

**THE MEDIATING ROLE OF EMPLOYEE MOTIVATION ON
THE RELATIONSHIP BETWEEN STRATEGIC
LEADERSHIP PRACTICES AND PERFORMANCE OF
HEALTH FACILITY-BASED YOUTH CENTRES IN THE
COUNTIES OF KENYA**

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ABSTRACT

Background: Youth centres play an important role in reducing behavioural risks among vulnerable young people by improving access to quality and friendly services within the health system (UNICEF., 2014; World Health Statistics, 2015). However, demotivated employees lead to unfavourable health outcomes (Hussein, 2017). Borghi et al., (2018) state that the ability of a health system to deliver quality healthcare among the current workforce is largely dependent on healthcare workers' motivation.

Statement of the problem: Employees in the health sector especially at the County government have always perceived that there is inadequate employee motivation in the public health facilities which also includes health facility-based youth centres and this has been occasioned by industrial action.

Objective of the study: This study investigated the mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in the counties of Kenya.

Methodology: The study was grounded on a paradigm of both positivism and phenomenology. The study design was cross-sectional with a population of 37 Health Facility-based Youth Centres in the public health facilities. Respondents comprised of overall health facility in-charges and the in-charges of health facility-based youth centres. In addition, 16 peer youth leaders were also interviewed as key informants.

Findings: The findings indicated that a unit increase in employee motivation index lead to an increase in performance index hence the null hypothesis was rejected and the alternative hypothesis accepted.

Conclusion and Recommendation: The study concluded that employee motivation has significant mediating effect on the relationship between strategic leadership practices and performance of health facility-based youth centres in the Counties of Kenya. The study recommended periodical review of salaries in respect to employee performance, experience characteristics and employment cadre. Moreover the study recommended the facility administration to offer fair remuneration to employees.

Keywords: *Strategic leadership practices, employee motivation, performance, health facility-based youth centres, Counties and Kenya.*

1.0 INTRODUCTION

World Health Organization established a framework for providing services to the young people and describes it as services that are acceptable, accessible, affordable and appropriate which are delivered in the right style to the young people. Youth Friendly Services (YFS) consists of the following; policies and procedures; employees who offer services with respect without discrimination; convenient location to young people; services are free or affordable to young people; provision of outreach services by health providers, selected community members and young people; confidentiality is guaranteed; there's provision of point of delivery services or linkage; employees have necessary competencies and supplies to provide youth-friendly services (World Health Organization, 2012). Evidence from both developed and developing countries indicate poorly coordinated, fragmented and uneven in quality (World Health Statistics, 2015). Currently young people face a lot of health challenges some of which include sexual reproductive health. In the developing countries the young people are affected by sexual reproductive health which includes high incidence of HIV, teenage pregnancy, gender based violence and unmet needs of family planning.

The role of youth-friendly services (YFS) is to assist young people in overcoming barriers towards accessing health care, including HIV/AIDS services (NCAPD/Kenya et al., 2011). Health facility-based youth centres has the capacity of ensuring that young people access reproductive health information and services (Tylee et al., 2007). The health facility youth-based centres have been designed to address the unique needs of young people. Health facilities are particularly welcoming with trained professionals to support the adolescents (Alikasifoglu et al., 2012). Moreover, Carai et al., (2015) observed that youth friendly services have been instrumental in providing and enhancing quality of services as well as uptake for the young people. Nairobi, Mombasa and Kisumu which are Kenyan city counties are among the counties with highest number of HIV infections that contribute to 61% of new infections among youth aged 15-24 years in 2017 (Mahy et al., 2019). Ojaka et al., (2014) who studied factors affecting motivation of health workers in Kenya recommended consideration of the cities like Kisumu, Mombasa and Nairobi as a result of harbouring major informal settlements with unique challenges, also affecting health sector. The three counties are also among the counties

with rising number of teenage pregnancies and they also contribute to the highest growth of Kenyan urban population as a result of search of better livelihood opportunities.

Employee behaviour in organization is a function of various factors that are virtually out of reach for many organization/institution (Shahzadi et al., 2014). According to Ochla, (2018), motivation refers to intrinsic and extrinsic forces that influence an individual's behaviour in an organization. He argues that this can be determined by a person's level of effort and persistence. In extrinsic motivation, an employee gets satisfaction from the external environment for example supervision and training while in intrinsic motivation it's derived inwardly. Hussein, (2017) argues that employee motivation determines the favourable results for an organization, whether it's public or private. Borghi et al., (2018) state that the ability of a health system to deliver quality healthcare among the current workforce is partly dependent on healthcare workers' motivation. An employee in the circumstances of this research is an individual who offers health services and/or information at the HFYC that are required by a client, who are the young people. Some external factors that exert tremendous influence on employees that shape and determine their behaviour and response to certain situation (Mullins & Christy, 2013). In the guideline for implementing the youth friendly services, the health care worker provides both clinical and non-clinical services to the young people (Kibaru et al., 2005). Motivation of the employee is likely to determine the outcome of the services provided to the clients/beneficiaries.

The current study looked at the following constructs of motivation; recognition, responsibility, achievement, self-development opportunity, salary, benefits, interpersonal relationship and company policy as described by Herzberg, (1966). They include; salaries and benefits; a well-compensated employee is propelled to perform well. The second construct is employee recognition, which refers to the acknowledgment of good work by the employer or colleagues. Interpersonal relationship is the third construct which refers to social engagements among the employees at workplace. Fourthly is company policy which sometimes can be challenging especially if not clear. Lastly, employee self-development that helps in the development of skills and knowledge and are both beneficial to the employer and the employees since it enhances performance.

1.1 STATEMENT OF THE PROBLEM

Devolution has led to significant reduction in the self-direction of county health facilities over various key functions including administration and strategic leadership (Barasa et al., 2017). Studies have demonstrated that health facility-based youth centres have organizational challenges and also pointed out indecisive directives and leadership (Thomé et al., 2016). Despite the Kenya government strategies in place to support sharing of information and provision of services for young people to provide strategic leadership for youth centres, there are few studies to support the influence of strategic leadership on performance of the health facility based youth centres. Strategic leadership has been cited to contribute to improved organizational performance (Quigley & Graffin, 2017). The Kenya national guideline describes two approaches namely targeted and integrated approaches towards delivery of youth friendly services, however the integrated approach still faces a lot of challenges with the constraints of human resource (MoH, 2016). Employees in health sector especially at the County government have always believed that there is inadequate employee motivation in the public health facilities which also includes health facility-based youth centres and this has been occasioned by industrial action. This study has critically reviewed both empirical and conceptual gaps to establish the possibility that employee motivation influences the relationship between strategic leadership practices and performance of health facility based youth centres.

1.2 RESEARCH OBJECTIVE

The research objective of the study was to establish the mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in the counties of Kenya

2.0 LITERATURE REVIEW

2.1 THEORETICAL REVIEW/Framework

Frederick Herzberg proposed a new theory Herzberg's Motivation Hygiene (Two-Factor) Theory in his work that extended the work of Maslow theory of human needs (Herzberg, 1966). He conducted a widely reported motivational study on workers employed by firms around Western Pennsylvania. He did the study by asking two questions; when did you feel particularly good about your job, and when did you feel exceptionally bad about your job in order to obtain data from 200 engineers and accountants. Herzberg discovered that workers tended to describe satisfying experiences in terms of factors that were intrinsic to the content of the job itself. He called these factors as "motivators" and included such variables as recognition, achievement, the work itself, responsibility, advancement, and growth.

On the other hand, he called dissatisfying experiences as "hygiene" factors, which largely resulted from extrinsic, non-job-related factors, such as company policies, salary, coworker relations, and supervisory styles (Steers & Porter, 1983). According to Herzberg, underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He concluded that the opposite of satisfaction is not dissatisfaction. The main use of Herzberg's recommendations lies in planning and controlling of employees' work. He described motivators as satisfaction factors while hygiene as dissatisfying factors. Hur, (2018) described that motivators and hygiene factors are not of the same dimension and that motivators are intrinsic while hygiene factors are extrinsic. Herzberg described the constructs of motivators as being self-development opportunities, responsibility, recognition and achievements and the constructs of hygiene factors as salary, company policies, benefits and interpersonal relationships.

The strengths of Herzberg's theory lie in the fact that it emphasizes motivation from within; states the minimum standards of what should be met, if it follows through properly this will motivate to improve because of the motivation factors; satisfaction obtained from motivation factors such as acknowledgment of effort taken, training and personal development can motivate employees. The limitations of Herzberg's theory lie in the fact that it only applies to white collar workers and doesn't take an individual's perception or situation into consideration. In addition, when an employee is satisfied, they are likely to give themselves credit for the satisfaction. On the contrary, when they are dissatisfied, they blame the external factors. Campbell et al., (2012) conducted study on the effect of motivation in retention and recruitment of rural and remote health workers. Of the total, almost half were considered to be on hygiene factors and contributed to negative influence. However, there was inadequate access supervision and professional development being reported. The health workers in the remote areas had mentioned most extrinsic factors to be their source of motivation. This theory is deemed important in this study as it underpins the question of mediating effect of motivation in the relationship between strategic leadership and performance of HFYC in the Kenyan city Counties

Alrawahi et al., (2020) conducted a study to explore what motivational elements were linked to job satisfaction among staff working in a laboratory in Oman. Mixed methods were used through use of questionnaires and focus group discussions in the hospitals. The hygiene factors identified were; heavy workload, salary, recognition, organizational policies, promotion and health and safety while motivators were: relationship with leaders, relationships with co-workers and professional development. The study concluded that the reported job dissatisfaction was as a result of the absence of hygiene factors and some of the motivators in line with Herzberg's theory. This study is relevant in establishing whether there is significance of employee motivation in the relationship between strategic leadership and performance of HFYC.

2.2 EMPIRICAL REVIEW

According to the studies (Ryan & Deci, 2000) employees who are motivated are more self-driven and also work with freedom as compared to less motivated ones leading to development opportunities. According to Arifin, (2014) and Manik, (2016) employees that are motivated tend to have positive impact towards improving their performance. Asim, (2013) in the study on the effect of employee motivation on performance concluded an increase of performance upon employee motivation. Thi Hoai et al., (2015) in their study on motivation of health workers in providing maternal health services concluded that some professionals working in health sector see their understanding as being disintegrated, and this influences their motivation. The study on mediating effect of intrinsic motivation and its relationship between job insecurity and organizational performance, concluded that job insecurity was inversely related to intrinsic motivation, (Li et al., 2019). Shin et al., (2019) in their study to investigate the mediating effect of intrinsic motivation in the relationship between job insecurity and performance using a cross sectional study affirms that motivation affects the reaction of employees' stressors. A study on the mediating effect of public service motivation (PSM), among health workers in public hospitals, revealed that PSM was directly positively associated with healthcare quality and indirectly mediated the relationship of hindrance stress with healthcare quality (Deng et al., 2019)

A study was conducted to investigate the mediating role that employee motivation has on the relationship between workaholism and perceived transformational leadership style. The study concluded that the anticipated relationship between transformational leadership and employee motivation explains the positive influence on intrinsic motivation (Endriulaitienė & Morkevičiūtė, 2020). Choi & Ahn, (2016) studied the mediating effect of empowerment (which includes motivation) in the relationship of nurse managers' leadership and job satisfaction. The study revealed that empowerment had significant mediating influence in the relationship between leadership and commitment of organizations. Shin et al., (2019) in their study to investigate the mediating effect of intrinsic motivation in the relationship between job insecurity and performance using a cross sectional study affirms that motivation, as a key intermediary process, affects employees' reactions to job stressors. A study on the mediating effect of public service motivation (PSM), among healthcare workers in Chinese public hospitals, revealed that PSM was directly positively associated with healthcare quality and indirectly mediated the relationship of hindrance stress with healthcare quality (Deng et al., 2019). The current study will use the theory of Herzberg and the context will be in Kenya which is a developing country.

Asif et al., (2019) studied the mediating effects of Structural Empowerment and Job satisfaction on relationships between transformational leadership and the quality of care in Pakistan using a cross sectional study design. The study concluded that Structural Empowerment and Job

Satisfaction strongly mediate both Transformational Leadership- Adverse Patient Outcomes and Transformational Leadership –Quality of Care relationships. Empowerment is a form of motivation and the study conducted in Pakistan. The current study will focus in Kenya which has a different context. In a study on the mediating roles of burnout and job dissatisfaction on the relationship between patient-nurse ratio and nurses' intention to leave and considering using a cross-sectional design (Chen et al., 2019) . The association between the standardized patient-nurse ratio and intention to leave their job was significantly mediated by personal burnout, client-related burnout, and job dissatisfaction (Chen et al., 2019).

A study was conducted to investigate the mediating role that work motivation plays in the relationship between the perceived transformational leadership style and workaholism. The study concluded that the expected relationship between transformational leadership and workaholism via work motivation showing a negative role of transformational leadership in workaholism is explained by its positive influence on intrinsic motivation (Endriulaitienė & Morkevičiūtė, 2020). Choi & Ahn, (2016) in their study of the mediating effect of empowerment in the relationship of nurse managers' authentic leadership, with nurses' organizational commitment and job satisfaction revealed that empowerment had perfect mediating effects in the relationship between authentic leadership and organizational commitment. In addition, it had partial mediating effects in the relationship between authentic leadership and job satisfaction

2.3 CONCEPTUAL FRAMEWORK

Figure 1 presents the conceptual framework

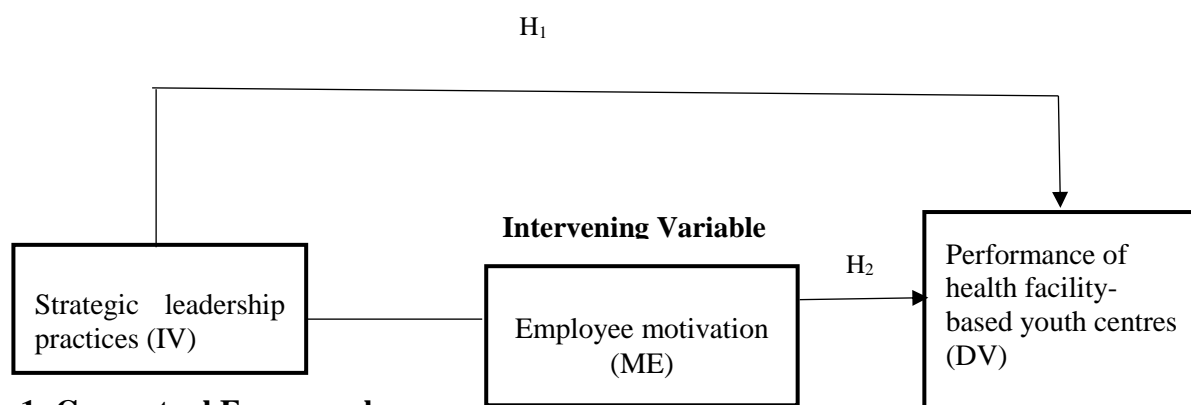


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study applied both positivism and phenomenological research philosophies with cross-sectional study design using mixed methods. The target population of the study were health facility-based youth centres in the Kenyan City Counties, specifically Nairobi, Kisumu and Mombasa. There were a total of 37 HFYCs in the 3 Counties at the time of the study. Since the number is small, census which targeted all the health-facility based youth centres was conducted. The respondents were all the 37 overall in-charges of the health institutions hosting health facility-based youth centres and 37 health facility-based youth centre in-charges who were interviewed using online questionnaires. In addition, 16 peer youth leaders at health facility-based youth centres in the respective health facilities were also be interviewed as key informants through online zoom platform. The quantitative data research was analyzed by descriptive statistics and inferential statistics. Inferential statistics used were Pearson correlations and linear regressions. Qualitative data was thematically analyzed and reported in

verbatim form. The t-test statistic and Analysis of Variance (ANOVA) statistic were used for comparison specifically to find whether there was significant relationship between and among the variables.

4.0 RESULTS AND DISCUSSIONS

4.1 Descriptive Statistics

On whether working in health facility-based youth centre provided an opportunity to experience praise and recognition from the superiors, the study established that a majority (45.5%) of the respondents were in agreement. From the mean value obtained in the study there was an indication that the respondents on average agreed with the statement. The standard deviation of 1.069 was also indicative of a moderately high variation in the responses. The recognition by the peers was also an issue that was studied and it was found that a majority (52.7%) of the respondents agreed that working at the facility provided an opportunity for the recognition of the success by the peers. The mean of 3.67 was also an indication that that the statement on average was agreed upon by the majority. There was also noted moderately high variance in the responses on the study subjects as indicated by standard deviation of 1.037. In regard to the aspect of motivation, majority of the interviewed respondents indicated that they felt that their contribution to the youth center was appreciated and recognized. One of them said that;

“There are some conclusions or some decisions that cannot be made without my involvement, or without my participation. So that makes me feel like I'm involved in their decision making and planning.”

Other felt that they were fully recognized throughout working in the YFC and they felt very much satisfied to continue delivering their services.

“What makes me feel recognized by the youth, when they come they can ask where is so and so, referring to me, or where is your colleague? So they recognize me more and then to the entire facility some of them, get used to one person. So if the person is not there, she is not comfortable talking to her or him. So sometimes I feel recognized by the client and also by the facility.”

The study further sought to establish whether the youth centre provided the workers an opportunity to hold themselves responsible. On this issue it was established by the study that majority (63.6%) of the respondents agreed that they felt the youth centre provided the opportunity to hold oneself responsible. There was also a consensus in addressing this issue as indicated by the standard deviation value less than one. A majority (52.7%) of the workers also indicated that they did not feel as though they were being micromanaged as workers in the youth centre. The mean (3.55) obtained was in support of the metric with an observed variation being indicated by the value of the variance which was more than 1.0 but less than 1.5.

An opportunity to learn new skills was also indicated as an aspect of working at the youth centre and this statement was supported by the majority (52.7%) of the respondents. The standard deviation (0.890) obtained for this case was less than one indicating that there was a consensus among the respondents. Further learning through formal training was also a factor identified by the workers at the youth centre. A majority (45.5%) of the respondents agreed on the aspect of enhanced formal training. It was also noted that there was marked variance in the responses with a standard deviation value of more than one. Interviews with the youth peer

leads indicated acquisition of new skills as result of working in the youth center and also on-job training. One of the testified that;

“Before then maybe I can say I couldn't talk, and maybe I couldn't have that courage of standing in front of people and make a speech may be or make a commendation. But now I see. I've developed it. And that's an achievement on my side.”

Another youth peer lead noted that;

“Yes, my work condition is good since I have that personal growth because of more things I've learned here. I've learned how to communicate with a youth or an adolescent, how to approach them, how to just talk to them. Talk one on one because he or she is not comfortable saying it while at the bench. So he or she can call me aside. I get to interact more and I know the challenges more, that the adolescents are facing.”

The study further sought to find out the views of the workers with regard to the attitude of the administration. Most (47.3%) of the respondents agreed that the administration was very accommodative. Only (5.5%) of the respondents strongly disagreed on the accommodative nature of the administration. On this aspect there was noted a mean of 4.0 and a standard deviation of 1.072. This was an indication of the moderately high variance in the responses based on the stated metric.

There was also an indication of pride by the workers to work in the youth facility due to the favorable policy. On this aspect 50.9% of the respondents were in agreement. The mean value (3.95) supports the statement but there was also noted a moderately high variance in the responses as indicated by the standard deviation (1.096). The study also noted that a majority (41.8%) of the respondents understood the mission of the health facility-based youth centre. This statement was further supported by the mean of 4.04 on this metric. The standard deviation of 1.096 on the extent in which the respondents understand the mission of the health facility-based youth centre was an indication of a low consensus among the respondents.

The respondents in the study also indicated that it was easy to get along with the colleagues and this statement was supported by 45.5% who agreed and 38.3% strongly agreed as well as a mean score of 4.02. It was however noted that there was a low consensus among the respondents in regard to getting along with colleagues. On examining the helpfulness and friendliness of the workers, the study found that a majority (agreed=41.5%; strongly agree=45.5%) agreed that their colleagues were helpful and friendly. The mean score of 4.15 obtained in relation to this metric supported the aforementioned. The workers further indicated that they believed in safe working at their workplace. This was indicated by a mean score of 4.24 and majority of the respondents affirming the aspect (agree=36.4%; strongly agree=52.7%). From the interviews, it was noted that colleagues were very important and were helpful to each other and thus acting as a motivation to each other. In respect to this, the following excerpt was obtained;

“I'm not working alone. I work with the help of so many people, not only youths, so many people. So, the working environment is just okay.”

The study further sought to establish whether respondents believed that their job was secure. In respect to this, it was noted that on average the respondents believed that their job was secure. This was evidenced by a mean score of more than 3.00 (3.91) and a majority (74.5%) cumulatively indicating both agreement and strong agreement. A mean score of 3.76 was

achieved in regard to the agreement level of workplace being located in an area where they feel comfortable. This therefore implied that the respondents were comfortable in the location of their health facility as further evidenced by 70.9% (agree and strongly agree). However some of the youth peer leads indicated that they were not comfortable with the working areas. One of the asserted that;

“The work here is so good. The only challenge that we have is space. We can't accommodate so many youths, partly because of COVID-19 restrictions and inadequate PPEs (Personal Protective Equipment). Some adolescents come without a mask.”

The study further found that on average the respondents felt that their performance had improved because of the support from their supervisor as evidenced by a mean score of 3.96. Cumulatively, 83.6% of the respondents were in agreement on this metric. Still on the aspect to employee-supervisor relationship, the study noted that most respondents felt satisfied at work because of their relationship with their supervisor (mean=4.04) and that their supervisors were strong and trustworthy leaders (mean=3.98). However, in respect to salaries, they study established that on average the respondents were not encouraged to work harder because of my salary as indicated by a mean score of 2.78 and a standard deviation of 1.287. In addition, it was noted that the respondents did not believe that their salary was fair as indicated by a mean score of 2.71 and a standard deviation of 1.048.

From the interviews, the study established that the youth peer leads had a good working relationship with their supervisors. It was established that the supervisors were helpful in dealing with major cases and for mentoring purposes. In regard to this one of the youth peer leads indicated that;

“Good, they are very much of help. They support a lot. I think since they have advanced knowledge on dealing with youths and sometimes, I get cases that I can't handle myself. It needs me to go back to them and consult and they have been of help.”

The youth peer leads were further asked in the interviews about their relationship with their fellow peers in the youth center and through which majority indicated that they were motivated to work closely with fellow youths. Majority treasured this relationship. One of the asserted that;

“I can say the relationship between me and my peers is nice and it keeps on growing every day, you just find a way of creating rapport and understanding everyone because everybody comes with different opinions, different problems. So, you as their peer, just find a way of bringing them closer so that you can get that information that you want and I think it is working. It's nice. It continues growing every day.”

The study further revealed that on average the respondents felt satisfied because of the comfort they are provided at work. This is due to a mean score of 3.33 and a standard deviation of 1.090. This was further supported by a majority of the respondents who affirmed the aforementioned metric by a frequency of 50.9% (agree and strongly agree). The study also established that on average majority of the respondents indicated that they were proud to work at the health facility-based youth centre because of the pleasant working conditions. This is supported by a mean score of 3.62 and a standard deviation of 1.045. These metrics had a standard deviation of between 1.0 and 1.5 and thus implying a low consensus among the respondents in rating these aspects. The respondents interviewed indicated that they were motivated and proud of the skills they learnt from the youth facility.

“Well from my position you can get motivation from very many different areas, from the community you can get motivation from the leadership. So, I do learn a lot, it has helped me a lot to be able to be a good communicator, to at least understand how people feel and how I feel and then put that into communication. It has pushed me to be a go-getter, since once in a while the outreaches sometimes are hectic. So, we do a lot, it has also helped me to reassess my private life.”

The composite mean score for all the 22 items measuring employee motivation was 3.79 while the composite standard deviation of 1.093. This implied that on average the respondents were in agreement with the statements rating the level of employee motivation. This further shows that employees were motivated in the various health facility-based youth centres sampled in the study. Among the 22 items, it was noted that colleagues being important was highly agreed upon by the respondents while the metric on salary being fair was least agreed upon. This is in agreement with majority of the youth peer leads. They indicated that they were motivated to work in the youth centre since they were able to see the outcome of their services and they could rejoice by seeing that the youths are transformed. One of the asserted that;

“Okay, it motivates me because I can see some youth and adolescents face the challenge of stigma. If I talk to them, I see they respond well fast. They are much confident about their health..., I'm being motivated by seeing adolescents, whereby they are failing in antiretroviral treatment adherence but if I talk to them, I can see viral suppression rate increase quite fast after a short while. And also the disclosure.”

Another one cited that;

“First, it's nice working with youth. And it's very motivating because I'm also part of them. The challenges they're going through are also my challenges. And as we talk, we always come to one conclusion and at least find a solution to make something.”

In improving the motivation of the youth in the YFC, the youth leads interviewed recommended to have several things that attract the youth for them to come over to the office such as football and chess. Other aspects included good mentorship and youth empowerment through creation of job opportunities. In respect to this, one of them indicated that;

“I could urge them to have several things that attract the youth for them to come over to the office... for example, there are some games like football and chess, those that attract young people and also skilled people should be brought to the YFC for them to mentor the youth and also the support, youth need support for example if there is job opportunity it should be offered to them... it should be announced first at the youth centre.”

4.2 Mediating Effect of Employee Motivation on the Relationship between Strategic Leadership Practices and Performance

The study objective sought to establish the mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in Kenya. Baron and Kenny (1986) proposed a four step approach in which several regression analyses are conducted and significance of the coefficients is examined at each step. The first step involves regressing the predictor variable (X) on the predicted variable (Y). Second step involves regressing the predictor variable on the mediating variable (M). The third step on the other hand involves regression the moderating variable (M) against the predicted variable (Y).

The purpose of Steps 1-3 is to establish that zero-order relationships among the variables and thus a likelihood of mediation effect. Assuming there are significant relationships from steps 1 through 3, one proceeds to Step 4 to establish whether the mediating effect is full mediation or

partial mediation. Step 4 involves conducting a multiple regression analysis with X and M predicting Y. If X is no longer significant when M is controlled, the finding supports full mediation. If X is still significant (i.e., both X and M both significantly predict Y), the finding supports partial mediation (Bilgin, 2017; Clements & Sarama, 2016; Nicholson, 2011). In this study, the first step involved regressing the strategic leadership practices against performance of health facility-based youth centres. The results are shown in Table 1.

Table 1: First Step of Mediated Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.133	.374		3.031	0.004
1 Strategic leadership practices	0.698	0.098	0.701	7.146	0.000

Dependent Variable: performance

R=0.701, R-Square=0.491, Adjusted R-Square= 0.481, F = 51.069, P<0.05

Based on the results in Table 1, the regression of strategic leadership practices against performance of health facility-based youth centres was found to be statistically significant at 5% significance level. Step two involved regressing the strategic leadership practices against employee motivation in the health facility-based youth centres. The results are shown in Table 2.

Table 2: Second Step of Mediated Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.358	0.316		1.132	0.263
1 Strategic leadership practices	0.903	0.082	0.833	10.945	0.000

Dependent Variable: employee motivation

R=0.833, R-Square=0.693, Adjusted R-Square= 0.687, F = 119.794, P<0.05

Based on the results in Table 2, the regression of strategic leadership practices against employee motivation in the health facility-based youth centres was found to be statistically significant at 5% significance level. Step three involved regressing the employee motivation against performance of the health facility-based youth centres. The results are shown in Table 3.

Table 3: Third Step of Mediated Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.353	.347		3.899	0.000
1 Employee motivation	0.640	0.090	0.697	7.080	0.000

Dependent Variable: performance

R=0.697, R-Square=0.486, Adjusted R-Square= 0.476, F = 50.132, P<0.05

Based on the results in Table 3, the regression of employee motivation against performance of the health facility-based youth centres was found to be statistically significant at 5%

significance level. Therefore the study established a zero-order relationships among the variables and thus a likelihood of mediation effect. Step four involved performing a multiple regression to predict the performance of the health facility-based youth centres using strategic leadership practices and employee motivation as predictor variables while controlling for employee motivation. Table 4 shows the model summary for the mediating effect of employee motivation.

Table 4: Model Summary for Mediated Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.701a	0.491	0.481	0.55004	0.491	51.069	1	53	0.000
2	0.730b	0.533	0.515	0.53173	0.042	4.713	1	52	0.035

a. Predictors: (Constant), strategic leadership practices

b. Predictors: (Constant), strategic leadership practices, employee motivation

From Table 4, there was R-Square change of 0.042 (from 0.481 to 0.515) in the relationship between strategic leadership practices and the performance of the health facility-based youth centres. This change in the R-Square was statistically significant due to significant F change of 4.713 and $p < 0.05$ ($p = 0.035$). This implies that employee motivation accounted for 4.2% in the 48.1% variance explained by the strategic leadership practices on the performance of the health facility-based youth centres. This was therefore the effect of the mediation of employee motivation on the relationship between strategic leadership practices and the performance of the health facility-based youth centres. The study however, sought to establish whether the controlled regression model was significant and whose results were shown in Table 5.

Table 5: ANOVA for Mediated Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.451	1	15.451	51.069	0.000b
	Residual	16.035	53	0.303		
	Total	31.486	54			
2	Regression	16.783	2	8.392	29.680	0.000c
	Residual	14.702	52	0.283		
	Total	31.486	54			

a. Dependent Variable: performance

b. Predictors: (Constant), strategic leadership practices

c. Predictors: (Constant), strategic leadership practices, employee motivation

The controlled regression model (Model 2) had an F-Statistic value ($F(2,52) = 29.680$) which was greater than the F-critical values ($F(2,52) = 3.175$) observed from the F-Tables. This therefore implied that the regression model controlled for employee motivation was statistically significant. This was further evidenced by p-value less than 0.05 ($p < 0.05$) for the analysis of variance (ANOVA). The study further sought to determine whether employee motivation had a full or partial mediation in the relationship between strategic leadership practices and the performance of the health facility-based youth centres. These results are as shown in Table 6.

Table 6: Coefficients^a for Mediated Regression Analysis

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.133	0.374		3.031	0.004
	Strategic leadership practices	0.698	0.098	0.701	7.146	0.000
2	(Constant)	1.011	0.366		2.764	0.008
	Strategic leadership practices	0.390	0.170	0.391	2.287	0.026
	Employee motivation	0.341	0.157	0.371	2.171	0.035

a. Dependent Variable: performance

In the controlled regression (Model 2), both strategic leadership practices and employee motivation were significant due to p-values less than 0.05, that is, $p=0.026$ and $p=0.035$ respectively. This therefore implied that there was a partial mediation of employee motivation on the relationship between strategic leadership practices and the performance of the health facility-based youth centres in Kenya. In the mediated regression model, as one unit increase in strategic leadership strategies resulted to 0.390 units increase in performance of health facility-based youth centres; one unit increase in the employee motivation led to 0.341 units increase in the performance of the health facility-based youth centres with other factors held constant. The hypothesis stating that; H_{O2} : There is no significant mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in Kenya was rejected at 5% significance level. The alternative hypothesis was adopted in this study.

Therefore the equation for the mediated regression model was;

$$P = 1.011 + 0.390*SL + 0.341*EM + 0.53173$$

Where; P = Performance; SL = Strategic Leadership Practices; EM = Employee Motivation

4.3 RESULTS AND DISCUSSIONS

The objective of this study was to establish the mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in Kenya. The study revealed that there is a positive and significant relationship between performance of the health facility-based youth centres and strategic leadership practices ($r=0.701$, $p<0.05$), and employee motivation ($r=0.697$, $p<0.05$). This relationship was significant at 5% significance level ($p<0.05$). This objective involved performing a multiple regression to predict the performance of the health facility-based youth centres using strategic leadership practices and employee motivation as predictor variables while controlling for employee motivation. From the regression model, there was R-Square change of 0.042 (from 0.481 to 0.515) in the relationship between strategic leadership practices and the performance of the health facility-based youth centres. This change in the R-Square was statistically significant due to significant F change of 4.713 and $p<0.05$ ($p=0.035$).

The controlled regression model (Model 2) had an F-Statistic value ($F(2,52)=29.680$) which was greater than the F-critical values ($F(2,52)=3.175$) observed from the F-Tables. This therefore implied that the regression model controlled for employee motivation was statistically significant. This was further evidenced by p-value less than 0.05 ($p<0.05$) for the analysis of

variance (ANOVA). In the mediated regression model, as one unit increase in strategic leadership strategies resulted to 0.390 units increase in performance of health facility-based youth centres; one unit increase in the employee motivation led to 0.341 units increase in the performance of the health facility-based youth centres with other factors held constant. The hypothesis stated that; H_{O2} : There is no significant mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in Kenya was rejected at 5% significance level. The alternative hypothesis was adopted in this study.

The study concur with the findings of Abubakari and Adam (2018) who found that there is both monetary and non-monetary motivational strategies adopted by different organizations. The study noted that the motivation aspect of employees included employees' salary scheme, bonuses, promotion and good interpersonal relationship among staff. The study found that employee motivation had positive influence on the performance of the employee and the organization at large. These motivational factors had a significant influence on employees' performance. It was noted that if motivational strategies are collectively determined and enforced, employees' and organizational performance would be sustainably enhanced. These findings further concur with those by Ochola (2018) who noted that employee motivation was a major determinant of organizational performance. In respect to this, the author note that employee motivation, training and development, performance appraisals, employee satisfaction, compensation, and job security significantly affected the performance of the organization.

This study is also in agreement with the findings by Robescu and Iancu (2016) who established that there is a significant relationship between employee motivation and the performance of the organization. Similarly, Bawa (2019) revealed there are different factors to consider in motivating employees which included financial such as pay and non-financial like recognition and challenging jobs. These aspects of employee motivation were found to be significantly related to the productivity of the employee. The study further concurs with the study by Nguyen, (2017) in a study to find out the impact of work motivation on organizational performance. Deressa & Zeru, (2019) noted that motivation has effect on their organizational performance. Also, Aduo-Adjei et al., (2016) revealed that job satisfaction, logistic provision, and an enabling work environment are intrinsic motivating factors that affect the work performance of health workers.

5.0 CONCLUSIONS

The findings of this study showed that there is a significant relationship between employee motivations and strategic leadership practices as well as employee motivation and the performance. The results further indicated that there is a significant mediating effect of employee motivation on the relationship between strategic leadership practices and performance of health facility-based youth centres in Kenya. In regard to this, the study concluded that employee motivation has a direct partial mediating effect on the relationship between strategic leadership practices and performance of health facility-based youth centres. The findings therefore implies that motivators such as recognition, responsibility, and growth and in respect to hygiene factors such as company policy, relationship with peers, work security, relationship with supervisor, money and working conditions mediate the relationship between strategic leadership practices and performance. The study further concluded that good employee motivation should provide an opportunity to employees for recognition and learning new skills, an opportunity for the employees to hold themselves responsible for completion of tasks, and provide a working environment where employees do not to feel as though they are

being micromanaged. Other attributes of employee motivation in order to improve their performance should be an accommodative administration, favourable policies, job security, friendly colleagues, comfortable working space, and supportive and trustworthy supervisors.

6.0 RECOMMENDATIONS

The policy guidelines should be clearly communicated, identify need for knowledge and skills, and periodically reviewed to ensure the satisfaction, achievement of strategic goals and attainment of people's satisfaction. In addition, policy makers should be concerned on policies that enhance recognition, responsibility, and growth among employees as well as company policy, relationship with peers, work security and working conditions. Moreover the study recommended the facility administration to offer fair remuneration to employees. Furthermore, the study recommends periodical review of salaries in respect to employee performance, experience characteristics and employment cadre. This is because the study established that the in-charges were not motivated by the salary they received and that the salary was considered unfair.

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