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HUMAN RESOURCE MANAGEMENT

THE INFLUENCE OF JOB DEMANDS ON THE RELATIONSHIP BETWEEN EMPLOYEE REWARDS AND JOB PERFORMANCE OF NURSES IN KENYAN NATIONAL REFERRAL HOSPITALS

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ABSTRACT

Job demands are sets of psychological pressures in the working environments that include working faster than normal, conflicting job assignments, intensive workload and pressures related to inadequate time. The Kenya health sector has experienced myriad of challenges. From the nurse's perspective reports indicate severe shortage of nurses, increase workload, rising out- migration, inadequate facilities and persistent industrial action undermining nurses' ability to provide dignified and competent healthcare. Hospitals therefore are losing highly competent nurses who are replaced mostly by new graduates, thus it is important to establish the effects of rewards and competences on service delivery of the existing nurses. The extension of role boundaries and role blurring is likely to undermine job performance in respect to competences and job demands. The national referral hospitals are relatively large facilities that often operate beyond capacity and have critical patients that overstretched both human and physical resources. This study sought to examine the mediating effect of employee engagement on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals. The study adopted a descriptive cross-sectional survey research design. The study was carried out in all the four National Referral Hospital in Kenya namely Kenyatta National Hospital, Moi Teaching and referral Hospital Mathare Teaching and Referral Hospitals and National Spinal Injury. The target population for this study was 2,757 nurses in all the four national hospitals obtained through data query by the Human Resource department at the Ministry of Health and preliminary visit to HR departments of respective hospitals for data verification. A sample of 296 respondents was selected using Cochran formula (1963). Primary data was collected through semi structure questionnaires that were administered to the nurses. During data analysis, the study utilized both descriptive and inferential statistics. Descriptive statistics provided percentages, mean, standard deviation and coefficient of variation of the demographic characteristics and inferential statistics illustrated the

regression analysis. The results for the moderating effect of job demands on the relationship between employee rewards and job performance was statistically significant. The study therefore, concludes that excessive job demands in terms of very complex tasks, heavy workload, inadequate time and emotionally draining duties hinders realization of organizational goals. Excess job demands also contribute to violations of patients' rights to quality healthcare services. The study provides clear empirical evidence that heavy job demands undermine efficient and effective job performance. For organizations to benefits from employee efforts there should be appropriate workload, non-ambiguous roles and absence of conflicting assignments among other dimensions of job performance. This will promote healthy and efficient workforce. The management of the referral hospitals to ensure nurses are not engaged for long hours even those doing locums. Work life balance programs be put in place to minimize negative impacts of excess job demands and improve employee well-being. Other appropriate interventions strategies to mitigate against job demands include training on time management, stress management and team based working. Development of clear policies, guidelines and procedures to promote role clarity, reduce conflicting assignments and provision of adequate time to accomplish tasks and meet deadlines. Redesign jobs and leveraging on technology to mitigate excess workload.

Keywords: *Job Demands, Employee Rewards, Job Performance, Nurses & National Referral Hospitals.*

1.1 INTRODUCTION

Job Demands (JD) are sets of psychological pressures in the working environments that include working faster than normal, conflicting job assignments, intensive workload and pressures related to inadequate time (Chen *et al;* 2015). JD is the intensity of the task that requires maintained physical and passionate efforts which exert mental, emotional as well as physical pressure on the employee and has a negative influence on work outcome (Bakker & Leitter, 2010).

A study by Gevers *et al.(*2010) indicates that job demands causes intellectual, emotional together with physical pressure on the worker, intellectual demands is the mental efforts involved in processing information, emotional demands are job characteristics that require sustained emotional effort and physical demands are the hard effort required by the job. Portoghese *et al.* (2014) observed that employees in clinical setting suffer work over load and occupational stress caused by inadequate work tools, moral support and dealing with very critically ill patients leading to negative work outcomes. Cheng *et al*. (2003) formulated Job Content Questionnaire which captures five elements of job demands while that of De Jonge *et al.* (2007) Disc Questionnaire categorized job demands into cognitive, emotional, physical and later added time pressures. These two instruments were integrated to develop a better scale to measure job demands for this study.

Job performance refers to task proficiency, efficient communication skills, demonstration of superior effort, good interpersonal relations, peer and team performance that contribute to attainment of firm's goals (Campbell, 1993). Job performance is one's potential to achieve work target objectives, fulfill expectation, attain job targets and attain set standards prescribed by the organization that has a direct link with the firm's success (Mensah, 2015). This study used these four dimensions of Koopmans *et al.* (2013) to measure job performance because it is a heuristic conceptual framework that integrates all aspects of individual job performance

The Kenyan public health care services are provided in six hospital levels namely; community based health care at lowest rank, followed by the dispensaries, at the third level are health centers, the forth are district referral hospitals, followed by level five which are provincial referral hospitals and level six are national referral hospitals. Level six are under the national government and there are four such facilities namely: Moi Teaching and Referral Hospital (MTRH), Kenyatta National Hospital (KNH), Mathare National Teaching and Referral and National Spinal Injury (Ministry of Health Report, 2014-2019). National referral hospitals are high volume; receive difficult cases from all over the country that need specialized equipments and competent manpower thus they often operate beyond maximum capacity hence overstretching both physical and human resources. The Vision 2030 and Kenya Health Policy 2012-2030 aims at guaranteeing every citizen the right to highest attainable standards of health by the year 2030. However equal access to quality healthcare for 80 percent of the citizens remains a pipe dream (World Bank Group, 2014). Neonatal death stands at 34,000 higher than Ethiopia and Uganda and three times higher than South Africa, equally medicine administration errors are as high as 43 percent in some hospitals (Kimeu, 2015).

Nurses are the largest medical professions who contribute to delivery of safe and effective healthcare. Nurses are trained at medical schools at university levels, Kenya Medical Training Centre (KMTC) and various private and church based accredited institutions. Practicing nurses are accredited either with a certificate, diploma, Bachelor of Science in Nursing **(**BSN) and few have masters and above qualification (Kenya Nursing Workforce Report, 2012). The nurse scheme of service recognizes five grades of enrolled nurses, seven grades of registered nurses and eighth grades of nursing officers based on competences (Directorate of Public Service management, 2014). The Nursing Council of Kenya (NCK) champions for nurses socio-economic interests and improvement of nursing standards; the National Nurse Association of Kenya (NNAK) is the nurse professional body that regulates their code of conduct. Kenya National Union of Nurses (KNUN) and Kenya Union of Domestic, Hospital, Education Institution and Health Allied workers (KUDHEIHA) are the trade unions that champions for the advancement of nurse terms and working conditions.

1.2 Research Problem

Job demands involving high work pressure and conflicting roles undermine job performance; however, quality rewards can help cushions the negative effects of high job demands (Bakker *et al*; 2015). The Kenya health sector has experienced myriad of challenges. From the nurse's perspective reports indicate severe shortage of nurses, increase workload, rising out- migration, inadequate facilities and persistent industrial action undermining nurses' ability to provide dignified and competent healthcare (Obaigwa, 2015). The social-economic vulnerability of patients in the public health facilities has made instances of poor service delivery remain unreported and thus patients continue to suffer in silence. Maru *et al*. (2013) study on selected job characteristics and nurse performance indicate that 87 percent of nurses work long hours, 89.7 percent have high intention to quit and 82 percent are not satisfied with their job delivery. A large number of nurses between 21- 40 years with more than two years' experience apply to out migrate every year in search of better terms and conditions of work (Wakaba *et al*, 2014). Hospitals therefore are losing highly competent nurses who are replaced mostly by new graduates, thus it is important to establish the effects of rewards and competences on service delivery of the existing nurses

The nurse: patient ratio also stands at 103.4 against 100,000 persons compared WHO recommendations of 250 to 100,000 persons (Kenya Nursing Workforce Report, 2012). The doctor

patient ratio stands at 1 doctor for every 10,000 population when WHO recommends 23 doctors for 10,000 populations (Ministry of Health HR Strategy, 2014-2019) forcing nurses to do physicians work whereas health care assistances with varied training are doing nurse work to allow them focus more on professional issues. The extension of role boundaries and role blurring is likely to undermine job performance in respect to competences and job demands. The national referral hospitals are relatively large facilities that often operate beyond capacity and have critical patients that overstretched both human and physical resources. Such settings require nurses to have in-depth competences and appropriate workload and therefore this context was suitable for establishing the interaction of the conceptualized models of this study.

1.3. Research Objectives

To examine the influence of job demands on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals.

1.4 Research Hypothesis

H*o*. Job demands have influence on the relationship between employee rewards and job performance of nurses in Kenya national referral hospitals.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Job Demand - Resource Theory

Job demands (JD) are the physical, psychological and social factors which needs sustained energy on the workers' part and are connected with physical overload, time pressure, work-family conflict, poor interactions with clients, emotional dissonance, poorly designed jobs and high expectations, which requires employees to invest too much efforts leading to anxiety, burnout, stress and depression (Schaufeli *et al;* 2010). JD hinders job performance, causes exhaustion, stress, and reduces dedication (Nahrgang *et al;* 2012). However employees with high JDs and have high job control over those jobs are unlikely to suffer job strain.

Job Resources are features that motivate employees, mitigate JDs and stimulate learning. These features include elements of rewards like pay, career growth, job security; leader and colleague support and team work, role clarity, skill variety and task significance. JR fuel energy and act as barriers against stress by building dedication to and identification with one's job (Bakker and Leiter, 2010). Therefore this means that rewards in form of job resources can help minimize negative effect of job demands and enhance job performance. However, scholars have argued that JD promotes job mastery, personal growth, innovation and job responsibility (Saks, 2006). The theory has also failed to explain why some firms with adequate staff and resources underperform.

2.2 Empirical Literature

The study by Ladner (2015), on effective rewards for effective engagement, posits that financial success of a company is linked to profit sharing, bonus schemes, employee participation and flexible work schedule. Positive relation thus exists between pay and job performance. The needs of workers influence rewards for example individual with higher propensity to communicate individual and family problems receive greater rewards regardless of job performance (Day *et al;* 2014). On a different perspective Gevers *et al.* (2010) examination of acute and chronic JDs and

its effect on team work in medical emergencies discovered that acute physical, cognitive and emotional JDs impede effective teamwork. Nahrgang *et al.* (2012) posits that JDs hinders staff progress towards engagement and leads to negative employee outcomes of anxiety, depression and burnout. Employees intentionally absent themselves from work if they anticipate a high workload and overworked workers generate less revenue due to reimbursement of workload induced reduced diligence (Green *et al;* 2011). Previous studies have not clearly discussed moderating effect JDs on the link between employee reward and job performance.

Sharma *et al.* (2016) study done in India on job performance, affective commitment, burnout and perceived organizational support, revealed that heavy workload is inversely associated to affective commitment and job performance. Whereas organizational support and procedural justice enhances job performance. A study done in Pakistan by Jafree (2015), on ethical violations in clinical setting and the hidden curriculum; showed that competent employees aware of the legal requirements underperform and are involved in cross ethical violation due to role overload. However, Swath (2014), study on antecedents and outcomes of employee engagement argue that inadequate JDs makes employees disengaged from their jobs and experience boredom due to limited amount of work. The preposition therefore is that JDs has influence to a large extent on the relationship between employee rewards and job performance as propounded by the JD-R theory.

2.3. The Conceptual Framework

The conceptual model presented in Figure 1 depicts the relationship employee rewards as the independent variable job demands as moderator variables and job performance as the dependent variable. The model proposes that employee reward has a direct influence on job performance.

Independent Variable **Dependent Variable**

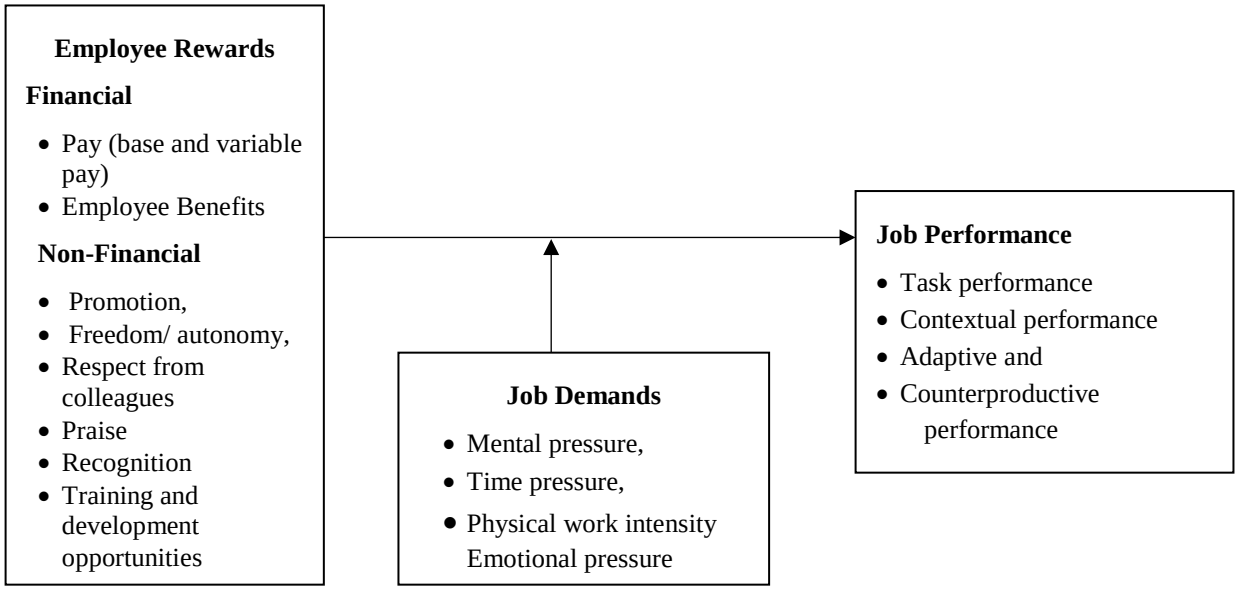


Figure 1: Conceptual Model

3.0 RESEARCH METHODOLOGY

This study was guided by the positivist approach since its anchored on theory and, further because it intends to test hypotheses. Positivism philosophy is objective, deductive with an aim of falsifying the research hypothesis and theory testing; it assumes that the researcher is independent from what is being studied and that those observable and measureable phenomena can validly be regarded as knowledge; positivism is concerned with truths, objective reality, impartiality, conformity, consistency, dependability and production of credible data. This study adopted a descriptive cross-sectional survey research design. The study was carried out in all the four National Referral Hospital in Kenya namely Kenyatta National Hospital, Moi Teaching and referral Hospital Mathare Teaching and Referral Hospitals and National Spinal Injury. The target population for this study was 2,757 nurses in all the four national hospitals obtained through data query by the Human Resource department at the Ministry of Health and preliminary visit to HR departments of respective hospitals for data verification. A sample of 296 respondents was selected using Cochran formula (1963). Primary data was collected through semi structure questionnaires that were administered to the nurses. During data analysis, the study utilized both descriptive and inferential statistics. Descriptive statistics provided percentages, mean, standard deviation and coefficient of variation of the demographic characteristics and inferential statistics illustrated the regression analysis.

4.0 DATA ANALYSIS, RESULTS AND INTERPRETATIONS

4.1 Descriptive Statistics

4.1.1 Measures of Job Demands

Job demands involve work context characterized by time pressures, task complexity, use of high energy levels and role complexity (Bakker & Demerouti, 2014). The sub-constructs that were deployed to measure job demand were cognitive/mental demands, emotional demands, physical demands and time pressures that were adopted from Cheng *et al* (2003); Job Content Questionnaire, and De Jonge *et al.* (2007) Disc Questionnaire. Twelve (12) components were used to measure job demand. Respondents were asked to fill questionnaires by marking statements regarding influence of job demand on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals. Responses were given on a five-point Likert scale ranging where 1: very low extent, 2: low extent, 3: moderate extent, 4: high extent, 5: very high extent. The scores for ‘very low extent’ and ‘low extent’ are lumped together, the scores for ‘moderate extent’ is explained alone while the scores for ‘high extent’ and ‘very high extent’ is summed together. The mean score for ‘very low extent’ and ‘low extent’ is equivalent to a mean score of 0 to 2.4. The mean score of ‘moderate extent’ is equivalent to a mean score of 2.5 to 3.4. The scores of ‘high extent’ and ‘very high extent’ is equivalent to a mean score of 3.5 to 5.0. The cognitive/ mental demands subscale had 3 items, emotional demands subscale had 2 items, physical demands subscale composed of 4 items and time pressures subscale had 3 items. Respondents’ views about these sub-constructs were sought and the ratings are shown in Table 1.

Table 1: Means and Standard Deviations for Measures of Job Demand

Statement	Mean	Std Dev	CV (percent)
Cognitive/ Mental Demands			
My job requires me to make very complex decisions at work	3.75	1.15	31
My job requires me to solve difficult work related problems	3.63	1.11	31
I am sometimes assign tasks that I don't even understand how to go about	3.03	1.40	46
Overall mean	**3.47**	**1.22**	**36**
Emotional Demands			
In my job I am asked by different people to do things that are contradictory	3.05	1.44	47
I do a lot of emotionally draining work	3.52	1.32	37
Overall mean	**3.29**	**1.38**	**42**
Physical Demands			
I have too much / excessive work to do in my work station	3.53	1.31	37
I always have to deal with backlog at work	3.25	1.38	43
My job requires me to do things very quickly/fast	3.68	1.21	33
My job requires me to work extra hard to finish my tasks	3.68	1.28	35
Overall mean	**3.54**	**1.30**	**37**
Time Pressures			
I don't have enough time to accomplish my work comfortably	3.43	1.30	38
I always have to rush to finish my work	3.42	1.26	37
I constantly work under time pressures	3.51	1.27	36
Overall mean	**3.45**	**1.28**	**37**
Grand mean	**3.46**	**1.29**	**38**

Source: Survey Data 2019

Job demands is the extent to which the work context possesses stimuli which exerts physical, emotional as well as cognitive burden and effort on an individual or teams (De Jonge, 2003). As presented in Table 1 above, on the part of cognitive/ mental demands subscale scores given by the respondent's were; my job requires me to make very complex decisions at work (mean = 3.75, standard deviation = 1.15); the My job requires me to solve difficult work related problems (mean = 3.63, standard deviation = 1.11), I am sometimes assign tasks that I don't even understand how to go about (mean = 3.03, standard deviation = 1.40).

Scores for emotional demands subscale; In my job I am asked by different people to do things that are contradictory (mean = 3.05, standard deviation = 1.44), that I do a lot of emotionally draining work (mean = 3.52, standard deviation = 1.32).

Responses for physical demands subscale of job demand that having too much/excessive work to do in my work station (mean = 3.53, standard deviation = 1.31); I always have to deal with backlog at work (mean = 3.25, standard deviation = 1.38), My job requires me to do things very quickly/fast (mean = 3.68, standard deviation = 1.21) while My job requires me to work extra hard to finish my tasks (mean = 3.68, standard deviation = 1.21).

Regarding time Pressures subscale of job demand that I don't have enough time to accomplish my work comfortably (mean = 3.43, standard deviation = 1.30); that workers have to rush to finish my

work influences job performance (mean = 3.42, standard deviation = 1.26) while working constantly under time pressures (mean = 3.51, standard deviation = 1.27).

Indicators of job demand and job performance had an overall mean score of 3.46 and an overall Coefficient of Variation (CV) = 38 percent. For purposes of this study, the coefficients of variation ratings were determined as 0 to 25 percent very good, 26 to 50 percent good, 51 to 75 percent fair and 76 to 100 percent poor. From the CV results of 25 percent the variation is therefore low hence regarded as good. In general, the study reveals that job demands among nurses range from moderate to high extent and that physical and emotional demand are high compared to cognitive demand. The findings are consistent with Smith *et al* (2016), Khamisa *et al.* (2015) and Demerouti and Sanz Vergel (2014) studies which argue that nurses in public facilities are overburdened and confronted on a daily basis by extreme job demands and high job strains leading to exhaustions and poor public health sector performance.

4.1.2 Measures of Job Performance

Job performance refers to resourcefulness of an individual to contribute behaviours and take actions to achieve work goals, meet expectations and attain work set targets (Viswesvaran & Ones, 2002). Koopmans *et al.* (2011) scale was used to derive and measure the domains of job performance. The sub-constructs that measured job performance were namely contextual performance, adaptive performance, task performance and counterproductive performance. Twenty five (25) components were used to measure job performance. Respondents were requested to answer statements regarding job performance of nurses in Kenyan national referral hospitals. Answers were given on a five-point Likert scale ranging where 1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree. The scores for 'strongly disagree' and 'disagree' are lumped together, the scores for neutral is explained alone while the scores for 'agree' and 'strongly agree' are summed together. The mean score for 'strongly disagree' and 'disagree' is similar to a mean score of 0 to 2.4. The mean score of 'neutral' is equivalent to a mean score of 2.5 to 3.4. The scores of 'agree' and 'strongly agree' is equivalent to a mean score of 3.5 to 5.0. The task performance subscale consisted of 7 items, contextual performance subscale had 7 items, Adaptive performance subscale consisted of 6 items and counterproductive performance subscale had 5 items. Respondent's understandings of these sub-constructs were obtained and the ratings are presented in Table 2.

Table 2: Means and Standard Deviations for Measures of Job Performance

Statement	Means	Std Devs	CV (Percent)
Task Performance (In-role Performance Items)			
I manage to plan my work so that I adequately complete assigned duties on time.	3.84	1.14	30
I engage in activities that directly affect my performance evaluation.	3.66	1.17	32
I focus at doing the main and essential duties in my work	3.80	1.13	30
I always fulfill responsibilities specified in job description.	3.94	1.05	27
I meet and sometimes exceed performance requirements of my job.	3.96	1.05	27
I don't neglect aspects of the job I am obliged to perform.	3.96	1.07	27
I perform tasks that are expected of me well with minimal time and effort.	3.85	1.13	29
Overall mean	**3.86**	**1.11**	**29**
Contextual Performance			
I always go beyond what is assigned to me when I have extra time	4.00	1.04	26
I frequently encounter and solve new challenges in my job.	3.95	1.01	26
I normally take on extra responsibilities.	3.97	1.06	27
I sometimes come up with creative solutions to new problems	3.92	0.97	25
I frequently take on challenging work tasks when available.	4.03	1.00	25
I am always customer oriented	4.10	0.99	24
I actively participated in work meetings.	3.92	1.02	26
Overall mean	**3.98**	**1.01**	**26**
Adaptive Performance			
I ensure that my job knowledge is always up-to-date.	3.98	0.96	24
I ensure my job skills are always up to-date.	3.91	0.96	25
I always demonstrated flexibility in doing my job.	3.93	1.00	25
I am always able to cope well with difficult situations and setbacks at work.	3.85	1.04	27
I recover very fast, after difficult situations or setbacks at work.	3.81	1.01	26
I always come up with creative solutions to new problems	3.84	1.03	27
Overall mean	**3.89**	**1.00**	**26**
Statement	**Mean**	**Std Dev**	**CV**
Counterproductive Performance			
I don't complained about unimportant matters at work	3.73	1.19	32
I don't exaggerate problems at work place	3.89	1.10	28
I don't normally focused on the negative aspects of a work situation, instead I focus on the positive aspects	3.95	1.13	29
I don't speak with colleagues about the negative aspects of my work	3.71	1.18	32
I don't speak with people from outside the organization about the negative aspects of my work.	3.98	1.15	29
Overall mean	**3.86**	**1.15**	**30**
Grand mean	**3.90**	**1.06**	**27**

Source: Survey Data 2019

Mensah (2015) defined job performance as the contribution of workers to the realization of strategic objectives of the firm. As presented in Table 2 above, according to task performance subscale the respondents indicated that; I manage and plan my work so that I can adequately

complete assigned duties on time (mean = 3.84, standard deviation = 1.14); I engage in activities that directly affect my performance evaluation (mean = 3.66, standard deviation = 1.17), I focus at doing the main and essential duties in my work (mean = 3.80, standard deviation = 1.13), I always fulfill responsibilities specified in job description (mean = 3.94, standard deviation = 1.05), I meet and sometimes exceed performance requirements of my job (mean = 3.96, standard deviation = 1.05) while I perform tasks that are expected of me well with minimal time and effort (mean = 3.85, standard deviation = 1.07).

Respondents feedback on contextual performance subscale indicate that, I always go beyond what is assigned to me when I have extra time (mean = 4.00, standard deviation = 1.04), I frequently encounter and solve new challenges in my job (mean = 3.95, standard deviation = 1.01); I normally take on extra responsibilities (mean = 3.97, standard deviation = 1.06); I sometimes come up with creative solutions to new problems (mean = 3.92, standard deviation = 0.97), I frequently take on challenging work tasks when available (mean = 4.03, standard deviation = 1.00), I am always customer oriented (mean = 4.10, standard deviation = 1.09) while I actively participated in work meetings (mean = 3.92, standard deviation = 1.02).

The scores for adaptive performance subscale of job performance indicate the following, I ensure that my job knowledge is always up-to-date (mean = 3.98, standard deviation = 0.96); I ensure my job skills are always up to-date (mean = 3.91, standard deviation = 0.96), I always demonstrated flexibility in doing my job (mean = 3.93, standard deviation = 1.00), I am always able to cope well with difficult situations and setbacks at work (mean = 3.85, standard deviation = 1.04), I recover very fast, after difficult situations or setbacks at work (mean = 3.81, standard deviation = 1.01), while I always come up with creative solutions to new problems (mean = 3.84, standard deviation = 1.00).

The respondents scores on Counterproductive Performance subscale of job performance indicate that; Not complaining about unimportant matters at work (mean = 3.73, standard deviation = 1.19); not exaggerating problems at work place (mean = 3.89, standard deviation = 1.10), not normally focusing on the negative aspects of a work situation, instead I focus on the positive aspects (mean = 3.95, standard deviation = 1.13), not speaking with colleagues about the negative aspects of my work (mean = 3.71, standard deviation = 1.18) while not speaking with people from outside the organization about the negative aspects of my work (mean = 3.98, standard deviation = 1.15).

The indicators of job performance had an overall mean score of 3.90 and an overall Coefficient of Variation (CV) = 27 percent. For purposes of this study, the coefficients of variation ratings were determined as 0 to 25 percent very good, 26 to 50 percent good, 51 to 75 percent fair and 76 to 100 percent poor. From the CV results of 27 percent the variation is therefore low hence regarded as very good. The studies indicate that job performance is good as the mean ranged from 3.86 to 3.90 showing above average performance. This revelation is consistent with Kokwaro *et al.* (2019) and Mokhtar and Mohamed (2016) who found out that job performance was average or slightly above average and inconsistent with (WHO, 2006), which claimed that job performance of healthcare workers in 3rd world countries including Kenya is below par. The study established that national referral hospitals are relatively adequately staffed unlike other tiers of hospitals in Kenya.

4.2 Hypothesis Testing

The forth objective aimed at establishing the moderating effect of job demands on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals. The moderating effect was tested by determining changes in the effect of the independent variable on dependent variable when a moderator is introduced. To establish the moderating effect, the following hypothesis was formulated and tested.

H_0: Employee job demands have influence on the relationship between employee rewards and job performance of nurses in Kenya national referral hospitals.

Stepwise regression analysis proposed by Baron and Kenny (1986) was used to test moderating effect. Step one involved testing the influence of employee rewards on job performance. The second step tested the effect of predictor variables (employee rewards and job demands) on the criterion variable (job performance). In the third step, an interaction term (computed as output of standardized values for employee rewards and job demands) was introduced and tested for its effect on job performance. Moderation occurs if the effect of interaction in the third step is significant. Regression results are presented in Table 3.

Table 3: Stepwise Regression Results for the Effect of Job Demands on the Relationship between Employee Rewards and Job Performance

Model Summary					
Model		**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	Employee rewards	.861	.741	.740	.38028
2	Employee rewards Job Demands	.852	.725	.693	.33902
3	Employee rewards, Job demands, Interaction term	.836	.703	.670	.33299

ANOVA							
Model			Sum of Squares	Df	Mean Square	F	Sig.
1	Employee rewards	Regression	100.822	1	100.822	697.182	.000
		Residual	35.286	244	.145		
		Total	136.108	245			
2	Employee rewards Job demands	Regression	108.179	2	54.089	470.610	.000
		Residual	27.929	243	.115		
		Total	136.108	245			
3	Employee rewards, Job demands, ER*JD	Regression	109.275	3	36.425	328.500	.000
		Residual	26.834	242	.111		
		Total	136.108	245			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.661	.125		5.293	.000
	Employee rewards	.861	.033	.861	26.404	.000
2	(Constant)	.397	.116		3.414	.001
	Employee rewards	.610	.043	.610	14.269	.000
	Job demands	.321	.040	.342	8.000	.000
3	(Constant)	.543	.320		1.697	.091
	Employee rewards	.889	.098	.889	9.054	.000
	Job demands	.-602	.098	.-641	-6.162	.000
	ER*JD	-.080	.025	-.546	-3.143	.002

Model 1 Predictor (Constant) Employee rewards
Model 2 Predictors: (Constant) Employee rewards and Job Demands
Model 3 Predictors: (Constant) Employee rewards, Job Demands and Interaction term.
Dependent Variable: Job Performance

Source: Survey Data 2019

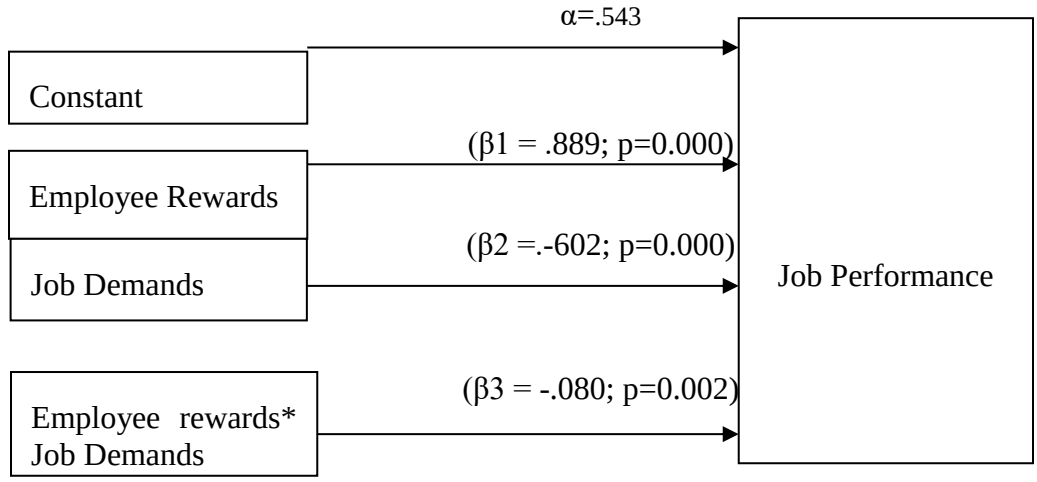
Key: ER=Employee rewards, JD = Job Demands

The regression results presented in Table 3 are as follows; In step one; job performance was regressed on employee rewards. The results indicate that employee rewards account for 74.1 percent changes in job performance (R^2=.741, P<0.05). The overall fitness of the model was significant (F= 697.182, β= .861, t=26.404, p<0.05). Further, the beta coefficient (β= .861) was statistically significant. This indicates that a unit difference in employee rewards is associated with .861 changes in job performance. The results in the first step were significant.

Step two introduced the moderator of job demands into the regression model. The findings (R^2=.725, F=470.610, (β=.610), t=14.269, P<0.05), demonstrate that job demands significantly decreases the influence of employee rewards on job performance. Employee rewards and job demands explain 72.5 percent of the variance in job performance. The overall fitness of the model (F=470.610) is statistically significant and similarly, the beta coefficient (β=.610) is statistically significant. The results in the second step were significant.

In step 3, the interaction term (Employee rewards*Job Demands) was introduced into the regression model. All the variables, employee rewards, job demands and the interaction term were put in the regression model. The results were (R^2=.703, F=328.50, (β=-.080) t=-3.143, p<0.05). This indicates that R^2 reduced significantly from 74.1 percent in step one to 72.5 percent in step two, and further to 70.3 percent in step three. The overall model in step 3 indicates that the interaction of employee rewards and job demands on job performance of nurses is statistically significant. The beta coefficients revealed a reduction (β=-.080) when the interaction of employee rewards and job demands on job performance was conducted. The results therefore provides statistical evidence to support the moderating effect of job demands on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals.

The result implies that job demands moderate the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals. The hypothesis is therefore supported. The study concludes that increase in job demands adversely affect the relationship between employee rewards and job performance. Figure 2 contains the path diagram illustrating the moderation effect.



Source: Survey Data 2019

Figure 2: Moderation path diagram for the effect of job demands on the relationship between employee rewards and job performance

The regression equation for estimating the moderating effect of job demands on the relationship between employee rewards and job performance is substituted as follows:

$Y= \beta 0 +\beta_1 ER+ \beta_2 JD+ \beta_3 X*JD+ \varepsilon$
$Y = .543+ .889ER+ -.602JD-.080X*M$
Where:
Y = Job performance
ER= Employee rewards
JD= Job demands (Moderator)
ER*JD = Employee rewards and Job demands
Ɛ= Error term

The regression equation shown above suggests that a unit change in employee rewards causes a unit increase of 0.889 in job performance. A unit change in job demands causes a unit decrease of -0.602 in job performance. Further, a unit change in the interaction between employee rewards and job demands causes a decrease of -0.080 in job performance.

4.3 Discussion of the Research Findings

The objective was to determine the influence of job demands on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals. From this objective, hypothesis four (H_0) was derived which states that the job demands have influence on the relationship between employee rewards and job performance of nurses in Kenya national referral hospitals. Stepwise regression analysis was used for testing this hypothesis.

The study found that while employee rewards individually account for 74.1 percent of variance in job performance, the introduction of the moderator, job demands, significantly decreases the influence of employee rewards on job performance. Employee rewards and job demands explain 72.5 percent of the variation in job performance. With introduction of the interaction term (Employee rewards*Job Demands) in the regression model, the results reveal that R^2 reduced significantly from 74.1 percent in step one, to 72.5 percent in step two and further to 70.3 percent in step three. The hypothesized moderating effect of job demands on the relationship between employee rewards and job performance was thus confirmed.

The results of the current results are in agreement with Ladner, (2015) study findings on effective rewards for effective engagement, which indicate that financial success of a company is linked to flexible work schedule and work environments with reduced employee work pressures. Equally, the study findings are in line with Gevers *et al.* (2010) results that acute physical, cognitive and emotional job demands impede effective teamwork. Also, Nahrgang *et al*. (2012) assertions that job demands inhibit workers progress towards engagement and are responsible for negative work outcomes of anxiety, depression and burnout. Further, the study support Green *et al.* (2011) claim that employees intentionally absent themselves from work if they anticipate high workload and overworked workers generate less revenue due to workload induced reduced diligence. In addition, the study support Sharma *et al.* (2016) findings which reveal that heavy workload is inversely associated with affective commitment and job performance. However, this study contradicts Sowath, (2014) findings on antecedents and outcomes of employee engagement which indicate that inadequate job demands make employees experience boredom and disengagement from their jobs. In conclusion, the JD-R theory assumptions that high job demands stimulate employee

innovativeness and learning, and that attractive employee rewards enhances employee tolerance of heavy work load was also not supported.

5.1 CONCLUSIONS

Based on the results of this study, it is concluded that extrinsic rewards have greater impact on job performance than intrinsic rewards. The linear regression analysis showed that the direct effect of employee rewards on job performance is positive and statistically significant. Nurses strongly believe that their salaries, benefits, incentives and non- monetary motivational factors play significant role on their performance. The study affirms previous findings that effective reward strategy comprises total reward mix that promotes successful job performance. Moreover, effective total rewards packages drives nurses to higher levels of job performance thus enabling the patients to get quality health care and improve hospitals overall performance.

In addition, the results for the moderating effect of job demands on the relationship between employee rewards and job performance was statistically significant. The study therefore, concludes that excessive job demands in terms of very complex tasks, heavy workload, inadequate time and emotionally draining duties hinders realization of organizational goals. Excess job demands also contribute to violations of patients' rights to quality healthcare services. The study provides clear empirical evidence that heavy job demands undermine efficient and effective job performance. For organizations to benefits from employee efforts there should be appropriate workload, non-ambiguous roles and absence of conflicting assignments among other dimensions of job performance. This will promote healthy and efficient workforce.

6.1 RECOMMENDATIONS

The findings indicate that employee rewards account for 74.1 percent of the variance in job performance. Introduction of job demands as a moderator in the regression model show a significant decreases on the influence of employee rewards on job performance from 74.1 to 72.5 percent. Further analysis using the interaction term (Employee rewards*Job Demands) revealed significant reduction of the effect of employee rewards on job performance from 72.5 percent in step two to 70.3 percent in step three. Based on this the following recommendations are drawn for consideration:-

i. The management of the referral hospitals to ensure nurses are not engaged for long hours even those doing locums.
ii. Work Life Balance programs be put in place to minimize negative impacts of excess job demands and improve employee wellbeing. Other appropriate interventions strategies to mitigate against job demands include training on time management, stress management and team based working.
iii. Development of clear policies, guidelines and procedures to promote role clarity, reduce conflicting assignments and provision of adequate time to accomplish tasks and meet deadlines.
iv. Redesign jobs and leveraging on technology to mitigate excess workload.

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