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**RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND  
PERFORMANCE OF LEVEL FOUR GOVERNMENT HOSPITALS IN  
KENYA**

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**Abstract**

Motivation energises individual level of commitment and guide behaviour of the healthcare worker. In the same breath, employee recognition is seen to have a positive correlation with employee performance and motivated employees often have the propensity to be productive in strategy implementation than the employees who are not motivated. This paper sought to assess the effect of employee motivation on performance of level four government hospitals in Kenya. This paper reviewed effects of employee motivation and its impact on organizational performance, through an analysis of existing empirical studies and models linking with employee motivation and performance. This study adopted a mixed-method approach. The study population comprised all the 104 Level Four government hospitals listed in the Kenya Gazette as of February 2020. According to Kenya gazette 2020, there are 22 county referral hospitals and 82 sub-county hospitals in Kenya. The study was quantitative and qualitative in nature. Structured and unstructured questions was used to obtain qualitative data. This mixed method enabled the study to highlight and quantify causal relationships and to analyze numbers instead of exploring and describing situations. Descriptive and inferential statistics were employed in analyzing quantitative data. Qualitative data from unstructured questions were analysed using conceptual content analysis. Pursuant to the analysis of wide literature, the study results revealed that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya.

**Keywords:** *Employee Motivation, Organizational Performance, Level Four Government Hospitals*

## 1.0 Introduction

The remuneration of health officers has been seen to greatly impact on the motivation of healthcare workers thereby affecting the general performance. For instance, statistics show that newly employed Malawian doctor earns 86% of the Gross Domestic Product per capita (KIPPRA, 2012). Doctors in the Democratic Republic of Congo earn 154% of the same. The net income of a Kenyan doctor is US\$ 800 yet colleagues in South Africa earn US\$2500 (KIPPRA, 2021). These figures represent a higher incentive for brain drain and industrial action in Kenyan doctors as opposed to doctors from other parts of Africa. The most recent strike in September 2017 involved resident doctors (Oleribe et al. 2016) and another involving nurses and clinical officers between December 2020 and February 2021 (KIPPRA, 2021) amongst others.

According to the statistics by KIPPRA (2012), a newly employed Kenyan doctor earns 59% of the Gross Domestic Product per capita. A strategic pay and compensation management attract, retain and maximise the employee satisfaction in the organisation (Ozpehlivan & Acar, 2015). Well remunerated employees are motivated to stay in an organisation (Saeed, Lodhi, Iqbal, Nayyab, Mussawar, & Yaseen, 2013). The staffs in the hospitals need to be motivated in order to improve their work efficacy and effectiveness (Hotchkiss, Banteyerga & Tharaney, 2015; Huber & Schubert, 2019; Schopman, Kalshoven & Boon, 2017). This is because the quality of healthcare services depends largely on the level of satisfaction of the employees (Musunguzi et al., 2018). A survey by Chen, Wu, Chang and Lin (2015) suggested that income could contribute to job satisfaction in the organisation. Dissatisfied employees have lower productivity, poor performance and job stress in the organisation and do not feel motivated towards the organisation (Tillott, Walsh & Moxham, 2013; Graban & Toussaint, 2018). Low motivation can lead to low satisfaction, low morale and diminished loyalty among the employees in the organisation (Balouch & Hassan, 2014).

Poor working conditions has also led to low motivation and job dissatisfaction. Working conditions are an important contributor to overall job satisfaction which subsequently translate to job quality and overall performance (Bakotic & Babic, 2013). Raziq and Maulabakhsh (2015) acknowledge that for there to be efficiency, effectiveness, productivity as well as commitment to the job, it is important for businesses and organisations to meet satisfactorily the needs of its employees through providing favorable working conditions. The employee's motivation and sense of achievement is achieved through delegation of duties (Alshmemri, 2014). Job satisfaction is ensured through employee motivation (Ozpehlivan & Acar, 2015). Career development and promotions ensures that employees are motivated leading to job satisfaction (Kossivi, Xu, & Kalgora, 2016). Lack of or limited training and professional development programmes leads to frustration among the staffs, thereby increasing the turnover rates and dissatisfaction among the employees (Alameddine et al 2017). Employees are motivated by promotions and career development which increases their level of responsibility and accountability (Al Tayyar, 2014). The mapping the dynamic nature of stakeholder's involvement in healthcare projects is very vital (Nzinga, Jones, Gathara & English, 2021).

## Employee Motivation

Employee motivation refers as a proponent state that energises and guide behavior (Peretomode, 2014). Motivation is also seen as human psychological characteristic that contribute to an individual level of commitment (Al-Madi, Assal, Shrafat & Zeglat, 2017). Motivating the employee is believed to increase the productivity thereby enhancing organisational performance (Kawara, 2014). Motivated employees are often satisfied and performance oriented (Singh, 2013). Motivation of employees come in various forms (Zameer, Ali, Nisar, & Amir, 2014). These include the promotions, remuneration packages and

job security. These incentives and rewards compel the employees to use their skills and capabilities to come up with innovative ideas towards improving financial or non-financial organisational performance (Kawara, 2014).

Organisation goals are achieved by employees whose achievements and motivation are driven by the rewards and the incentives (Rodriguez & Walters, 2017). Employees are motivated to use their creativity in delivering their tasks and increasing their productivity levels (Kuranchie-Mensah & AmponsahTawiah, 2016; Osabiya, 2015). The organisational commitment and the productivity of the employees are propelled by the motivation of the employees. In health sector, the incentives include; stability of employment, salaries and working conditions, professional development opportunities. The commitment and the productivity of health workers is increased when they are motivated (Rosak-Szyrocka, 2015).

### **Organisational Performance**

Organisational performance refers to the actual output versus the desired output (Sultana, Irum, Ahmed, & Mehmood, 2012). Zameer et al. (2014) and Dobre (2013) assert that higher performing staffs are needed order to move the organisation towards achieving various organisational goals such as offering unique products and services that give the organisation leverage against the competition.

The quality of work done in the organisation reflects the commitments and passion of employees in the organisation (Scott, 2016). Waithaka, et al., (2020) observed that poor working conditions, shortages of drugs, commodities, equipment and staff have greatly caused dissatisfaction and lack of motivation of health workers. The county governments not honouring agreements on promotions, re-designations into appropriate job groups not done, lack of training and skills development and failure to address these issues has also led to general discontent and unrest among health workers in Kenya. The healthcare workers need a supportive, healthy and safe working conditions (WHO., 2020).

## **2.0 Literature Review**

### **Theoretical Review**

This paper was anchored on the Resource Based View (RBV) theory and supported by the Goal Setting Theory.

#### **Resource Based View Theory (RBV)**

Resource Based View (RBV) was first advanced by Barney (1991). The theory holds that when the resources of a firm are controlled, superior performances are achieved. The proponent of RBV theory is that the resources unique to the firm are employed to ensure that better performances are achieved (Singh & Mahmood, 2014). Resource Based View theory is a strategic management theory widely used to examine how resources can drive competitive advantage in which more value than rival is created through capabilities that are not easily imitated (Killen, Jugdev, Drouin & Petit, 2012).

The theory holds that a successful organisation is that which is keen in attracting attention to the capabilities and competences at the firm level, such capabilities are constantly associated with better performance (Almarri & Gardinera, 2014). This theory has been utilised by Burton and Rycroft-Malone (2014) who reviewed RBV theory to analyse the impact of the often-complex quality improvement efforts in healthcare organisations. Burton and Rycroft (2014) postulates the fact that organisational competences are expressed within diffuse inter organisational networks such as healthcare managed networks as well as in traditional large vertically integrated and standalone organisations, meaning the ability to work, learn and change across organisational boundaries is inevitable.

Resource Based View theory has been criticized for being more complex in public firms than the private firms which has the inter-organisational networks rather than a large, vertically integrated, organisation (Burton & Rycroft, 2014). Casebeer, Reay, Dewald and Pablo (2010) argue that RBV's use in healthcare management research has been limited empirically. Critics further have identified certain problems concerning definitional soundness and the constructs as appearing in the RBV. Resource Based View theory is also constantly criticised for being largely untestable in terms of methodological complications in literature. This theory is relevant to this study in explaining how the health facilities harmonises the capabilities with the available resources to realise better performance. The RBV form the anchorage of the study as it describes and cuts through the study variables by explaining the integration of various factors that enable an organisation to perform better by looking at the firm's capabilities and competences through quality improvement strategies.

### **Goal Setting Theory**

This theory was incepted by Locke and Latham in 1979. The proponents of the goal setting theory hold that better performance is achieved when there is persistence of efforts in the development of strategies (Locke & Latham, 2013). Goal setting theory describe the application of factors that initiate and direct behaviour of individuals by motivating them to deliver on their goals (Carper, 2015). The theory advocates that employee should be rewarded once the set goals have been achieved (Kang & Yanadori, 2011). Schay and Fisher (2013) observe that in order to obtain collective performance, there is need for employee motivation. Kramer, Thayer and Salas (2013) acknowledge that the goal setting theory adopts group-based structure. The individual effort when put together help in achieving greater goals (Kramer, et al., 2013).

The usefulness of the theory is its ability to explain motivation adequately by what mobilises or energises human behaviour, what directs behaviour toward the accomplishment of some objective and how such behaviour is sustained over time towards realisation of organisational objectives. Young and Smith (2013) avers that the objective of operational goals is to help the organisation measure performance and effectiveness. Furthermore, there is correlation identified by researchers between the goal setting and encompasses all aspects of building organisations with efficiency (Koppes, 2014; Locke & Latham 2015). The theory allows continuous improvement in objectives and performance.

### **Employee Motivation and Organisational Performance**

Chrest (2020) examined the relationship between employee motivation and leadership behaviours in rural outpatient healthcare settings. Case study design was utilised. Qualitative analysis was used to analyse data. Data was collected using interview guides. Employee motivation was found to be influenced by the leadership behaviour. Similarly, using a mixed method approach, Deressa and Zeru (2019) examined the effects of work motivation on organisational performance in Hawassa public and private hospitals. The nurses were sampled using purposive sampling. Data was collected using questionnaires. Qualitative and quantitative data was used. The motivation of the nurses was measured using the multidimensional work motivation scale (MWMS). The study revealed that performance was influence by job satisfaction.

Ochola (2018) did a review on influence of employee motivation on organisational performance. The study results revealed that motivation of employee can significantly affect Performance of an organisation. The study results concur with that by Bhatnagar (2014) examined motivation-job satisfaction link among primary health workers. The study used cross-sectional survey. Qualitative design was used to conduct in-depth interviews. Data

analysis was done using thematic content analysis. The study findings showed that individuals characteristics, leadership and organisational structures influences the motivation and job satisfaction of health workers. The behaviours of the health workers were also influenced by broader socio-political climate. Weldegebriel, Ejigu, Weldegebreal and Woldie (2016) studied factors affecting the motivation of health workers. The study adopted cross-sectional research design. Data was analysed using inferential statistics. The findings indicated that non-financial human resource management tools were the strongest drivers of motivation.

Stefurak, Morgan, and Johnson (2020) investigated the connection between emergency medical service workers' motivation for public service and their job satisfaction and performance. A single public service factor was created by the public interest and self-sacrifice elements, and a second factor was added by a small number of compassion factors, with the policy-making factor being entirely reproduced. While adjusting for the impact of demographic and contextual factors, all three factors were strongly associated to job satisfaction but none were related to job performance. Except for the amount of time spent working in the emergency medical services (EMS) industry, none of these contextual factors significantly influenced job performance.

Febrianti and Suharto (2020) study revealed a significant relationship between career development and motivation on job satisfaction. The study findings also indicated that there was a link between career development, motivation on employee performance. Job satisfaction was considered as a mediating variable. The study was conducted in Indonesia. The study was done among Level Four government hospitals in Kenya.

Paais and Pattiruhu (2020) study showed that the results of data analysis showed that work motivation and organisational culture had a positive and significant effect on performance. The study employed proportionate stratified random sampling method. Data was collected using questionnaires analysed using Structural Equation Modeling (Sem) on Amos. The study however did not consider the mediating and moderating variables.

Lencho (2020) studied the effect of employee motivation on job performance at Fiche general hospital. The study employed descriptive and inferential statistics to analyse data. The sample was obtained using random sampling approach. Primary data was obtained using the questionnaires. The study findings revealed employee motivation- performance link. The findings are similar to that by Aduo-Adjei, Emmanuel and Forster (2016) who examined the relationship between motivation and work performance. The study adopted a qualitative approach and used purposive sampling method. The study used an in-depth interview to obtain data. Content analysis was used to analyse data from the interviews. The findings revealed that intrinsic and extrinsic motivating factors had significant effect on the health workers' work performance.

Lubis (2020) analysed the work motivation - job satisfaction link and revealed a positive correlation. The study used questionnaires to collect data which was then analysed using multiple linear regression analysis. The results of hypothesis testing demonstrate that there was a positive and significant correlation between work motivation and agriculture instructors' performance. The Performance of agricultural instructors was positively and significantly impacted by work motivation and job satisfaction.

Using Arksey and O'Malley framework, Kalogiannidis (2021) reviewed the employee motivation- organisational performance link and established that to a greater extent, employee motivation is much linked to organisational performance. Augustinus and Halim (2021) study indicated that motivation and employee performance have a strong correlation and motivation positively and significantly influences employee performance. The study used questionnaires



to collect data which was analysed using quantitative and descriptive approach. Motivation was found to have significant relationship between on employee performance.

Alwedyan (2021) studied the relationship between motivation and Performance of the employees and revealed that there is stronger relationship between job Performance of the employees and the motivation. The study adopted descriptive analytical approach. Data used was collected using questionnaires. A study by Hemakumara (2020) revealed a positive relationship between motivation and job performance. Similarly, Mulyani, Sari and Sari (2020) study established that motivation has a positive and significant impact on employee performance. The study employed descriptive approach. Structural equation model program (SEM) with linear structural relationship (LISREL) was used in the analysis. However, these did not consider introducing the moderating and mediating variable.

Using descriptive survey design, Mwabu and Were (2019) studied the relationship between employee motivation and organisational performance. Stratified random sampling was used. Questionnaires were used to collect quantitative data. Data was analysed through regression analysis. The study was limited to research institutions. Zameer, Ali, Nisar and Amir (2014) did a study on the impact of the motivation on the employee's performance. Data was collected using questionnaires. The findings indicated that motivation had a significant influence on employee performance.

In their 2014 study, Shahzadi, Javed, Pirzada, Nasreen, and Khanam looked at how employee motivation affects performance. Using questionnaires, data was collected from the respondents. The results indicated a positive employee motivation- performance link. Tetteh (2017) study results revealed a significant relationship between motivation, productivity and performance. The study adopted a mixed approach. The sample size was obtained using stratified sampling technique. Qualitative and quantitative data was used.

Pancasila, Haryono and Sulisty (2020) study indicated that direct effect of work motivation towards employee performance is greater than the indirect effect of work motivation towards employee performance through employee job satisfaction. The study results however revealed that job satisfaction does not mediate the effects of leadership and work motivation toward employee performance. Data obtained through questionnaires were analysed using structural equation modeling (SEM) with AMOS 22. The study results were however limited to Asam Coal Mining Organisation Ltd. The current study targeted all the Level Four government hospitals in Kenya. Adopted Abraham Maslow's hierarchy, Otiende and Makokha (2020) studied the effects of employee motivation on organisational performance and found out that the employee job satisfaction has a significant effect on organisational performance in the selected universities. The study adopted census technique in obtaining the sample size. Data was analysed using multiple regression analysis.

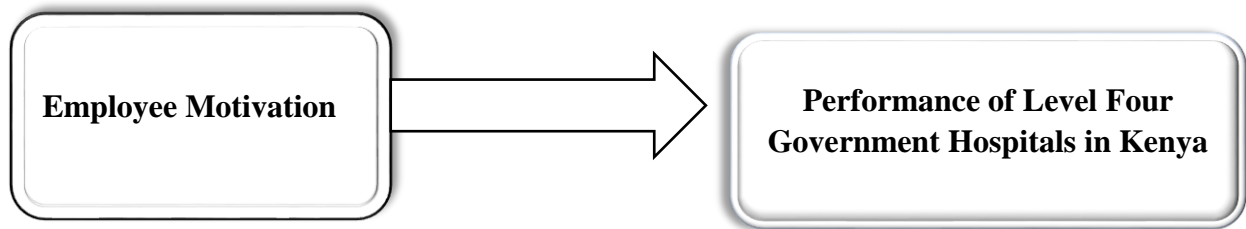
Pananrangi, Lewangka and Sudirman (2020) study indicated a significant link between motivation and job satisfaction. Motivation was found to have a positive effect not significant on performance. Likewise, job satisfaction had a positive and significant effect on performance while motivation had a positive and significant effect on performance when mediated by job satisfaction. The study used a quantitative approach to assess the correlation between the variables. Data was analysed using s path analysis (PATH) using the help of the SmartPLS. The study however used job satisfaction as a mediating variable between motivation and performance. The study was also done in Indonesia.

### **Conceptual Framework for the Study**

This paper investigated the relationship between employee motivation and Performance of Level Four government hospitals in Kenya as presented in a diagrammatical form in Figure 1.

**Independent Variable**

**Dependent Variable**



**Figure 1: Conceptual Framework**

**Hypotheses of the Study**

This paper was guided by the following hypothesis

H0<sub>1</sub>: There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

**3.0 Research Methodology**

This study adopted a mixed method approach. This study adopted mixed method largely because the philosophy is based on paradigms of quantitative and qualitative underpinnings with diverse philosophical holdings. Mixed methods approach has been advocated for by various researchers (Barnes, 2019; Fetters & Molina-Azorin, 2017; Ghiara, 2020) who suggested different paradigms that would serve as the philosophical background of the mixed research approach. The mixed method was relevant to the study as it provided both breadth and depth in understanding the influence of employee motivation on the Performance of Level Four hospitals in Kenya.

**Population of the Study**

The study target population comprised of Level Four government hospitals in Kenya as listed in the Kenya Gazette as of February 2020. According to the Ministry of Health, Level Four government hospitals are 104 and this formed the units of analysis. The Level Four government hospitals in Kenya consists of 22 county referral hospitals and 82 sub-county hospitals. These 104 Level Four government hospitals formed the target population for the study.

**Sampling Design**

The sampling frame for this study was the list of all Level Four government hospitals in Kenya. There are 22 county referral hospitals and 82 sub-county hospitals. Using proportionate sampling procedure recommended by Mugenda and Mugenda (2003), a sample size of 82 Level Four Hospitals were selected.

**Data Collection and Analysis**

Primary data was obtained through structured and unstructured questionnaires. All the questions were in a structured and unstructured format based on the research objectives. The study was quantitative and qualitative in nature. Primary data was obtained using structured and unstructured questionnaires and interview guides which were given to the County Executive Committee Member (CECM). Secondary data was extracted from published books, newspapers, magazines, journals, online portals. Structured questions from the questionnaires were used to obtain quantitative data. Unstructured questions inform of interview schedules were used to obtain qualitative data. Structured questions give the respondents the liberty of

enriching their opinions by elaborating more on the topical issue. Face validity and Content validity was employed in the study to measure validity. To achieve reliability, inter-rater reliability.

**Data Analysis**

Inferential and descriptive statistics were employed in analysing quantitative data. Qualitative data from unstructured questions were analysed using conceptual content analysis. Interviews from the Senior Health Officers (SHOs) was recorded and transcribed. Qualitative data was thematically analyzed and reported in verbatim form. Pearson’s product-moment correlation coefficient (r) was used for testing the hypothesis to show the strength of the linear relationships between the variables in the regression. The relationships between employee motivation, the independent variable(s) and organisational performance, the dependent variable was tested through regression analysis.

**4.0 Results and Findings**

**Response Rate**

The researcher distributed 328 questionnaires, out of which 267 responded positively by filling and returning the questionnaires. This represented an overall positive response rate of 81.4%. The remaining 18.6% were unresponsive even after several follow-ups and reminders.

**Table 1: Response Rate**

Category	Administered Questionnaires	Response Rate
Returned	267	81.4%
Unreturned	61	18.6%
<b>Total</b>	<b>328</b>	<b>100%</b>

Results in Table above show that 267 respondents successfully filled and returned their questionnaires translating to 81.4% response rate. According to Mugenda and Mugenda (2003) and Kothari and Garg (2014), a descriptive study can be considered sufficient if the response rate is greater than 50%. Babbie (2004) places return rates of 60% or above as good, and return rates of 70% or higher as very good. Thus, 81.4% was considered very good for the study.

**Content Analysis**

Content analysis was conducted to establish correlations and patterns in relation to respondents’ feedback to open ended questions on key concepts of the research, employee motivation and organisational performance, and the relationship between the concepts and their contextual dimensions. These responses complemented the quantitative data collected using closed ended questions. The responses were categorized in form of themes for ease of making qualitative inferences and drawing conclusions. The emerging themes were developed and analysed based on the research objectives. The findings are summarised into four thematic areas as presented below.

**Managing Employee Motivation for Improved Organisational Performance**

The study sought to establish the ways in which employee motivation affects organisational performance and how it can be managed in order to enhance performance in the organisation.



Several aspects of employee motivation were identified as critical to organisational performance and to some extent the overall Performance of the organisation. It was noted that employees who are motivated are devoted to their employers and see the worth and social status in their work. They are motivated to find their best self for the organisation as a result. Workflow is always more productive when people are putting in their all at the office. As a result, businesses are better able to deliver high-quality work. Employees can eventually assume greater duties without lowering the calibre of their work. As a result, the organisation may efficiently boost quality and production with the aid of its engaged employees. As a result, businesses can reward and motivate staff members appropriately while also hiring new people to boost productivity broadly.

For each organisation to remain afloat, a healthy profit margin is required. This profit is based on the volume and calibre of an organisation's output. Numerous actions can be taken by organisations to maintain employee motivation. Organisations may produce more work of higher quality and volume with the help of a motivated staff. As a result, the profit margin can be raised appropriately. An increase in profit enables management to provide staff with increased pay, incentives, awards, and benefits. This makes employees continue to be interested and devoted to the organisation as it grows.

Organisations incur reasonable financial losses as a result of employee churn. Each organisation devotes a lot of time and money to providing employees with the training they need to grow their careers and preserve their welfare. Therefore, all of this time and money become unavailable to the organisation when there is personnel turnover. Because of this, motivation within a organisation is crucial. Organisations that maintain employee motivation can considerably lower turnover. Employers may maximise employee potential and maintain staff engagement by using the proper motivating strategy. Employees consequently tend to change employment less frequently. As a result, businesses may successfully cut both the cost of turnover and the expense of hiring and training new staff. It enables businesses to maintain consistent production while experiencing smooth expansion.

The majority of workers today are more concerned with maintaining a healthy work-life balance. This trend has been observed among millennial employees, who are increasingly prevalent in modern organisations. Organisations that maintain employee motivation, can provide employees with a healthy work-life balance. Employees are given the chance to keep their personal and professional lives distinct and to give each the appropriate amount of priority. Employees will be able to contribute their best job with this option and will be able to deal with any personal matters in their own time. As a result, workplace productivity rises and a great workplace culture is created.

The quality of the work is driven by employee motivation, which increases performance within a business. Production can continue unhindered when employers maintain staff motivation. As a result, organisations obtain excellent workflow harmony, which positively affects productivity. A smaller margin of error results from a smoother workflow. As a result, the product quality has greatly improved. Additionally, motivated employees execute their jobs much better than those that lack motivation. Employee aptitude and skill levels greatly increase with improved motivation. As a result, people participate more actively in the production process and produce superior goods. These goods boost the organisation's market value and have the potential to establish its reputation.

Customer happiness is essential for any organisation. It aids in the development of devoted audiences and the development of the organisation into a well-known brand. When an organisation has a sufficient number of motivated personnel, they give their all to improve the quality of the end product. Additionally, they make every attempt to resolve any issues with

the goods or services that their organisation markets. Employees that deal with consumers face-to-face have a big say in how satisfied they are. Employees who are adequately motivated will work hard to ensure that the customer is happy with the product or service. An organisation's recognition and reputation grow when customers are pleased with its goods or services. Consumers are kept happy as they receive the greatest things for their money with high-quality products and excellent customer service. As a result, consumer satisfaction considerably rises (Kalogiannidis, 2021).

**Descriptive Statistics**

**Employee Motivation**

The objective of the study was to establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The descriptive present the results for employee motivation depicted in Table below.

**Table 2:** Descriptive Statistics for Employee Motivation

	<b>Statistics</b>
<b>Employee Motivation</b>	
<b>N</b>	267
<b>Mean</b>	3.6024
<b>Median</b>	3.6667
<b>Mode</b>	3.61 <sup>a</sup>
<b>Std. Deviation</b>	.66557
<b>Skewness</b>	-1.030
<b>Kurtosis</b>	-.863

The results from the Table above shows the descriptive statistics that indicates central tendency and dispersion of all the measures of employee motivation. The total number of respondents in each measured was 267. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. Assumptions about normality are tested using the measurements of kurtosis and skewness (Kline, 2005). According to Bai and Ng (2005), the distribution is considered severely skewed if the skewness is less than -1 or greater than 1, moderately skewed if the skewness is between -1 and -0.5 or between 0.5 and 1, and roughly symmetric if the skewness is between -0.5 and 0.5.

The results show that employee motivation had a mean of 3.60, median of 3.67 and mode of 3.61. This implied that the mean of 3.60 implied that majority were agreeing with the statement on employee motivation. The standard deviation of 0.67 showed that the members of the group differed from the mean value of 3.60 for the group in the observation. Skewness for employee motivation was -1.03. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that employee motivation had -0.86. Thus, we conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers.

**Inferential Statistics**

**Hypotheses Testing**

**Employee Motivation and Performance of Level Four Government Hospitals**

The objective of the study was to establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya. A simple regression model was used to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance) in Level Four government hospitals in Kenya. The hypothesis was stated in the null form that there is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

The hypothesis was tested by regressing employee motivation and organisational performance guided by the equation  $OP = \alpha_0 + \beta_0EM + \epsilon$

Where OP = Performance of Level Four government hospitals in Kenya, EM = employee motivation

**Table 3: Model Summary for Employee Motivations**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 <sup>a</sup>	.727	.726	.38256

As presented in the Table above, the coefficient of determination R Square is 0.727. The model indicates that employee motivations explain 72.7% of the variation in Performance of Level Four government hospitals. This implies that there exists a significant relationship between employee motivations and Performance of Level Four government hospitals in Kenya.

**Table 4: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.231	1	103.231	705.356	.000 <sup>b</sup>
	Residual	38.784	265	.146		
	Total	142.015	266			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Motivation

The Analysis of Variance (ANOVA) results are shown in Table above. Analysis of Variance consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance. This was conducted using SPSS by using average mean score of employee motivations and Performance of Level Four government hospitals. The results in Table 28 indicate that F-Calculated (1, 265) = 705.356,  $p < 0.05$ . F calculated was greater than F-Critical (1, 265) = 3.84 at 95% confidence level. Therefore, the results confirm that the regression model of employee motivations on Performance of Level Four government hospitals is significant and valid in overall.

**Table 5: Regression Coefficients for EM and OP**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.639	.096		6.639	.000
	Employee Motivation	.804	.030	.853	26.559	.000

**a. Dependent Variable: Organisational Performance**

The fitted model from the result in Table above was;

$$OP = 0.639 + 0.804EM$$

This implies that a unit increase in Employee motivation will increase Performance of Level Four government hospitals by 0.804 units other factors held constant. H01 states that employee motivation has no significant relationship with Performance of Level Four government hospitals in Kenya. Since, the  $p < 0.05$ , the study rejected the null hypothesis and confirmed that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya.

## 5.0 Conclusion

The objective of the study was to establish the relationship between employee motivation and Performance of Level Four government hospitals in Kenya.

A simple regression model was used to test the statistical significance of the independent variable (employee motivation) on the dependent variable (organisational performance) in Level Four government hospitals in Kenya. The hypothesis stated in the null form that; H<sub>0</sub>: There is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The findings indicated that when employee motivation is held constant, organisational performance remains at 0.639. At the same time, a unit increase in employee motivation will increase Performance of Level Four government hospitals in Kenya by the rate of 0.804. Since, the  $p$  value  $0.000 < 0.05$  is less than the critical value 0.05, the null hypothesis was rejected that there is no significant relationship between employee motivation and Performance of Level Four government hospitals in Kenya. The study concluded that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya. Ochola (2018) did a review on influence of employee motivation on organisational performance and concluded that motivation of employee can significantly affect Performance of an organisation. The study results concur with that by Bhatnagar (2014) examined motivation-job satisfaction link among primary health workers and the study findings showed that individuals characteristics, leadership and organisational structures influences the motivation and job satisfaction of health workers.

The motivation elements were found to have a positive and significant relationship with employees' performance. The organisation's employees appear to be only somewhat happy with their salaries right now. This can imply that the workers seek a raise because their pay don't match their expectations. Managers should consider this issue since, when it is addressed, it can increase employees' motivation and productivity. The fairness of the pay in relation to the work that is performed is another area where the employees are not expressing great

satisfaction. They claim that given the work they do; they anticipate receiving a better income. Even while some workers felt that their pay were fair, the majority of workers think that the system is unfair. If the salary was raised, it may serve as a good motivator. When some employees make more money than other employees while performing the same activities, it is incredibly demoralising.

Compensation plans were created to inspire, recruit, reward, and keep workers. Management must carefully consider how to compensate their staff while maintaining their motivation in order to avoid overly expensive compensation packages. It's crucial to give employees the impression that management values them and is interested in their welfare. In the past, compensation schemes aimed to increase internal equity in payroll systems. As the economy and business conditions of a firm change quickly on a regular basis, there is no one-size-fits-all method to compensating the workforce. Due to this, it is crucial that all businesses pay close attention to their compensation policies.

Programs for compensating must be internally equitable, outwardly competitive, and internally and externally inspiring. Three key considerations must be made about compensation: it must be fair to the work force a person has provided, competitive in relation to market rates in the business world, and the amount must inspire the employee to perform as well as feasible. Unfortunately, the first two sometimes overlap since some employees receive lower pay than others or lower pay other than the going rate for the labor market.

Although widely desired, individual compensation is more easily spoken than accomplished. People frequently interpret their personal compensation in ways that differ from how the organisation's management does. Programs for determining compensation cover everything that has to do with how much money employees receive in rewards.

The subject of incentives receives a lot of attention since they have a significant impact on employee productivity, especially when it comes to employing qualified employees who can effectively accomplish the institution's goals. The need for employees to be recognised and compensated for their accomplishments underlies the value of rewards. In actuality, satisfying someone's internal needs requires rewarding them for their efforts by providing rewards (Anwar & Surarchith, 2015). Without an incentive structure that supports their internal incentives and encourages them to work extremely hard, their individual abilities alone would not allow them to operate at a high level of efficiency (Chandrawaty & Widodo, 2020). As a result, researchers have put a lot of effort into creating a thorough description of how to raise employee professionalism, how the administration chooses active people, and how to connect the institutional aims with the personal aspirations of individuals to increase performance (Anwar, 2017). It is reasonable to believe that successful businesses use an active compensation system that can shape employee productivity in a way that encourages them to put in more effort and meet the institution's goals. Additionally, it goes without saying that motivating employees will help them deal with many of their working challenges. On the other hand, the administrator must make an honest and sincere attempt to build trust and a climate of peace, security, and respect if he wants to be inspiring.

Knowing that acknowledging and applauding the effort of others has little impact on one's own performance, one must do it to those who deserve it or in front of a crowd by complimenting their achievements (Crucke et al.2021). The phrase "incentive" includes both material and ethical objectives, and it is the focal point for many procedures used in contemporary workplaces and organisations. Concrete benefits include direct compensation plans such as wages, prices, and bonuses (Anwar, 2016). Contrarily, moral benefits are referred to as indirect reward schemes and contain elements like job security, participation in decision-making, loyalty, pertinence, progress, and recognizing employees for their achievements. This



illustrates that rewards are dependent on outstanding results, which can be gauged in terms of effectiveness, quantity, or abundance in the amount of time spent on the task or even expenditures (Abdullah et al. 2017). The various incentives that have been discovered appear to be at odds with one another. They have been grouped by users into several approaches and tactics that the administration may employ to get the most qualified outcomes from humans. Scholars have categorised them according to how they affect each individual, while others have done so according to their distribution, goals, and other characteristics. Two major sorts of incentives have been identified after in-depth analysis: incentives based on the intent and rewards based on the actual form of the incentive (Ihsani & Wijayanto, 2020).

Positive and negative incentives are the two main categories of incentives, depending on their intended use. Offering monetary rewards to employees who satisfy a given standard of highly competent performance is one way to use incentives to favorably influence people's behavior by addressing their needs. Due to the fact that increased productivity, improved efficiency, working to high standards, developing inventories, and taking on more responsibility are all positive outcomes for the institution, which, in turn, provides its employees with tangible, spiritual, or social incentives, such benefits are advantageous to both the needs and interests of the employees and the organisation (Anwar & Balcioglu, 2016).

The second kind of compensation based on purpose is known as a negative reward, and it works by threatening to deprive employees of their rights, such as a percentage of their income, if they violate any of the work's ideals. These strategies are employed by management to reduce unfavorable behaviors and bad habits, such as sloth and order-following, among employees. This type of plan entails warnings and alarms, denying an employee specific rights for a predetermined amount of time, postponing promotion or even lowering the work status, and switching to different departments. According to the seriousness of the act, negative incentives, often referred to as deterrence incentives, are applied. On the other hand, disincentives are frequently crucial for raising production efficiency, particularly when dealing with sluggish workers (Ali, 2020). Second, incentives are separated into two categories according to the sort of incentive. The fact that it is regarded as the only source of income and the cornerstone upon which people rely to meet their fundamental necessities and assure their protection is the most important concrete incentive. Examples of this kind of reward include rates, commissions, periodic promotions, motivating promotions, participating in the institution's profits, and presents for extra work (Lubis, 2020). Real assurances that forbid retaliation against an employee who breaks the rules help to maintain workplace security and stability. These promises help employees feel secure and stable, which lowers employee apprehension and raises productivity. The organisation must therefore develop a link between the employee's consistency and his contribution to the institution's increased output. Only good employees who put in the effort get this steadiness (Hameed & Anwar, 2018).

Staff productivity is increased by enrolling them in training sessions, which also improves their working circumstances and motivates them to put in more effort. This is due to the features of service that serve to improve the institution's efficiency and good manners (Dorta-Afonso, et al. 2021). Concrete rewards can be regarded as one of the most crucial components in encouraging employees to perform honestly, provided that there are reasonable costs that satisfy the needs of the individual. On the other hand, when the offered rates do not satisfy the needs of the individual, low and unjust rates are a significant influence in neglecting necessary tasks and leading to low productivity (Anwar & Ghafoor, 2017).

Enrolling employees in training sessions boosts their productivity while also improving their working conditions and inspiring them to work harder. This is as a result of the characteristics of service that help to increase the institution's effectiveness and manners (Dorta-Afonso, et al.

2021). If there are affordable expenses that meet the demands of the individual, concrete rewards can be seen as one of the most important factors in motivating employees to perform honestly. On the other hand, low and unfair prices have a big impact on disregarding important duties and resulting in low productivity when the given rates do not meet the needs of the individual (Anwar & Ghafoor, 2017). It is also important to keep in mind that physical prizes are a time-tested form of recognition for an individual's accomplishments because they are swift and immediate. Additionally, tangible benefits may be advantageous-for example, by giving employees bonuses and promotions-or detrimental-for example, by refusing to give employees aid or promotions or even cutting their pay (Stefurak et al. 2020).

Employees desire respect from their employers in addition to financial compensation. As a result, employee morale would increase. If their managers acknowledged them, workers would be more motivated (Pancasila et al. 2020). Employee contributions must be valued and considered in order to be recognized. Businesses need to keep their staff in mind (Anwar, 2017). Other sources claim that honoring employees is superior to providing benefits (Panarangi et al. 2020). To reward employees, both monetary and non-monetary methods are employed (Ha et al. 2020).

Employee appreciation can take the form of things like having their names included in the corporate newsletter, letters of recommendation, more time off, and vocal thanks. This is a method of demonstrating your concern for and value for your staff. Prizes without monetary value are more inspiring than those with. The assumption among workers is that they are respected in this way. Companies reward their employees to keep their enthusiasm and self-esteem high. Employees with a good reputation at work are highly motivated and productive. This is because motivated employees work well, which boosts one's desire to engage in such activities (Anwar & Qadir, 2017).

Organisations use this strategy to achieve their goals. Job performance and employee appreciation are intricately related. High performance results from a blend of job-related motivation and competence (Febrianti & Se, 2020). Employee gratitude raises morale, which improves productivity across the board for the business. In response to the constraints of reengineering work processes and the requirements of organisational effectiveness and production, several researches have examined the impact of desire to work on success (Anwar, 2017). In this research, employee appreciation was quickly identified as a crucial factor in motivation. Porter and Smith et al. (2020) also suggested a model of intrinsic and extrinsic motivation that is specific to the workplace.

These academics contend that the achievement of internal and extrinsic motivations impacts organisational effectiveness. Numerous studies have validated this idea, which is sometimes referred to as motivation as an indicator of organisational performance (Paais & Pattiruhu, 2020). However, motivation research has developed to address fresh management issues like employee loyalty (Riyadi, 2020). Some authors emphasise the value of employee appreciation as a motivating factor (Syamsir, 2020). Indeed, it acts as a bridge and intricate component in professional interactions as well as a stimulus for personal growth. It is also crucial for workplace mental health. The second most common reason for occupational psychological suffering is really a lack of recognition (Ali, 2021). Lack of recognition is a stress-tolerance factor and a key element in managers' capacity to deal with demanding work environments, for instance (Hassan et al. 2020). The success and longevity of organisational transformation depends on recognition, which is one of the most important sources of organisational mobilisation and engagement (Andavar & Ali, 2020). Recognition also serves as the foundation for learning organisations (Sobaih & Hasanein, 2020). Finally, it improves business success and efficiency by increasing employee job satisfaction (Anwar & AbdZebari, 2015). In terms

of their position or type of work, most employees want to stand out in the minds of their superiors, coworkers, and customers (Chandrawaty & Widodo, 2020).

In a similar vein, participants in a UK poll of industry experts in the construction sector (Da Cruz Carvalho et al. 2020) identified "recognition of their work" as the most important organisational activity or measure among those indicated. However, there is a discrepancy between this demand for recognition and workplace HR management practices, according to both qualitative and quantitative studies. Indeed, the power and dominance paradigm of organisational and personal behavior continues to have a strong influence on these behaviors (Anwar & Surarchith, 2015). Employees' growing desire for recognition is partly a result of certain social and organisational settings.

Modernity is characterised by the predominance of economic factors and their dominance over social considerations (Anwar, 2017). The emergence of individualism, the dissolution of social networks, and a declining sense of community follow. Furthermore, Crucke et al. (2021) claim that the contemporary context hinders the process of individualisation by depriving daily life of many of its human components and presenting the individual with a variety of challenges to overcome. In the contemporary environment of expectations and the more ambiguous existence of personal and communal references, which is made worse by the loss of traditions, people are pushed to identify anchor points and personal meanings in order to lead their lives. Work is probably one of these seats of existential importance (Anwar, 2016). Additionally, it satisfies a wide range of personal tastes and requirements. It still holds a significant place in people's lives despite ranking second only to family in terms of significance as a life value and domain (Abdullah et al. 2017). As the center of the social relationship, it seems to have replaced earlier places of social association (Ihsani & Wijayanto, 2020). Additionally, work has become overly significant in many people's pursuits of fulfillment and belonging (Anwar & Balcioglu, 2016). They therefore have far higher expectations for acknowledgment in this area of their lives. As a result, some important factors that need to be addressed are brought into play by the organisational setting. Employees are affected by motivation; depending on the needs of the employer, motivation may have a positive or bad effect on the employee. According to the literature, motivation has a significant role in determining employee performance and satisfaction. Employee motivation extends beyond monetary incentives, which can be found in both internal and external incentives. Because individual employee demands differ from those of other employees, organisations must inspire individuals individually rather than as a group.

Hanaysha and Majid (2018) argue that employees are considered as the most important resource, and how an organisation manages the employee to remain motivated is known to be the main challenging task. Organisations rely on their employees' commitment, and engagement to succeed in the present era (Gleeson, 2017). Abdurrahman (2018) study proved that work motivation positively and significantly influences employees' performance.

To attain the desire goals and objectives from employee motivation, the organisation must motivate employees by using main aspects such as achievement, recognition, challenge, responsibility, development, involvement, and opportunity (Sastrohadiwiryo, 2019). Employees have different ways to feel motivated in performing tasks and the work environment is one of the factors that affected their work motivation. Moreover, motivation is an important aspect to predict the work Performance of an employee (Abdurrahman, 2019).

According to Mitev (2019), fluctuation of employee motivation depends on both organisational and managerial actions as well as on individual personality characteristics and perceptions of the specialist. It has been proven from the study by Olusadum and Anulika (2018) that enhance employee motivation is very important as it helps to improve employee's performance and enables management to achieve the organisation's desired objectives. Numerous problems in

a organisation might result from low motivation. Companies' performance may significantly decline as a result for a while. Productivity loss is one of the main consequences of decreased motivation. The entire team may see a significant decline in production as a result of one individual slacking off because of a loss of motivation (Giacomelli, Annesi, & Barsanti, 2019). Even one person might have a significant negative impact on others' performance and productivity. An unmotivated employee will struggle to overcome obstacles. Another negative effect of reduced motivation is a drop in performance. When an unmotivated worker is assigned a difficult assignment, he or she could subconsciously put it off and switch to a simpler activity without realizing there is a bigger issue.

The person quickly loses interest in their task, stops caring about being on time, and generally disregards organisation rules and regulations (Giacomelli et al., 2019). Because of the higher costs resulting from this, the organisation may either go out of business or remain afloat during financially challenging times. Unmotivated workers show little to no excitement for their jobs when they arrive at the office. As a result, they will start working solely for their paycheck. They might eventually lose interest in their jobs or, worse, become despondent.

## **6.0 Recommendations on Policy, Practice and Theory**

The study has examined ways by which employee motivation affects Performance of Level Four government hospitals in Kenya.

### **Recommendations on Policy**

The empirical data generated will be useful to the government and other sectors in formulating policies aimed at improving employee motivation and performance, employee motivation towards better performance. The study will provide more insights on how the government can best deal with challenges of delay in funds disbursement, frequent strikes over salaries by health personnel, lack of drugs, personal protective equipment (PPEs) and lack of motivation by coming up with structures that consider the welfare and wellbeing of the employees working in the health sector. The study gives insights to the government on how to stimulate employees' potentials by motivating them and by improving work conditions.

### **Recommendations on Practice**

The study showed that each of the tested variables had an effect on Performance of Level Four government hospitals either individually or jointly. The findings suggested that employee motivation in Performance of Level Four government hospitals increases the productivity thereby enhancing organisational performance. Organisation goals are achieved by employees whose achievements and motivation are driven by the rewards and the incentives. Employees are motivated to use their creativity in delivering their tasks and increasing their productivity levels. The organisational commitment and the productivity of the employees are propelled by the motivation of the employees hence the study advocates for employee motivation to be enhanced in Performance of Level Four government hospitals to harness performance.

Employees do make a significant contribution to the growth and success of the firm. It implies that empowering people is a means to achieving employee motivation. It shows how much employees participate in decision-making, whether there is a relationship between them and the organisation, and whether they have authority over the task they are working on. High levels of employee engagement indicate more motivated and satisfied workers. Therefore, involving employees in meetings and discussions and showing them that their ideas and contributions are valued are some ways to boost motivation. Other methods include giving employees time and opportunities to experience the organisation structure and to align with it; giving them more responsibility for the tasks they are in charge of; and giving them the freedom to choose and decide how to complete those tasks. Daily repetition of the same duties also

contributes to demotivation, boredom, and a lack of excitement. Therefore, job rotation is recommended in the organisation in order to maintain employee interest and job happiness.

It is essential to include proper training programs and feedback systems in order to improve the working environment, procedures, and quality as well as to give employees the information and skills they need to execute their jobs. Proper appreciation for efforts made, as well as chances for advancement and promotion, are also regarded as a successful way to satisfy motivation. The use of an appropriate management style and effective communication at all levels of the organisation are additional factors that help employees feel more motivated. Researchers contend that various personalities respond to motivational variables in employees in different ways. Employee performance varies depending on whether a person is more intrinsically motivated or more extrinsically motivated. It is widely acknowledged that a worker's performance is influenced by personal traits such as personality, skills, knowledge, experience, and abilities. These distinctions must be taken into consideration by managers when selecting and inspiring workers. Managers need to exercise caution while evaluating the Performance of their workforce.

### **Implication for Theory**

The study has reviewed expansive literature on Performance of Level Four government hospitals. Empirical studies already undertaken have paid little attention on the interactions between employee motivation and Performance of Level Four government hospitals. Not so much focus has been made on the employee motivation and Performance of Level Four government hospitals and hence the rationale for this study. This research attempted to address contextual gaps that relate to employee motivation and Performance of Level Four government hospitals.

The study found that employee motivation had a positive effect on Performance of Level Four government hospitals in Kenya. The findings in the study concurs with goal setting theory which suggest that employee should be rewarded once the set goals have been achieved. Goal setting theory explain motivation adequately by what mobilises or energises human behaviour, what directs behaviour toward the accomplishment of some objective and how such behaviour is sustained over time towards realisation of organisational objectives. The objective of operational goals is to help the organisation measure performance and effectiveness. Furthermore, there is correlation identified by researchers between the goal setting and encompasses all aspects of building organisations with efficiency. The theory also allows continuous improvement in objectives and performance and in order to obtain collective performance, there is need for employee motivation.



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