

**FACTORS INFLUENCING THE PERFORMANCE OF PUBLIC  
SERVANTS IN THE HEALTH SECTOR: A CASE OF GARISSA  
COUNTY**

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## DECLARATION

This project report is my own original work and has not been submitted for any academic award in any university

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## **DEDICATION**

I dedicate this project report to my family for their support and bearing with me during this process. I will remain forever grateful.

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## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>TABLE OF CONTENTS .....</b>	<b>v</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF FIGURES .....</b>	<b>xi</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>xii</b>
<b>ABSTRACT.....</b>	<b>xiii</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.2 Statement of the Problem .....	4
1.3 Purpose of the Study.....	5
1.4 Objectives of the Study .....	5
1.5 Research Questions .....	5
1.6 Significance of the Study .....	6
1.7 Limitations of the Study .....	7
1.8 Delimitation of the Study .....	8
1.9 Assumptions of the Study.....	8
1.10 Definition of Significant Terms .....	9
1.11 Organization of the Study.....	10
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>11</b>
2.1 Introduction.....	11
2.2 Empirical Literature .....	11
2.2.1 Influence of Work Environment on Performance of Public Servants.....	11
2.2.2 Influence of Management Practices Influence Performance of Public Servants .....	14
2.2.3 Influence Work Morale on Performance of Public Servants .....	16
2.2.4 Influence of Equipment and Tools on Performance of Public Servants .....	19
2.3 Theoretical Literature.....	19
2.3.1 Expectancy Theory .....	19

2.3.2 Resource-Based Theory .....	20
2.3.3 Fredrick Herzberg Theory.....	21
2.3.4 Maslow’s Hierarchy of Needs .....	22
2.4 Conceptual Framework.....	23
2.5 Research Gaps.....	25
2.6 Chapter Summary .....	27
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>28</b>
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Target Population.....	28
3.4 Sample Size and Sampling Procedure .....	29
3.4.1 Sample Size.....	30
3.4.2 Sample Procedure .....	31
3.5 Data Collection Instruments .....	31
3.6. Pretesting of the Instrument .....	32
3.6.1 Validity of the Research Instrument.....	32
3.6.3 Reliability of the Research Instrument .....	32
3.7 Data Collection Procedure.....	33
3.8 Data Analysis .....	33
3.9 Operational Definition of Variables .....	34
3.10 Ethical considerations.....	35
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION ...</b>	<b>36</b>
4.1 Introduction.....	36
4.2 Responses from the Ministry of Health (MoH) workers at Garissa County.....	36
4.3 The Study Response Rate .....	37
4.3.1 Demographic Characteristics of the Respondents .....	37
4.3.2 Performance of Public Servants in the Health Sector in Garissa County.....	40
4.3.3 Influence of Work Environment on Performance of Public Servants in the Health Sector in Garissa County.....	41
4.3.4 Influence of Management Practices on Performance of Public Servants in the Health Sector in Garissa County .....	44

4.3.5 Influence of Work Morale on Performance of Public Servants in the Health Sector in Garissa County.....	47
4.3.6 Influence of Equipment and Tools on Performance of Public Servants in the Health Sector in Garissa County .....	50
4.3.7 Other factors influencing the performance of public servants in the health sector with a focus on Garissa County .....	52
4.3.8 MoH workers suggestions/recommendations towards the factors influencing the performance of public servants in the health sector with a focus on Garissa County ...	52
4.3.9 Correlation Analysis for MoH workers .....	54
4.3.10 Regression Analysis.....	55
<b>CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>60</b>
5.1 Introduction.....	60
5.2 Summary of Research Findings .....	60
5.2.1 Major Findings on the Performance of Public Servants in the Health Sector in Garissa County .....	61
5.2.2 Major Findings on the Influence of work environment on performance of public servants in the health sector in Garissa County.....	62
5.2.3 Major Findings on the Influence of management practices on performance of public servants in the health sector in Garissa County.....	63
5.2.4 Major Findings on the Influence of Work Morale on Performance of Public Servants in the Health Sector in Garissa County .....	64
5.2.5 Major Findings on the Influence of equipment and tools on performance of public servants in the health sector in Garissa County.....	64
5.3 Discussions of the Findings .....	65
5.4 Conclusion of the Study.....	70
5.5 Recommendations of the Study .....	70
5.5.1 Recommendations for policy and practice.....	71
5.5.2 Recommendations for further research .....	72

<b>REFERENCES.....</b>	<b>73</b>
<b>APPENDICES.....</b>	<b>80</b>
Appendix I: Introduction Letter .....	80
Appendix II: Questionnaire.....	81



## LIST OF TABLES

Table 2.1: Research Gaps Table .....	26
Table 3.1: Target Population.....	29
Table 3.2: Sample Size .....	31
Table 3.3: Operational Definition of Variables .....	35
Table 4.1: Distribution of the Respondents by Responses Rate .....	37
Table 4.2: Distribution of MoH workers by Gender.....	37
Table 4.3: Distribution of MoH workers in Garissa County by Age.....	38
Table 4.4: Distribution of MoH workers in Garissa County by education level .....	39
Table 4.5: Duration worked at MoH.....	39
Table 4.6: Level of agreement with following in regard to performance of public servants in the health sector in Garissa County .....	40
Table 4.7: Influence of Work Environment on Performance of Public Servants in the Health Sector in Garissa County .....	41
Table 4.8: Extent to which Work Environment influences Performance of Public Servants in the Health Sector in Garissa County .....	42
Table 4.8: Extent to which Work Environment influences Performance of Public Servants in the Health Sector in Garissa County .....	43
Table 4.9: Influence of Management Practices on Performance of Public Servants in the Health Sector in Garissa County.....	44
Table 4.10: Extent to which Management Practices influences Performance of Public Servants in the Health Sector in Garissa County.....	45
Table 4.11: Extent to which Management Practices influences Performance of Public Servants in the Health Sector in Garissa County.....	46
Table 4.12: Influence of work morale on Performance of Public Servants in the Health Sector in Garissa County.....	47
Table 4.13: Extent to which work morale influences Performance of Public Servants in the Health Sector in Garissa County.....	48
Table 4.14: The current morale at the workplace .....	48
Table 4.15: Extent to which work morale influences Performance of Public Servants in the Health Sector in Garissa County.....	49

Table 4.16: Influence of Equipment and Tools on Performance of Public Servants in the Health Sector in Garissa County.....	50
Table 4.17: Extent to which Equipment and Tools influences Performance of Public Servants in the Health Sector in Garissa County.....	51
Table 4.18: Extent to which Equipment and Tools influences Performance of Public Servants in the Health Sector in Garissa County.....	51
Table 4.19 Correlation Analysis for MoH workers .....	54
Table 4.20: Model Goodness of Fit .....	55
Table 4.21: Analysis of Variance (ANOVA) .....	56
Table 4.22: Regression Coefficients .....	57

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	24
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## **ABBREVIATIONS AND ACRONYMS**

<b>CEO</b>	-	Chief Executive Officer
<b>HRM</b>	-	Human Resource Management
<b>ICT</b>	-	Information Communication and Technology
<b>JIT</b>	-	Just in Time
<b>KIPPRA</b>	-	Kenya Institute of Public Policy and Research and Analysis
<b>MoH</b>	-	Ministry of Health
<b>SPSS</b>	-	Statistical Package of Social Sciences
<b>TQM</b>	-	Total Quality Management

## ABSTRACT

Changes and competition has been dramatically increasing in the current world of competitiveness and diversity. Globally, government sectors and public employees have taken the major roles in making the country prosper in economics, society, politics and technology among the world top rankers. If employees especially in public sector cannot adjust well with the changing world of competitiveness, ineffectiveness can decrease the government efficiency. An efficient public sector service is key to any country's growth and development, the performance of the civil service in Kenya has been on the decline. The main objective of this study was to establish the factors influencing the performance of public servants in the health sector with a focus on Garissa County, Kenya. Specifically the study sought to; establish the influence of work environment on performance of public servants in the health sector in Garissa County; determine the extent to which management practices influence performance of public servants in the health sector in Garissa County; find out the influence work morale has on performance of public servants in the health sector in Garissa County; and to ascertain the influence of equipment and tools on performance of public servants in the health sector in Garissa County. The study adopted a descriptive research design. The target population for this study included: Ministry of Health (MoH) workers at Garissa County who included management of the MoH, doctors, nurses, healthcare waste handlers, incinerator operators, cleaners, laundry staff, mortuary attendants, and other casual workers. The study involved 80 sampled and randomly selected Ministry of Health (MoH) workers at Garissa County. The study relied on data collected through questionnaires structured to meet the objectives of the study and an interview guide. Responses were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 20.0 programme to analyze the data. It is believed the study will be significant to the management team of Public Service Commission as they will be able to use the findings as the base upon which to review challenges public servants go through in Kenya as they carry on their duties. Both the County Governments and National Government will get a glimpse of how to solve problems of employee dissatisfaction and also help them in developing policies and regulations governing the public healthcare sector as well as other public servants. The study found that there exists a positive association between: influence of work environment on performance of public servants in the health sector; influence of Management Practices on performance of public servants in the health sector; influence of work morale on performance of public servants in the health sector; and influence of Equipment and Tools on performance of public servants in the health sector to factors influencing the performance of public servants in the health sector in Kenya. This positive association suggests that when one increases, factors influencing the performance of public servants in the health sector in Kenya increase. The study therefore concludes that type of service, level of ICT development, attitude as a service provider and server provider characteristics are factors influencing the performance of public servants in the health sector in Kenya. The study recommends that there is need for the management of the hospitals should be flexible and create a free working environment where staff would freely air their views on services being offered; and there is need for the management of the hospitals should be flexible and create a free working environment where staff would freely air their views on services being offered. There is need to conduct a similar study which will attempt to find out the challenges facing public servants in the health sector in Kenya.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Changes and competition has been dramatically increasing in the current world of competitiveness and diversity. Globally, government sectors and public employees have taken the major roles in making the country prosper in economics, society, politics and technology among the world top rankers (Nattee, Charlee, and Sanguan, 2012). If employees especially in public sector cannot adjust well with the changing world of competitiveness, ineffectiveness can decrease the government efficiency. Performance as a concept is objective and can be looked at as the ratio resulting from output volume and the volume of input. In other terms it is stated as the measurement given on how efficiently production inputs such as capital, land and labor are put into use in an economy to produce a given output.

In a knowledge economy, organizations rely heavily on their employees to survive. They can only win a competitive advantage through their people (Alo, 1999). The product or service of any organization is provided to customers with the involvement of people. However, as Mathis *et al.*, (1997) pointed out, people are not only essential resources that an organization has but also problematic ones to manage. This makes human resource management a key ingredient in fostering organizational competitiveness and the ability to fulfill its mission. Managing employee performance is an integral part of human resource management that all managers and rating officials perform throughout the year (Chris, 2011).

Performance is viewed as the overall measure of the ability to produce a good or service which can be more specific as the manner in which specific resources are managed to achieve an anticipated outcome which is defined in terms of quantity and quality (Nembhard, 2007). Performance is the actual output of production compared with the actual input of resources measured within a timeframe and against entities that are common. Performance being objective creates the implication that it can be measured against a standard and as such, performance can be monitored for strategic reasons such as corporate planning and organization improvement and also making comparisons with competitors. Performance measurements can also be used tactically in project control or controlling performance to budget (Frosch, 2011).

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment (Armstrong & Murlis 2004). Employee performance thus refers to undertaking a set of activities while aiming for the results and although performance evaluation is at the heart of performance management (Nzuve and Mwangi, 2015). Cardy (2004) points out that the performance of an individual or an organization depends heavily on organizational policies, practices, and design features of an organization (Macey et al., 2009; Mone & London, 2010).

The legitimacy of any public service draws its breath from the capacity of responding to the needs of citizens in a way that is economically efficient. An emerging consensus among public sector experts is that in as much as public sector performance involves efficiency and outputs, it also involves the effectiveness of outcomes. The public sector most of the time is involved in the

creation and delivery of goods and services that may not be needed or preferred by a majority of people but rather what is essential for a certain group of people such as disabled or the elderly (Carrera & Dunleavy, 2013).

The public sector is and will remain the largest employer in advanced and growing economies yet the irony is that slow performance growth has long made it a drag on the economy (Carrera & Dunleavy, 2013). Organizations consider their employees as a critical asset towards the attainment of organizational goals. According to Samad (2007) if a workforce is satisfied with their job as well as the organizational environment including its relationship with colleagues, compensation, and leadership they will be more willing to put in extra effort to ensure that the organization realizes its objectives. The overall result to public workers has not only been more work stress and less job satisfaction but also lower quality service being delivered to citizens (Boyle, 2006).

The Kenyan public sector according to the Kenya Institute of Public Policy and Research and Analysis (KIPPRA) has been experiencing a downward growth since independence and this has been attributed majorly to poor management, corruption and also poor wages to a great extent; redundancies are a major cause of low performance in the sector as well as incompetent and under qualified work force (KIPPRA, 2014). An efficient public sector service is key to any country's growth and development, the performance of the civil service in Kenya has been on the decline (Nyamunga, 2012).



## **1.2 Statement of the Problem**

Since healthcare system was devolved in 2013, a series of strikes and unrest by health workers' has been witnessed in the counties. Some of the issues the workers cited include; salary delays, poor working conditions, low remuneration, low pay, limited equipment supplies, burnout arising from a new wave of brain drain in the life-and-death sector, and segregation based on ethnicity which has adversely affected service delivery in the public health sector. Extensive brain drain has been piling pressure on a health sector that already suffers from a chronic insufficient work force. This has led to many doctors, nurses, and other workers in the health sector opting to resign and work in local private hospitals or other health-related fields like medical research and advocacy for behaviour change. Many health workers have also been leaving the country for greener pastures abroad, thus rendering useless investment Kenya has made in training them. The government of Kenya through the Cabinet Secretary for Health recently announced that the Ministry of Health (MOH) would establish a special administrative unit within the Public Service Commission that will address issues affecting the health sector (Ooko, 2015). Understanding what influences public servant's performance is one of the key challenges for management in the public health sector.

Numerous studies carried out on performance of employees such by Kongoina (2011); Nzuve & Mwangi (2015); Owusu (2012); Chacha (2013); Nyamunga (2012); and Sokoro (2013) have failed to give detailed insights on the factors influencing the performance of public servants in the health sector. Whilst the studies by scholars and researchers noted here among many others attained their objectives, they did not probe on the factors influencing the performance of public servants in the health sector. There is a scarcity of published work on the factors influencing the

performance of public servants in the health sector, particularly in the context of a developing country such as Kenya. This study intended to bridge this gap in knowledge that exists.

### **1.3 Purpose of the Study**

The purpose of this study was to establish the factors influencing the performance of public servants in the health sector with a focus on Garissa County.

### **1.4 Objectives of the Study**

This study was guided by the following objectives:

- i) To establish the influence of work environment on performance of public servants in the health sector in Garissa County.
- ii) To determine the extent to which management practices influence performance of public servants in the health sector in Garissa County.
- iii) To find out the influence work morale has on performance of public servants in the health sector in Garissa County.
- iv) To ascertain the influence of equipment and tools on performance of public servants in the health sector in Garissa County.

### **1.5 Research Questions**

The study seeks to answer the following questions;

- i) To what extent does work environment influence performance of public servants in the health sector in Garissa County?

- ii) To what extent do management practices influence performance of public servants in the health sector in Garissa County?
- iii) How does work morale influence performance of public servants in the health sector in Garissa County?
- iv) How does equipment and tools influence performance of public servants in the health sector in Garissa County?

### **1.6 Significance of the Study**

The study will be of importance to the management team of Public Service Commission as they will be able to use the findings as the base upon which to review challenges public servants go through in Kenya as they carry on their duties. Necessary improvements identified could be undertaken to enhance better service delivery in the public sector. The Public Service Commission will be able to come into full realization of the factors influencing the performance of their employees and thus come up with the ways in which they will motivate the employees in order to realize their full potential thereby be able to enjoy overwhelming performance. The gap in employee efficiency and output will also be bridged, thus facilitating high levels of organizational performance.

Both the County Governments and National Government will get a glimpse of how to solve problems of employee dissatisfaction and also help them in developing policies and regulations governing the public healthcare sector as well as other public servants. The government will also use the information to come up with better incentives of encouraging employees in the public health sector to perform better. The regulators and the policy makers will be able to use the

findings of the study to formulate viable policy documents that effectively will in turn boost performance by public servants.

The study will provide additional information into the already existing body of literature regarding the employee performance. The findings of this study will enrich existing knowledge and hence will be of interest to both researchers and academicians who seek to explore and carry out further investigations. It will provide basis for further research.

### **1.7 Limitations of the Study**

The research will most likely come across uncooperative respondents who may be unwilling to participate in the study. This challenge will be minimized by assuring the respondents that no names of the participants will be used in reference to the study since the purpose of the research is only for academic. The researcher will also carry an introduction letter from the university as proof.

Some respondents may also refuse to be interviewed claiming they lack time or challenge of getting most of the respondents in the offices to fill the questionnaires since they may be in the field most of the time. However the study will address the challenge by making the research instruments brief and straight to the point as well as assuring the respondents that the exercise will take very little time out of their busy schedule. In the event some respondents are out of office on assignments, the questionnaires will be left behind for them or sent via email to the respondents so as to increase reliability of the study by ensuring maximum response rate is attained.

### **1.8 Delimitation of the Study**

The study was made successful by easy access of respondents by researcher in gathering information regarding the factors influencing the performance of public servants in Garissa County. The study was also grounded on a well researched literature review. The respondents were residents of all public servants in Garissa County who were sampled and supplied with questionnaires with the aim of getting their views regarding the subject matter of the study.

### **1.9 Assumptions of the Study**

This study will assume: 1) there are factors influencing the performance of public servants in Garissa County of which this study seeks to establish. 2) it is assumed that the selected respondents will cooperate and provide the required information honestly and objectively, 3) Finally, it is assumed that the information obtained from this study would be very useful in highlighting the critical issues that need to be addressed to improve public service delivery in Kenya.

## **1.10 Definition of Significant Terms**

<b>Civil Service:</b>	Body of government employees entrusted with the administration of the country, and mandated to carry out the policy of the government
<b>Competition:</b>	Rivalry in which every seller tries to get what other sellers are seeking at the same time
<b>Competitiveness:</b>	Ability of a firm or a nation to offer products and services that meet the quality standards of the local and world markets at prices that are competitive and provide adequate returns on the resources employed or consumed in producing them
<b>Morale:</b>	the mental and emotional condition (as of enthusiasm, confidence, or loyalty) of an individual or group with regard to the function or tasks at hand
<b>Performance:</b>	the action or process of carrying out or accomplishing an action, task, or function.
<b>Restructuring:</b>	a reorganization of a company with a view to achieving greater efficiency and profit, or to adapt to a changing market

### **1.11 Organization of the Study**

This study comprises of five chapters which are chapters one, two, three, four, and five. This chapter has presented the background information, problem statement, purpose of the study, objectives of the study, research questions, significance of the study, scope of the study, limitations of the study and definition of terms used. Chapter two provides a salient review of literature related to the study that illuminates work which has influenced this research and which justifies the need for extending the current research. Chapter three details the research methodology which will be employed in this research. Chapter four details the data analysis, interpretation and presentation while Chapter five is the summary of findings, discussions, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter of the study presents a review of literature as presented by various researchers, scholars' analysts and authors. The review of literature gives a fair chance to identify one gap that exists in the area of research and leads to draw some significant conclusions for this study. The section will cover the theoretical review whereby theories related to the study will be presented. Factors influencing the performance of public servants as presented by other authors and scholars will be discussed under the review empirical literature. The conceptual framework of variables will also be discussed.

#### **2.2 Empirical Literature**

This section presents empirical literature of the study in relation to the study objectives as presented by other authors, scholars' and researchers. This section has sub-sections that look at the influence of work environment on performance of public servants; influence of management practices on performance of public servants; influence of work morale on performance of public servants; and influence of equipment and tools on performance of public servants.

##### **2.2.1 Influence of Work Environment on Performance of Public Servants**

Working environment in any organization plays a critical factor of keeping employees satisfied hence influencing their performance (Gitonga, 2015). Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar, 2011). Hackman and Oldham (2005) point out that a supportive and conducive



work environment is a key success factor for any organization. To attain maximum productivity, a business must address ambience and equipment, supplies and facilities, the working environment need not be dull unless this is completely unavoidable such as some manufacturing settings. This could be achieved in a number of ways such as; playing soft background music, using as much natural light as possible, an interesting coat of paint or wall paper and a regularly cleaned and maintained working area. In a hostile work environment, employees feel insecure about their actions as a result of hostility from management or other co-workers (Ajala, 2012).

Working conditions associates with employees' job involvement and job satisfaction (Emmanuel, 2012). Strong *et al.* (1999) research on quality of work life established the importance of safe and healthy working conditions in determining employees' job performance. The physical environment of any organization has an effect on the manner in which employees interact, are able to perform tasks and also how they are guided and led (Salaman, Storey, and Billsberry, 2005; Sekar, 2011). The physical environment being a facet of work environment has a replicating effect on performance since it revolves around human sense; this is so because the traits of a place or room of meeting for a group of people has a direct effect on the performance and satisfaction levels (Secord, 2003; Sekar, 2011).

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Studies such by Bushiri (2014); Asigele, 2012; Ajala (2012); Gitonga (2015) done on work environment have shown that the users of a specific workplace are satisfied with workspace features that are

specific. Some of the features that are considered to be of significance include: lighting, ventilation rates, access to natural light and a very beautiful environment. Furniture that is comfortable has also been noted to have a positive effect on the health hence performance of employees (Jackson & Mathias, 2008). Open offices are seen to increase performance as compared to close office layout. Open offices creates an egalitarian system that provides for equal working conditions that reduces employee distance and also improves the flow information (Wiskow, Albrecht, & De Pietro, 2010).

Ambient features in offices such as lighting, temperature, existence of windows, the flow of free air have an effect on the attitude of employees, their behavior, satisfaction as well as performance (Griffin, 2007). Light has also been noted to have a profound effect on the physical, physiological as well as psychological health of employees and their manner of performance. Comfort level factors such as temperature, lighting, presence of privacy and ventilation can have a direct impact on employees' health; for example very high temperatures can lead to heat stress and heat exhaustion as a result poor performance (Asigele, 2012). A study conducted in Malaysia report that the brightness of office light effects alertness, concentration, and task performance. Adjusting the type and quality of light can significantly improve working experience and performance (Chandrasekar, 2011).

Asigele (2012) argues that a closed office plan is also another feature that encourages privacy than an open plan office layout. This allows the employees to work in peace and privacy which in the long run ensures more focus and concentration on the task at hand, combining with quietness which keeps them not distracted by what other employees are doing (Bushiri, 2014). A

private office will offer the employees an opportunity to think and be creative without much interruption. In an open office, noise levels are always very high and sometimes result in stress and de-motivation, high levels of distractions together with low privacy levels (Kaynak, 2013).

### **2.2.2 Influence of Management Practices Influence Performance of Public Servants**

Management refers to the ability of influencing a group in line with securing the goals (Robines, 1995). The style that a manager uses as his dominant style and for coordinating the affairs in performing the activities of an organization and the way he performs his tasks have the highest level of effect on execution process of tasks as well as the cooperation level his colleagues provide him with (Moorhead & Griffin, 2006). This means that the behavior style of the manager, the way he interacts and the style he adopts in this relationship guarantees the highest percentage of success of him (Kreitner & Kiniki, 2007; Vahedi, and Asadi, 2013).

Stephen (2010) contend that when the workers in a firm perform well, most of the time it is due to the guidance and mentorship that is offered by the managers that oversee them. The management has a responsibility in ensuring that performance remains high in an organization either for the sake of the shareholders in the case of a private company or for meeting the needs of the citizens the case of public organizations (Luthans, Norman, Avolio, & Avey, 2008). Among the key management practices that have an effect on performance are operations management and human resource management. Operations management has a focus on the manner in which systems are managed including the use of Information and Communication Technology (ICT), Total Quality Management (TQM), Just in Time (JIT) and also lean production while human resource management focuses on the management of people such as

recruitment, development and training, empowerment, teamwork, reward systems, performance appraisal and review and target systems (Stephens, 2010; Luthans *et al.*, 2008).

Likert (1961) cited in Vahedi and Asadi (2013), there are four conventional management styles of organizations namely: 1) Autocratic style- in this style all the decisions and policies of the organization are being made on top and are conveyed to down through a chain. Subordinates have work with fear, punishment and threat, incidental rewards and satisfaction on the physiological and safety levels, 2) Compassionate style- under this style, while all the decision and goals determination is performed on top level of the organization, some of the decision are made at lower levels within a prescribed framework and every mutual interaction of the manager and subordinates takes place with tolerance and leniency of the managers, 3) Advisory style- under this style the management has a significant, but not complete, trust and confidence in subordinates, while the general policies and important decision are made at top level, the subordinates are allowed to made decisions at a lower level in so much special and specialized matters, 4) Collaborative style- in this style, the management complete trust and confidence is expressed toward subordinates. With regards to control process, there is a collective and extensive responsibility in which the lower levels completely participate (Vahedi and Asadi, 2013).

An investment on human resource management (HRM) practices can boost high performance among employees; competitive advantage can be achieved through the right policies since through HRM, organizations locate, develop, rare and retain human capital (Loosemore, Dainty, & Lingard, 2003). Organizations that systematically train and develop their staff are seen to

enjoy the rewards of a productive workforce (Secord, 2003). Jackson & Mathis (2008) state that the development and implementation of economic incentives at all levels of an organization for the purposes of employee benefit is one means through which high performance can be achieved. Constructive feedback on a regular basis is also another means through which performance among workers can be increased since feedback is a foundational management skill; considering that feedback can either be positive or negative, the manner in which it is conveyed will serve as a vital tool for improving or reducing performance among workers (Loosemore, Dainty, & Lingard, 2003; Mahadevan, 2007).

Satisfactory and effective communication contributes to an organization's success, employee attitude and morale, and customer satisfaction (Eisenberger & Stinglhamber, 2011; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002). Communication is a means to improve commitment and to stimulate employees to achieve organizational goals (Proctar, 2014). Organizations and managers that openly share information and encourage communication have a higher rate of employee job satisfaction (Neves & Eisenberger, 2012) and employees enjoy improved sense of well-being and happiness (Anchor, 2010; Proctar, 2014).

### **2.2.3 Influence Work Morale on Performance of Public Servants**

Employee's morale is very crucial to any organization as it will enable the employees to be committed to the set targets and at the same time enhance the work performance. DeRousse (2015) defines morale as a term used to describe the feeling people have in the workplace, usually about the workplace itself. Haddock (2010) and Seroka (2009) refer to morale as how positive and supportive a group feels towards the organisation to which they belong, and the

special feelings members of the group share with each other such as trust, self-worth, purpose, pride in oneself achievement, faith in leadership and organisational success. Good morale helps workers accomplish stressful tasks in the face of adversity (Rama, 2011).

Workers with higher levels of job satisfaction are more productive, their work is better quality, they improve their work group's competitiveness, and they develop successful programs within their agency (Matsaung, 2015). On the contrary, unsatisfied workers are more likely to be late for work, miss deadlines, call in sick, use all their accrued time off, are less likely to be dedicated to the agency, less likely to recruit others, and more likely to leave for other employment (Turner, 2013). When morale in employees is low, the results are personal resentment and survival thus limited creativity and innovation which in the long run affects performance (DuBrin, 2008).

Managers need to listen carefully to their staff and see if they can uncover reasons for decreased levels of morale in the workplace (Rama, 2011). Situations where employees will develop low morale, they will be dissatisfied with the work and hence the degree of commitment will drop (Ewton, 2007). This will lead to failure to meet task deadlines, absenteeism, failure to follow legal requirements, high rate corruption acts, and lateness among employees thus lowering the general performance of the organization. Among the morale boosters in employees include the need to foster teamwork, coaching, developing others and also instilling motivation intellectually through motivational speakers (DuBrin, 2008; Sankey, 2011).

Taylor (2004) asserts that improving employee morale has over the years been one of the major challenges of employers and management. When the morale of employees is high, productivity

and attitude to work improves, but if the morale is low, the reverse becomes the case. Rosenholtz (2001) indicates that sometimes what is overlooked is that low employee morale is often made up of many smaller issues that, as they accumulate, cause morale to drop because they have been ignored in the past. Working on the morale of employees is the duty of those in supervisory positions from the team leaders to the CEO, as part of their function is to pay attention to the wellbeing of workers (Matsaung, 2015). Job security is considered to be among the key factors that motivates and boosts the morale of employees whether in public or private organizations (DuBrin, 2008; Ewton (2007).

Millett (2010) mentions six reasons why staff morale is important, which are: improved productivity; improved performance and creativity; reduced number of leave days; higher attention to details; a safer workplace; and increased quality of work. High morale of employees leads to staff coming to work on time, improved communication, and reduced time wasted on office gossip, improved recruitment, retention and more creativity. In order to improve employees' productivity and morale, it is important for managers to allow employees to help set the organisational goals. According to Stevens (2009), employees will work harder to reach goals if they are involved in setting them. However, employees who are left out of the loop, especially when changes are going on, can be left feeling cynical about future endeavours, their supervisors and the company (Matsaung, 2015; Schein, 1992; Sankey, 2011).

#### **2.2.4 Influence of Equipment and Tools on Performance of Public Servants**

Having the right equipment to do the right job is a major determinant of how productive employees can be in an organization (Matsaung, 2015). Some employees might not be very skilled inherently or might not be super talented but when provided with the right equipment or resources needed to perform a task, their performance levels go up significantly. Having the best and latest technology has been one of the means through which performance can be increased (Stephen, 2010). Komaki, Heinzmann, and Lawson (1980) studied the effect of training on behavioral change and performance and concluded that the provision of training alone is not a sufficient means of improving and maintaining performance, but should be support with appropriate and adequate tools and equipment.

### **2.3 Theoretical Literature**

Blattberg (2004) defines a theory as a set of assumptions, propositions that attempts to provide a rational explanation of cause-and-effect relationships among a group of observed phenomenon under which a study is underpinned. This study seeks to draw its theoretical framework from the Expectancy Theory (1961), Resource-Based Theory (1980), Fredrick Herzberg Theory (1957), and Abraham Maslow Theory (1954).

#### **2.3.1 Expectancy Theory**

Victor Vroom came up with the most widely accepted explanations of motivation theory commonly known as expectancy theory (Campion & Thayer, 2004) The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the



individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salaman *et al.*, 2005).

Bushiri (2014) argues that this theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation (Develis, 2011). That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Salaman *et al.*, 2005).

### **2.3.2 Resource-Based Theory**

Porter's (2001) observes that the resource-based theory has been an important step in human resource management, since it has provided a new point of view to explain a firm's success. According to the focus on resources, a firm's success is due to joint resources and capabilities which an enterprise owns and makes it different from its competitors (Develis, 2011). Among such resources and capabilities are the human resources and the crucial attributes of knowledge, skill, knowhow and talent (Campion & Thayer, 2004). These resources and capabilities may constitute a source of competitive advantage. From this point of view, the HRM practices in an organization are geared towards strengthening those significant capabilities and knowledge (Grant, 2004; Juang and Morissete, 2008).

The resource-based theory highlights that the firm creates and implements new measures in areas such as recruitment and selection, training and career development, compensation among others (Mueller, 2003). On training and career development, an enterprise will usually train its employees in order to increase productivity (Grant, 2004). On compensation, the focus is compensating individual performance and the value created by an employee (Lado and Wilson, 2004). The resource-based theory has thus made it possible to mark the importance of human resources for an enterprise because it is able to create competitive advantages. Consequently, human resource management is developing and implementing HRM practices which motivate employees, increase their abilities and develop new capabilities (Juang and Morissete, 2008).

### **2.3.3 Fredrick Herzberg Theory**

Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction (Campion & Thayer, 2004). The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life (Grant, 2004). He distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization. The theory is sometimes called the "Motivator-Hygiene Theory" and/or "The Dual Structure Theory" (Bushiri, 2014).

Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off satisfaction is temporary (Develis, 2011). According to Grant (2004), poorly managed organizations fail to understand

that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment (Juang and Morissete, 2008).

#### **2.3.4 Maslow's Hierarchy of Needs**

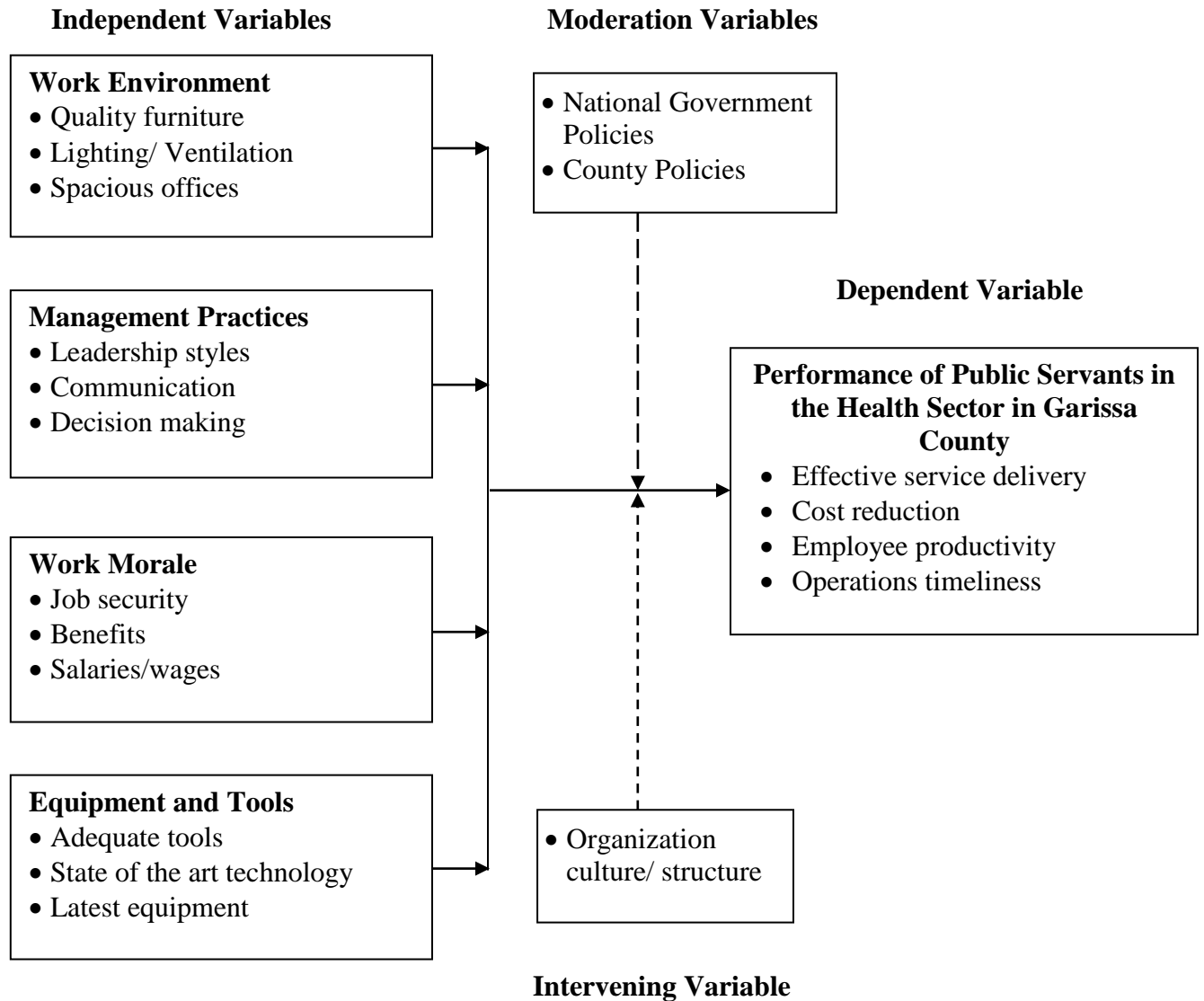
According to Abraham Maslow's hierarchy of needs, people have an internal motive that pushes them to act, the hierarchy begins with the lowest needs and ascends to the highest needs (Kepha, 2014). The basic human needs according to Maslow (1971) are physiological needs, safety needs, love needs, esteem needs and self-actualization needs. Physiological needs include the need for food, water, shelter, sexual satisfaction and avoidance of pain. The safety needs emerge once these needs are satisfied. Safety needs include the desire for protection against danger, threat and deprivation. In an industrial setting, desire for security takes the form of quest for economic security (Maslow, 1971). Social needs include the need for belonging, association, acceptance by peers as well as giving and receiving love and friendship. Satisfaction of these needs gives an individual self-confidence, competence and achievement (Grant, 2004). It gives the feeling of worth, capability and strength. Self-actualization is the highest level of needs and the persons need to achieve the best of what he/she can be (Ngima and Kyongo, 2013).

Kepha (2014) contends that an organization benefits can play a large role on employee satisfaction and performance. Some organizations offer bonuses or extra benefits to certain employees who make the effort to improve their performance. This is however possible when an effective reward system is in place (Shili, 2008). These sorts of additional benefits can stimulate

an employee to take on new opportunities to improve themselves and as a result, improve their performance on their current positions. It can also set their career paths in a better direction for future growth and promotion (McNamara, 2005). The method an organization chooses for performance reviews and evaluations can have the biggest effect on employee performance. Organizations that fail to review their employee performance or recognize a job well done may soon find dissatisfied employees (Cardy & Selvarajan, 2004).

## **2.4 Conceptual Framework**

Mugenda and Mugenda (2003) define a conceptual framework as a hypothesized model identifying the concepts under study and their relationships. In this study's conceptual framework, there are certain factors that influence the performance of public servants in the health sector at Garissa County. These factors include but are not limited to work environment, management practices, work morale, and equipment and tools. National government and County government policies are the moderating variables while organization culture and structure are the intervening variables. Performance of public servants in the health sector in Garissa County, Kenya is the dependent variable that is affected by the independent variables. The study was guided by the conceptual framework as shown in Figure 1 relating the dependent and independent variables.



**Figure 1: Conceptual Framework**

From the conceptual framework, it is clear that the work environment of an organization has an effect on the physical as well as psychological health of employees implying that favorable and appreciated environment tend to lead to higher performance as compared to less favorable working environments. Management practices adopted by an organization also have an effect on the performance of employees. Conversely, the morale that is either retained or lost by

employees is a key determinant of how productive they will become; employees that have high morale directly have a high performance while workers that are disgruntled have low performance. Provision of equipment to do the right job improves performance while lack of it reduces performance.

## **2.5 Research Gaps**

Numerous studies carried out on the factors that affect the performance of workers in various organizations most of them being private have ended up providing identifiable recommendations that will boost performance. However the studies have failed to give detailed insights on the factors influencing the performance of public servants. Public servants in Africa in contrast to private sector employee's have to grapple with issues such as change or regimes and prioritized budgets which may be to their favor or disfavor depending on the institution they work in and this will ultimately affect their performance. There is scarcity of empirical evidence on how work environment, management practices, work morale, and equipment and tools influence the performance of public servants. This study intends to bridge this gap in knowledge that exists.

**Table 2.1: Research Gaps Table**

<b>Author</b>	<b>Focus of the Study</b>	<b>Methodology used</b>	<b>Findings</b>	<b>Gap in Knowledge</b>	<b>Focus of current study</b>
Nzuve, S. and Mwangi, P. (2015)	Factors perceived to influence employees' performance: a case of the Independent Electoral and Boundaries Commission	Case study	The study found out that the employees of the commission perceived their performance to be influenced by rewards, job design and training and development opportunity	This study looked at employees of Independent Electoral and Boundaries Commission	This study focuses on employee performance of public servants at Garissa County, Kenya
Nyamunga, M. (2012)	Factors affecting performance of the civil service: a case study of the directorate of personnel management of the government of Kenya	Descriptive survey	The study established that higher budgetary allocations or personnel operations and maintenance has affected the provision of working tools and hence the productivity of the civil servants.	This study looked at the directorate of personnel management of the government of Kenya	This study focuses on employee performance of public servants at Garissa County, Kenya
Agoi, L. (2016).	Influence of human resource management practices on employee satisfaction in public sugar manufacturing firms in Kenya	Descriptive Survey	Findings showed that training practices, rewarding management practices and talent management practices have a positive and significant influence on employee satisfaction.	The study focused on general human resource management practices	This study focuses on factors influencing employee performance
Matsaung, R. (2015).	Factors influencing the morale of employees at the greater Tzaneen municipality	Survey using qualitative and quantitative approaches	The results also revealed that there is a significant correlation between positive attitudes toward work and morale, and a positive correlation between performance management, commitment, leadership, employees' salaries, compensation, training and development with employee morale	The study focused on employee morale only	This study focuses on factors influencing employee performance whereby employee morale is one of them

Kepha, O. (2014).	Influence of human resource management practices on the performance of employees in research institutes in Kenya	Descriptive Survey	The study findings indicate that training and development, human resource planning, staff welfare and recruitment and selection have a positive influence on employee performance.	The study focused on general human resource management practices	This study focuses on factors influencing employee performance
Asigele, A. (2012).	The effect of working environment on workers performance: the case of reproductive and child health care providers in Tarime District.	Case Study	The work environment has effect on the performance level of employees. Absence of office building, drugs, equipment can affect the performance of the employees.	The study focused on one aspect of factors influencing employee performance that is work environment	This study focuses on employee performance of all public servants at Garissa County, Kenya
Saleh, A., Chua, Y., and Abdul, R. (2015).	Factors Influencing the Employees' Service Performance in Ministry of Education in Sultanate of Oman	Case Study	The results revealed that training and performance appraisal are the valid predictors of examining employees' service performance.	The study focused on employees' of ministry of education only and in Oman	This study focuses on employee performance of all public servants at Garissa County, Kenya

## 2.6 Chapter Summary

This chapter has presented the theories upon which the study is grounded on. The chapter has also discussed and presented empirical literature regarding factors influencing the performance of public servants as presented by other authors and scholars. The conceptual framework of variables has also been discussed. The research gaps as well have been identified.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the method that will be used to collect data pertinent in answering the research questions. The sub-sections covered in this chapter are: research design, target population, sample size and sampling procedure, research instruments, data collection methods, research procedures, pre testing of instruments, data analysis, operational definitions of terms, and ethical considerations.

#### **3.2 Research Design**

The current study employed a descriptive research design. This research problem was best studied through the use of a descriptive survey. Descriptive research portrays an accurate profile of persons, events, or situations (Robson, 2002). Mugenda and Mugenda (2003) asserts the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. Descriptive research design allows collection of large amount of data from a sizable population in a highly economical way (Kombo & Tromp, 2006; Saunders *et al.*, 2007).

#### **3.3 Target Population**

Wambugu, Kyalo, Mbii & Nyonje (2015) and Mugenda and Mugend (2003) refer to a population as a complete set of individuals, cases or objects with some common observable characteristics. A target population is a specific proportion of the entire population that can be narrowed to achieve research objectives (Cohen, Manion, and Morrison, 2007). The research targeted all 875

Ministry of Health (MoH) workers at Garissa County. The workers in this target populace included; management of the MoH, doctors, nurses, healthcare waste handlers, incinerator operators, cleaners, laundry staff, mortuary attendants, and other casual workers

**Table 1: Target Population**

<b>Category</b>	<b>Total</b>	<b>Percentage (%)</b>
Top management	18	2.0
Middle management	36	4.0
Supervisors	86	10.0
Non-management staff	735	84.0
<b>Total</b>	<b>875</b>	<b>100.0</b>

Source: Garissa County Government, MoH Human Resource Data (2017).

### **3.4 Sample Size and Sampling Procedure**

A sample is a subset of the population (Cooper, 2001). Cohen, Manion, and Morrison (2007) define sampling as the process of selecting a small part from the entire population to be studied. This section of the study comprises the sample procedures used to derive the sample for the study which was used to generalize the findings for the larger population. Sampling involves the researcher securing a representative group that will enable him/her to gain information about the population (Mugenda and Mugenda, 2003). Stratified random sampling selects a truly random and representative sample that permits confident generalizations from the sample to a larger population will be done. Using stratified random sampling each population member has a known chance of being included in the sample (Kothari, 2007).

### 3.4.1 Sample Size

Garissa County has a total population of 875 public health sector workers (Garissa County Government, Human Resource Data, 2017). In order to determine the size of the sample of public to be used, the Yamani Taro (1967) formula was used. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and it expressed mathematically thus:

$$n = \frac{N}{1 + Ne^2}$$

Where:

$n$  =sample size

$N$  = target population

$e$  =maximum acceptable margin of error (5%)

Therefore the desired sample size given that the total population of the county is 875 was:

$$n = \frac{875}{1 + 875 (0.05)^2}$$

Applying this to the above formula the minimum sample size obtained was 275. The study then purposively used 30% of the sampled population as a representative of the whole implying 111 respondents. This is in line with Mugenda & Mugenda (2003) and Borg & Gall (2003) who state that a sample size of between 10% and 30% is a good representation of the target population and hence the 30% is adequate for this study. This study involved 83 public servants from Garissa County. Salkind (2005) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic studies.

**Table 2: Sample Size**

<b>Category</b>	<b>Target Pop</b>	<b>Percentage (%)</b>	<b>Sample</b>
Top management	18	2.0	2
Middle management	36	4.0	3
Supervisors	86	10.0	8
Non-management staff	735	84.0	70
<b>Total</b>	<b>875</b>	<b>100.0</b>	<b>83</b>

### **3.4.2 Sample Procedure**

A mix of both probability and non-probability sampling techniques were combined to achieve maximum reliable responses for triangulation of themes. Probability sampling employed by this study is the stratified sampling while the non-probability sampling included purposive sampling (Bridget and Lewin, 2005).

### **3.5 Data Collection Instruments**

A structured questionnaire was used to collect primary data. Questionnaires were preferred in this study because respondents of the study are assumed to be literate and quite able to answer questions asked adequately. The questionnaires contained a mix of questions, allowing for both open-ended and specific responses to a broad range of questions. According to Kothari (2008), a questionnaire is the most appropriate instrument for this study due to its ability to collect a large amount of information in a reasonably quick span of time hence why the questionnaire will be an appropriate instrument for this study.

### **3.6. Pretesting of the Instrument**

Before administering the research instruments to the respondents, pre-testing was done so as to help in determining the validity and reliability of the research tools to ensure that the questions are applicable and clearly understandable.

#### **3.6.1 Validity of the Research Instrument**

Kothari (2008) defines validity as a sound measurement that indicates the degree to which an instrument measures what it purports to measure. This study adopted content validity which is the extent to which a measuring instrument provides adequate coverage of the topic under study. So as to establish content validity and make adjustments to the research instruments, consultations and discussions with the supervisor were done.

#### **3.6.3 Reliability of the Research Instrument**

Wambugu *et al.* (2015) refer to reliability as the degree of consistency that the instrument or tool demonstrates on repeat trials. So as to guarantee reliability, the study monitored the process to ensure that people outside the sample did not fill the questionnaires. The study utilized the Cronbach's Coefficient Alpha approach as recommended by Cohen, Manion and Morrison (2007) to measure internal consistency of the research instruments. Calculation of Cronbach's Alpha was done using SPSS for windows version 20.0 programme. Correlation coefficient varies on a scale of 0.00 (total unreliability) and 1.00 (perfect reliability). 0.8-0.9 indicates high reliability, 0.6-0.8 indicates acceptable reliability value while below 0.5 is unacceptable (Wambugu *et al.*, 2015). The questionnaires were accepted at reliability indices of 0.6 and above.

### **3.7 Data Collection Procedure**

To begin with, the researcher started by obtaining a transmittal letter from the University department offices and a permit from the National Council for Science and Technology in order to aid collect data from the respondents at their workplaces. The researcher used trained and qualified research assistants to assist with the questionnaire distribution. To ensure that the purpose of the study is achieved, the researcher interviewed one person at a time in a period less than five minutes each. The researcher explained the purpose of the study and offer guidance to the respondents on the way to fill in the questionnaire before administering the questionnaire. The questionnaires were filled and assistance will be sought where possible thus raising the reliability.

### **3.8 Data Analysis**

The data collected from the completed questionnaires was summarized, coded, tabulated and checked for any errors. Frequency tables and percentages were used to present the findings. Responses in the questionnaires will be processed by use of a computer Statistical Package for Social Science (SPSS) version 20.0 programme to analyze the data. The responses from the open-ended questions were listed to obtain proportions appropriately. Regression analysis was applied in all the cases where correlation was found to exist between the independent and dependent variables. Regression analysis established the extent of the influence exerted on the dependent variable by the independent variable. The regression model for the study is presented below:

The regression model is as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where:

Y = Performance of public servants in the health sector in Garissa County, Kenya.

$\beta_0$  = Constant Term

$\beta_{1,2,3,4}$  = Beta coefficients

X<sub>1</sub> = Work environment

X<sub>2</sub> = Management practices

X<sub>3</sub> = Work morale

X<sub>4</sub> = Equipment and tools

### **3.9 Operational Definition of Variables**

Table 3 gives a summary of research objectives, variables of study, their indicators, level of measurement, tools of analysis for each objective and type of tool employed for each objective.

**Table 3: Operational Definition of Variables**

<b>Research Objectives</b>	<b>Variable</b>	<b>Indicator</b>	<b>Measurement scale</b>	<b>Tools of Analysis</b>	<b>Analysis Techniques</b>
Factors influencing the performance of public servants in the health sector at Garissa County	Performance of public servants in the health sector at Garissa County	<ul style="list-style-type: none"> <li>• Effective service delivery</li> <li>• Cost reduction</li> <li>• Employee productivity</li> <li>• Operations timeliness</li> </ul>	-Interval -Nominal	SPSS	Percentages, frequencies, and means
To establish the influence of work environment on performance of public servants in Garissa County	Work Environment	<ul style="list-style-type: none"> <li>• Quality furniture</li> <li>• Lighting/ Ventilation</li> <li>• Spacious offices</li> </ul>	-Interval -Nominal	SPSS	Percentages, frequencies, means, and standard deviation
To determine the extent to which management practices influence performance of public servants in Garissa County	Management Practices	<ul style="list-style-type: none"> <li>• Leadership styles</li> <li>• Communication</li> <li>• Decision making</li> </ul>	-Interval -Nominal	SPSS	Percentages, frequencies, means, and standard deviation
To find out the influence work morale has on performance of public servants in Garissa County	Work Morale	<ul style="list-style-type: none"> <li>• Job security</li> <li>• Benefits</li> <li>• Salaries/wages</li> </ul>	-Interval -Nominal	SPSS	Percentages, frequencies, means, and standard deviation
To ascertain the influence of equipment and tools on performance of public servants in Garissa County	Equipment and Tools	<ul style="list-style-type: none"> <li>• Adequate tools</li> <li>• State of the art technology</li> <li>• Latest equipment</li> </ul>	-Interval -Nominal	SPSS	Percentages, frequencies, means, and standard deviation

### **3.10 Ethical considerations**

Even as this research aims at adding to the knowledge of employee performance, it upheld utmost confidentiality about the respondents. The study ensured all participating respondents are given free will to participate and contribute voluntarily to the study. A verbal consent was sought from the sample respondents before being interviewed. In addition, the study ensured that necessary research authorities are consulted and consent approved before commencement of the study.



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

In this chapter the key issues related to data presentation, analysis and interpretation have been discussed. This chapter presents responses from Ministry of Health (MoH) workers at Garissa County regarding factors influencing the performance of public servants in the health sector in Garissa County at Garissa County. First, the research response rate has been computed and presented for each section. Secondly, the demographic characteristics of the participants have been described. Thirdly, the findings on the four key objective areas of the study have been presented and interpreted. The responses were analyzed using descriptive and inferential statistics. The data has been presented in tables.

#### **4.2 Responses from the Ministry of Health (MoH) workers at Garissa County**

This section is presented in five parts. Part A looks at the background information, Part B looks at Performance of Public Servants in the Health Sector in Garissa County, part C looks at Influence of Work Environment on Performance of Public Servants in the Health Sector in Garissa County, part D looks at Influence of Management Practices on Performance of Public Servants in the Health Sector in Garissa County, part E looks at Influence of Work Morale on Performance of Public Servants in the Health Sector in Garissa County while part F looks at Influence of Equipment and Tools on Performance of Public Servants in the Health Sector in Garissa County.

### 4.3 The Study Response Rate

Out of 83 questionnaires which had been administered to the interviewees, 80 of them were returned for analysis. This translates to 96.3 percent return rate of the respondents. Overall, the response rate was considered very high and adequate for the study as shown in Table 4.1;

**Table 4.1: Distribution of the Respondents by Responses Rate**

<b>Response Rate</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Returned	80	96.3
Not Returned	3	3.7
<b>Issued</b>	<b>83</b>	<b>100.0</b>

#### 4.3.1 Demographic Characteristics of the Respondents

The respondents in this section of the study were Ministry of Health (MoH) workers at Garissa County who were of different categories. The categories were characterized by gender, age, academic achievement, years worked at the health sector and department. The summary of the MoH workers' distribution by their gender is given in Table 4.2

**Table 4.2: Distribution of MoH workers by Gender**

<b>Gender</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Male	45	56.3
Female	35	43.7
<b>Total</b>	<b>80</b>	<b>100.0</b>

According to the data shown in Table 4.2, out of 80 MoH workers in Garissa County who participated in the study, 45 (56.3%) the majority were males while 35 (43.7%) were female. The

findings could be an indication that most of the MoH workers in Garissa County are males. The distribution of the MoH workers by age is given in Table 4.3

**Table 4.3: Distribution of MoH workers in Garissa County by Age**

<b>Age</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
18-22 years	2	2.5
23-27 years	8	10.0
28-32 years	15	18.5
33-37 years	22	27.5
38-42 years	12	15.0
43-47 years	9	11.3
48-52 years	7	8.8
53 and above years	5	6.2
<b>Total</b>	<b>80</b>	<b>100.0</b>

It is evident from the data shown in Table 4.3 that, majority of the MoH workers in Garissa County 22 (27.5%) fell under the age bracket of 33-37 years, 15 (18.5%) were aged 28-32 years, 12 (15.0%) were aged 38-42 years, 9 (11.3%) were aged 43-47 years, 8(10.0%) were aged 23-27 years, 7 (8.8%) were aged 48-52 years, 5 (6.2%) were aged 53 and above years and 2 (2.5%) were aged 18-22 years. The findings reveal that MoH workers in Garissa County comprises of young and middle aged people. The distribution of the MoH workers in Garissa County by education level is given in Table 4.4

**Table 4.4: Distribution of MoH workers in Garissa County by education level**

<b>Academic Achievements</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Certificate	11	13.7
Diploma	16	20.0
Undergraduate	34	42.5
Post graduate	13	16.5
PhD	6	7.5
<b>Total</b>	<b>80</b>	<b>100.0</b>

The results in Table 4.4 indicate that, majority 34 (42.5%) of the MoH workers in Garissa County have attained undergraduate level of education, 16 (20.0%) have attained a diploma level of education, 13 (16.5%) have attained post-graduate level of education, 11 (13.7%) have attained certificate level of education and 6 (7.5%) have attained PhD level of education. The findings point that majority of MoH workers in Garissa County have attained tertiary education. The distribution of the MoH workers in Garissa County by duration worked with MoH is given in Table 4.5.

**Table 4.5: Duration worked at MoH**

<b>Years at MoH</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Less than 1 year	6	7.5
1-3 years	8	10.0
4-7 years	11	13.8
8-11 years	31	38.7
Over 11 years	24	30.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

The findings on Table 4.5 indicate that majority of MoH workers have worked at MoH for 8-11 years 31 (38.7%), over 11 years 24 (30.0%), 11(13.8%) for 8-11years, 8 (10.0%) for 1-3 years,

and 6 (7.5%) have worked at MoH for less than 1 year. The respondents indicated that they work in administration, finance, procurement, mortuary, laboratory, cleaners, doctors, nurses, healthcare waste handlers, incinerator operators, laundry staff, kitchen and cleaning.

### 4.3.2 Performance of Public Servants in the Health Sector in Garissa County

This section looks at the Performance of Public Servants in the Health Sector in Garissa County which is one of the objectives of the study. The extent to which the respondent agrees with the following in regard to performance of public servants in the health sector in Garissa County is given in Table 4.6

**Table 4.6: Level of agreement with following in regard to performance of public servants in the health sector in Garissa County**

<b>Performance of public servants in the health sector in Garissa County</b>	<b>No extent at all (%)</b>	<b>Little extent (%)</b>	<b>Moderate extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>
Job performance among public servants in the health sector means doing the right task at the right time	0.0	0.0	0.0	0.0	100.0
Work performance among public servants in the health sector is important for economic growth	0.0	0.0	0.0	0.0	100.0
Public servants in the health sector that are productive experience satisfaction compared to those that are unproductive	8.9	0.0	0.0	8.9	91.1
The leadership of an organization plays a significant role determining how productive public servants in the health sector will be	0.0	0.0	0.0	0.0	100.0
Work performance among public servants in the health sector is significant for national cohesion, integration and unity	0.0	0.0	0.0	0.0	100.0

The results in Table 4.6 indicate that, majority of the MoH health workers agreed to a very great extent that Job performance among public servants in the health sector means doing the right task at the right time (100.0%), Work performance among public servants in the health sector is

important for economic growth (100.0%), The leadership of an organization plays a significant role determining how productive public servants in the health sector will be (100.0%), Work performance among public servants in the health sector is significant for national cohesion, integration and unity (100.0%) and Public servants in the health sector that are productive experience satisfaction compared to those that are unproductive (91.1%) are statements regarding performance of public servants in the health sector in Garissa County.

### **4.3.3 Influence of Work Environment on Performance of Public Servants in the Health Sector in Garissa County**

This section looks at the influence of work environment on performance of public servants in the health sector in Garissa County which is another objective of the study. The influence of work environment on performance of public servants in the health sector in Garissa County is given in Table 4.7

**Table 4.7: Influence of Work Environment on Performance of Public Servants in the Health Sector in Garissa County**

<b>Work Environment</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Yes	80	100.0
No	0	0.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

The results in Table 4.7 indicate that, all the MoH workers 80 (100.0%) agreed that work environment on performance influences public servants in the health sector in Garissa County. The findings are in line with researchers such as Hackman and Oldham (2005) point out that a supportive and conducive work environment is a key success factor for any organization. The

physical environment of any organization has an effect on the manner in which employees interact, are able to perform tasks and also how they are guided and led (Salaman, Storey, and Billsberry, 2005; Sekar, 2011). The physical environment being a facet of work environment has a replicating effect on performance since it revolves around human sense; this is so because the traits of a place or room of meeting for a group of people has a direct effect on the performance and satisfaction levels (Secord, 2003; Sekar, 2011).

The extent to which work environment influences performance of public servants in the health sector in Garissa County is given in Table 4.8

**Table 4.8: Extent to which Work Environment influences Performance of Public Servants in the Health Sector in Garissa County**

<b>Extent of work environment</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Moderate extent	0	0.0
Great extent	0	0.0
Very great extent	80	100.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

The findings on Table 4.8 indicate that all 80 (100.0%) of the MoH workers agreed to a very great extent that work environment influences performance of public servants in the health sector in Garissa County. The extent to which the following statements in regard to influence of work environment on performance of public servants in the health sector in Garissa County is given in Table 4.8

**Table 4.8: Extent to which Work Environment influences Performance of Public Servants  
in the Health Sector in Garissa County**

	<b>No extent at all (%)</b>	<b>Little extent (%)</b>	<b>Moderate extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>
The furniture in use at the workplace such as tables, chairs and other office facilities depending on their quality affects work performance	0.0	0.0	0.0	0.0	100.0
Proper lighting in the offices and work place affect the performance of workers	0.0	0.0	0.0	0.0	100.0
The working hours set for employees by the organization have an effect on performance	0.0	0.0	0.0	8.9	91.1
The equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers	0.0	0.0	0.0	0.0	100.0
Ventilation at the workplace and access to fresh air will affect the performance of workers	0.0	0.0	0.0	0.0	100.0

The results in Table 4.16 indicate that, majority of the MoH workers agreed to a very great extent that the furniture in use at the workplace such as tables, chairs and other office facilities depending on their quality affects work performance (100.0%), proper lighting in the offices and work place affect the performance of workers (100.0%), the equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers (100.0%), ventilation at the workplace and access to fresh air will affect the performance of workers (100.0%) and the working hours set for employees by the organization have an effect on performance (91.1%) are statements regarding influence of work environment on performance of public servants in the health sector in Garissa County.



#### **4.3.4 Influence of Management Practices on Performance of Public Servants in the Health Sector in Garissa County**

This section looks at the influence of Management Practices on performance of public servants in the health sector in Garissa County which is another objective of the study. The influence of Management Practices on performance of public servants in the health sector in Garissa County is given in Table 4.9

**Table 4.9: Influence of Management Practices on Performance of Public Servants in the Health Sector in Garissa County**

<b>Management Practices</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Yes	71	88.8
No	9	12.2
<b>Total</b>	<b>80</b>	<b>100.0</b>

The results in Table 4.9 indicate that, majority of the MoH workers 71 (88.8%) agreed that Management Practices on performance influences public servants in the health sector in Garissa County while 9 (12.2%) disagreed. The findings are in line with researchers such as Stephen (2010) who contends that when the workers in a firm perform well, most of the time it is due to the guidance and mentorship that is offered by the managers that oversee them. The management has a responsibility in ensuring that performance remains high in an organization either for the sake of the shareholders in the case of a private company or for meeting the needs of the citizens the case of public organizations (Luthans, Norman, Avolio, & Avey, 2008). An investment on human resource management (HRM) practices can boost high performance among employees; competitive advantage can be achieved through the right policies since through HRM,

organizations locate, develop, rare and retain human capital (Loosemore, Dainty, & Lingard, 2003).

The extent to which Management Practices influences performance of public servants in the health sector in Garissa County is given in Table 4.10

**Table 4.10: Extent to which Management Practices influences Performance of Public Servants in the Health Sector in Garissa County**

<b>Extent of Management Practices</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Moderate extent	0	0.0
Great extent	11	13.7
Very great extent	69	86.3
<b>Total</b>	<b>80</b>	<b>100.0</b>

The findings on Table 4.10 indicate that majority 69 (86.3%) of the workers agreed to a very great extent that Management Practices influences performance of public servants in the health sector in Garissa County while 11 (13.7%) agreed to a great extent that Management Practices influences performance of public servants in the health sector in Garissa County. The extent to which the following statements in regard to influence of Management Practices on performance of public servants in the health sector in Garissa County is given in Table 4.11

**Table 4.11: Extent to which Management Practices influences Performance of Public Servants in the Health Sector in Garissa County**

	<b>No extent at all (%)</b>	<b>Little extent (%)</b>	<b>Moderate extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>
The manner of management of the day to day operations of the organization will determine the performance of workers	0.0	0.0	0.0	0.0	100.0
Encouragement, training and direction received from those in management positions affects the performance of workers	0.0	0.0	0.0	0.0	100.0
Effective communication between the management of the organization and its workers in a key determinant of performance	0.0	0.0	0.0	0.0	100.0
The management practices in the organization will determine whether employees will be productive or not	0.0	0.0	0.0	0.0	100.0
The manner in which human resource management is conducted in the organization will impact the performance of its workers	0.0	0.0	0.0	0.0	100.0

The results in Table 4.11 indicate that, majority of the MoH workers agreed to a very great extent that the manner of management of the day to day operations of the organization will determine the performance of workers (100.0%), encouragement, training and direction received from those in management positions affects the performance of workers (100.0%), effective communication between the management of the organization and its workers in a key determinant of performance (100.0%), the management practices in the organization will determine whether employees will be productive or not (100.0%), and the manner in which human resource management is conducted in the organization will impact the performance of its workers (100.0%) are statements regarding influence of management practices on performance of public servants in the health sector in Garissa County.

#### **4.3.5 Influence of Work Morale on Performance of Public Servants in the Health Sector in Garissa County**

This section looks at the influence of work morale on performance of public servants in the health sector in Garissa County which is another objective of the study. The influence of work morale on performance of public servants in the health sector in Garissa County in Garissa County is given in Table 4.12

**Table 4.12: Influence of work morale on Performance of Public Servants in the Health Sector in Garissa County**

<b>Work morale</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Yes	77	96.3
No	3	3.7
<b>Total</b>	<b>80</b>	<b>100.0</b>

The results in Table 4.12 indicate that, majority of MoH workers in Garissa County 77(96.3%) agreed that work morale on performance influences public servants in the health sector in Garissa County while 3 (3.7%) disagreed. The findings support Rama (2011) who notes that good morale helps workers accomplish stressful tasks in the face of adversity. Taylor (2004) asserts that improving employee morale has over the years been one of the major challenges of employers and management. When the morale of employees is high, productivity and attitude to work improves, but if the morale is low, the reverse becomes the case. Working on the morale of employees is the duty of those in supervisory positions from the team leaders to the CEO, as part of their function is to pay attention to the wellbeing of workers (Matsaung, 2015). Job security is considered to be among the key factors that motivates and boosts the morale of employees whether in public or private organizations (DuBrin, 2008; Ewton (2007).

The extent to which work morale influences performance of public servants in the health sector in Garissa County is given in Table 4.13

**Table 4.13: Extent to which work morale influences Performance of Public Servants in the Health Sector in Garissa County**

<b>Extent of work morale</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Moderate extent	0	0.0
Great extent	5	6.2
Very great extent	75	93.8
<b>Total</b>	<b>80</b>	<b>100.0</b>

The findings on Table 4.13 indicate that majority of MoH workers in Garissa County 75(93.8%) agreed to a very great extent that work morale influences performance of public servants in the health sector in Garissa County while 5(6.2%) agreed to a great extent that work morale influences performance of public servants in the health sector in Garissa County. The current morale at the workplace is given in Table 4.14

**Table 4.14: The current morale at the workplace**

<b>Current Morale</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
High morale	62	77.5
Moderate Morale	12	15.0
Low Morale	6	7.5
<b>Total</b>	<b>80</b>	<b>100.0</b>

The findings on Table 4.14 indicate that majority of the MoH workers in Garissa County 62(77.5%) agreed that the current morale at the workplace is high, 12 (15.0%) indicated that it is moderate while 6(7.5%) indicated that the current morale at the workplace is low. The findings support Matsaung (2015) who notes that workers with higher levels of job satisfaction are more

productive, their work is better quality, they improve their work group’s competitiveness, and they develop successful programs within their agency. When morale in employees is low, the results are personal resentment and survival thus limited creativity and innovation which in the long run affects performance (DuBrin, 2008). The extent to which the following statements in regard to influence of Equipment and Tools on performance of public servants in the health sector in Garissa County is given in Table 4.15

**Table 4.15: Extent to which work morale influences Performance of Public Servants in the Health Sector in Garissa County**

	No extent at all (%)	Little extent (%)	Moderate extent (%)	Great extent (%)	Very great extent (%)
Job security has an effect on the morale of workers which in the long run affects their performance	0.0	0.0	0.0	0.0	100.0
Salary, wages and overtime payments and key determinants of the morale of workers	0.0	0.0	0.0	0.0	100.0
The manner in which the management responds to either queries or complaints from employees affects morale	0.0	0.0	0.0	0.0	100.0
The development of workers through training, team building and motivation affect their morale	0.0	0.0	0.0	0.0	100.0

The results in Table 4.15 indicate that, majority of the MoH workers agreed to a very great extent that Job security has an effect on the morale of workers which in the long run affects their performance (100.0%), Salary, wages and overtime payments and key determinants of the morale of workers (100.0%), The manner in which the management responds to either queries or complaints from employees affects morale (100.%) and The development of workers through training, team building and motivation affect their morale (100.0%) are statements regarding influence of work morale on performance of public servants in the health sector in Garissa County.

#### **4.3.6 Influence of Equipment and Tools on Performance of Public Servants in the Health Sector in Garissa County**

This section looks at the influence of Equipment and Tools on performance of public servants in the health sector in Garissa County which is another objective of the study. The influence of Equipment and Tools on performance of public servants in the health sector in Garissa County in Garissa County is given in Table 4.16

**Table 4.16: Influence of Equipment and Tools on Performance of Public Servants in the Health Sector in Garissa County**

<b>Equipment and Tools</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Yes	80	100.0
No	0	0.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

The results in Table 4.16 indicate that, all MoH workers in Garissa County 80(100.0%) agreed that Equipment and Tools on performance influences public servants in the health sector in Garissa County. The findings support Matsaung (2015) who notes that having the right equipment to do the right job is a major determinant of how productive employees can be in an organization. Some employees might not be very skilled inherently or might not be super talented but when provided with the right equipment or resources needed to perform a task, their performance levels go up significantly. Having the best and latest technology has been one of the means through which performance can be increased (Stephen, 2010).

The extent to which Equipment and Tools influences performance of public servants in the health sector in Garissa County is given in Table 4.17

**Table 4.17: Extent to which Equipment and Tools influences Performance of Public Servants in the Health Sector in Garissa County**

<b>Extent of Equipment and Tools</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
Moderate extent	0	0.0
Great extent	0	0.0
Very great extent	80	100.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

The findings on Table 4.17 indicate that all MoH workers in Garissa County 80 (100.0%) agreed to a very great extent that Equipment and Tools influences performance of public servants in the health sector in Garissa County. The extent to which the following statements in regard to influence of Equipment and Tools on performance of public servants in the health sector in Garissa County is given in Table 4.18

**Table 4.18: Extent to which Equipment and Tools influences Performance of Public Servants in the Health Sector in Garissa County**

	<b>No extent at all (%)</b>	<b>Little extent (%)</b>	<b>Moderate extent (%)</b>	<b>Great extent (%)</b>	<b>Very great extent (%)</b>
Equipment and tools need to be up to date and of good quality for work performance to be enhanced	0.0	0.0	0.0	0.0	100.0
Having the right equipment to do the right job will affect the performance of workers	0.0	0.0	0.0	0.0	100.0
Proper servicing and maintenance of equipment is necessary for workers to be productive	0.0	0.0	0.0	0.0	100.0
Equipment and tools need to be enough to meet the needs of the organization and improve on performance	0.0	0.0	0.0	0.0	100.0
Old equipment/tools need to be replaced with new ones to enhance performance	0.0	0.0	0.0	0.0	100.0



The results in Table 4.18 indicate that, majority of the MoH workers agreed to a very great extent that Equipment and tools need to be up to date and of good quality for work performance to be enhanced (100.0%), Having the right equipment to do the right job will affect the performance of workers (100.0%), Proper servicing and maintenance of equipment is necessary for workers to be productive (100.0%), Equipment and tools need to be enough to meet the needs of the organization and improve on performance (100.0%) and Old equipment/tools need to be replaced with new ones to enhance performance (100.0%) are statements regarding influence of equipment and tools on performance of public servants in the health sector in Garissa County.

#### **4.3.7 Other factors influencing the performance of public servants in the health sector with a focus on Garissa County**

Other factors influencing the performance of public servants in the health sector with a focus on Garissa County: implementing and improving ICT services in the hospitals; frequent continuous training of staff; and frequency of drug supply on service delivery.

#### **4.3.8 MoH workers suggestions/recommendations towards the factors influencing the performance of public servants in the health sector with a focus on Garissa County**

The study sought to find out from the MoH workers' suggestions/recommendations towards factors influencing the performance of public servants in the health sector with a focus on Garissa County. The responses given include: the management of the hospitals should be flexible and create a free working environment where staff would freely air their views on services being offered; there should be more delegation of power and authority to the mid level management staff who are in close contact with patients; the use and acceptance of ICT services should be

scaled up and an awareness of its benefits should be communicated to the staff so that they can adopt the technology; and there is a need to decentralize the procurement process of drugs in order to reduce delay of services and ensure fast supply of drugs for adequate service delivery

More suggestions given include; work performance among public health workers should be given the seriousness it deserves by the management and also the factors that affect it; the management should dedicate enough resources in terms of time and finances to ensure performance otherwise it would be very difficult to account for the goals and objectives that the organization wants to achieve and has not achieved; the employer should ensure that staff feels comfortable and safe in the workspace, both physically and emotionally; the employer should be aware of any employee special needs, and meet these needs as best as possible; use rewards and initiatives to encourage engagement and improvement, and don't forget to make the workplace fun when appropriate; and the workplace celebrations and even contests and competitions can bring rewards for all.

The study further recommends that having the right equipment for the right job is also a factor that public organizations should consider for the ensuring of good performance; equipment should be well maintained and be in the best condition to do the right job. The work environment should also be as favorable as possible to ensure that the employees are physically and psychologically ready to perform their duties without hindrances from the environment they work in.

### 4.3.9 Correlation Analysis for MoH workers

**Table 4.19 Correlation Analysis for MoH workers**

		Influence of work environment on performance of public servants in the health sector	Influence of Management Practices on performance of public servants in the health sector	Influence of work morale on performance of public servants in the health sector	Influence of Equipment and Tools on performance of public servants in the health sector
Influence of work environment on performance of public servants in the health sector	Pearson Correlation	1			
Influence of Management Practices on performance of public servants in the health sector	Pearson Correlation	.765	1		
Influence of work morale on performance of public servants in the health sector	Pearson Correlation	.817**	.234	1	
Influence of Equipment and Tools on performance of public servants in the health sector	Pearson Correlation	.742**	.567	.123	1

The Pearson’s correlation co-efficient of factors influencing the performance of public servants in the health sector with a focus on Garissa County and influence of Management Practices on performance of public servants in the health sector is 0.765, influence of work morale on performance of public servants in the health sector (0.817), and influence of Equipment and Tools on performance of public servants in the health sector (0.742). These coefficients imply that there exists a positive association of influence of Management Practices on performance of public servants in the health sector (76.5%), influence of work morale on performance of public servants in the health sector (81.7%), and influence of Equipment and Tools on performance of

public servants in the health sector (74.2%) to factors influencing the performance of public servants in the health sector in Garissa County. This positive association suggests that when one increases, factors influencing the performance of public servants in the health sector in Kenya increase.

#### 4.3.10 Regression Analysis

**Table 4.20: Model Goodness of Fit**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 <sup>a</sup>	.102	.026	.178

a. Predictors: (Constant), influence of work environment on performance of public servants in the health sector, influence of Management Practices on performance of public servants in the health sector, influence of work morale on performance of public servants in the health sector, influence of Equipment and Tools on performance of public servants in the health sector

The study used Table 4.25 to establish whether factors influencing the performance of public servants in the health sector have a linear dependence on the independent variables. The study established a correlation value of 0.320. This depicts a good linear dependence between the two variables. An R-square value of 0.102 was established and adjusted to 0.026. The coefficient of determination depicts that factors influencing the performance of public servants in the health sector brings about 17.8% variations in customer satisfaction; however 82.2% of variations are brought about by factors not captured in the objectives.

**Table 4.21: Analysis of Variance (ANOVA)**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.297	7	.042	1.336	.244 <sup>a</sup>
	Residual	2.603	82	.032		
	Total	2.900	89			

a. Predictors: (Constant), influence of work environment on performance of public servants in the health sector, influence of Management Practices on performance of public servants in the health sector, influence of work morale on performance of public servants in the health sector, influence of Equipment and Tools on performance of public servants in the health sector

b. Dependent Variable: factors influencing the performance of public servants in the health sector

Analysis of Variance was used to test the significance of the regression model as pertains to significance in the differences in means of the dependent and independent variables. The ANOVA test produced an f-value of 1.336 which was significant at  $p=0.244$ . This depicts that the regression model is not significant at 95% confidence level. That is, it has 75.6% probability of misrepresentation.

**Table 4.22: Regression Coefficients**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.510	.279		5.417	.000
	Influence of work environment on performance of public servants in the health sector	.722	.055	.105	.398	.691
	Influence of Management Practices on performance of public servants in the health sector	.546	.137	.183	.337	.737
	Influence of work morale on performance of public servants in the health sector	.328	.276	.257	.465	.687
	Influence of Equipment and Tools on performance of public servants in the health sector	.860	.235	.196	0.857	.052

a. Dependent Variable: Factors influencing the performance of public servants in the health sector

Holding other factors constant, a unit increase in influence of work environment on performance of public servants in the health sector would yield a 0.722 increase in factors influencing the performance of public servants in the health sector however t-significance value 0.398 was established depicting that influence of work environment on performance of public servants in the health sector is significantly related to factors influencing the performance of public servants in the health sector in Kenya.

A unit increase in the influence of Management Practices on performance of public servants in the health sector would yield a 0.546 increase in factors influencing the performance of public servants in the health sector however t-significance value 0.337 was established depicting that influence of Management Practices on performance of public servants in the health sector is significantly related with factors influencing the performance of public servants in the health sector.

A unit increase in influence of work morale on performance of public servants in the health sector would yield a 0.328 increase in factors influencing the performance of public servants in the health sector however t-significance value 0.465 was established depicting that influence of work morale on performance of public servants in the health sector is significantly related with factors influencing the performance of public servants in the health sector.

A unit increase in influence of Equipment and Tools on performance of public servants in the health sector would yield a 0.860 increase in factors influencing the performance of public servants in the health sector however t-significance value 0.857 was established depicting that influence of Equipment and Tools on performance of public servants in the health sector is significantly related with factors influencing the performance of public servants in the health sector.

Therefore, the regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where:

Y = Performance of public servants in the health sector in Garissa County, Kenya.

$\beta_0$  = Constant Term

$\beta_{1,2,3,4}$  = Beta coefficients

$X_1$  = Work environment

$X_2$  = Management practices

$X_3$  = Work morale

$X_4$  = Equipment and tools

$$y = 1.510 + 0.722X_1 + 0.546X_2 + 0.328X_3 + 0.860X_4$$



## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The basic purpose of this chapter is to give the summary, discussions, conclusions and recommendations of the study. This chapter provides the summary, discussion, conclusions and recommendations of the study. This was based on the research findings that is presented and discussed in the previous chapters. The study established several findings which make a direct contribution to knowledge and policy formulation. Recommendations both for further research as well as policy and practice have been made.

#### **5.2 Summary of Research Findings**

This study aimed at determining the factors influencing the performance of public servants in the health sector in Garissa County at Garissa County, Kenya. The task included; establishing the influence of work environment on performance of public servants in the health sector in Garissa County; determining the extent to which management practices influence performance of public servants in the health sector in Garissa County; finding out the influence work morale has on performance of public servants in the health sector in Garissa County; and ascertaining the influence of equipment and tools on performance of public servants in the health sector in Garissa County. The study reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. This was done through library research.

This study adopted a descriptive survey design and employed quantitative research as the main approach to guide the study. The study targeted 83 MoH health workers of Garissa County. The research instrument used in data collection was a questionnaire to draw information from the

respondents. To ensure validity of the instruments, expert opinion was sought. Data analysis was started immediately after the field. Data was summarized into frequencies and percentages and presented in tables. This section comprises of discussions based on the specific research objectives of the study.

The study findings reveal that majority of MoH health workers in Garissa County are males aged between 33-37 years who have completed undergraduate level of education. The findings also reveal that majority of MoH health workers in Garissa County have worked at MoH for 8-11 years and are in administration, finance, procurement, mortuary, laboratory, cleaners, doctors, nurses, healthcare waste handlers, incinerator operators, laundry staff, kitchen and cleaning.

### **5.2.1 Major Findings on the Performance of Public Servants in the Health Sector in Garissa County**

The objective was to establish the Performance of Public Servants in the Health Sector in Garissa County. The measurement of this objective was based on one indicator namely; Performance of Public Servants in the Health Sector in Garissa County. The major finding of this objective was that majority of the MoH health workers agreed to a very great extent that Job performance among public servants in the health sector means doing the right task at the right time, work performance among public servants in the health sector is important for economic growth, the leadership of an organization plays a significant role determining how productive public servants in the health sector will be, work performance among public servants in the health sector is significant for national cohesion, integration and unity and public servants in the health sector

that are productive experience satisfaction compared to those that are unproductive are statements regarding performance of public servants in the health sector in Garissa County.

### **5.2.2 Major Findings on the Influence of work environment on performance of public servants in the health sector in Garissa County**

The second objective was to establish the influence work environment on performance of public servants in the health sector in Garissa County. The measurement of this objective was based on one indicator namely; work environment. The major finding of this objective was that all the MoH workers agreed that work environment on performance influences public servants in the health sector in Garissa County. The findings reveal that all MoH workers agreed that work environment on performance influences public servants in the health sector in Garissa County to a very great extent. The findings reveal that the furniture in use at the workplace such as tables, chairs and other office facilities depending on their quality affects work performance, proper lighting in the offices and work place affect the performance of workers, the equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers, ventilation at the workplace and access to fresh air will affect the performance of workers and the working hours set for employees by the organization have an effect on performance are statements regarding influence of work environment on performance of public servants in the health sector in Garissa County.

### **5.2.3 Major Findings on the Influence of management practices on performance of public servants in the health sector in Garissa County**

The third objective was to establish the influence of management practices on performance of public servants in the health sector in Garissa County. The measurement of this objective was based on one indicator namely; management practices. The major finding of this objective was that majority of MoH workers agreed that management practices influences performance of public servants in the health sector in Garissa County. Majority of the MoH workers indicated that management practices influences performance of public servants in the health sector in Garissa County to a very great extent.

The findings also reveal that majority of the MoH workers agreed to a very great extent that the manner of management of the day to day operations of the organization will determine the performance of workers, encouragement, training and direction received from those in management positions affects the performance of workers, effective communication between the management of the organization and its workers in a key determinant of performance, the management practices in the organization will determine whether employees will be productive or not, and the manner in which human resource management is conducted in the organization will impact the performance of its workers are statements regarding influence of management practices on performance of public servants in the health sector in Garissa County.

#### **5.2.4 Major Findings on the Influence of Work Morale on Performance of Public Servants in the Health Sector in Garissa County**

The fourth objective of the study was to examine the influence of work morale on performance of public servants in the health sector in Garissa County. The measurement of this objective was based on one indicator namely; work morale. The major finding of this objective was that majority of MoH workers agreed that work morale influences performance of public servants in the health sector in Garissa County. Majority of the MoH workers agreed to a very great extent that work morale influences performance of public servants in the health sector in Garissa County. The findings reveal that majority of the MoH workers in Garissa County agreed that the current morale at the workplace is high.

The findings further reveal that majority of the MoH workers agreed to a very great extent that job security has an effect on the morale of workers which in the long run affects their performance, salary, wages and overtime payments and key determinants of the morale of workers, the manner in which the management responds to either queries or complaints from employees affects morale and the development of workers through training, team building and motivation affect their morale are statements regarding influence of work morale on performance of public servants in the health sector in Garissa County.

#### **5.2.5 Major Findings on the Influence of equipment and tools on performance of public servants in the health sector in Garissa County**

The fourth objective of the study was to examine the influence of equipment and tools on performance of public servants in the health sector in Garissa County. The measurement of this

objective was based on one indicator namely; equipment and tools. The major finding of this objective was that all the MoH workers agreed that equipment and tools influences performance of public servants in the health sector in Garissa County. The findings further reveal that all the MoH workers agreed that equipment and tools influences performance of public servants in the health sector in Garissa County to a very great extent. The findings reveal that majority of the MoH workers agreed to a very great extent that equipment and tools need to be up to date and of good quality for work performance to be enhanced, having the right equipment to do the right job will affect the performance of workers, proper servicing and maintenance of equipment is necessary for workers to be productive, equipment and tools need to be enough to meet the needs of the organization and improve on performance and old equipment/tools need to be replaced with new ones to enhance performance are statements regarding influence of equipment and tools on performance of public servants in the health sector in Garissa County.

The findings reveal that other factors influencing the performance of public servants in the health sector with a focus on Garissa County: implementing and improving ICT services in the hospitals; frequent continuous training of staff; and frequency of drug supply on service delivery.

### **5.3 Discussions of the Findings**

The study findings of this objective was that majority of the MoH health workers agreed to a very great extent that job performance among public servants in the health sector means doing the right task at the right time, work performance among public servants in the health sector is important for economic growth, the leadership of an organization plays a significant role determining how productive public servants in the health sector will be, work performance

among public servants in the health sector is significant for national cohesion, integration and unity and public servants in the health sector that are productive experience satisfaction compared to those that are unproductive are statements regarding performance of public servants in the health sector in Garissa County.

The study findings reveal that work environment on performance influences public servants in the health sector in Garissa County. The major finding on this objective was that work environment on performance influences public servants in the health sector in Garissa County to a very great extent. The findings reveal that the furniture in use at the workplace such as tables, chairs and other office facilities depending on their quality affects work performance, proper lighting in the offices and work place affect the performance of workers, the equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers, ventilation at the workplace and access to fresh air will affect the performance of workers and the working hours set for employees by the organization have an effect on performance are statements regarding influence of work environment on performance of public servants in the health sector in Garissa County. The findings are in line with researchers such as Hackman and Oldham (2005) point out that a supportive and conducive work environment is a key success factor for any organization. The physical environment of any organization has an effect on the manner in which employees interact, are able to perform tasks and also how they are guided and led (Salaman, Storey, and Billsberry, 2005; Sekar, 2011). The physical environment being a facet of work environment has a replicating effect on performance since it revolves around human sense; this is so because the traits of a place or room of meeting

for a group of people has a direct effect on the performance and satisfaction levels (Secord, 2003; Sekar, 2011).

The study findings reveal that MoH workers agreed that management practices influences performance of public servants in the health sector in Garissa County. The major finding on this objective was that MoH workers indicated that management practices influences performance of public servants in the health sector in Garissa County to a very great extent. The findings also reveal that majority of the MoH workers agreed to a very great extent that the manner of management of the day to day operations of the organization will determine the performance of workers, encouragement, training and direction received from those in management positions affects the performance of workers, effective communication between the management of the organization and its workers in a key determinant of performance, the management practices in the organization will determine whether employees will be productive or not, and the manner in which human resource management is conducted in the organization will impact the performance of its workers are statements regarding influence of management practices on performance of public servants in the health sector in Garissa County. The findings are in line with researchers such as Stephen (2010) who contends that when the workers in a firm perform well, most of the time it is due to the guidance and mentorship that is offered by the managers that oversee them. The management has a responsibility in ensuring that performance remains high in an organization either for the sake of the shareholders in the case of a private company or for meeting the needs of the citizens the case of public organizations (Luthans, Norman, Avolio, & Avey, 2008). An investment on human resource management (HRM) practices can boost high performance among employees; competitive advantage can be achieved through the right



policies since through HRM, organizations locate, develop, rare and retain human capital (Loosemore, Dainty, & Lingard, 2003).

Findings from the study reveal that work morale influences performance of public servants in the health sector in Garissa County. The study findings revealed that work morale influences performance of public servants in the health sector in Garissa County to a very great extent. The findings reveal that the MoH workers in Garissa County agreed that the current morale at the workplace is high. The findings further reveal that majority of the MoH workers agreed to a very great extent that job security has an effect on the morale of workers which in the long run affects their performance, salary, wages and overtime payments and key determinants of the morale of workers, the manner in which the management responds to either queries or complaints from employees affects morale and the development of workers through training, team building and motivation affect their morale are statements regarding influence of work morale on performance of public servants in the health sector in Garissa County.

The findings support Rama (2011) who notes that good morale helps workers accomplish stressful tasks in the face of adversity. Taylor (2004) asserts that improving employee morale has over the years been one of the major challenges of employers and management. When the morale of employees is high, productivity and attitude to work improves, but if the morale is low, the reverse becomes the case. Working on the morale of employees is the duty of those in supervisory positions from the team leaders to the CEO, as part of their function is to pay attention to the wellbeing of workers (Matsaung, 2015). Job security is considered to be among the key factors that motivates and boosts the morale of employees whether in public or private

organizations (DuBrin, 2008; Ewton (2007). The findings support Matsaung (2015) who notes that workers with higher levels of job satisfaction are more productive, their work is better quality, they improve their work group's competitiveness, and they develop successful programs within their agency. When morale in employees is low, the results are personal resentment and survival thus limited creativity and innovation which in the long run affects performance (DuBrin, 2008).

The study findings reveal that MoH workers agreed that equipment and tools influences performance of public servants in the health sector in Garissa County. The major finding on this objective was that MoH workers indicated that equipment and tools influences performance of public servants in the health sector in Garissa County to a very great extent. The findings reveal that majority of the MoH workers agreed to a very great extent that equipment and tools need to be up to date and of good quality for work performance to be enhanced, having the right equipment to do the right job will affect the performance of workers, proper servicing and maintenance of equipment is necessary for workers to be productive, equipment and tools need to be enough to meet the needs of the organization and improve on performance and old equipment/tools need to be replaced with new ones to enhance performance are statements regarding influence of equipment and tools on performance of public servants in the health sector in Garissa County.

The findings support Matsaung (2015) who notes that having the right equipment to do the right job is a major determinant of how productive employees can be in an organization. Some employees might not be very skilled inherently or might not be super talented but when provided

with the right equipment or resources needed to perform a task, their performance levels go up significantly. Having the best and latest technology has been one of the means through which performance can be increased (Stephen, 2010).

#### **5.4 Conclusion of the Study**

The study found that there exists a positive association between: influence of work environment on performance of public servants in the health sector; influence of Management Practices on performance of public servants in the health sector; influence of work morale on performance of public servants in the health sector; and influence of Equipment and Tools on performance of public servants in the health sector to factors influencing the performance of public servants in the health sector in Kenya. This positive association suggests that when one increases, factors influencing the performance of public servants in the health sector in Kenya increase. The study therefore concludes that type of service, level of ICT development, attitude as a service provider and server provider characteristics are factors influencing the performance of public servants in the health sector in Kenya.

#### **5.5 Recommendations of the Study**

On the basis of the above, conclusions, the following recommendations were made for factors influencing the performance of public servants in the health sector in Garissa County at Garissa County.

### **5.5.1 Recommendations for policy and practice**

The study recommends there is need for the management of the hospitals should be flexible and create a free working environment where staff would freely air their views on services being offered; there should be more delegation of power and authority to the mid level management staff who are in close contact with patients; the use and acceptance of ICT services should be scaled up and an awareness of its benefits should be communicated to the staff so that they can adopt the technology; and there is a need to decentralize the procurement process of drugs in order to reduce delay of services and ensure fast supply of drugs for adequate service delivery

The study further recommends that; work performance among public health workers should be given the seriousness it deserves by the management and also the factors that affect it; the management should dedicate enough resources in terms of time and finances to ensure performance otherwise it would be very difficult to account for the goals and objectives that the organization wants to achieve and has not achieved; the employer should ensure that staff feels comfortable and safe in the workspace, both physically and emotionally; the employer should aware of any employee special needs, and meet these needs as best as possible; use rewards and initiatives to encourage engagement and improvement, and don't forget to make the workplace fun when appropriate; and the workplace celebrations and even contests and competitions can bring rewards for all.

The study further recommends that having the right equipment for the right job is also a factor that public organizations should consider for the ensuring of good performance; equipment should be well maintained and be in the best condition to do the right job. The work environment

should also be as favorable as possible to ensure that the employees are physically and psychologically ready to perform their duties without hindrances from the environment they work in.

### **5.5.2 Recommendations for further research**

This study sought to establish the factors influencing the performance of public servants in the health sector in Kenya with a focus on Garissa County attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on One County that is Garissa County. Then there is need to replicate the study using many other Counties in Kenya in an attempt to compare the findings. There is need to conduct a similar study which will attempt to find out the challenges facing public servants in the health sector in Kenya.

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## APPENDICES

### APPENDIX I: INTRODUCTION LETTER

Mohamed M. Abdi,  
P.O Box 30197,  
Nairobi, Kenya  
1st June, 2017.

Dear Respondent,

RE: **DATA COLLECTION**

I am a student at University of Nairobi currently undertaking a research study to fulfill the requirements of the Award of Master in Project Planning and Management on the **factors influencing the performance of public servants in the health sector at Garissa County**. You have been selected to participate in this study and I would highly appreciate if you assisted me by responding to all questions in the attached questionnaire as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study only.

Kindly note that the study will be conducted as academic research and the information you provide will be treated as confidential. Your participation in the exercise is voluntary and so you are free to choose to or not to participate. But it would be helpful if you could participate fully. Kindly spare a few minutes from your busy schedule to complete the attached questionnaire.

Thank you in advance for your co-operation.

Yours Faithfully,

Mohamed M. Abdi  
Researcher

## APPENDIX II: QUESTIONNAIRE

Kindly complete the following questionnaire using the instructions provided for each set of question. Do not write your name on this questionnaire.

### Part A: Respondent's Background Information

1. What is your gender?

Male             Female

2. In which of the following age brackets does your age fall?

18-22 years     23-27 years     28-32 years     33-37 years  
 38-42 years     43-47 years     48-52 years     53 and above

3. What is your education level (state the highest level)

Certificate             Diploma             Undergraduate  
 Post Graduate         PhD                     Other \_\_\_\_\_

4. How long have you worked with the Ministry of Health?

Less than a year     1-3 years     4-6 years     7-9 years     Over 10 years

5. What department do you work in? \_\_\_\_\_

### Part B: Performance of Public Servants in the Health Sector

6. To what extent do you agree with the following in regard to performance of public servants in the health sector? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<b>Performance of public servants in the health sector</b>	<b>Not at all (1)</b>	<b>Little extent (2)</b>	<b>Moderate extent (3)</b>	<b>Great extent (4)</b>	<b>Very great extent (5)</b>
Job performance among public servants in the health sector means doing the right task at the right time					
Work performance among public servants in the health sector is important for economic growth					
Public servants in the health sector that are productive experience satisfaction compared to those that are unproductive					
The leadership of an organization plays a significant role determining how productive public servants in the health sector will be					
Work performance among public servants in the health sector is significant for national cohesion, integration and unity					

**Part C: Influence of Work Environment on Performance of Public Servants in the Health Sector**

7. In your opinion does work environment influence performance of public servants in the health sector in Garissa County?

Yes                       No

To what extent

To a very great extent       To a great extent       To a moderate extent  
 To a low extent               To a very low extent

8. To what extent do you agree with the following in regard to work environment and its influence on performance of public servants in the health sector in Garissa County? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

<b>Work Environment</b>	<b>Not at all (1)</b>	<b>Little extent (2)</b>	<b>Moderate extent (3)</b>	<b>Great extent (4)</b>	<b>Very great extent (5)</b>
The furniture in use at the workplace such as tables, chairs and other office facilities depending on their quality affects work performance					
Proper lighting in the offices and work place affect the performance of workers					
The working hours set for employees by the organization have an effect on performance					
The equipment available for office communication (phones, internet, fax, printers) both internally and externally affects performance of workers					
Ventilation at the workplace and access to fresh air will affect the performance of workers					

**Part D: Influence of Management Practices on Performance of Public Servants in the Health Sector**

9. In your opinion do management practices influence performance of public servants in the health sector in Garissa County?

Yes                       No

To what extent

To a very great extent       To a great extent       To a moderate extent  
 To a low extent                       To a very low extent



10. To what extent do you agree with the following in regard to management practices and its influence on performance of public servants in the health sector in Garissa County? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

<b>Management Practices</b>	<b>Not at all (1)</b>	<b>Little extent (2)</b>	<b>Moderate extent (3)</b>	<b>Great extent (4)</b>	<b>Very great extent (5)</b>
The manner of management of the day to day operations of the organization will determine the performance of workers					
Encouragement, training and direction received from those in management positions affects the performance of workers					
Effective communication between the management of the organization and its workers in a key determinant of performance					
The management practices in the organization will determine whether employees will be productive or not					
The manner in which human resource management is conducted in the organization will impact the performance of its workers					

**Part E: Influence of Work Morale on Performance of Public Servants in the Health Sector**

11. In your opinion does work morale influence performance of public servants in the health sector in Garissa County?

[ ] Yes [ ] No

To what extent

[ ] To a very great extent [ ] To a great extent [ ] To a moderate extent  
 [ ] To a low extent [ ] To a very low extent

12. What is your current morale at your workplace?

High Morale       Moderate Morale       Low Morale       No Morale

13. To what extent do you agree with the following in regard to work morale and its influence on performance of public servants in the health sector in Garissa County? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

<b>Work Morale</b>	<b>Not at all (1)</b>	<b>Little extent (2)</b>	<b>Moderate extent (3)</b>	<b>Great extent (4)</b>	<b>Very great extent (5)</b>
Job security has an effect on the morale of workers which in the long run affects their performance					
Salary, wages and overtime payments and key determinants of the morale of workers					
The manner in which the management responds to either queries or complaints from employees affects morale					
The development of workers through training, team building and motivation affect their morale					

**Part E: Influence of Equipment and Tools on Performance of Public Servants in the Health Sector**

14. In your opinion does equipment and tools influence performance of public servants in the health sector in Garissa County?

Yes                       No

To what extent

To a very great extent       To a great extent       To a moderate extent  
 To a low extent               To a very low extent

14. To what extent do you agree with the following in regard to equipment and tools and its influence on performance of public servants in the health sector in Garissa County? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

<b>Equipment and Tools</b>	<b>Not at all (1)</b>	<b>Little extent (2)</b>	<b>Moderate extent (3)</b>	<b>Great extent (4)</b>	<b>Very great extent (5)</b>
Equipment and tools need to be up to date and of good quality for work performance to be enhanced					
Having the right equipment to do the right job will affect the performance of workers					
Proper servicing and maintenance of equipment is necessary for workers to be productive					
Equipment and tools need to be enough to meet the needs of the organization and improve on performance					
Old equipment/tools need to be replaced with new ones to enhance performance					

15. Kindly list and explain other factors influencing the performance of public servants in the health sector with a focus on Garissa County?

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16. Please give suggestions/recommendations towards factors influencing the performance of public servants in the health sector with a focus on Garissa County.

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**THANK YOU FOR YOUR TIME AND COOPERATION!!**