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**EMPLOYEE MOTIVATION AND PERFORMANCE OF HEALTH INSTITUTIONS IN NYERI COUNTY, KENYA**

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## EMPLOYEE MOTIVATION AND PERFORMANCE OF HEALTH INSTITUTIONS IN NYERI COUNTY, KENYA

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### ABSTRACT

*This study was undertaken on employee motivation and performance of health institutions in Nyeri County, Kenya. The study was guided by Abraham Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory, Equity Theory and Vroom's Theory. Descriptive survey research design was used, with a population of 1224 employees in the identified health institutions in Nyeri County. Stratified sampling method was used to identify sample representing 30% of the target population. A self-administered questionnaire was used in the study. The data collected was analyzed by descriptive statistics and presented through tables and charts with the aid of micro soft excel software. The study found that the capacity development, performance appraisal, working environment and staffing policy was found to have a positive significant influence on performance of health institutions in Nyeri County, Kenya. The study concluded that capacity development enhances the employee motivation, job performance and skills which ultimately lead to organizational performance. Performance appraisal is a method widely used by the health institutions to measure the employee added value and the capacity to achieve their objectives. A healthy work environment keeps employees happy, improves concentration and boosts endurance. Staffing policy helps in getting right people for the right job at the right time. The study recommended that the health institutions on Nyeri County should provide training to employees either on a one-on-one or group training, whether face-to-face or online, can increase personal knowledge and skills surrounding an issue. The health institutions in Nyeri County should make the performance appraisal process clear to employees by communicating this to employees at the start of the year, giving them the opportunity to plan ahead, pose questions, and work towards the organizational objectives in their individual capacity. The health institutions in Nyeri County should work to create a culture that encourages employees to talk openly about how they feel, both with their co-workers and line managers. The health institutions in Nyeri County should adopt an institution staffing mentality which creates the framework for consistently applied practices by standardizing policies across the organization.*

**Key Words:** Capacity Development, Performance Appraisal, Working Environment, Staffing Policy

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## INTRODUCTION

The globalization wave across the world economies and increased competition for better goods, service and works have made companies to greatly emphasise the aspect of human capital. The human resource functions have been given a lot of emphasis and keen attention around the academic and industry environments. Motivation as one of the functions has not been left out as the linkage between it and performance are quite inseparable. The complexity of the relationship between motivation and performance of organizations through goal-oriented approach remains an area of concern globally, (Maryan, 2014).

Human resource practitioners in many enterprises are prone to challenges due to the diversities of employees through their behaviours expectations and these differences results into individualized outputs and performances. The need for capacity development for all low-level employees at their different sections for optimality in the production cannot be underestimated. The setting of performance appraisals for the senior managers who requires minimal supervision and can direct their efforts to the right areas of the organization and consultation is necessary when in doubt is essential. The difference and disparity in organization structure functionality encourages astute strategies for motivation across all the cadre of the organization employees for increased performance and realization of organizational goals, (Nehles, Terhalle, Van Riemsdijk, and Looise, 2019).

Human resources have been integral in all organizations as they contribute heavily on the health of the operations at any given time. Their prevalence outweighs the other functions as they are pivotal in establishing the performance, (Madison, 2010). The level of motivation steers their performance in all facets of the organization due to the energies and synergies that they employ at different points of service delivery. Thus, a greater need to put more support to the well-being of the employees remains critical in the health sector through well tailor-made strategies that can ignite

thrust in their performance trends, (Kepner, 2010). Motivation is a journey of creating stepping stones of incentives to increase performance levels through well laid structures and strategies that fits each and every employee in the quest for best performance, (Cole, 2012). The leaders and managers in their governance modes needs to establish the pertinent ways of boosting morale in their workforce to attain the hospital goals and objectives.

Organization performance details the wide range of indicators namely the financial dimensions and the non-financial dimensions that provide evidence on the level of attainment of the set hospital goals and objectives. It encompasses the real factual and actual results of the health institutions success weighed against the expected deliverables, (Walker, Damanpour, & Devece, 2011).

The performance of hospital workforce is a combination of many interrelated factors namely abilities, actions and attitudes towards the set activities as determined by the job descriptions and the hospitals policies guidelines. The individual employee's contribution in their line of duty and responsibility denotes the eventual path of the attainment of the institution objectives leading to exemplary or diminished performance. The hospital mandate is enshrined in the provision of a favorable arena for the execution of the employee's mandates and also performance is a function of the empowerment levels that leads to all round service delivery, (Paauwe 2012).

The health care system in Kenya is organized in levels such that complex cases are sent to higher levels. There are also faith-based health facilities as well as private health facilities that fill the gaps available in the public health sector. The administration of the Kenya health is quite hierarchical, starting with the Ministry of Health (M.O.H) at the top. From here, we have the national referral and teaching hospitals (NRTH) that include Kenyatta National Hospital, based in Nairobi. The second tier of hospitals are the county referral hospitals (formerly provincial hospitals), then sub county hospitals. Below the sub

county hospitals are the numerous health centres and dispensaries and finally community-based health centres at the bottom. Besides the hierarchical nature of the health facilities, the health facilities are distributed throughout the country, though most advanced health facilities being in the major cities of Nairobi, Mombasa, Kisumu and Eldoret. The private health service providers play major roles in the Kenyan health system, with some of the most advanced health facilities being privately owned, like the Nairobi hospital, Mater Misericordia hospital, Avenue hospital, among others. Faith based organizations (FBO) and non-governmental organizations (NGOs) also play major roles in the Kenyan health care system.

Health institutions in Nyeri County comprise of public hospitals, private hospitals, mission hospitals and health centres. The public hospitals are level five referrals and county hospitals while the private hospitals are church based and individually owned hospitals. These hospitals provide health services consisting of inpatient and outpatient health services to all clientele. The hospital function in the public sector is devolved hence its management is run by the county system under the county executive committee member in charge of health while the private hospitals operates under the wing of the sponsors. Nyeri County has one level five (V) hospital, a referral hospital affiliated to Kenyatta National Hospital, three level four hospitals, three church-based hospitals and four individually owned hospitals.

### **Statement of the Problem**

The health care system in Kenya over the years has witnessed performance problems like inadequate medicine in certain health centres, skewed distribution of health service providers among urban and rural areas, costs of care, inadequate service delivery, persistent shortage of health workers in terms of the numbers as well as areas and levels of specialization (Muga, Kizito, Mbayah, and Gakuruh. 2018).

One of the key contributors to poor productivity of employees and lowered performance has been cited as absence of motivation (Han, Bonn, & Cho, 2016). Holtomand (2016) also identified absence of experienced employees as a factor that has negative effect on the morale of the workers, and also contributes to low work quality and low employee productivity. As such, to offer quality service to its clients, health facilities should source for highly skilled personnel, procure the appropriate equipment and ensure a good working environment. The health facilities should embrace good practices of motivation in order to attract and retain well trained and experienced health officers. The motivation of workers is an issue on the performance of health workers in Nyeri County where an appraisal of the motivation aspects is a major issue, and besides, the feeling of the health workers regarding their work environment and motivation level greatly affects the performance of a health facility.

This research is inspired by a number of hiatuses in the previous study findings on the function of motivation on the workers' performance of their duties. One such research conducted by Pratheepkanth (2011) found that employees who perform highly are propelled by rewards that were not related to finances and were mainly intrinsic motivation. Another study by Khan, Farooq & Ullah (2010) concluded that employee salary has a critical role in the performance of an employee, but the author did not recognize other motivation effects that also influence the performance of an employee, such as human resource policies and job security. A study by Mosley, Pietri & Mosley (2012) suggested that poor task performance of workers is brought about by demotivation of employees. Ganta (2014), on the other hand, reported that the overall performance of an organization is determined by amount of energy advanced by workers and the effort demonstrated by them. On the basis of this setting, the study examined the effects of motivation of employees on performance of health institutions in Nyeri County.

## Objective of the Study

The study sought to establish the effects of employee motivation on performance of health institutions in Nyeri County, Kenya. The following specific objectives guided this study:

- To assess the effect of capacity development on performance of health institutions in Nyeri County.
- To examine the effects of performance appraisals on performance of health institutions in Nyeri County.
- To explore the effects of working environment on performance of health institutions in Nyeri County.
- To determine effects of staffing policy on performance of health institutions in Nyeri County.

The following questions guided the study:

- In what ways does capacity development affect performance of health institutions in Nyeri County?
- How do performance appraisals affect performance of health institutions in Nyeri County?
- How does working environment affect performance of health institutions in Nyeri County?
- In what ways does staffing policy affect performance of health institutions in Nyeri County?

## LITERATURE REVIEW

### Theoretical Review

#### Abraham Maslow Hierarchy of Needs Theory

The hierarchy of Needs Theory was proposed by Abraham Maslow (Maslow, 1943). The theory projected five ranked human needs that can be applicable to an organization and the performance of the employees. Maslow gave five categories of human needs that he classified as physiological needs, safety needs, social needs, esteem needs and self-actualization needs and used the needs to depict how motivation generally progress. In an organizational setup, the workers' motivation

increases as the various levels of needs are met according to Maslow's hierarchy (Fincham & Rhodes, 2015).

According to Maslow's hierarchy of needs, physiological needs are the lowest needs of a human being. These needs must be satisfied first before an individual can think of other higher level needs. The physiological needs of a human being include what a person requires for basic survival, things like food and water. In the case of an organization like a hospital, physiological needs can be viewed as fresh air, warmth and income to assure one of survival. Once the physiological needs have been satisfied, one then thinks of one's safety as the second rank of needs. For security purposes, an individual will require a house or shelter where he/she can be assured of protection whether asleep or awake. In the case of an organizational setup, safety may be assured in terms of secure employment with minimal worries of termination, safe jobs and other fringe benefits. When these needs have been satisfied, an individual will require social needs. Social needs constitute the freedom of association with fellow workers, association with specific categories of individuals, membership to a trade union as well as personal relationships with other people within or without the workplace. These needs signify the need for acceptance by one's peers, being part of a group and have friendships with others. Social needs generally exhibit the desire for good association with colleagues as well as participation in a common exercise. An individual generally requires a positive relationship with the people he/she interacts with at work or at home.

#### Herzberg's Two Factor Theory

Herzberg developed a two factor theory of job satisfaction after conducting a study of a group of workers (Herzberg, 1959). The two factors on which the Herzberg's theory is based are motivation and hygiene. According to Fincham & Rhodes (2015), theories attempt to understand the nature of motivation and its influences on people. Syptak (2010), defines motivators as constituents that satisfy people's needs for substantial self-awareness.

Such constituents include the recognition of employee achievement, rewarding of employees for some achievement, provision of allowances and some benefits and so on. According to Herzberg (1959), when the need for hygiene has been attained, the motivators encourage productivity and job satisfaction. Policies in a hospital setting cause a lot of frustration to the workers when they are either not clear, or when all workers are expected to adhere to them. As such, hospital management need to ensure that policies adopted in hospitals are fair to all and are applicable to all workers.

In view of the Two Factor Theory, organizational leaders should place workers where the workers can perform their responsibilities with clear objectives while utilizing their talents effectively. Guidelines should be put in place for every position to avoid role conflicts. Workers should also be given opportunities for benchmarking so as to acquire relevant knowledge on the necessary inputs as well as the expected employee outputs and the necessary relationship within the workplace. According to Maryam (2014), employers should acknowledge the effort of their subordinates soon after accomplishment of the task. This can be done by rewarding them or through other methods of appreciating their efforts. Workers can also be publicly applauded for their achievements as a form of a formal acknowledgement schedule. An example of employee acknowledgement strategy to achieve this can be a declaration of the employee of the month event.

### **Equity Theory**

Equity theory was put forth by Adams (1965). The theory is involved with workers' perception about their personal treatment by their employers in comparison with how other workers in the same category are treated by the same employers. The theory is basically concerned with comparisons, perceptions and feelings of employee treatment by their superiors. Adams (1965) postulated two types of equity – procedural equity and distributive equity. Procedural equity, also called procedural justice, is concerned with the workers' perceptions about how

the organizational processes are fair to all workers are conducted. Such procedures include discipline, promotion, performance appraisal and such other processes. On the other hand, distributive equity is involved with the workers' perception of fairness in the reward system for their input in the organization as compared to how other people in the same organization are rewarded for similar input. According to Adams (1965), the motivation of an employee is influenced by the employee's belief that their rewards are at the lowest, equivalent to the energy that they use in the performance of their duties. Accordingly, if the employee feels that their rewards are less than their efforts, the employee becomes demotivated. But the employee gets motivated if he/she feels that their benefits are either equal to or greater than the energy they put into performing their duties.

Equity theory is therefore primarily concerned with the comparisons that the workers make regarding their efforts and benefits accruing from the efforts they put in their work, to the same for their colleagues. Shuck et al. (2014) adds that the workers consider themselves as appreciated by their organizational leaders if the workers are equally treated by their leaders as the same leaders treat other workers. In this respect, they expect to be neither discriminated nor favoured. The theory generally focuses on fair treatment of workers by their seniors. Drafke & Kossen (2010) agrees with the theory by stating that workers have a tendency of comparing the fairness of their job requirements with what they get from their work and if they find the two to be either equal or their benefits being higher, they become motivated. Any indication of their benefits being less than their efforts, and more so when other workers of the same status have higher benefits than themselves creates demotivation. The theory supports the study by motivating employees at health institutions through the equity and fairness in reward systems.

### **Vroom's Expectancy Theory**

The theory was advanced by Vroom (1964). The theory expounds how organization operates and

how the performance of organizations affects their performance. Vroom explains that motivators are products of three main features – workers' perception that by working hard they can implement a task at a higher hierarchy (expectancy), workers expect that if they operate at higher hierarchies, they receive specific results (instrumentality), and they expect the results if they operate at the higher hierarchy (valence). According to this theory, the expectancy times the instrumentality is equal to the motivation subtracted from valence (George, Jennifer and Jones, 2015). When any one of the three factors is zero, then motivation also reduces to zero. Such a situation can take place when the surrounding environment of work is not conducive.

The expectancy factor varies with the individual's abilities, skills and the individual's perception of the best method of achieving the objective. The instrumentality factor signifies the extent of trust the workers have on the organizational leaders. When a worker feels that the first hierarchy of the results would amount to outcomes that may affect another worker, the worker forms a personal decision about the likelihood of the organization appreciating the results and therefore reward the endeavours made correspondingly. As such, the action of a single employee depends on three alternatives: the level of importance of the numerous second hierarchy results attached to them, the evaluation of the outcomes of the first level as associated with the execution of the first level work, and the favourite objective – the expected achievement of task execution. Maitjland (2013) suggests that as much as Vroom's theories may not have much influence on the levels of motivation in a health care facility, it is quite valuable during the study of organizational behaviour. The theory shows that workers may greatly vary on how they take their success chances in different activities.

### **Empirical Review**

A study conducted by Ojokuku & Adegbite (2014) among selected organizations in Nigeria on the impact of capacity building on the performance of staff found that there exist a strong positive

relationship between capacity building of employees and the performance of staff in the organization. This suggests that when staff are capacity built, their performance of duties is greatly enhanced. As such, capacity building is an important function of management in any given organization as it result in positive outputs organizational setups (in terms of new skills and knowledge as well as the capacity of the management to perform their roles effectively). Besides, it also adds to the recognition of other outcome targets. In effect, it is recommended that organizations need to develop their capacity building undertakings so as to be accompanied by the strengthening systems within organizations in order to ensure that the activities are sustainable and outputs are enhanced.

The performance and worth of an organization can be measured by the intensity of knowledgeable and employee capability (Barreto, 2010). Staff that has been empowered through capacity building tend to have more confidence, are quite creative and have the capacity to maintain and enhance the organizational overall performance. The knowledge of staff is necessary in strengthening the employees' capacity in making decisions in the implementation of their duties in various contexts through a set of skills and attributes acquired over a long period. According to Teece (2000), organizations consider knowledge as the most important and strategic resource. However, it has been argued that the knowledge based theory supports the absolute exploitation of the knowledge of the organizational employees. Such knowledge is one of the most important valuable assets that cannot be kept in the technological management information system.

Performance appraisal develops a reward system that coalesces the organizational managers' and workers' efforts on the common organizational goals Nasud (2013). Appraisal is a very important human resource management procedure for the achievement of high performance in an organization. The information collected during employee appraisal act as a basis for future recruitment and selection as well as for designing programs for capacity building

of the existing staff and for developing motivation strategies necessary for the workers. The same can also help in preserving a quality human resource base by a proper reward system for the performance of the employees (Lillian, Mathooko, and Sitati, 2011).

Moraa and Datche (2019) conducted a study at the National Hospital Insurance Fund, to determine the effect of performance appraisal on employee performance in an organization. The study found that performance appraisal gives higher impartiality and equality in arriving at verdicts and in decision making about the workers in an organization. It also found that the productivity of organizations improves as a result of performance appraisal and the goals of organizations are achieved successfully, besides the improvement of employee motivation. It is therefore important that workers are periodically appraised for the performance of their duties.

Workplace environment is the amount of the associations existing between the workers and the surrounding area in which they operate Kohun (2012). The environmental characteristics have impacts on the performance of the workers, which consequently impacts the organizational competitiveness. Organizations exhibiting positive environment acquire a competitive advantage as they are better placed to attract and maintain workers with high skills. Heath (2016), further asserts that the environment of the workplace includes the locality as well as general surroundings, behavioural processes, rules, policies, working relationships, resources, cultures, work locations as well as working relationships. All these have impacts on how the workers perform their duties. An effective management of the environment involves making the work environment appealing, suitable, comfy and inspiring to the workers in order to give them a feeling of delight and determination in their work.

According to faith (2012), workers usually get contented when they feel that their surroundings are in tandem in the sensational as well as in the

physical state, with their responsibilities. The extent to which the workers are attached to their organization's work environment has great influence on levels of error, absenteeism, creativity, efficiency, retention in the employment as well as their collaboration with fellow employees. Chandrasekhar (2011), observed that the nature of environment in which the workers operate influences the organization's prosperity. The physical work environment entails the design and layout of the offices whereas the psychosocial features encompass the condition of work, role correspondence as well as social from the organizational leaders. Organizational policies entail condition of employment such as permanent, temporary, casual etc. as derived negotiated agreements and other industrial instruments together with the human resource policies. A conducive workplace environment boosts the performance of employees, thereby improving their productivity. It is important to note that the workers spend over 50% of their lives within the work environment and therefore the environment should be made as comfortable as possible.

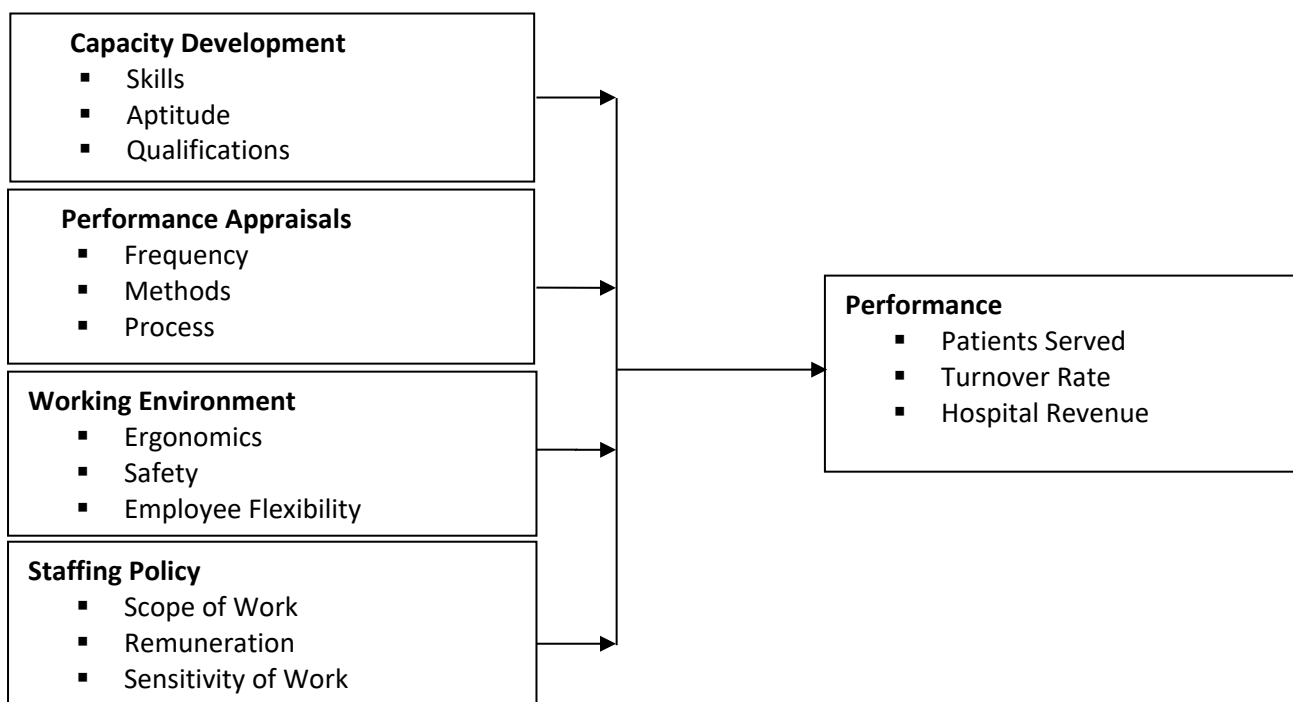
Pule (2014) in a study defined the human resource policy variances in job satisfaction among the expatriate and indigenous workers of Kampala International University (KIU). The study combined case study design together with causal comparative design. The study used self-administered questionnaires for data collection from 138 subjects. The study found out that effective policy ensures constant and equal and handling of all workers in the organization. As such, sensible human resource policies are vital basis for good human resource practices. The human resource policies provide a basis for the human resource management by principle as compared to the management by convenience. Further the respondents attested that when the need for decisions making arise, the prevailing human resource policies ensure rapid action in the overall organizational framework of objectives.



Anas (2015), in a paper, examined the stimulus of human resource policies on the presentation of workers in the finance division in India. A sample of 100 staff from the Bank of India was selected purposively for the particular study. Information was collected using questionnaires with a five point Likert scale. The study found out that staffing policies enhances continuity and stability in the organization. There is confidence in employees as the staff policy

makes them conscious of their standpoint relative to the organization. The study concluded that formal policies provide a mechanism for conveying an organization’s legacy from the existing cohort of administrators to the next. In effect, stability in decision making would prevail in the organization even if certain significant administrators retire or exit from the organization.

**Conceptual Framework**



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**  
(Source: Author, 2021)

**METHODOLOGY**

Descriptive survey design was used as the design allows for the collection of both the qualitative and quantitative data. The target population constituted 1224 workers in health institutions in Nyeri County. This population was targeted because they were the operating workers in the health centres to be studied and can therefore provide the information required by the study. A sample of 30% of the population was appropriate for a descriptive study as it produces consistent results as the population under study. Thus the unit of analysis was the target employees in

their various categories and the unit of observation was the employee’s response and behaviour as expressed in the data collection instruments.

The study collected primary as well as secondary information. Questionnaires were used to collect primary data. The questionnaires contained both closed ended and open-ended items. Secondary information was sourced from books and journals on human resource journals in order to lay a firm foundation for the current research from past studies done by other scholars.

Both qualitative and quantitative data were used. Data of both categories was first edited to ensure completeness and consistency. Qualitative data was then analysed using thematic analysis, content analysis, triangulation and discussion. Quantitative data was coded and entered into the Statistical Package for Social Sciences (SPSS) computer program for analysis. The SPSS program was then used to generate descriptive and inferential statistics. Data analysis using descriptive statistics involve the determination of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively) where applicable. A simple regression was also generated. The following regression model was adopted for the study:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon_i$$

Where:

Y is Organization Performance

X<sub>1</sub> is capacity development

X<sub>2</sub> is performance appraisals

X<sub>3</sub> is working environment

X<sub>4</sub> is staffing Policy

ε<sub>i</sub> is the Error term

β<sub>0</sub> is the Intercept

The results from the study were presented using frequency distribution tables and charts.

## FINDINGS

### Descriptive Analysis Results

Mean (M) and Standard Deviation were used in descriptive statistics to analyze the quantitative data (SD). The outcomes WERE displayed as follows;

### Capacity Development

The study sought to assess the effect of capacity development on performance of health institutions in Nyeri County. The descriptive statistics obtained on capacity development were presented in Table 1.

**Table 1: Capacity Development**

	Mean	Std. Dev.
The skills of employees are enhanced regularly in the health care set up	4.56	0.439
The aptitude of the workers is articulated often in the various departments	3.67	1.328
Qualifications designates workers assignments and rewards	4.03	0.867
The workers experiences in the assigning of task is factored in the health care	4.61	0.388
Employee performance is attached to the job descriptions in the health care set up	4.36	0.636
Employees seeks leaves and days off for continuous professional development	3.21	1.786
The health care set up have in built training programmes for all the staff regularly	3.45	1.549

**Source: Survey Data (2023)**

The results in Table 1 showed that the statements that were strongly agreed by the respondents are; the workers experiences in the assigning of task is factored in the health care (M= 4.61, SD=0.388) and that the skills of employees are enhanced regularly in the health care set up (M=4.56, SD=0.439). The finding agree with a study conducted by Ojokuku & Adegbite (2014) among selected organizations in Nigeria on the impact of capacity building on the performance of staff found that there exist a strong positive relationship between capacity building of employees and the performance of staff in the organization.

The statements agreed by the respondents as presented in Table 1 include; employee performance is attached to the job descriptions in the health care set up (M=4.36, SD=0.636), qualifications designates workers assignments and rewards (M=4.03, SD=0.867) and that the aptitude of the workers is articulated often in the various departments (M=3.67, SD=1.328). According to Teece (2000), organizations consider knowledge as the most important and strategic resource. However, it has been argued that the knowledge based theory supports the absolute exploitation of the knowledge of the organizational employees. Such knowledge is one of the most important valuable assets that

cannot be kept in the technological management information system.

The results as presented in Table 1 also show that the respondents were neutral on the following statements; the health care set up have in-built training programmes for all the staff regularly (M=3.45, SD=1.549) and that employees seek leaves and days off for continuous professional development (M=3.21, SD=1.786). The results contradict with Elnaga and Imran (2013), who observe that organizational leaders play a very

important role in building employee capacities and also create a proficient environment. The leaders take part in designing the training schedules for the enhancement of employee capacities for accomplishing organizational objectives.

### Performance Appraisals

The study sought to examine the effects of performance appraisals on performance of health institutions in Nyeri County. The descriptive statistics obtained on performance appraisals are presented in Table 2.

**Table 2: Performance Appraisals**

	Mean	Std. Dev.
The performance appraisals are done regularly at set timelines	3.58	1.419
The performance appraisals are done in an orderly manner and methodically	4.21	0.777
There is a process of performance appraisals that is uniform across the health set up	4.50	0.497
Employees in the health set up have pre-determined performance targets	3.91	1.086
The employees are aware of the existence of the performance targets in all sections	4.49	0.306
Performance appraisals in the health set up are tied to predetermined incentives	4.53	0.467
All employees across all cadres undergo the performance appraisals in the health set up	4.55	0.447

**Source: Survey Data (2023)**

The results in Table 2 showed that the statements that were strongly agreed by the respondents are; all employees across all cadres undergo the performance appraisals in the health set up (M=4.55, SD=0.447), performance appraisals in the health set up are tied to predetermined incentives (M=4.53, SD=0.467) and there is a process of performance appraisals that is uniform across the health set up (M=4.50, SD=0.497). According to Nasud (2013) performance appraisal develops a reward system that coalesces the organizational managers' and workers' efforts on the common organizational goals. Appraisal is a very important human resource management procedure for the achievement of high performance in an organization.

The results in Table 2 also showed that the statements that were agreed by the respondents were; the employees are aware of the existence of the performance targets in all sections (M=4.49,

SD=0.306), the performance appraisals are done in an orderly manner and methodically (M=4.21, SD=0.777) and that employees in the health set up have pre-determined performance targets (M=3.58, SD=1.419). According to Williams (2012), performance appraisal is essentially involved with the creation of an environment in which the workers own the goals of the organization and then they are assisted to comprehend how they can contribute to the organizational goals. It also serves as a tactic for concentrating on employees' choice of behaviour for necessary for the attainment of organizational goals successfully.

### Working Environment

The study sought to explore the effects of working environment on performance of health institutions in Nyeri County. The descriptive statistics obtained on working environment are presented in Table 3.

**Table 3: Working Environment**

	Mean	Std. Dev.
There are adequate ergonomics (tools of work or infrastructure) in the workplace	3.64	1.356
Safety of the employees is a major concern in the health set up	4.11	0.799
There is employees flexibility (existence of leaves) in their work stations	3.90	1.012
The health set up environment climate motivate employees to work more	4.53	0.467
The hospital culture allows employees to coexist with one another	4.28	0.718
There are well defined hospital structure that propagates systematic work flows	4.57	0.429
The employees language of interaction in the work place creates a favorable service delivery	4.52	0.476

**Source: Survey Data (2023)**

The results in Table 3 show that the statements that were strongly agreed by the respondents are; there are well defined hospital structure that propagates systematic work flows (M=4.57, SD=0.427), the health set up environment climate motivate employees to work more (M=4.53, SD=0.467) and that the employees language of interaction in the work place creates a favorable service delivery (M=4.52, SD=0.476). According to Kohun (2012) workplace environment is the amount of the associations existing between the workers and the surrounding area in which they operate. In addition, the environmental characteristic have impacts on the performance of the workers, which consequently impacts the organizational competitiveness. Organizations exhibiting positive environment acquire a competitive advantage as they are better placed to interest and maintain workers with high skills.

The results in Table 3 also showed that the statements that were agreed by the respondents were; the hospital culture allows employees to

coexist with one another (M=4.28, SD=0.718), safety of the employees is a major concern in the health set up (M=4.11, SD=0.799), there is employees flexibility (existence of leaves) in their work stations (M=3.90, SD=1.012) and that there are adequate ergonomics (tools of work or infrastructure) in the workplace (M=3.64, SD=1.356). Heath (2016) observe that the environment of the workplace includes the locality as well as general surroundings, behavioural processes, rules, polices, working relationships, resources, cultures, work locations as well as working relationships. All these have impacts on how the workers perform their duties. An effective management of the environment involves making the work environment appealing, suitable, comfy and inspiring to the workers in order to give them a feeling of delight and determination in their work.

**Staffing Policy**

The study sought to determine effects of staffing policy on performance of health institutions in Nyeri County. The descriptive statistics obtained on working environment are presented in Table 4.

**Table 4: Staffing Policy**

	Mean	Std. Dev.
There is a defined scope of work for each employee in the hospital	4.23	0.767
The employees are remunerated well and on time	4.09	0.909
Sensitivity of work is a concern to the employees	3.67	1.327
The hospital follows a pre-set code of conduct in its operations	4.35	0.648
There are service charters that are evaluated from time to time	4.59	0.406
There are employee disciplinary procedures and codes of ethics that controls behaviour	4.56	0.438
Employees knows their labor rights while in hospital set and the associated impacts	4.62	0.375

**Source: Survey Data (2023)**

The results in Table 4 showed that the statements that were strongly agreed by the respondents are; employees know their labor rights while in the hospital set and the associated impacts (M=4.62, SD=0.375), there are service charters that are evaluated from time to time (M=4.59, SD=0.406) and that there are employee disciplinary procedures and codes of ethics that control behaviour (M=4.56, SD=0.438). The findings concur with Pule (2014) who observe that the human resource policies provide a basis for the human resource management by principle as compared to the management by convenience. Further the respondents attested that when the need for decisions making arise, the prevailing human resource policies ensure rapid action in the overall organizational framework of objectives.

The results in Table 4 also showed that the statements that were agreed by the respondents

were; the hospital follows a pre-set code of conduct in its operations (M=4.35, SD=0.648), there is a defined scope of work for each employee in the hospital (M=4.23, SD=0.767), the employees are remunerated well and on time (M=4.09, SD=0.909) and that sensitivity of work is a concern to the employees (M=3.67, SD=1.327). Anas (2015) examined the stimulus of human resource policies on the presentation of workers in the finance division in India. The study found out that staffing policies enhance continuity and stability in the organization. There is confidence in employees as the staff policy makes them conscious of their standpoint relative to the organization.

### Organizational Performance

The study sought to determine the performance of health institutions in Nyeri County. The descriptive statistics obtained on working environment are presented in Table 5.

**Table 5: Organizational Performance**

	Mean	Std. Dev.
The hospital maintains a record of the number of patients served	3.97	1.026
All patients who turn up on a particular day will be served	4.09	0.906
Patients are served as per the service charter	3.64	1.357
The hospital has adequate revenue flow	3.92	1.078
The hospital does not rely on external funding	3.75	1.245
Patients often give positive feedback on service received	4.31	0.679
The hospital is able to meet its financial obligations	4.12	0.807

**Source: Survey Data (2023)**

The results in Table 5 showed that the statements that were agreed by the respondents are; Patients often give positive feedback on service received (M=4.31, SD=0.679), the hospital is able to meet its financial obligations (M=4.12, SD=0.807), all patients who turn up on a particular day will be served (M=4.09, SD=0.906), the hospital maintains a record of the number of patients served (M=3.97, SD=1.026), the hospital has adequate revenue flow (M=3.92, SD=1.078), the hospital does not rely on external funding (M=3.75, SD=1.245) and that patients are served as per the service charter (M=3.64, SD=1.357). According to Walker, Damanpour, and Devece (2011) organization performance details the wide range of indicators

namely the financial dimensions and the non-financial dimensions that provide evidence on the level of attainment of the set hospital goals and objectives. Paauwe (2012) observe that the performance of hospital workforce is a combination of many interrelated factors namely abilities, actions and attitudes towards the set activities as determined by the job descriptions and the hospitals policies guidelines.

### Regression Analysis Results

Regression analysis was done to determine the effect of one variable to the other. The results of the combined regression analysis are displayed in Tables 6, 7 and 8 as follows.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 <sup>a</sup>	.599	.586	1.590

Source: Survey Data (2023)

The results in Table 6 show that 0.586(58.6%) as the value of adjusted R square showing the extent to which performance of health institutions in Nyeri County was determined by the capacity

development, performance appraisals, working environment and staffing policy. Therefore, the remaining percentage (41.4%) accounted for other variables not studied.

**Table 7: Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.235	4	25.309	1337.808	.000 <sup>b</sup>
	Residual	6.697	354	.019		
	Total	107.932	359			

Source: Survey Data (2023)

The value 0.001<sup>b</sup> shows the significance level is less than 0.05 showing a statistical significance of the model on how capacity development, performance appraisals, working environment and staffing policy influenced the performance of health institutions in

Nyeri County. The statistical F value (1337.808) is greater than the statistical mean square value of (25.309) at 5% significance level confirming the significance of the model.

**Table 8: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.678	0.459		1.477	0.000
	Capacity development	0.701	0.136	0.117	5.154	0.001
	Performance appraisal	0.698	0.236	0.641	2.958	0.000
	Working environment	0.823	0.346	2.365	2.379	0.002
	Staffing policy	0.645	0.119	1.361	5.420	0.00

The findings in Table 8 revealed that a constant value at 0.678 represents the value at which the performance of health institutions in Nyeri County would be if capacity development, performance appraisals, working environment and staffing policy are kept at constant. The findings also indicate that a unit increase in capacity development would lead to an increase in the performance of health institutions in Nyeri County by 70.1%. A unit increase in performance appraisal would lead to an increase in the performance of health institutions in Nyeri County by 69.8%. A unit increase in working environment would lead to an increase in the

performance of health institutions in Nyeri County by 82.3% and a unit increase in staff policy would lead to an increase in the performance of health institutions in Nyeri County by 64.5%.

The established regression equation was as follows;

$$Y = 0.678 + 0.701X_1 + 0.698X_2 + 0.823X_3 + 0.645X_4$$

Where, Y = Organizational Performance

X<sub>1</sub> = Capacity development

X<sub>2</sub> = Performance appraisal

X<sub>3</sub> = Working environment

X<sub>4</sub> = Staffing policy

The results in Table 8 also show that the capacity development was found to have a positive significant influence on performance of health institutions in Nyeri County with a positive beta value of 0.117 and significant value of 0.001. The findings agree with Leblebici (2012) conducted a study on the impact of workplace quality on productivity of employees. The study indicated that suitable and reliable capacity development and motivation to workers not only increase motivation to working smart, it also enhances the organizational overall performance.

The study found that performance appraisal had a positive significant influence on the performance of health institutions in Nyeri County with a positive beta value of 0.641 and significant value of 0.000. The findings agree with Moraa and Datche (2019) who conducted a study at the National Hospital Insurance Fund, to determine the effect of performance appraisal on employee performance in an organization. The study found that performance appraisal gives higher impartiality and equality in arriving at verdicts and in decision making about the workers in an organization.

The study revealed that working environment had a positive significant influence on the performance of health institutions in Nyeri County with a positive beta value of 2.365 and significant value of 0.002. The findings concur with Cunnen (2016), who observe that a health work environment is exemplified by reverence that supports the engagement of employees, leads to high employee performance and gives rise to good business sense.

The study established that staffing policy had a positive significant influence on the performance of health institutions in Nyeri County with a positive beta value of 1.361 and significant value of 0.000. The finding concurs with Sandra (2017) who conducted a study to explore the effect of human resource policies on the performance of employees of the Co-operative bank of Kenya. The study revealed that the human resource policy contributed to the adjustment to new roles and also presented opportunities for employee development.

## CONCLUSIONS AND RECOMMENDATIONS

The study concluded that capacity development enhances the employee motivation, job performance and skills which ultimately lead to organizational performance. Capacity development is a system which is planned to improve the employee efficiency according to the organization requirement. An effective and well managed training and development program will definitely help the organizations to retain its human resource including those who have already worked a lot with the organization. Capacity development through training and development provides employees an opportunity to maximize their abilities and work better for the organization.

The study concluded that performance appraisal is a method widely used by the health institutions to measure the employee added value and the capacity to achieve their objectives. The performance evaluation measures the employee's added value in terms of increased company revenue and job performance, compared to industry standards and overall employee return on investment. The performance appraisal helps see attitudes and skills often hidden inside an introspective personality or with fewer communication skills and also allows the success measurement of the company's selection processes.

The study concluded that a healthy work environment keeps employees happy, improves concentration and boosts endurance. This keeps them on their feet and encourages them to work harder. Since a healthy work environment boosts self-confidence and morale, employees gain the courage to take risks and experiment with different ways to solve problems. A well-organized and decluttered workspace gives clarity to work and improves concentration which leads fewer to workplace injury costs.

The study concluded that staffing policy helps in getting right people for the right job at right time. The function of staffing helps the management to decide the number of employees needed for the

organization and with what qualifications and experience. The study also concluded that staffing policy helps in providing job satisfaction to the employees and thus keeps their morale high and maintains harmony in the organization.

The study recommends that the health institutions on Nyeri County should provide training to employees either on a one-on-one or group training, whether face-to-face or online, can increase personal knowledge and skills surrounding an issue. Individuals receive the tools they need to take meaningful actions and advocate and help educate others in their organization, community, or personal sphere. The study should also offer mentorship programs to their employees to gain confidence and build personal and professional networks.

The study recommends that the health institutions in Nyeri County should make the performance appraisal process clear to employees by communicating this to employees at the start of the year, giving them the opportunity to plan ahead, pose questions, and work towards the organizational objectives in their individual capacity. The study also recommended that the health institutions in Nyeri County should use the platform to put growth opportunities into place where employees' potential can be acknowledged, and their career objectives discussed.

The study recommends that the health institutions in Nyeri County should work to create a culture that encourages employees to talk openly about how

they feel, both with their coworkers and line managers. The institutions should host institutional events that are an excellent opportunity to allow employees to come together and build strong relationships outside the boardroom. The study also recommended that the health institutions in Nyeri County should create strong lines of communication and promote diversity.

The study recommended that the health institutions in Nyeri County should adopt an institutions staffing mentality which creates the framework for consistently applied practices by standardizing policies across the organization. The health institutions should have a strong organizational alignment which is valuable stewards for upholding policies. In addition, the health institutions in Nyeri County should hold staff accountable to create a culture of responsibility and help motivate employee performance.

#### **Suggestions for Further Studies**

The current study focused on the effects of employee motivation on performance of health institutions in Nyeri County, Kenya. The employee motivation was measured in terms of capacity development, performance appraisals, working environment and staffing policy. Therefore, the study suggests that other studies may be carried out to focus on other measures of employee motivation. In addition, another study can be done focusing on a different context other than the health institutions in Nyeri County.

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