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Makheti, A. M., & Juma, D.

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¹Makheti, A. M., & ²Juma, D.

¹Master Student, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

² Doctor, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

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ABSTRACT

Employee Satisfaction is an essential part of every organization if they are striving towards success. Most organizations have been focusing on employee wages and salaries in exchange for dictated work structures. Organizations both in the private and public sector across the globe rely on their workforce for optimum productivity which would in turn result in organizational efficiency. The main objective of this study was to examine the relationship between Interpersonal Relationships and Performance of Employees in Bungoma County Referral Hospital. The study adopted a descriptive survey research design. Target population was from Bungoma County Referral Hospital. Stratified random sampling Technique was used. The Questionnaire was used as an instrument of primary data collection. Descriptive and Inferential statistics was analyzed by use of the statistical package of social sciences (SPSS). Descriptive statistics were essential for finding the results of data frequencies, standard deviations and the mean. However, inferential statistics was essential for determination of correlations among the variables of the study. ANOVA was applied on determination of inter-relationship within the variables and at the individual item level; hence, the structural regression model was developed to reflect the relationship among the variables. The results after the analysis indicated a significant positive relationship of Interpersonal Relationships and Performance of Employees at the Bungoma County Referral Hospital. The study embraced the use Interpersonal Relationship Practices at the place of work since it improves employee performance. Furthermore, in order to improve excellent workplace interactions, firms must keep an eye on conflict management frameworks. Organizations should also strive to create a positive working atmosphere that encourages employees to apply their talents and knowledge to the appropriate job duties. The study recommended for further studies on similar variables while applying other methods.

Key words: *Interpersonal Relationships, Employee Performance*

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INTRODUCTION

Employee satisfaction is an essential part of every organization if they are striving towards success. Over the last decade, most organizations have been focusing on employee wages and salaries in exchange for dictated work structures. Human capital is integral in an organization's ability to attain a competitive advantage over its peers in the industry (Coff & Raffiee, 2015). Employee satisfaction is pertinent because of its influence on the performance of any company, its risk, and therefore its worth (Soimo, 2016). The maintenance of a drive towards employee satisfaction decreases the chances of employee turnover, lack of motivation and decreases the need to spend on training.

From a wider perspective, employee satisfaction does more than just improve performance in today's unstable economy. It is a matter of meeting the firm's daily operations. Consequently, it is an important issue to be knowledgeable and get the idea of the effects of employee satisfaction as well as its effect on the performance of organizations (Kassim, 2011). Performance is the measure of how well a firm is able to retain its employees, create job satisfaction and career advancement opportunities as well as create conducive organizational structures for employees and this is an important aspect in Employee satisfaction. Robert Half International, Inc. conducted a study that examined why people leave their jobs in India. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation (Johnson, 2004). Companies utilizing employee development programs are experiencing higher employee satisfaction with lower turnover rates (Wagner, 2000). According to Stacey Wagner, a director with the American Society for Training and Development, training builds 24 company loyalty because employees know the organization is investing in their futures (Rosenwald, 2000).

Improvement of performance is a central issue in present-day organizations. Productivity through job

performance stands as a widely researched domain in literature of organizational behavior (OB) and human resource (HR) development (Bommer *et al.*, 1995; Lawler, & Worley, 2006; Schiemann, 2009). Job performance as in the form of performance assessment and management is an essential part of effective HR management and it is a most sought-after developmental intervention in the HR portfolio (Bateman, & Snell, 2007; Fay, & Luhrmann, 2004; Hellriegel *et al.*, 2004). The term "employee performance" signifies an individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). In order to utilize HR fully and augment organizational success, an effective employee performance management system is imperative for a business organization. The performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Jena, & Pradhan, 2014; London, 2003; Mone, & London, 2009). Why do some organizations perform better than others and get listed as most preferred employer of the year? Earlier findings have suggested deploying lucrative incentive schemes for motivating the employees toward meaningful job participation (Friedman, & Sunder, 1994; Roth, 1995; Smith, 1991; Sprinkle, 2000). At the same time, there is sufficient pragmatic evidence showing that financial offers have varying effects and may not be of much significance for escalating employee performance (Bonner *et al.*, 2001; Camerer, & Hogarth, 1999; Gupta, & Shaw, 2014). This is due to the changing nature of work and rise of knowledge workers in post-globalization, which has defied the familiar views of individual work performance (Frese, & Fay, 2001; Ilgen & Pulakos, 1999). At the same time, with the changing organizational requirements, the ability to adapt stands as one of an important measure to assimilate in performance. Failure to satisfy employees has most often been

the cause of declining performance in workplaces (Bakar, 2013). A review into the health sector in Kenya indicates a high rate of employee turnover, with most health workers committing to the private sector as opposed to the public sector. The current retention rate is estimated to be a percentage of 2.7% clinical officers and 2.2% medical laboratory officers per 10,000 populations in the most recent research in the medical sector.

Employees who are satisfied in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover (Chebet, 2015). Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster satisfaction and commitment in their workforce.

For companies to stay relevant, employees have to be fully involved in everything that is happening towards their business outcomes. It is important for every employee to be committed, motivated and enthusiastic about working for the company and its goals (Lutwama, 2017). There has to be a meaningful intersection between what the company is expecting from the employee and what the employee is expecting from the company. For more than a decade now, every organization is interested to know how much their employees are engaged in its course which is the cause of the trends in employee satisfaction and the main reason for the current study.

Statement of the problem

Sonnentag *et al.* (2008) have described Employee Performance as a multi-dimensional concept that describes how an individual completes a particular task with the focus being on skills, initiatives, efficiency and the utilized resources. Bhat and Beri (2016) further posit that motivation, opportunity in the organization and the capacity to perform significantly affect Employee Performance in the workplace., Chebet (2015) studied the determinants of employees' performance in the county governments of Kenya a case study of Bungoma Referral Hospital and Hammour &

Osborne (2017) researched on effective employee satisfaction in the workplace, but none of these aimed at understanding employee satisfaction strategies, this is why the current study is focused on understanding employee satisfaction and the performance of the health sector with a case study of the Bungoma Referral Hospital, Kenya. The Healthcare sector has suffered massive strikes and demonstration by the professionals and trade unions representing workers.

The challenge of poor working conditions with no working equipment has been the case in all the health facilities in Kenya and with the hit of the pandemic and claiming lives of a number of health workers, this was definitely a cause for alarm among all the employees in the ministry.

According to Health Sector Review (2010), health practitioners just like other workers are responsive to push factors. Despite this, most local studies on employee performance have either concentrated on motivation or job satisfaction' and they are hardly in the public health sector (Sokoro, 2012; Gichuru, 2015; Tumwet, 2013; Nyabuti, 2011; Kiruja and Elegwa, 2013). The study was conducted to address the gap in knowledge by carrying out an assessment of the Interpersonal Relationships and the performance of Employees for health workers in Bungoma County Referral Hospital.

Objective of the Study

The study determined the influence of interpersonal relations on the level of Employee Performance in Bungoma county referral hospital. The study was guided by the following research hypotheses;

- H_0 : Interpersonal relationships have no significant effect on the performance of employees in Bungoma County referral hospital.

LITERATURE REVIEW

Hertzberg's Two Factor Theory

Hertzbergs two factor theory was first propounded by Frederick Herzberg in 1959. According to

Herzberg, there exist job factors which either result in satisfaction or dissatisfaction (Tan, 2013). Herzberg determined what people actually want from their jobs by seeking out from employees which work situations they considered good (satisfying) and bad (dissatisfying). Greta & Mejai (2018) state that employees are generally satisfied when they advance, get recognized, enjoy their jobs and are given responsibilities. Herzberg referred to these characteristics as motivators. Despite there being motivators, there are factors which cause employees to be dissatisfied; working conditions, supervision, interpersonal relationships, company policy and administration are some of these factors referred to as hygiene factors (Robbins, 2001).

According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers to understand job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfactory factors into job content to maximize opportunities for job satisfaction. This theory will be important in explaining personal fulfillment and organization commitment and their effects on employee performance. Employers can tailor company policy to improve employee welfare and thus avoid low motivation and low hygiene simultaneously.

Equity Theory

The equity theory was conceptualized by John Stacey Adams in 1963 and seeks to explain employee motivation in regards to how they perceive the organization treats them in the workplace (Skiba, & Rosenberg, 2011). The theory proposes that motivation for an employee is not purely a function of the rewards the individual attains. According to the equity theory, motivation in the workplace is a function of how the employees

view their ratio of outcomes to the inputs. This implies that employees compare the rewards they receive from working in the organization in relation to the effort they put in the job. Moreover, employees view their ratio of outcomes to inputs in relation to the ratio of outcomes to inputs of their referents (Skiba, & Rosenberg, 2011). Therefore, employees compare their ratio of outcomes to inputs and compare with that of their peers to tell whether they are being treated fairly by the organization in which they work. Apart from their peers in the organization, employees may also have other references to compare with including family members and persons with similar positions but in different organizations. On the other hand, employees may evaluate how well they meet their individual needs with their current level of remuneration in relation to their pay history or consider the compensation plan existing in the organization.

According to the equity model, employees can distinguish between an over-reward and an under-reward. Therefore, when the employees perceive an under-reward which also represents inequity, they are likely to adopt an action that is meant to restore equity (Skiba, & Rosenberg, 2011). One of the most significant methods that employees are likely to take in ensuring equity is to reduce the effort they put in their jobs. On the other hand, the employees may request an increase in rewards for the effort they put into the job and this translates to negotiation for increase in wages or bonuses (Skiba, & Rosenberg, 2011).

The equity theory proposes that if equity is not restored through an increase in outcomes or reduction of inputs then the employee is inclined to abandon their job positions. The equity theory is linked with this study as it helps define the particular behaviours that affect performance exhibited by employees in regards to their level of satisfaction. Equity theory is important as it explains how economic rewards are important as a motivation to employees and how it affects employee performance. Applying this theory when

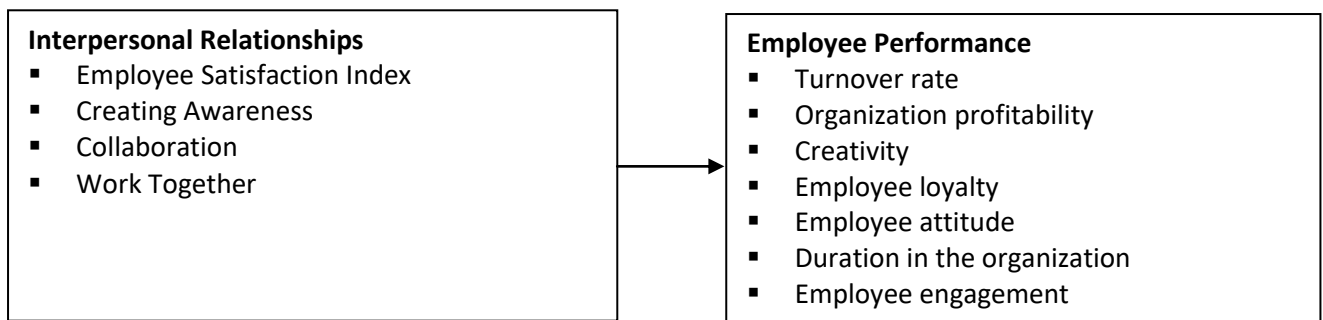
conducting a company's performance appraisals involves balancing the assessment of an employee's contribution to his job with the compensation and other rewards associated with his success. In general, highly-paid and rewarded employees tend to be the most motivated to continue performing well on the job.

Social Exchange Theory

Social exchange theory was first proposed by Homans, Blau, and Emerson in 1958. Homans, Blau and Emerson define Social exchange as a voluntary action by individuals motivated by the returns they are expected to bring and those they are to bring out of others. Wai & Fung, (2013) suggest that when a person gives another person a reward, commodity or any resource, there is an expectation to receive a return from the other party in future. Paul, (2016) Conceptually, according to the social exchange theory, employees with a perception that the firm is committed to their general affairs will normally feel obligated to reciprocate the firm's support with acts that may benefit the firm. In other words, when one party treats another well, the other party always reciprocates the return of favorable treatment.

Karen, (2015) supports this and states that if an individual believes that they are able to extract a reward through a behavior then they may lose by performing it then they will perform the behavior. Also, if an individual does not value maintaining a relationship or does not expect others to follow through with a reward, then the balance would be shifted toward anticipating a lower worth to any social exchange.

Cropanzano and Mitchell (2007) discovered that social exchange relationships in a typical work setting determine the continuous retention or termination of a contract from either party. The authors suggested that one employee can form distinguishable social exchange relationships either with his or her immediate supervisor, co-workers, organizations, customers, as well as the suppliers, where these distinct relationships have implications on their behavior. Thus, the above discussion is that employees are likely to continue the relationship with their employer/manager/owner when they perceive that the relationship is worthwhile for them, and terminate the relationship when the costs are more than the rewards that they gain from the relationship.



Independent variables

Dependent Variable

Figure 1: Conceptual Framework

Review of Variables;

Interpersonal relationships are visible and invisible traits of society (Emilova, 2014). Interpersonal relationships contribute to the creation of an appropriate social environment which serves as an opportunity for performers to prove their individual professional skills. Emilova (2014) asserts that

interpersonal relationships and situations leave a mark on an individual and their future behaviour is influenced by such situations. Moreover, behaviour of an individual reflects their relationship with people who may not be present in the current situation. Emilova (2014) posits that formal interpersonal relationships tend to be objective in

nature. In such scenarios individuals interact based on specific roles and are governed by pre-established formal regulations. Furthermore, in an organization setting interpersonal relationships may adopt different dimensions including interpersonal cooperation, conflict, unity or compatibility. The interpersonal relationships that manifest in the workplace include manager-employee, manager-manager or employee-employee (Emilova, 2014). Singh, and Pathak, (2017) assert that in the workplace individuals have differing priorities, goals and values on both personal and professional events. Consequently, these become forms of impediment to developing strong connections with others. Singh and Pathak (2017) assert that aspects such as job insecurity, preconceived notions and premature evaluation are barriers to effective interpersonal relationships. Subsequently, the organization workplace becomes a conflict zone where individuals fight over opposing goals, values and priorities.

Such conflict limits job satisfaction as employees lack motivation to work in such an environment. Kato, (2015) states that workplace interpersonal stressors correlate with psychological dysfunction, burnout and depressive symptoms.

Empirical Review

Alamdar, Muhammad, and Wasim (2011) investigated the impact of job satisfaction on employee performance in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction and performance. (Dr. Abdul Wahid A. Fadlallah (2015) conducted a research on impact of job satisfaction on employee's performance

(employee's impressions, inclinations, desires, and visualizations towards their jobs) in the faculty of science and humanity studies (university of Salman bin Abdul-Aziz-Aflaj branch). Research determined the relation, association and impact of job satisfaction factors and its dimensions on employee's performance in the faculty. Total sample size of research is 86 members of teaching staff from the faculty (male =46 and female =40). SPSS was used to analyze the data. Research applied chi-squared or (χ^2) and regression analysis. Research examined that there is a positive and statistically significant relationship between.

Research Methodology

METHODOLOGY

The study adopted a descriptive survey research design. The target population of this study was all employees working in the ministry of health Bungoma County Referral Hospital. The population included all nurses, clinical officers, doctors, administrators and support staff. Stratified random sampling was used since the population consisted of doctors, special units, nurses, clinical officers and support staff (Sarantokos, 1998). Then simple random sampling was employed to ensure that all employees stood equal chance of being selected to avoid sample bias and ensure that the results were reliable enough to be generalized.

Primary data was collected using printed questionnaires and analyzed using SPSS and descriptive data obtained. This included mean, median, mode, variance and standard deviation. Regression, correlation analysis was also obtained. Results were tabulated and also presented in graphical forms and descriptions provided. Qualitative data was analyzed using content analysis. That is, the data was categorized into themes and analysis, thereof, based on the prevalence of the themes and subthemes in addition to their relevance to the topic. Descriptive statistics aid in describing the basic or standard features of the study sample. On the other hand, inferential statistics that define correlation and prediction included multiple regression analysis.

The multiple regression equation provided below was used in this research:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where: Y represents employee performance of technical employees in the Bungoma County Referral Hospital

β_0 represents Constant

X_1 represents Interpersonal Relations

β_1 represents Regression Coefficients

ϵ represents Error Term

FINDINGS AND DISCUSSIONS

Response rate was 96.9% which is in agreement with Babbie, 2015 who opined that for excellent presentation of the findings response rates should be 70% and above.

Descriptive Statistics

Table 1: Influence of interpersonal relationships on the level of Employee Performance in Bungoma County Referral Hospital

Interpersonal Relationships	Mean	Std. Dev.
Relationships with your co-workers is satisfactory	3.61	1.25
Relationship with your supervisors is satisfactory	3.72	0.97
The conflict management structure in your organization is satisfactory.	3.37	1.01
As an employee my contribution is valid by my team members	2.63	1.27
I enjoy working with my colleagues	3.82	0.96
Average	3.40	0.95

Interpersonal relationships has helped health sector to improve their performance in the health sector with a standard deviation 0.95 and a mean 3.40. This implied a slightly positive correlation between interpersonal relationships and employee performance in the health sector hence need to dynamically focus on Interpersonal relationships to spearhead job satisfaction hence employee performance. The interpersonal relationship that an employee develops at his workplace is a fundamental to his career and job satisfaction. If an employee gets along harmoniously with coworkers and shares a special bond with them, then the positive interpersonal relationship that develops fuels his work achievement, happiness, and success (Werner & DeSimone, 2011).

Employee Performance

The objective of the research study was equally to find out the extent of employee performance of Bungoma County Referral Hospital in the health

sector. For the purpose of showing the employee performance of health ministry as influenced by job satisfaction. To measure employee performance, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant that the respondents No extent, 2-small extent, 3-Moderate extent 4 they to a large extent Agreed and 5 meant to a very large extent. For purpose of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed on the extent of employee performance, between $1.50 \leq 2.50$ means they disagreed it's to a small extent, $2.50 \leq 3.50$ the respondents feel there is moderate extent of employee performance, $3.50 \leq 4.50$ means it's to large extent and above 4.50 means the respondents strongly agreed that to a very large extent there is employee performance.

Table 2: Employee Performance

Employee Performance	Mean	Std. Dev.
I get constant feedback on my work performance	3.77	1.2
I consistently seek new knowledge and skills in order to make my work more efficient	4.13	.71
I have adequate skills and tools to be able to perform my duties	3.87	.88
My working environment affects my work positively	3.30	1.13
I engage in job tasks beyond my assigned duties regularly	3.65	1.04
Average	3.67	1.01

Need for employee performance has helped hospitals to improve their employee performance in the health ministry with a standard deviation 1.01 and a mean 3.67. This implied a slightly positive correlation between job satisfaction and employee performance in the health sector hence needs to focus on spearhead job satisfaction hence employee performance. An organization's output and productivity are judged in terms of its workforce's performance (Currall et al., 2005). It was discovered that higher levels of job satisfaction lead to better worker performance. Werner and DeSimone (2011) looked into the key performance indicators for employees. They came to the conclusion that job happiness and motivation had an impact on staff productivity.

Inferential Results

Interpersonal relationships and Employee Performance

The objective was to determine the influence of interpersonal relationships on the employee performance in Bungoma County Referral Hospital. From the findings the correlation coefficient (R) is 0.787 which is a positive, a significant relationship between working conditions and employee performance and the R-Square value of 0.619 shows that the model accounts for 61.9% of the variation or change in the employee performance of Bungoma County Referral Hospital.

Table 3: Model summary for Interpersonal relationships and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.787 ^a	.619	.610	.16736	.000	.005	1	193	.749

a. Predictors: (Constant), X2

The results of the ANOVA test showed a P-value of 0.000 is less than the set level of significance of 0.05 for a normally distributed data as shown in Table 4. The results further revealed that the model had an F-ratio of 84.143 which was significant at 5% level of significance. The findings showed that the model is statistically significant in

explaining the relationship between interpersonal relationships and the performance of Bungoma County Referral Hospital hence interpersonal relationships influences employee performance in Bungoma County Referral Hospital.

Table 4: ANOVA for Interpersonal relationships and Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.613	1	11.613	84.143	.000 ^b
	Residual	138.767	193	.719		
	Total	150.380	193			

a) Predictors: (Constant), X2

b) Dependent Variable: Y

Table 5 showed the coefficients of the influence of interpersonal relationships on employee performance in Bungoma County Referral Hospital. The Beta coefficients was .723 at a p-value of 0.000

indicated the extent to which employee performance changes due to a unit change in interpersonal relationships by 72.3%.

Table 5: Coefficients for Interpersonal relationships and Employee Performance

	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
(Constant)	0.643	0.216		.001
X2	0.723	0.027	0.565	0.000

a. Dependent Variable: Y

The equation;

$Y = \beta_0 + \beta_2 X_2 + \epsilon$, holding all other factors constant, this becomes,

$$Y_0 = .643 + .723 X_2$$

The positive Beta coefficients imply that positive change in the interpersonal relationships results in increased employee performance; in this case, .723 units increase.

interpersonal relationships, explains 24.4% of changes in performance of Bungoma County Referral Hospital employees. The positive beta coefficient implied that a unit change in use of interpersonal relationships results in a rise in employee performance by 0.244 units. As such the null hypothesis was rejected. These findings concurred with various observations and conclusions made by several scholars in management who have studied interpersonal relationships. Similarly, Vakola & Nikolaou (2005) noted that Interpersonal Relations and effective reward systems can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole runs more efficiently and is more effective at reaching its goals. This is in contrast to an unmotivated workforce, who can negatively disrupt an organization and distract employees from their work.

Results of Hypothesis

The testing of this hypothesis relates to the research objective; to determine the influence of interpersonal relationships on employee performance of Bungoma County Referral Hospital, The following Null and Alternative Hypothesis were formulated to meet this objective. Null Hypothesis (H_0): Interpersonal relationships has no significant influence on employee performance of Bungoma County Referral Hospital

Alt. Hypothesis (H_1): Interpersonal relationships have a significant influence on employee performance of Bungoma County Referral Hospital.

Model summary results indicated that interpersonal relations has significant influence on performance of Bungoma County Referral Hospital ($\beta_1 = 0.244$ at $p < 0.05$). Other factors remaining constant,

CONCLUSION AND RECOMMENDATIONS

Employee performance is increased by interpersonal relationships in the workplace,

according to the respondents. Furthermore, the respondents agreed that having strong relationships with coworkers had an impact on their performance. Poor conflict management mechanisms, on the other hand, were non-existent in the organization, which had an impact on performance. According to the data collected and analyzed it was found out that the relationship between interpersonal relationships and employee performance is moderately strong. Workplace interpersonal relationships were discovered to be key predictors of employee performance. Interpersonal relationships, such as those between coworkers, have been identified as critical to enhanced employee performance. Employees who loved working with their coworkers defined a company with solid interpersonal interactions. Relationships with supervisors were found to be crucial, yet the majority of respondents felt they were satisfactory, thus they should be improved. Furthermore, a poor conflict management structure is necessary for resolving any issues that may stifle workplace interpersonal ties.

The recommendations were based on the findings and conclusions of the research study. In order to boost employee performance, the research study proposes that aspects focusing on monetary rewards and interpersonal relationships be given more weight. Organizations must create wage structures that employees believe are proportional with their efforts on the job. Furthermore, financial awards and other advantages, including as bonuses and annual rewards, should be delivered to employees and reviewed on a regular basis in order to promote job satisfaction and hence performance. As a means of strengthening interpersonal

connections in the workplace, all businesses should establish conflict management frameworks. Employee-supervisor relationships should be reviewed on a regular basis to ensure that staff are happy enough to voice their concerns to management. Organizations should guarantee that employees like working with one another since this develops positive interpersonal relationships, which have a substantial impact on employee performance. Organizations that want to improve employee performance should give employees the chance to put their talents and knowledge to use in order to increase personal fulfillment. Furthermore, a positive working environment should be created to guarantee that staff performs well. In order to drive people to perform better on their job objectives, organizations should build a planned and well-defined career path for them. Employees that are devoted to the organization perform better, and as a result, such employees should be discovered and rewarded in order to further drive them.

Areas for Further Research

This study suggests areas where further research should be conducted in regards to job satisfaction and employee performance and these include:- the effect of structured compensation and benefits systems in improving performance of employees in state corporations; the role of career pathing for employees in improving performance and conflict management systems in organizations. Further research should also be done in future covering all hospitals in the health sector in Kenya as this would serve to provide more generalized and sufficient conclusions.

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