	13.0	44.7	30.9	3.95	.948
I get financial awards for good performance.	0.0	10.6	19.5	34.1	35.8	3.95	.991
Good performing staff are offered promotions.	0.0	14.6	19.5	22.8	43.1	3.94	1.104
My employer seeks notes on other employees who deserve recognition.	0.0	4.9	17.1	38.2	39.8	4.13	.868
Employee Recognition						4.00	.575

Source: Research Data (2023)

According to the study findings as presented in table 3 the 39.8% of the respondents strongly agree and 37.4% agree that the employer verbally praises them for a work well done while 15.4% disagree, 7.3% undecided (mean = 4.02, SD = 1.048). Besides, 75.6% agree that their employer gives congratulatory and recognition letters for good performance while 11.4% disagree and 13 % were undecided (mean = 3.95, SD = .948). In addition, 69.9% of respondents agreed and strongly agreed that they get financial awards for good performance 10.6% disagreed and 19.5% undecided (mean = 3.95, SD = .991). Besides majority of the respondents at 65.9% were in agreement that good performing staff are offered promotions., 14.6% disagreed and 19.5% undecided (mean = 3.94, SD = 1.104). Finally, 68% agreed and strongly agreed that their employer seeks notes on other employees who deserve recognition while 4.9% disagreed and

17.1% undecided (mean = 4.13, SD = .868). The overall items on employee recognition summed up to a mean of 4.00, standard deviation .575. On average the respondents were in agreement with the statements on the state of employee recognition in Public Health Facilities in Kiminini Sub-County, Kenya.

Descriptive Results for Organizational Citizenship Behaviour

Organizational citizenship behavior a broad variety of individual acts that go above and beyond what is required of them, frequently for the good of the business - and may even be driven by personal goals. Responses on Organizational Citizenship Behaviour from public health facilities in Kiminini Subcounty were descriptively analyzed and presented in table 4.

Table 4: Descriptive Results for Organizational Citizenship Behaviour

n=123	SD	% D	UD%	A%	SA%	Mean	SD
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	0.0	0.0	10.6	47.2	42.3	4.32	.657
It would be very hard for me to leave my organization right now, even if I wanted to.	0.0	0.8	6.5	43.1	49.6	4.41	.652
I feel that I have too few options to consider leaving this organization Independently.	0.0	0.0	16.3	30.1	53.7	4.37	.751
I would be very happy to spend the rest of my career with this organization.	0.0	0.0	23.6	32.5	43.9	4.20	.799
I enjoy discussing my organization with people outside it.	0.0	0.8	21.1	28.5	49.6	4.27	.821
Organizational Citizenship Behaviour						4.32	5.28

Source: Research Data (2023)

The findings illustrated in table 4 findings indicated that the majority of respondents at 89.5% were in agreement that if they got another offer for a better job elsewhere, they would not feel it was right to leave their organization. while 10.6% were undecided (mean = 4.32, SD = 0.657). In addition, 92.7 % of the respondents agreed that it would be very hard for them to leave their organization right now, even if they wanted to, 0.8% disagree while 6.5% were undecided (mean = 4.41, SD = 0.652). Besides 53.7% strongly agreed, 30.1% agreed that they feel that they have too few options to consider leaving their organization independently., while

16.3% were undecided (mean = 4.37, SD = .751). According to the findings 43.9% strongly agree, 32.5% agree that they would be very happy to spend the rest of their career with the organization., 23.6% were undecided (mean = 4.20, SD = .799). The study finally noted that the they enjoy discussing their organization with people outside it. According to 68.1% of the respondents were in agreement while 0.8 % disagreed, while 21.1% were undecided (mean = 4.27, SD = .821). Overall, the items on leadership summed up to a mean of 4.32, standard deviation .528.

Regression Analysis

The study identified leadership, and employee recognition as drivers of employee engagement that affected organizational citizenship behavior as highlighted in the reviewed literature. These independent variables were then subjected to multiple regression analysis (MRA) to establish their effect on organizational citizenship behavior which was the dependent variable.

Effect of employee engagement drivers on organizational citizenship behavior amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya.

From the model summary of multiple regression results presented in table 5.

Table 5: Model Summary of employee engagement drivers and organizational citizenship behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.839 ^a	.703	.698	.290	1.876

Predictors: (Constant), Employee Recognition, and Leadership

Dependent Variable: Organizational Citizenship Behaviour

The results showed that all the two predictors (Employee Recognition and Leadership) jointly explained 70.3% of the total variation in Organizational Citizenship Behaviour in public health facilities in Kiminini subcounty. This showed that considering the two study independent variables, there is a 70.3% ($R^2=0.703$) in predicting

Organizational Citizenship Behaviour. This implies that public health facilities should embrace employee engagement drivers and proactively formulate policies besides providing resources which support the employee engagement drivers understudy so that Organizational Citizenship Behaviour can improve.

Table 6: Regression Model Goodness of Fit Test Results of Employee engagement drivers and Organizational Citizenship Behaviour

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.917	2	11.958	142.305	.000 ^b
	Residual	10.084	120	.084		
	Total	34.001	122			

a. Dependent Variable: Organizational Citizenship Behaviour

b. Predictors: (Constant), Employee Recognition, Career Development, Performance management, Leadership

Table 6 revealed that the F-value of 142.305 and a p-value of 0.00, which is significant at 5% level of confidence, indicate that the regression model is best fit; hence, the joint contribution of the employee engagement drivers (independent variables), which was significant in predicting organizational citizenship behavior, is likely to improve.

Regression Coefficients of Employee engagement drivers

Results of the regression coefficients presented in table 7 showed the estimates of Beta values and give the contribution of each predictor in the model.

Table 7: Overall Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	.527	.230		2.291	.024		
Leadership	.619	.050	.658	12.451	.000	.884	1.131
Employee Recognition	.314	.049	.342	6.468	.000	.884	1.131

a. Dependent Variable: Organizational Citizenship Behavior

The Beta value for leadership (.619), and Employee Recognition (.314) were all positive and significant. The positive B values indicate the direction of relationship between employee engagement drivers and Organizational Citizenship Behavior. From the results in Table 7 the model can then be specified as: -

$$Y = .527 + .619X_1 + .314X_2 + \epsilon \dots \dots \dots \text{Equation 2}$$

Where:

X₁ represents leadership

X₂ represents employee recognition

Result reveal unstandardized regression coefficient for leadership (β=0.619), implies that an increase of 1 unit in leadership will result in 0.619 units increase in organizational citizenship behavior other variables in the model constant. Unstandardized regression coefficient for employee recognition (β=0.314), implies that an increase of 1 unit in employee recognition is likely to result in 0.314 unit increase in organizational citizenship behavior holding other variables in the model constant. Based on the purpose of the study F-value of 142.305 and a p-value of 0.00 it can be concluded that employee engagement drivers significantly affect organizational citizenship behavior. This findings are supported by Abbass., (2019) Amadi, Jaja, and Ukoha (2017) ; George and Joseph, (2015) who points that employee engagement positively influences the OCB.

Basing on the social exchange theory which supports this finding there is need for the management of public health facilities orientate their employee engagement drivers towards establishing a positive relationship between the employees and the facilities. This would definitely

infuse positive reciprocity in terms of OCB. This is because as employees become more engaged, through the employee engagement drivers they will become more loyal to the organization and more enthusiastic about work occasioning OCB. Sahoo and Mohanty (2019), George and Joseph (2015) affirms role of social exchange theory on the significant positive relationship between employee engagement and organization citizenship behavior. In addition, the employee engagement drivers should have the capacity to stoke job embeddedness for the realization of OCB. Due to the voluntary nature of OCB, intrinsic motivator like employee engagement drivers should invoke some sense of responsibility to their employing organization will serve as underlying motive of embedded individual’s involvement in OCB like behaviors. Therefore, the management of public health facilities should invest on employee engagement drivers which is extoled by their role on enhancing OCB.

H₀₁: *Leadership doesn’t have a statistically significant effect on organizational citizenship behavior amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya*

When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results show that leadership is (t =12.451, P<.01). In this regard the findings explain that leadership significantly affects organizational citizenship behavior amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya. These findings are supported by the findings of Majeed, et al (2017), Abdullahi, et al (2020), Chinomona and Mofokeng

(2017) who also found a significant effect of leadership on organizational citizenship behaviour. Thus the rejection of the null hypothesis. These findings are based on the social exchange theory because employees reciprocate through heightened performance and organization citizenship behavior based on how they are lead. Therefore, leadership should be structured around approaches that enhance organizational citizenship behavior. Thus, public health facilities in Kiminini subcounty and other counties should consider incorporating leadership strategies as part of their response to the need for organizational citizenship behavior towards the agenda of quality health services.

H₀₂: *Employee recognition doesn't have a statistically significant effect on organizational citizenship behavior amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya*

When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results show that employee recognition is (6.468, $P < .01$). In this regard the findings explain that employee recognition significantly affects organizational citizenship behavior amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya. Thus, the rejection of the null hypothesis. These findings are supported by the findings of Alkahtani (2015) Priyadharshini Sinnappan and Amulraj (2014) who also found a significant effect of employee recognition on organizational citizenship behaviour. These findings are based on the social exchange theory. In the work place the events experienced by employees in the course of duty will affect their emotional state, and then affect their work attitude and work behavior which an aspect of reciprocity. This therefore means that through salient strategies of employee recognition their attitude toward the organization is affected and their extra role behavior too. Promotions of good performing staff, congratulatory and recognition letters for good

performance sets the tone for positive work environment and should be a priority for the public health facilities in Kiminini sub county as highlighted by the current state in the descriptives.

RECOMMENDATIONS

Leadership was the greatest contributor to OCB followed by performance management. However, putting in place all the employee engagement drivers would synergize their effect on OCB as depicted by the study findings. Leadership significantly affects OCB; therefore, leadership should be structured around approaches that enhance organizational citizenship behavior. Career development has a significant effect on OCB. The relevance of the career development strategies to the employee's career growth remains supreme for OCB. employee recognition significantly affects organizational citizenship behavior amongst the health staff in public health facilities in Kiminini Subcounty-County, Kenya. This therefore means that through salient strategies of employee recognition their attitude toward the organization is affected and their extra roe behavior too. Promotions of good performing staff, congratulatory and recognition letters for good performance sets the tone for positive work environment and should be a priority for the public health facilities in Kiminini sub county as highlighted by the current state in the descriptives

The management of public health facilities should orientate their employee engagement drivers towards establishing a positive relationship between the employees and the facilities to be more enthusiastic about work occasioning OCB. In this regard there is need for the public heath facilities to bench mark with other institutions to help identify the weaknesses in their Human resource management policies for more potent human resources policy framework on leadership and employee recognition geared towards attaining high levels of employee engagement and OCB.

Leadership should be structured around approaches that enhance organizational citizenship behavior.

The leadership of the organization should have a vision to help the employees achieve their objectives and regularly assess their progress and learning. The employees should be clear of what the management expects of them in terms of their duties and any deviations should attract constructive Criticism and minimal punishments.

Public health facilities in Kiminini subcounty should ensure invest on employee recognition programs as

a way of enhancing their OCB. The management should embrace salient strategies of employee recognition to engender a positive attitude toward the organization is to effect their extra role behavior. Promotions of good performing staff, congratulatory and recognition letters for good performance sets the tone for positive work environment and should be a priority for the public health facilities in Kiminini Sub County.

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