

**INFLUENCE OF MANAGEMENT SKILLS ON STAFF PERFORMANCE IN
THE HEALTH SECTOR: A CASE OF CONSOLATA HOSPITAL KYENI, EMBU
COUNTY, KENYA**

**BY
STELLA WANJIKU GITIA**

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DECLARATION

This research project report is my original work and has not been presented for any award or degree in any other university.

Signature.....Date.....

STELLA WANJIKU GITIA

REG. NO: L50/62163/2013

This research project report has been submitted with our approval as University supervisors.

Signature.....Date.....

DR. CHANDI RUGENDO

**Lecturer,
Department of Open Learning
School of Open and Distance Learning
University of Nairobi**

SignatureDate.....

MR. NICASIO NJUE

**Lecturer,
Department of Open Learning
School of Open and Distance Learning
University of Nairobi**

DEDICATION

This project report is dedicated to my children; Bryan Adams and Seanice Claudia for their love patience and encouragement.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
FBO	Faith Based Organization
HCW	Health Care worker
HIV	Human Immunodeficiency Virus
ILO	International Labour Organization
IMF	International Monetary Fund
KHSSPI	Kenya Health Sector Strategic and Investment Plan
MDGs	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
SDGs	Sustainable Development Goals
SSPS	Statistical Package for Social Scientists
UHC	Universal Health Care
UN	United Nations
WHO	World Health Organization

ABSTRACT

Employee's performance is one of the influential factors in health sector in most of developing countries. Good performance continues to draw more attention and is a topic that has been discussed widely. The study sought to evaluate if management skills influences the performance of employees in the health sector in faith-based organizations in a Consolata Hospital Kyeni in Embu County Kenya. The study's objectives guided the way the study was conducted. These objectives included assessing the extent to which conceptual skills influence staff performance, determining the way Human resource management skills influence staff performance, examine the extent to which technical skills influence staff performance and establishing the way combined management skills influence staff performance. The study employed a descriptive correlational survey design. Both primary and secondary data were used. The primary one was collected using closed ended and self-administered questionnaires. Four In-depth face to face interviews were also conducted on the Hospital management team. The study targeted 185 staff of Consolata Hospital Kyeni from which a sample of 94 respondents was drawn using stratified and purposive sampling methods, based on the departments and cadre of staff. The data was analyzed using SPSS program where categorical data was analyzed using inferential statistics such as Pearson correlation coefficients. This established the link between independent and dependent variables. Multiple linear regression analyses and descriptive analysis such as percentages, arithmetic mean and standard deviation were also used. The findings were that the three independent variables had considerable influence on the way staff members performed. The internal consistency and reliability of data was measured using Pearson's coefficient which was found to be 0.89 showing stability of the instrument and Cronbach's alpha where the average score was 0.846, meaning the data had excellent internal reliability. Individual independent variables had Cronbach's alpha coefficients of conceptual skills (0.81), human resource management skills (0.866) and technical skills at 0.732, all being internally reliable for analysis and for the generalization of the study findings. From the multi linear regression analysis and the ANOVA model summary, it was found that the model was significant at 0.00. The three independent variables of HRM skills, technical and conceptual skills contributed to 49.7% in staff performance variation, meaning if the three were perfected and improved at Kyeni Mission Hospital, there would be about 50% staff performance improvement. There was also strong correlations between various variables with correlation coefficients being 0.277 (for HRM skills), 0.572 (for technical skills) and 0.635 (for conceptual skills). Recommendations included improving the technical and conceptual skills of staff to have direct influence on their staff performance. This could be done through well organized and monitored training programs. This study narrowed its focus to the effects of managerial skills on staff performance in Consolata Hospital and suggests that comparable studies should be carried out in other health institutions to be able to generate general and conclusive results.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

International Labour Organization (ILO) plays a vital role in ensuring that employees understand the benefits of improved productivity. Trade unions support programs that boost productivity. Productivity improvement is mutually beneficial and workers over time have demanded to share the gains attained from improved productivity. Employees who wish to earn more should support programmes that improve productivity and on the same breathe the management teams that wish to motivate employees should be prepared to share gains from improved productivity with employees. The ILO Social Protection Floors Recommendation, 2012 (No. 202) framework is rights-based and is aimed at achieving universal access to essential healthcare and ensuring security for basic income (ILO, 2012).

Human resource (HR) for health development is related to quality, quantity, efficiency and effectiveness of people who work in health care. In most countries, demand for health providers outstrips the supply. Human resources are the totality of skills and knowledge available to any given society. In Africa and particularly Sub-Saharan Africa, this resource is scanty and not easy to contain. It is even scantier in the health sector where the continent is faced by forces of poverty, war, famine and HIV/AIDS. The World Health Report (2006) indicates a shortage of about 4.3 million medical workers and support workers in health globally. This shortage is even higher in most of the poor countries in Africa particular in the Sub-Saharan region. While this is the case, about 24% of disease burden is largely in Africa even though the continent has 3 percent of workforce in the world and 1% of health care resources. The Sub-Saharan region requires 800,000 health workers (doctors, nurses and midwives) urgently (WHO, 2006).

Health workers across all cadres are most in demand in this region. This situation of low health worker-patient ratio leads to poor service delivery in the health and development sectors. This situation limits chances of advancement towards the Sustainable Development Goals (SDGs) for the continent.

The NEPAD's health strategy prioritizes human resource and is clear on its importance. Its action plan focuses much of attention towards bolstering and enhancing training programs among health care workers and improving and even increasing capacity among African health workers.

The 2030 Agenda for Sustainable Development Goals acknowledges the important role of Universal Health Care (UHC) and access to quality care in the promotion of physical and mental health and well-being, as well as the extension of life expectancy for all. It also recognizes the importance of a healthy and well-educated workforce that is able to engage in fulfilling work and participate fully in society (UN Assembly, 2015).

In the process of accelerating progress the UN Sustainable Development Goals (SDGs), and Universal Health Care, the World Health Organization's worldwide strategy on Human Resources for Health: Workforce 2030 seeks to promote unbiased access to health services and strengthening health workers. The strategy builds on the principles of health services that are people centered, community engagement, health workers' rights to safe and decent working environments, and promoting ethical practices. The health sector is defined by both the beneficiaries of its wide range of services and those who deliver these services. Without health workers there can be no quality healthcare services (WHO 2016).

The Kenyan government developed vision 2030 as its long-term development plan. Vision 2030 aims to ensure that the country will be competitive at global level and even improve quality of life come 2030. To achieve this, the country looks at providing a health care system that is efficient and integrated, of high-quality and affordable, so as to enhance the livelihoods of the citizens. In this respect, the health care system that has

been developed to county governments puts more emphasis on providing preventive care at community level. In addition, with collaboration from private sector, the government intends to upgrade the health care system so that it can be the best in East African region.

In spite of the above, the country is losing a substantial number of health practitioners to developed countries as they look for employment. Others are moving away from rural areas so that they can work in urban areas. This crisis of migration was as a result of the government signing structural adjustment programs with the World Bank and International Monetary Fund (IMF) in the 1990s. The signing of that program required the government to stop hiring more health care workers and even retrench some of them (Zum, Dolea and Stilwell, 2005). Regardless of this, health care practitioners have for a long time been critical in the national health care system particularly in offering medical services (Jackson & Schuller, 2012). A shortage of health care practitioners compromises service delivery, which has substantial consequences on national development. As a result of the above developments, Kenya lacks adequate medical practitioners that affect the remotes areas in the country (Health Sector Human Resource Strategy, 2014-2018).

Factors such as training policies, misdirected human resource, weak training institutions, poor structures, conflicts and wars lower the production of health workers. These reasons vary greatly within African countries. For this reason, health solutions need to be developed on the basis of historical, political, social, and economical contexts of each country. Participation of African governments and respective political bodies and other stakeholders is required.

While Kenya as a country is committed to enhancing the quality of its health care resources and conditions, the country may not achieve this objective including the MDGs. Distribution of health work force will need to be improved if this has to be achieved (Kenya National Bureau of statistics, 2009).

Consolata Hospital Kyeni located in Embu County is a Kenyan Episcopal Conference Catholic Secretariat hospital established in 1930 by the Consolata Missionaries and falling under the jurisdiction of the Diocese of Embu. It is one of the Consolata Missionary hospitals in the regions, the others being Nkubu and Chogoria Hospitals. Currently, the facility has 221 beds and serves a region with about 200,000 people as well as a primary referral hospital for numerous facilities within the Diocese of Embu including but not limited to 15 mission run dispensaries. The hospital operates as a Level 4 (now Tier 3) hospital where services provided are primary level of curative services. Referrals are made to Embu Teaching and Referral Hospital which is the secondary referral facility that is nearest to the hospital. This study aimed at giving attention to staff performance in health sector and specifically Consolata Hospital Kyeni and factors related to Conceptual skills, Human resource management skills and Technical skills.

1.2. Statement of the Problem

Just like in many other sectors staff retention is an issue in the health sector. This affects the way hospitals perform and offer services. Currently, most of the people who manage hospitals face the challenge of retaining high skilled medical practitioners due to market competitiveness.

Nonetheless, studies that address themselves to this issue are few particular in Africa where the challenge is widespread and many diseases are encounter on daily basis (Hu and Liu, 2004). The Millennial Development Goals (MDGs) attempted to improve health care by 2015 among other things, but it did not do so. As a result, there is need to motivate human resources within health sector to ensure that they improve quality of health in the country and other parts of the world (Hemedes and Ulgade, 2005).

Some of the turnover drivers like low job satisfaction have a lot to do with the management skills of the people in supervisory roles alongside the organisations Human resource management practices. With such numerous challenges facing the health work force, and the high turnover rates experienced in the sector, it is only imperative that hospitals aim at

ensuring that the managers have the prerequisite management skills to provide leadership and direction to the staff which in turn leads to good performance.

Observations from Faith based Hospitals suggest that there is a high staff turnover in most of the Hospitals. During mentorship visits and training sessions for the health care workers which the study participated in, there is always a new staff member attending the session different from the one who was there before. The case in Consolata Hospital Kyeni is no different. According to the Human Resource records, the hospital has a turnover rate of 5 %,the hospital needs to look at ways of ensuring that highly experienced and qualified staff are retained .According to Consolata Hospital Kyeni strategic plan (2018-2022),one of the hospitals strategic goal is to roll out a human resource policy with a view to ensuring that there is a strategic approach in managing staff effectively and promoting productivity while maximizing performance and promoting individual self fulfillment (Diocese of Embu, 2018). This will require that the hospital equips the managers with the right management skills and attitude to help in improving staff performance and subsequent staff retention.

Literature suggests that the performance of workers is highly linked with job satisfaction whereby the employee may be dissatisfied with the job leading to poor performance or the employer is dissatisfied with the performance of the individual. This study, therefore, sought to establish if management skills had an influence on staff performance in Consolata Hospital Kyeni in Embu County.

1.3 Purpose of the Study

Overall, the study evaluated the influence of management skills on staff performance in health sector and specifically the Consolata Hospital Kyeni in Embu County.

1.4 Objectives of the Study

Its specific objectives included;

- i. Assessing the extent to which conceptual skills influence staff performance in Consolata Hospital Kyeni in Embu County.

- ii. Establishing the way Human resource management skills influence staff performance in Consolata Hospital Kyeni in Embu County.
- iii. Examining the extent to which technical skills influence staff performance in Consolata Hospital Kyeni in Embu County.

1.5 Research Questions

This study was guided by the following research questions

- i. To what extent do conceptual skills influence staff performance in Consolata Hospital Kyeni?
- ii. What influence do HR management skills have on staff performance in t Consolata Hospital Kyeni?
- iii. How do technical skills influence staff performance in Consolata Hospital Kyeni?

1.6 Significance of the Study

Staff satisfaction and staff performance are what influences how staffs in an organization contribute to the overall achievement of any organization. The study findings are of importance to the management in developing and facilitating management practices that would enhance job satisfaction among workers and subsequent good performance. The findings will assist health Faith Based Organizations like the Consolata Hospital Kyeni and other organisations to formulate strategies to manage turnover, organizational commitment and job satisfaction among employees. The study findings may also be used by government, non-governmental organizations and policy makers to evaluate, review and develop management skills and offer guidelines on staff performance. This study can also be used as a source of references by scholars.

1.7 Basic Assumptions of the Study

The study presumed that respondents answered the research questions honestly and that they had all experienced similar conditions of the study.

1.8 Limitations of the Study

The study was influenced by various limitations. The research focused on only one hospital, out of the many other mission hospitals in the country. The data was collected through questionnaires whereas other was obtained through key informant interviews. The information collected entirely depended on the cooperation and availability of the respondents to respond to the questionnaires. To ensure that the respondents were fully available to fill questionnaires and provide answers honestly, the study assured the respondents on confidentiality and the answers that they provided were not to be traced back to them. Thus, the respondents were assured of the fact that the information provided would be used for academic purpose only.

1.9 Delimitation of the Study

Although there were many factors that could have affected the performance of employees in the hospital, the study focused its attention on issues related to management of employees' skills. The scope of the study was restricted to the study of employees in particular a region in the country hence the findings could differ if the study would be conducted in a different set up.

1.10 Definition of Significant terms used in the study

Conceptual skills: Conceptual skills are skills that allow managers to view organizations the way they work in tandem with abstract concepts and real ideas. In this study, indicators for conceptual skills were ability to analyze situations, ability to make decisions, ability to solve problems and level of creativity.

Human resource management skills: This concerns itself with controlling the skills, performance and work activities of the people who work in an organization. In this study, indicators for people manage skills were ability to lead, ability to communicate, ability to empower and ability to motivate.

Staff or employee performance: This includes job related activities that an employee is expected to carry out and how well they are executed. The indicators of employee performance in the study were meeting performance targets, teamwork, interpersonal relationships and punctuality.

Technical skills: Technical management skills are the knowledge and ability of the individual in any position to carry out some specific activities or tasks. All Managers require specific skills that help them to manage people. In the study, indicators for technical skills were level of experience, level of specialization, Level of proficiency and ability to give instructions.

1.11 Organization of the study

This project report is organized into five chapters where;

The first one provides an overview of the study's background, purpose, objectives, research problem, research questions, basic assumptions, definition of terms and significance of the study. It will also highlight the expected limitations while conducting the study and go a step further to give applicable solutions to these limitations.

Chapter two gives in detail the broad-based knowledge the study has gathered on the concepts of conceptual skills, decision making skills, HR management skills and technical skills all in relation to staff performance in the Kyeni Consolata Hospital. It also discusses the theoretical and conceptual frameworks of the study and winds up by summarizing the literature review.

Chapter three provides the research methodology in terms of research design, sample size, research instrument, pilot testing, instruments' reliability and validity, procedures utilized to collect data, techniques used to analyze the data, ethical considerations, target population, sampling procedures and operationalization of the variables.

Chapter four addresses the results from the study, regression and correlation analysis, as supported by discussions from other studies.

Chapter five concludes the study by summarizing the findings, discussing them and recommending the way forward.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter describes the literature that supports the study, the variables and previous findings on the subject of management skills on staff performance. It addresses itself to previous studies done on the area of staff performance in healthcare settings. The theoretical review focuses on the theories and frameworks that support staff performance with a key interest on Theory of change and Systems theory. A conceptual framework is also provided explaining the link between various variables whereas the chapter's summary is also provided along with research gaps identified from the literature.

2.2 Concept of Staff Performance

The section presents studies done on the areas of conceptual skills and how they influence staff and organizational performance; Human resource management skills and how they influence staff performance; and technical skills and how they influence staff performance as related to healthcare setting. Previous studies done on the topic of staff performance and the factors that are likely to influence their performance are presented and whether they found any significant association between the management skills and staff performance. HR management is a vital element in organizational processes (Buchan, 2005). Most of well-organized institutions consider employees as sources of their productivity gains. They thereby view employees as core elements of their business processes rather than capitals (Lu, While, and Bariball, 2005). Organizations encourage employees to be committed to them and cooperate with each other by developing policies that promote employee satisfaction to ensure that they achieve their goals. Satisfaction among HR is closely linked to motivation among employees (Hu and Liu, 2004). Motivated employees tend to be loyal and committed to their organizations; hence, lower turnover intentions and improve productivity among them.

The delivery of services within health sector is impacted by a variety of attributes that include health infrastructure, human resources and service delivery system among others (Jackson & Schuller, 2012). Human resource is very important factor. It would be vital to

note that health systems may not function efficiently if they do not have adequate workers who would be motivated, skilled and supported to perform their duties in the right way (Mowday, 2008). Accordingly, motivation and skills are vital within health system (Gilson, 2009). For employees to attain job satisfaction, they have to be motivated and efficient. Employees who are satisfied enable even higher levels of patients' satisfaction. On the contrary, job dissatisfaction result to staff turnover and burn out that result to under staffing within health facilities (Henderson et al, 2008).

2.2 Conceptual Skills

Analytical characteristics of staff are positively associated with improved performance of staff. Organizations which used performance management for the analytical activities/roles executed by staff were likely to experience better staff performance (Homayounizadpanah and Baqerrkord, 2012). Employees who are empowered with analytical skills are likely to have improved performance at their workplace. The advancement of skills set possessed by the potential candidates are mostly advanced to ensure they fit into the organization's culture. Analytical skills of employees are developed overtime making it an acquired skill over time. Employees having sharp analytical skills are associated with improved performance at their workplace as they can analyze a situation and come up with solutions to improve their work efficiency. Managers with substantial analytical skills are associated with sharp decisions and better output. Managers plan to hire or develop employees' analytical skills to levels they can execute their jobs. Vafae et al., (2012) opined that analytical skills were an acquired skill set that organizations seek to develop among its employees to positively impact on staff performance. Comprehension of work duties is also directly influenced by the skill sets an employee possesses. Employee performance (and production) drops when there is a gap between the skills to be known and the present skill sets (Hamidi, Mehri, Zamanparvar, and Imani, 2012). Lack of analytical skills among the employees further costs the organization in planning for trainings and workshops to improve comprehension of the skills and duties.

Decision-making influences how staffs are instructed on delivery of their roles hence it has expected significance influence on staff performance. Lack of objectivity among the staff adversely influences individual employee performance (Vafae et al., 2011). Problem-solving skills are associated with improved staff performance. Safety challenges at the workplace and interpersonal relationship challenges need smart problem-solving skills. Apt and objective decision making was associated with improved staff and organizational performance. Hackman (2002) concluded that leadership at the workplace was not equivalent to management practices where functions of management like planning, budgeting, staffing and control were to be distinguished from problem-solving skills and leadership processes that give direction to an organization. Possession of problem-solving skills was thus associated with significant positive staff performance (Goodall, 2011). Creativity and staff performance are interrelated and they have significant positive relationship. Creativity comes in aspects of improving the efficiency of employees and providing easy solutions to the problems affecting the firm (Hamidi et al., 2012). A study by Isfahani, Aryankhesal and Haghani (2014) on the link between managerial skills and the results performance evaluation tools found that managers who embracing creativity were likely to be rated favorable on the performance evaluation tool. The study by Heath, Johanson and Blake (2004) further concluded that staff performance was greatly influenced by the leadership of the firm which was associated with creating the overall working environment. Improving on the general care of the staff by the management is likely to influence acquisition of the three skills that work in synergy to influence staff performance.

2.3 Human Resource Management Skills

HR management skills cover the areas on leadership, communication, empowerment on staff, and motivation of staff. Leadership of the staffs has been associated with work environment (Jones, 2009). The management needs to evaluate whether the employees are meeting their expected outcomes and if not, solutions provided to improve their performances. In dealing with negative areas where the employees' record poor performance, the management needs to give suggestions for improvements to motivate the staff (Moghaddam and Jafari, 2014). Negative feedback without the options for

improvements was associated with demoralization of workers. Demoralized employees were associated with reduced productivity as they perceived their efforts and work was not recognized to the required levels (Harter, Schmidt, and Hayes, 2012). Earning recognition from the management and the supervisors promotes motivation and encourages productivity among the employees. Appreciated and recognized employees perform better than those employees who only receive occasional compliments.

Communication has significant positive and negative influence on staff performance. Communication skills have been associated with right instructions to the staff and creating clear communication channel to ensure staffs are aware and objective in delivering their roles (Mullins, 2009). Communication was also associated with frequent meetings between the management and the staff to share experiences and areas needing improvement at the workplace. Communication has been associated with delivery of organization strategies where the employees are able to question the management and the leadership can also share progress reports with the employees leading to trust (Goodall, 2011). Performance reviews are also part of communication by the leadership to the workers to show how the employees are performing on their duties and whether their efforts are bearing fruits in terms of propelling the firm to a better position (Moghaddam and Jafari, 2014). A study by Dehghanyieri, Salehi and Asadinoghabi (2008) showed that nurses believed their efficiency and that of entire healthcare facility management was based on the manager's (administration) awareness and knowledge on management aspects. The study also found significant association between managers' control on the management skills and creating commitment and a sense of trust among the workers.

Empowered staff are likely to exhibit significant change in delivering their roles as compared to non-empowered staff. A study by Homayounizadpanah and Baqerrkord, (2012) found that feedback as well as performance appraisals were associated increased empowerment of staff. When employees were given constructive feedback, they were likely to improve on their skills hence improving their performance. The managers influence actions of the subordinates who then influence how they execute their duties leading to change in their productivity. Empowered staffs are more likely to embrace

collaboration, trust and inclusion leading to a seamless workforce. Randell (2014) felt that constructive feedback was associated with increased skills for handling a particular role thus leading to improved performance. Since not all employees progress at the same rate, empowering employees to create determination and focus on them was associated with increased capacity to deliver on their roles hence significantly influencing their performance (Huselid, 2009). It was found by Maroney and Buckley (2012) that staff who had better Human resource management skills were likely to positively impact on their followers' productivity at workplace.

Motivation is key to staff performance, with both positive and negative significance performance. Managers have roles in modeling behaviors of their staff to improve their performance. Gupta and Upadhyay (2012) on a study on how managers influence employee performance, concluded that there was positive significance association that could lead to improved leaders' performance. Managers have different approaches towards improving employee's skills that translate to improved employee performance (Mone and London, 2010). The study further concluded that managers or employees who used the "command and control" type of leadership were most likely to not get loyal employees, and their employees were less productive. Managers who had employed degree of autonomy on their employees were likely to create more loyal workforce and relatively improved productivity among the staff (Orodho and Kombo, 2002).

2.4 Technical Skills

Experience in handling assigned roles and staff performance are interrelated. Supic, Bjegovic, Marinkovic, Millicevic and Vasic (2010) on the experience skills and staff performance pointed out that there were many active factors determining staff performance. A four-factor model of technology, management, material and manpower was also used to describe skills set that influences how staff perform, and consequently the overall performance of the firm (Supic et al., 2010). Experience of staff, and especially the management was associated with improving factors like clarity of instruction, ability to give orders and feedback, incentives, evaluation and creating the best environment for workers to deliver. Maleki, Rahimikian, Salehi and Mehran (2015) on a study on the

impact of management skills on obstetrician's efficiency and overall performance opined that management skills could be placed into three categories of technical expertise (especially on the processes of the organization and the application of technology); perceptual skills that focus on problem solving, thinking and innovations; and man's skills that focus on human relationships, incentives, recognitions and leadership. Managers with experience on the three skill sets had a relatively higher likelihood of delivering on assigned tasks than those who missed one or more of the skills sets (Mullins, 2009). A limitation was quoted where managers with experience were most likely to be the older ones who were likely to get tired early compared to young and energetic staff who often lacked experience to deliver on the roles assigned (Farmahini, Purfarzad and Ghorbani, 2013).

Specialization has a substantial impact on staff performance. A study by Hysong (2008) that evaluated the impact of technical skills on perceptions of managerial and staff performance pointed that technical skills by staff and managers predicted the subordinate's perceptions of managerial and staff performance more than the managerial skills. The findings were that managers who had extra technical skills were likely to perform better than those who had no technical skills. The study by Hysong (2008) sampled One Hundred and Seven first-tier supervisors from local petrochemical companies. In the study, respondents rated their supervisor's technical skills, habits and power. The findings also revealed that managerial (staff) output was significantly associated with their technical skills, power and expertise (Hysong, 2008). Specialization and technical expertise were thus associated with improved delivery of assigned roles, whether managerial or subordinate roles. Other scholars like Huselid (2009) and Harter et al., (2012) felt that technical skills were detrimental to performance of staff or in some cases, incompatible with managerial skills. The studies opined that good managers and staff delivering on their duties was dependent on their personality characteristics and little influence from technical skills. Other literature quoted that technical expertise and performance depended on hierarchical level of management under the study. Hysong (2008) in her study concluded that no empirical test linked directly technical skills to managerial performance.

Proficiency in delivering the assigned roles is associated with job satisfaction and increased staff performance. Personal efficiency was described by Supic et al (2010) as the first managers' competence test. As the candidate develops into the employee, the skills are used to determine what needs to be improved and what skills the staff adjusts to fit into the new position. Proficiency should be improved through continuous education and training of the employees to enhance productivity. Managers who understand how each of the employee's skills set affect the overall organization performance, are likely to develop effective staff development programs (Jackson and Schuller, 2012). A study by Maroney and Buckley (2012), identified that there was a gap between the training and theory given to learners (potential employees) and the expected job delivery where organizations spend a lot to train new staff. Getting adequate proficiency for new staff becomes cost ineffective and time consuming especially where majority of the new staff need intensive trainings. Mone and London (2010) opined that most proficient employees were likely to have a high turnover if the work environment was poor suggesting that employee performance had relative association with increased proficiency in executing tasks, especially technical roles.

Ability to give instructions and provide direction to the employees is associated with improved staff performance. Hysong (2008) and Supic et al (2010) concluded that both expert and referent powers had mediating relationship on technical skills and managerial (staff) performance. Other researchers have demonstrated that successful influence of leaders through giving instructions were positively associated with inspirational appeals and rational persuasion but negatively associated with pressure tactics. The study concluded that there was considerable link between influence tactics and staff performance. Conclusion by Hysong (2008) opined that though managerial skills were found to foretell production output and performance, technical skills were not significantly associated with managerial or staff performance. The ability to give instructions was associated with personality traits and thus was a mediating factor towards improved staff performance (Gupta and Upadhyay, 2012).

2.5 Theoretical Framework

This study will adopt two theories that explain the staff performance in hospital setting. Theoretical framework presents interrelated ideas based on theories with a view of clarifying why things behave the way they do as it introduces a new view on research phenomenon. Theoretical framework is used to guide the research and determine what to measure and the statistical relationship. The study focuses on the theory of change and systems theory that enhance performance of employees based on the skills required by the staff at the Consolata Mission Hospital Kyeni.

2.5.1 Theory of Change

This theory was first proposed by Carol Weiss back in 1995 detailing why and how an initiative works (Msila and Setlhako, 2013). Besides, it also explains the best methods to work on a certain initiative. The theory of change provides a framework of how employees would be motivated to work. The theory of change (ToC) applies in planning, participation, and evaluation of employees in an organization. It promotes social change where employees are challenged to adopt skill sets that help them improve their performance. ToC explains the causal linkages in an initiative with outcomes pathways showing the logical relationship to other components of organizational performance. The ToC makes distinctions between the desired and the actual outcomes requiring the stakeholders to participate in the change process (Jones, 2011). Proponents of the theory of change including Anne Kubisch, Peter Rossi, Huey Chen and Michael Quinn Patton among others proposed three quality control criteria including plausibility, feasibility and testability. Feasibility explains whether an initiative would attain its long term outcomes through having the requisite skills, resources and right planning (Alcock, 2009). Testability refers to the chiefly to the organizational outcomes on whether they are measurable and solid, whether the information can be used to evaluate the success of the initiative and the necessary audience.

The ability to depict progress on attainment of outcomes represents the success of the theory of change. In this study, skills acquired by the staff in different categories like conceptual, relationship and technical skills help in defining how the mission hospital is

able to measure performance (Cohen, Manion, & Morison, 2008). The outcomes of the theory thus present approaches in which the skills of the employees can be measured to indicate success on staff performance. The theory was therefore selected to show how staff can acquire skills to influence how they perform at their places of work (Alcock, 2009). The theory is thus applicable to this study as it explains the relationship between acquiring and upgrading the skills of the employees and measuring the way organizations perform (Jones, 2009). The theory of change goes beyond what works and what does not and thus can be used to describe whether an intervention is making a difference in the organization, in this case improving organizational performance.

2.5.2 Systems Theory

A systems theory is applicable where more than one component works to influence the overall performance of the organization. The theory explains why the things are as they are and tries to provide explanations on the understanding of the research problem (Jones, 2009). The systems theory was advanced by L. von Bertalanffy in early 1930s relating to how the body works (Kombo and Tramp, 2006). The theory is also applicable to the study in that the systems of skills, and talent management works to influence how the organization performs at the long run. The systems theory postulates that a system (health organization) is made up of sub-systems that are different but work towards achieving a common goal, with each part having a role to play.

At the Consolata Mission Hospital Kyeni, the skill sets possessed by the staff determine the levels and the extent to which employees perform. The system theory provides a framework that explains how groups of skills or elements and the associated properties influence the performance of employees. The technical skills complement the Human resource management skills and the conceptual skills which in turn influence the performance of an organization. This theory is picked to show how the three skills work as sub-systems in influencing staff performance at Consolata Mission Hospital, Kyeni in Embu County.

2.6 Conceptual Framework

This framework depicts the link between variables. In the case of this study, the dependent variable was the staff performance at Consolata Mission Hospital, Kyeni in Embu County and the independent variables was the conceptual skills, HR management skills, and the technical skills. Ability to analyze situations of the organization and in relation to the work environment directly influences the skills staff are likely to apply to perform their duties, informs whether the staff will adopt team work or handle roles single-handedly. They also inform other aspects of staff performance like punctuality (Brest, 2010). Ability to make decision influences whether the staff will work on strategies to meet the set performance targets or not. Decisions made faster and rightfully are likely to influence achievement of set targets. Cases of poor decisions are most likely to adversely influence organizational and staff performance. Decisions made by staff are more likely to determine the ability to have teamwork and interpersonal relationships of the staff. Ability to solve problems is a trait that staffs are likely to bank on to enhance teamwork and team productivity (Collins and Clark, 2013). Since teams are likely to create scuffles at any given time, ability to solve problems and promote teamwork enhance team performance hence promoting staff performance. The opposite of the statement applies when a team of staff cannot apply diplomacy to solve problems, they are likely to create disharmony and derail team performance. Level of creativity is expected to have a linear relationship with staff performance (Brest, 2010).

The concept of Human resource management skills applies in situations where employees given the mandate to lead are able to communicate, empower and even motivate employees to remain focused on their individual and team performance. Communication among the employees is likely to influence how teamwork is handled at the organization, further influencing staff and organizational performance (Mullins, 2009). Empowered staffs are more likely to be creative and innovative than non-empowered staff in providing solutions to their problems and handling their tasks. Leaders who empower their staff are also most likely to have improved organizational performance (Clark and Taplin, 2012). Motivation is a key concept of improving organizational performance as staff feel appreciated and trusted with the organizations' duties. The ability to communicate and lead among the staff

empowers staff to work to deliver more and ensure the organization and staffs improve their performance.

Technical skills also influence staff performance. An organization that invests in technical skills for the employees is likely to improve its performance as well as improving individual organization performance (Brest, 2010). The level of experience of the staff in handling duties and chores is likely to influence the delivery of the firm's goals thus improving the overall individual staff and organizational performance. Specialization of staff influences the level of performance of their duties (Clark and Taplin, 2012). For instance, specialized employees know their roles, expectations from the management, and as well as working on key areas that improve the overall performance of firms. Employees who are not specialized are less likely to have significant influence in organizational performance. For instance, general staff are mostly likely to act as support in delivery of the many strategic objectives of an organization. Proficiency in specific areas of deliver has expected positive significant association with staff and organizational performance. Staffs who are proficient in certain skills are likely to have better delivery of the mandates as opposed to the staff who are general and not specialized in some areas of organizational strategic functions (Jackson, 2013). The overall component of technical skills is expected to have improved organizational and staff performance at a firm. Intervening variable is the socio economic status of the staff while the moderating variable is the organization structure and organization culture.

Staff performance is a component influenced by many other functions including the staff meeting their targets (allocated work, roles and targets), embracing teamwork, and exhibiting strong interpersonal relationship (Jackson, 2013). Receiving and executing of instructions/orders is dependent on the communication cultivated by the staff and the management thus significantly influencing staff performance. Achievement of their targets, embracing teamwork among the employees and good interpersonal relationships are some of the aspects describing staff performance (Farmahini, Purfarzad and Ghorbani, 2013). The summary of the interaction between the variables is shown on the figure 1.

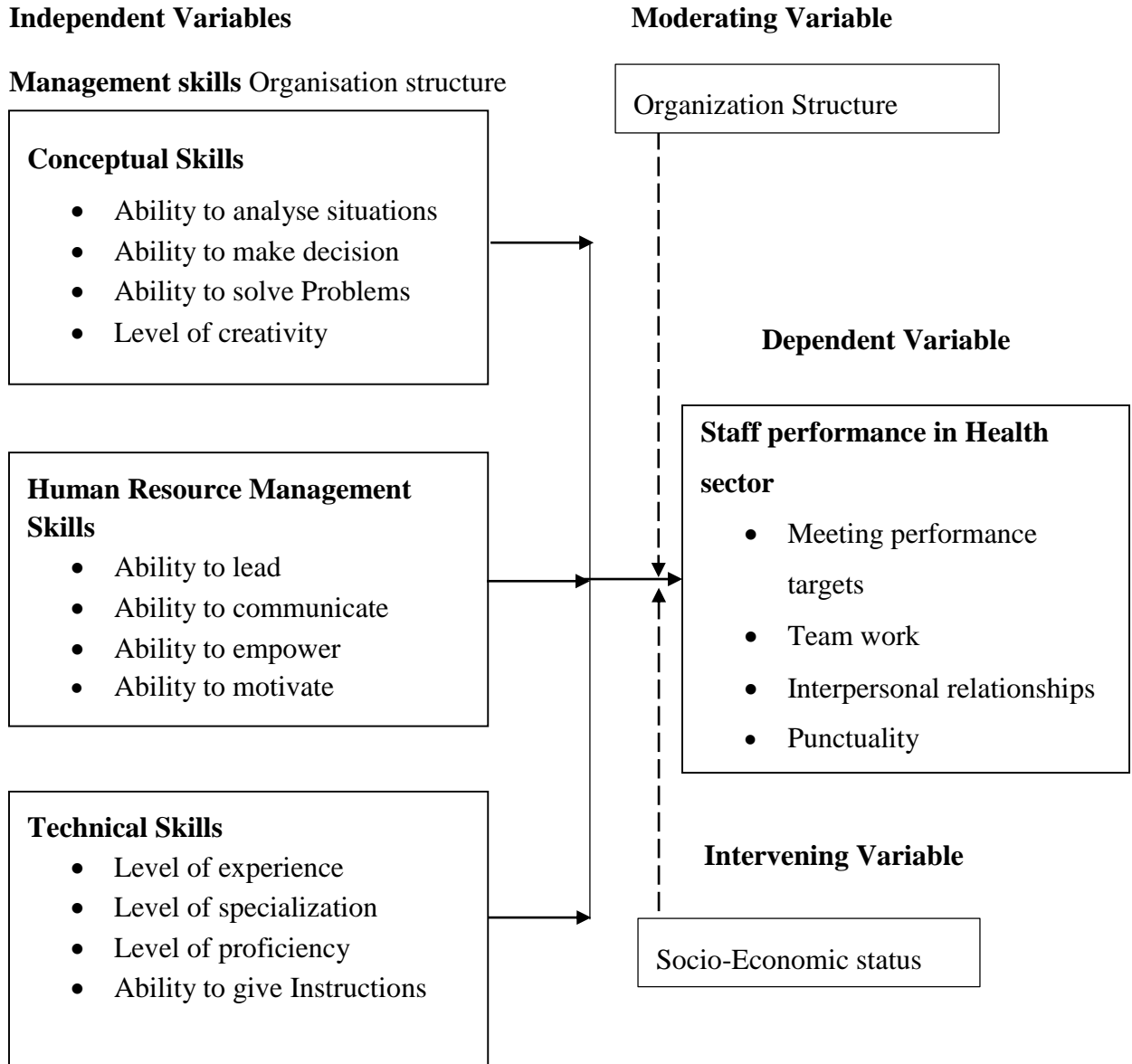


Figure 1: Conceptual Framework

2.7 Summary of Literature Review

The literature review focuses on the theory of change (ToC) and Systems Theory to explain the relationship of the dependent and independent variables. From the summary of literature review, it was observed that many components influenced staff performance with skill sets influencing performance to a large extent. Conceptual skills that were found to influence performance of the staff in a healthcare setting include analytical skills, decision-

making skills, and problem solving. The sub-variables of conceptual skills influencing staff performance were found to have an association with employees' production hence an influence on performance. Human resource management skills likely to have either positive or negative influence on staff performance were leadership of the firm, and communication (both horizontal and vertical). The variables were reviewed to have significant positive association with staff performance. Technical skills viewed to influence staff performance were experience on executing assigned roles, specialization, proficiency and the ability to give instructions clearly to the followers (employees). Several studies reviewed showed different results on the influence of staff performance and thus the study sought to establish whether management skills have an influence on overall staff performance.

Table 2.1: Knowledge Gaps

Several studies reviewed showed different results on the influence of staff performance.

Variable	Source Literature	Findings	Knowledge Gap
Conceptual skills	Johanson and Blake(2004)	Staff performance is greatly influenced by leadership of the firm which is associated with creating overall working environment.	No study looking at conceptual skills of the staff but only managers.
Human Resource Management skills	Dehghannyieri et al (2008)	Efficiency of staff is based on the manager's awareness and knowledge on management.	No study looking at Human Resource management skills for other staff.
Technical skills	Hysong (2008)	Technical skills are not significantly associated with managerial or staff performance.	There is no such study on staff I Consolata Mission Hospital.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the method utilized to conduct the study. This include: the design of research, the size of the sample together with sampling procedures utilized to conduct the study, instruments together with their validity and reliability, pilot tests undertaken, data collection procedures, techniques utilized to analyze the data, ethical considerations, and target population.

3.2 Research Design

This study used the descriptive correlation survey design which attempts to describe present conditions and give an analysis of management skills within the context of employee performance within Consolata Hospital Kyeni. Kothari (2007) describes descriptive correlation survey research studies as studies concerned about the attributes of a person or group of people. The descriptive correlation survey design presents clear understanding of the study phenomenon as guided by a standard tool as opposed to other research designs like explorative approach where the study is interested in discovering new things from the study. The disadvantage of the descriptive correlation survey design is that it was limited in the number of the variables under study and it rarely allows introduction of other variables or new knowledge apart from the one specified in the research objectives.

The research also engaged a mixed design for collecting information where questionnaires and key informant interviews were used. The questionnaires were used as they were able to reach many people at a shorter time. They are also used to provide quantitative data that give a detailed descriptive data on the management skills of Consolata Hospital Kyeni and how staffs have been able to change their performance. The questionnaire had both open- and closed-ended questions to allow respondents to share more information on the questions they have more responses for. The key informant guide provided detailed information on the prompts that needed more information.

3.3 Target Population

The study targeted 185 employees working in Consolata Hospital Kyeni. A list of all staff was obtained from the HR department and this was used to create a sample frame. From the list, the researcher got the numbers to represent the top level management, middle level employees. This formed the study target population.

Table 3.1 depicts the distribution of staff at Consolata Hospital

Table 3.1 Distribution of staff at Consolata Mission Hospital Kyeni

Department/Staff	Number of staff	Total per department
Administration/Management		
Director	1	
School of Nursing principal	1	
Medical Officer In-charge	1	
Nursing Officer In-charge	1	
Finance Officer	1	
Human Resource and Admin Officer	1	
Total		6
Technical Staff		
Medical Officers	4	
Clinical officers	10	
Nurses	70	
Pharmacists	7	
Laboratory technologists	11	
Records Officers	10	
Counsellors (Psychological and HTS)	5	
Tutors	8	
Medical Engineers	2	
Secretaries	4	
Accountants	1	
Social Workers	1	
Drivers	2	
Total		135
Consultants		
Gynecologist	1	
Surgeon	1	
ENT specialist	1	
Ophthalmologist	1	
Physician	1	
Total		5
Support Staff		
Cleaners	21	
Others	18	
Total		39
Total Staff		185

Source: The Diocese of Embu (2018)

3.4 Sample Size and Sampling Procedures

Multi stage sampling technique was employed first, to identify the key departments to participate in the survey. From identifying the number of respondents per department as shown on table 3.1, a further combination of proportion at stratified and purposive sampling was engaged. According to Mugenda (2008) a sample of 30% from the target group is admissible in descriptive kinds of research. Employees from top and middle levels who made the target population were selected using stratified random sampling. The combination of the stratified and purposive sampling was taken as it informed the stratification of the departments active at Kyeni Consolata Hospital, and then from each department (Strata), a purposive sample (of 50%) of the members in the selected department to fit into the final sample size.

Table 3.2 shows a sample size of 94 respondents.

Table 3.2 Final Sample Size

Department/Staff	Total	Final sample
Administration	6	3
Technical staff	135	68
Consultants	5	3
Support Staff	39	20
Totals	185	94

In the case of technical staff (135), consultants (5) and support staff (39), a half the sample was generating decimals and since there are no half humans, the number was rounded off to the nearest whole number, thus making 94 sample respondents.

3.5. Data Collection Methods

The data was obtained from primary sources including questionnaires and four key informant interviews. Orodho (2004) asserts that structured questionnaires are able to assemble large amounts of information faster. He also highlighted that questionnaire enable researchers to measure viewpoints towards particular issues. Both tools were utilized to collect primary data within Consolata Mission Hospital Kyeni. The

questionnaire had different sections consisting of questions relating to the different variables utilized in the study. Some of the questions were open ended whereas others were closed ended. The questionnaire provided detailed questions with short answers that were used to provide answers to the research question. Questionnaires are easy to administer, can cover large numbers of respondents within a short time, and can provide easy and quality data to analyze. Most of the respondents selected were subjected to the questionnaires while the few (four) were subjected to the key informant interviews.

The key informant guide had prompts to direct the study on the questions to ask and to avoid asking and answering unnecessary questions not factored in the research objectives. The key interviews were key as they provided detailed answers to the research questions (Mugenda, 2008). The researcher probed for more answers on each of the research question (Creswell & Poth, 2017). In cases where the respondents were not able to provide answers to questionnaires, the key informant interviews were used. The key informant interviews were also used to confirm the primary information collected from the questionnaires and aid in triangulating with secondary information from scholarly sources.

3.5.1 Pilot Testing of the Instruments

A pilot study involving 10 respondents was conducted at Tenri ACEF Hospital, which is an FBO (Faith Based Organization), to evaluate the questionnaire's validity and reliability. Tenri ACEF Hospital is similar to Kyeni Consolata Mission hospital and thus provided similar environment, staff, and working conditions for the study. The questionnaires were pre-tested on potential respondents from the different FBO (Faith Based Organization) selected to ensure that the questionnaire was evaluated for adequacy before conducting the main one. Feedbacks from pilot study were utilized to improve the data collection process by eliminating ambiguities.

3.5.2 Validity of the Instruments

This relates to the extent to which instruments measure what they claim to measure. According to Hagan (2014), this determines whether researches measure what they intend to measure. Accordingly, it is concerned about the truthfulness of variables of interest. In

this respect, once the questionnaires were design, samples were given to experts and supervisors to review them and provide suggestions. This improved their content validity. The research questions were also matched with the data collection instrument to ensure each objective/research question was adequately covered. The instrument's validity was also subjected to a pilot test to see how it reflected the expected answers from the respondents.

3.5.3 Reliability of the Instruments

This is concerned about the consistency of the results (Berry and Berry, 2018).

The test-retest technique was utilized to evaluate it. This, as asserted by Orotho (2010), involved administering questionnaires twice to the same people at two different times. A correlation Coefficient between the two separate scores attained from the first and second trials were computed using the row score method that uses five columns (Best and Khan, 2005) as shown below;

$$r = \frac{n\sum xy - (\sum x)(\sum y)}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}}$$

Where:

$\sum x$ = summation of x score

$\sum y$ = summation of y score

$\sum x^2$ = summation of squared x score

$\sum y^2$ = summation of squared y scores

$\sum xy$ = summation of the product of paired x and y scores

n = number of paired scores

Pearson Product Moment Correlation Coefficient (PPMCC) of acceptable range of between 0.6 and 0.9 was expected (Buda & Jarynowski, 2010); hence the instrument would have a high degree of reliability because coefficients close to ± 1 depict strong relationship (Mugenda & Mugenda, 2003).

Ten participants filled the questionnaire on two different occasions (one week apart) hence providing data that was used to compute reliability. Pearson's r reliability coefficient was found to be 0.89. Pearson's r above 0.7 shows that the tool demonstrated

good test–retest reliability (Polit & Beck, 2004). These findings show that conceptual, technical and human resource management skills demonstrated stability over time.

Cronbach’s alpha estimate was used in measuring internal consistency reliability of the instrument. The test asserts that any values above 0.5 represent satisfactory internal consistency of the data, thus making the information collected reliable enough for the generalization of the study findings. Alpha levels below 0.5 are discarded as they show lack of internal consistency in the data collected (Taber, 2018).

The data collected was reliable as the overall Cronbach’s alpha was 0.846, being “good” as per the classification of the internal consistence. Information collected from the three variables was also reliable as the conceptual skills had 0.81, human resource management (HRM) had 0.866 and technical skills had 0.732 coefficients which were good, and acceptable.

3.6. Data collection procedures

Before the data was collected, permission was sought from the University of Nairobi, the local administration and the director Consolata Hospital Kyeni. The study subjects were requested to take part in the study on voluntary basis. The study engaged a research assistant (RA) to help in collecting quantitative information. The data collection process took a period of three weeks after which the analysis phase started. Respondents selected for the key informant interviews were also informed of the study, who then proceeded to provide audience for the interviews.

3.7. Data analysis techniques

Data analysis included the process of restructuring information to bring meaning to the mass information obtained from primary and secondary information. Data cleaning and editing were performed to remove errors and inconsistencies from the data set. The researcher crosschecked the questionnaires returned for consistency and completeness. The open-ended questions were then subjected to coding of the answers given.

The Statistical Package for Social Sciences (SPSS version 23.0) program was utilized to analyze the data. The categorical data was presented in form of percentages, proportions, measures of dispersion and central tendency together with frequencies. The descriptive statistics; percentages and frequency distributions were used to analyze the scores distribution (Vanderstoep & Johnston, 2009). The study used mean scores to show the tendency of the respondents on average in replying to the questions asked (Glăveanu, 2012). Using a 5-point Likert Scale whereby; Strongly agree = 5; Agree =4 Undecided = 3, Disagree = 2 and Strongly disagree = 1. A mean score of between 0 – 1.5 implies strongly disagree, a mean of between 1.6 - 2.5 implied a disagree, , 2.6 -3.5 is undecided, 3.6 – 4.5 implied agree while a mean score or between 4.6 and 5 implied strongly agree (Neuendorf, 2011). The standard deviation showed the amount of variation of the responses given by the respondents (Nicholson, Kershaw, & Nicholson, 2011). In respect to the used Likert scale with a variance of one from one choice to the other, a standard deviation of more than 1.0 would imply large spread of responses from the mean and therefore lack of consensus among the respondents.

On the other hand, a standard deviation of greater than 1 implies large spread hence lack of consensus, between 1.0 - 0.5 implies moderate consensus while a standard deviation of less than 0.5 implies small spread hence high consensus among the respondents. A small value of standard deviation was therefore desired. Pearson correlation test were done to evaluate the link between various variables. Inferences about the target population were then drawn from the analysis. Triangulation was used where secondary data from peer reviewed scholarly journals was used to support the primary findings from the questionnaires and the key informant interviews. Multiple linear regression analysis was used to show the link between variables. Correlation analysis between the dependent and the independent variables was also performed to ensure the objectives were achieved as expected. Linear regression was used as it was assumed that the three independent variables had a linear relationship with the dependent variable. Since there were three independent variables, a multiple linear regression in the following formula was used; The multiple linear regression models was as follows: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = represents the dependent variable, performance of staff at Consolata Mission Hospital, Kyeni

β_0 = the Constant

β_i = the coefficient of X_i for $i = 1, 2,$ and $3,$

X_1 = Conceptual Skills

X_2 = Human resource management skills

X_3 = technical skills

e = error term

β_1, \dots, β_3 will be the regression coefficients

3.8 Ethical Considerations

Three main ethical principles in research were adhered to in the study. These included justice, respect and beneficence (Kothari, 2007). As a result, the respondents were assured that the data they provided would be treated with high level of confidentiality. As such, it would not be shared with anyone. To ensure confidentiality of the client, their consent was sought as well as allowing the respondents to withdraw from the study as they felt.

3.9. Operationalization of Variables

Operational definition of variables is captured in Table 3.3.

Table 3.3: Operationalization of Variables

VARIABLES	OBJECTIVES	INDICATOR	RESEARCH APPROACH	TOOLS OF ANALYSIS	Measurement scale.
Conceptual skills	To assess the extent to which conceptual skills influence staff performance in Consolata Hospital Kyeni	Equitable staff distribution Mentoring and supervision On the job training Exchange programs	Both Quantitative and Qualitative approach	Frequency distribution Averages Mean Standard deviation Linear regression Correlation analysis	Ordinal
Human resource management skills	To establish how Human resource management skills influences staff performance in Consolata Hospital Kyeni	Support on call Management capacity building Invention and innovation Training workshops	Both Quantitative and Qualitative approach	Frequency distribution Averages Mean Standard deviation Correlation analysis Linear regression	Ordinal
Technical skills	To examine the extent to which technical skills influences staff performance in Consolata Hospital Kyeni	Performance appraisal Employee satisfaction survey Peer review meetings Information systems	Both Quantitative and Qualitative approach	Frequency distribution Averages Mean Standard deviation Correlation analysis Linear regression	Ordinal

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Chapter four presents the study's findings linked to the three study objectives. The data was collected using structured questionnaires administered to the employees of Consolata Hospital Kyeni. In-depth interviews were also conducted for the Key Informants. The questionnaires were divided into four different sections. The data was analyzed and presented in sections as per the three Research objectives. Section A of the questionnaire was looking at Demographic characteristics, Section B was looking at conceptual skills influence on employee performance, Section C was looking at Human Resource Management skills on employee performance, while Section D was looking at the Technical skills influence employee performance. Findings from the Key informant interviews and observations were presented in prose to back up findings from the questionnaires.

4.1.1 Response Rate

The study got responses from questionnaires that were administered as presented in Table 4.1.

Table 4.1 Questionnaire Response Rate

Category	Frequency	Percentage
Response	84	89.4%
Non-responses	10	10.6%
Total Targeted	94	100%

The researcher issued 94 questionnaires, out of which, only 84 of them were duly filled and returned for analysis. The study achieved an 89.4% response rate representing eighty four respondents against the ninety-four targeted. This response rate is sufficient for descriptive research study.

4.2 Demographic characteristic of employees at Consolata Mission Hospital

The study started by collecting demographic data relating to respondents. This included their gender, age, education level and period that respondent had worked in the hospital.

4.2.1 Respondent's Gender

The study sought to have near equal gender representation among the respondents sampled. The findings are as shown on Table 4.2

Table 4.2 Gender of the respondents

Gender	Frequency	Percent
Male	46	54.8%
Female	38	45.2%
Total	84	100%

The findings revealed that there were more males at 54.8% compared to 45.2% of the females sampled in the study.

4.2.2 Respondents Age

It also evaluated the age of respondents who worked within Consolata Hospital. The findings are in Table 4.3.

Table 4.3 Age category of the respondents

Age category	Frequency	Percentage
Under 30	32	38.1%
Between 31-45	42	50%
Over 46	10	11.9%
Total	84	100%

The findings showed that half of the sampled respondents (50%) were aged between 31 and 45 years, followed closely by 38.1% of those under 30 years. Those over 46 years formed the fewest of the sampled respondents at 11.9%. It can thus be said that over 88% of the sampled respondents at Kyeni Mission Hospital were below 45 years. In the event of implementing recommendations to improve HRM services, then the preference should be those under 45 years as they form the majority of the workforce. Training programs to improve the technical and conceptual skills can thus be targeted to the right group of people.

4.2.3 Highest Education Level

Education level among the staff was established as shown in Table 4.4

Table 4.4 Highest level of education

Level of Education	Frequency	Percent
Primary level	1	1.2
Secondary level	12	14.3
Diploma level	59	70.2
Bachelor's Degree	11	13.1
Master's Degree	1	1.2
Total	84	100

It was established that most of the staff at Kyeni Mission Hospital had a diploma, making about 70.2%, while those with bachelor's degree and above were 14.3%. There was a 1.2% of the respondents who had primary education as their highest level of training. The level of education plays a role in possession and implementation of conceptual, technical and HRM skills to a great level. Since majority of the staff at Kyeni Mission Hospital have diploma level of education and above (84.5%), it was expected that they had the conceptual skills as well as the HRM skills to implement at their working place. A study by Kanten, Kanten and Gurlek (2015) pointed out that organizational structures influenced learning and staff performance as well as the education levels of the staff.

4.2.4 Role at the Hospital

The study also sought to understand the role the respondents did at the hospital, with the question being the roles of the respondent at the hospital. The summary was presented on table 4.5.

Table 4.5: Role at the Hospital

Role at the Hospital	Frequency	Percent
Administrative	4	4.8
Technical staff	60	71.4
Consultant	3	3.6
Support staff	17	20.2
Total	84	100

Most of the sampled staff at 71.4% were technical staff, followed by 20.2% who were support staff and the others were administrative staff (4.8%) and consultants (3.6%). The nature of the role assigned to the staff is also associated with the level of delivery and the potential to impact the overall staff performance. As observed, most of the staff were dealing with technical roles at the hospital, implying that they had the skills to deliver on their jobs. Having technical skills or some form of specialization enables the staff to execute their roles as needed, thus improving their performance and that of the whole firm (Akter et al., 2016).

4.2.5 Length of Period Worked at the Hospital

The study also sought to establish how long have the staff worked at the mission hospital and the summary was provided as shown in Table 4.6

Table 4.6 Period of time worked at Kyeni Mission Hospital

Period of Time	Frequency	Percentage
Less than 2 years	21	25.3%
Two-five years	42	50.6%
five-ten years	13	15.7%
Over ten years	7	8.4%
Total	83	100%

It was established that over 75.9% of the health workers at the hospital had worked for less than 5 years whereas those with more than 5 years were 24.1%. Majority (at 50.6%) of the sampled respondents had worked at the hospital for between two and five years. Length of period served at a workplace is directly related to staff performance in that it informs the in-skills learned, learning the organizational culture and then becoming committed to the organizational goals. It is expected that those who have worked for over two years are able to develop and possess the required job skills, both technical and conceptual through the available institutional in-service trainings (Kono & Clegg, 2017).

4.3 Conceptual Skills and Staff Performance

Respondents were required to specify their level of agreement with the statements assessing importance of conceptual skills among the staff that enable them deliver on their mandate as well as motivating them to improve their delivering process. The conceptual skills covered include the ability to analyze, make decisions, solving problems, and creativity in tackling problems. The findings are in the Table 4.7.

Table 4.7 Summary of Conceptual Skills

Statement	N	MIN	MAX	M	SD
My ability to analyze situation helps in improving performance	84	3	5	4.26	0.604
My ability to make decisions helps in improving performance	84	4	5	4.36	0.614
My ability to solve problems helps in improving performance	84	3	5	4.39	0.695
My creativity in solving problems helps in improving performance	84	2	5	4.23	0.797
Conceptual skills helps in overall improvement of performance	84	3	5	4.45	0.547
Average					

The findings show that most of the respondents strongly agreed that the inadequacy of conceptual skills among the staff greatly impacted on their ability to deliver. Majority of the staff agreed that the ability of the staff to analyze situations helped in improving staff performance (mean=4.26, SD=0.604). On the ability to make decisions, respondents strongly agreed that the conceptual skills were necessary in improving staff performance (mean=4.36, SD=0.614). Majority of them also agreed that their ability to solve problems helped in improving staff performance (Mean=4.39, SD=0.695), creativity in solving problem enhanced staff performance (mean=4.23, SD=0.797). This concurs with Seyedinejat, Ebrahim, and Dousti (2014) who established that conceptual skills ranked higher among skills that were necessary for the top management to make informed decisions hence increased efficiency in their organizations.

The respondents generally agreed that the component of conceptual skills enhanced staff performance (mean=4.45, SD=0.547). The key informants also quoted that, “There was need for all department heads to have human resource management skills and for the senior managers to provide leadership training and management skills training to improve organizational and staff performance.” Ahmed, Ahmad and Joarder (2016)

noted that conceptual skills were strongly associated with staff making informed choices on handling their roles. The study findings also reflect the findings by Mutua (2017) who opined that staffs who had the capacity to analyze situations and who were able to make decisions based on the prevailing conditions were more likely to make considerable contributions to the performance of the firm.

4.3.1 Other Comments on conceptual skills on staff performance

The researcher asked the respondents to state any other comments they had on how conceptual skills improve staff performance. Table 4.8 represents these comments.

Table 4.8 Other comments on how staff conceptual skills improve staff performance

Comments on how conceptual skills improve staff performance	Frequenc y	Percen t
Conceptual skills can lead to improving of techniques hence performance	4	33.3
Skills helps to meet expected targets making clients satisfied	1	8.3
More experience is needed	2	16.7
Help to think critically and act promptly	2	16.7
Increase support staff in wards	1	8.3
Emphasis on analytical skills and decision making	1	8.3
Decision making and problem solving are very important in improvement on performance	1	8.3

Respondents also shared their experiences on how technical skills can lead to improved staff performance. About 33.3% (n=4) of the comments indicated that conceptual skills were capable of improving techniques that translated to improved staff performance. Skills were also indicated to help in meeting the expected targets (8.3%), a component that translated to improved client's satisfaction. In addition, about 16.7% of respondents felt that there was need for getting experience to handle staff performance as well as

using technology to think critically and acting promptly. The key informants also supported the aspect of developing conceptual skills that influence work delivery. One of the informants indicated, “It is important for our staff especially the ones in charge to have leadership skills, thus we organize various training on leadership for them and this translates to improved performance.” Another staff further indicated that the continued performance appraisals were key in improving staff performance. The informant quoted, “carrying out performance through an appraisal documents helps the staff to measure their output and technical skills is one of the major determinants of one’s performance.” The findings of the study were supported by Cheung et al (2019) who concluded that staff appraisals, trainings on their delivery of their jobs and enhancing their capacity to critically solve problems was associated with improved staff performance.

4.4 Human Resource Management Skills and Staff Performance

The second objective assessed the influence of HR management skills on staff performance. Components included were ability to lead others, communication with others, empowering others, and motivating others. The summary of the prompts are in Table 4.9.

Table 4.9 Summary of the human resource management skills

Statement	N	Min	Max	M	SD
My ability to lead others improves performance	82	1	5	3.98	0.769
My ability to communicate with others helps in improving performance	82	3	5	4.32	0.585
My ability to empower others helps in improving performance	81	2	5	4.09	0.728
My ability to motivate others helps in improving performance	81	2	4	4.1	0.846
Possessing human resource management skills among the staff improves performance	81	3	5	4.07	0.721

Majority of them agreed that the ability to lead others improved performance of the staff (mean=3.98, SD=0.769), the ability to communicate with other staff and the management was also found to help improve staff performance (mean=4.32, SD=0.585), the ability to empower others was essential in improving staff performance (mean=4.09, SD=0.728). This concurs with Ghalandari (2012) who realized that paying attention to such human skills significantly and positively influenced their productivity. He found out that the lack of management skills (technical, human and cognitive) reduced efficiency and effectiveness in organizations.

Also the results showed that the ability to motivate others helped to improve their staff performance (mean=4.1, SD=0.846), and that the possession of human resource management skills by the staff was highly associated with improved staff performance (mean=4.07, SD=0.721). The key informants opined that HRM services were key as they formed the most important part of the organizational resources. One was quoted, “The human resource office is really helpful for it deals with staff directly sorting any issues arising. There is a well laid communication channel which all members adhere to this as really helped in bring order. All staff are equal in our facility and hence one can talk to all regardless of their position.” Treating all the staff at the organization as equal was key in ensuring conducive environment for their performance. The findings also resonated with conclusions by Noe et al (2017) who opined that when organizations value and invest in advancing human resources, then they are likely to tap high returns on their investments. The respondents also provided what Lussier and Hendon (2017) opined on training staff on human resource skills to influence staff performance, that the HRM departments should improve staff performance through facilitating skill developments and creating conducive environments.

Employee motivation had a significance influence on their performance. According to Chacha (2013), employees that are not well motivated tend to give less than 100 percent. Internally, coherent HR practices that align with organizational strategy are important because they increase motivation among employees and in turn improve the way

organizations perform. Chuang (2010) notes that organizational climates link employee performance with HR systems.

4.4.1 Other comments on HR Management Skills and staff performance

The summary of the comments given on how HRM influences staff performance were given as shown in Table 4.10

Table 4.10 Other comments on human resource management skills

Prompts	Frequency	Percent
Proper HRM motivates the staff hence performance	1	7.7
presence of HR creates space to interact among staff	1	7.7
Helps resolve issues which nurse in-charge could not	3	23.1
More training for staff on HRM to improve performance	2	15.4
HR office should be more of people participation than managerial	2	15.4
I don't understand the role of HR in the nursing profession	2	15.4
Improves efficiency of work at the facility	2	15.4
Total	13	100

Respondents felt that proper HRM practices motivated staff to improve their performance (7.7%), that the presence of HR created space for staff interactions (7.7%), and that HRM skills were used to help solve issues with the nurses in charge (23.1%). There were about 15.4% of the respondents who felt that there was no clear understanding of the role of HR in nursing profession. To further improve staff performance, staff training was needed (15.4%). The key informant felt that staff training and motivating them was also an HRM component that was associated with improved staff performance. One of them was quoted, “We support those staff who want to go and do specialization in various areas, by giving them paid study leaves. For we believe when one is well educated in a specific area the better his or her performance. Management skills is also important in hospital setting for you know we deal with patient’s management thus all staff working here need to have some management skills. Having HR management skills has really

helped me socially and also how I work and relate with all the staff.” The study findings resonate to the conclusions made by Wood (2016) who pointed that there was need to implement staff development programs to improve their human resource skills that were key in their delivery on their assigned roles.

4.5 Technical Skills Influence on Staff Performance

Technical skills considered in this study were experience, specialization, level of proficiency, and the ability to give instructions. The combination of the skills is likely to improve performance of staff if used appropriately. The summary of the information is in Table 4.11.

Table 4.11 Summary of Technical skills

Statement	N	Mi	Max	M	SD
My experience has led to improved performance	83	3	5	4.58	0.646
My specialization in specific areas improves my performance	83	1	5	3.94	1.119
My level of proficiency improves on performance	83	2	5	4.35	0.652
My ability to give instructions assists in improving performance	83	3	5	4.08	0.768
Possessing technical skills improves on performance	82	2	5	4.45	0.705

Majority of respondents indicated that their experience led to improved performance at Kyeni Mission Hospital (mean= 4.58, SD=0.646) and that their specialization in specific areas improved their performance (mean=3.94, SD=1.119). This concurs with Supic, Bjegovic, Marinkovic, Milicevic and Vasic (2010) who opined that the experience skills

are among the many active factors that influence staff performance. Employees who are specialized in their areas of operation are more likely to deliver on their roles.

Also most of the respondents indicated that their level of proficiency contributed to staff performance (mean=4.35, SD=0.652), and that the ability to give instructions assisted in improving performance of the staff (mean=4.08, SD=0.705). In general, it was felt that possessing technical skills improved on staff performance (mean=4.45, SD=0.705). A challenge was noted on the aspect of improving skill development of the staff where turnover significantly increased after training. The problem was associated to the HRM issues of motivations and salaries. One of the informants quoted, “In the area of specialization we don’t have many nurses specialized this is because we have in the past supported some to go for training but as soon as they finish they left for another facility but we are talking with the HR office to see what we can do to retain them or employ the specialized nurses because I know we need them.” It was thus suggested by the key informants that pecking the skill development on an increased working terms was key to retaining the trained staff. The findings were in agreement to Mutua (2016) who opined that staff who are empowered with technical skills are likely to improve their performance.

4.5.1 Comments on Technical Skills and Staff Performance

The summary of the comments given on how technical skills influences staff performance were given as shown in Table 4.12

Table 4.12 Other Comments on Technical Skills and Staff Performance

Statement	Frequency	Percent
There is need for training / sponsoring on specialization courses	6	37.5
Encourage staff to advance in their studies	2	12.5
Technical skills help in specialization of professionalism hence quality services	7	43.8
Improve relationship between employer and employee	1	6.3
Total	16	100

When the respondents were asked to name other technical factors that could influence staff performance, they mentioned the need for training and sponsoring specialization courses to empower the staff (37.5%). It was also recommended that staff be given leave to advance their education (12.5%), and that technical skills helped in specialization that influence the quality of service (43.8%). The key informants indicated that skills' specialization was akin to improved staff performance in relation to organizational performance. One informant indicated, "Having an HRM office at our facility is a plus, before the HR office was established, I had to do all the recruitment, organize training and also manage my nurses look upon for motivation and am always here to give them word of encouragement and advice on various issues." The respondent pointed that the organization established an improved liaison office, which is the HR office to deal with technical issues of the staff, documentation, checking on the skills and enabling easy communication with the management. The development of technical skills provides solutions to some of the technical jobs that common staff might not be able to deliver (Wehrmeyer, 2017).

4.6 Regression Analysis for the Variables

The variables were expected to have a linear regression relationship with each other.

4.6.1 Model Summary

The Observations are shown in Table 4.13

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718	0.515	0.496	0.458

a Predictors: (Constant), Conceptual skills average, HRM Skills average, Technical skills average

The three variables of conceptual skills, human resource management skills and technical skills contributed to 49.6% of the changes experienced in staff performance. This further indicates that if the three variables can be affected, then staff performance would increase by 49.6%.

4.6.2 ANOVA Summary

The analysis of variance (ANOVA) for the three variables is in Table 4.14.

Table 4.14 ANOVA Summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.142	3	5.714	27.258	.000b
	Residual	16.142	77	0.21		
	Total	33.284	80			

a Dependent Variable: Average staff performance

b Predictors: (Constant), Conceptual skills average, HRM Skills average, Technical skills average

From the analysis of variance (ANOVA), the three variables were significant predictors of staff performance at Kyeni Mission Hospital as the p value was 0.000, below the standard limit of 0.05, showing that it was a considerable predictor of staff performance. The F-value is also above absolute 2, further strengthening the observation that the three variables (and the entire model) were significant predictors of staff performance.

4.6.3 Regression Coefficients

Table 4.15 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.447	0.465		0.926	0.359
	HRM Skills average	0.118	0.081	0.119	1.455	0.151
	Technical skills average	0.338	0.085	0.352	3.977	0.000
	Conceptual skills average	0.441	0.089	0.447	4.950	0.000

a Dependent Variable: Average staff performance

Among the three dependent variables, technical and conceptual skills were found to be significant predictors of staff performance (as their p value was 0.0, below the alpha level of 0.05). The interpretation of the regression coefficients is that when they are below the alpha value of 0.05, then they are significant and when they are above 0.05, they are not significant predictors of the dependent variable. HRM skills scored contributed 0.119, technical skills 0.338, and conceptual skills 0.441 of the dependent variable, staff performance. Since at least two independent variables were considerable predictors of staff performance. The study findings relate to the conclusions made by Sharma and Dhar (2016) on performance of employees when concepts like skill sets, technical skills and the human resource interactions were involved. The findings also relate to the qualitative information given by the key informants who opined that there was a general influence of staff performance when the key components of technical, conceptual and HRM skills were concerned. One informant indicated, “The general performance of the staff is good, where each one knows their role to play and the main focus is on the patients. The HR office considers both the technical and the support skills as consequential in driving staff performance.” The statement was supported by another informant who opined that, “well trained staff who make rational decision that goes a long way in giving service to patients translate to satisfied customers and improved staff performance.”

Revised regression Model

The model, $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$, was then substituted with the values from the regression analysis as follows;

$$Y = 0.447 + 0.119 (X_1) + 0.352 (X_2) + 0.447 (X_3)$$

4.6.4 Relationship Between Management Skills and Staff Performance.

Table 4.16 illustrates the link between the three management skills and staff performance.

Table 4.16 Summary of Correlation Coefficients

		Average staff performance	HRM Skills average	Technical skills average	Conceptual skills average
Average staff performan ce	Pearson	1	.277*	.571**	.635**
	Correlation				
	Sig. (2-tailed)		0.012	0	0
	N	84	82	83	84
HRM Skills average	Pearson	.277*	1	0.144	.238*
	Correlati on				
	Sig. (2-tailed)	0.012		0.2	0.031
	N	82	82	81	82
Technical skills average	Pearson	.571**	0.144	1	.449**
	Correlation				
	Sig. (2-tailed)	0	0.2		0
	N	83	81	83	83
Conceptua l skills average	Pearson	.635**	.238*	.449**	1
	Correlation				
	Sig. (2-tailed)	0	0.031	0	
	N	84	82	83	84

*** Significant at 0.05 level (2-tailed).**

**** Significant at 0.01 level (2-tailed).**

Staff performance was significantly related to human resource management practices with aspects like HR management skills, technical skills and conceptual skills influencing the overall staff performance. The form of significance can either be negative or positive (Schober, Boer & Schwarte, 2018). The higher the number towards one the stronger the correlations and the lower the number to zero the less the correlations. Bonnett and Wright (2000) indicates that correlation coefficients below 0.25 to 0 show no or absence of correlation at all while those coefficients between 0.25-0.5 show some

weak (or low degree of) correlations, 0.5-0.75 have moderate correlations and those above 0.75 have strong or high degree of correlations. Correlations are significant when p-value is less than the level of significance which is either 0.01 or 0.05.

Based on the study findings, human resource performance was positively associated with staff performance with a correlation factor of 0.277 (at 5% significance level). The link was statistically significant with a value of $0.012 < 0.05$ (level of significance). Technical skills had a moderately strong and positive correlation to staff performance with a correlation factor of 0.571 at a significance level of 0.01. Conceptual skills had a strong positive relationship with staff performance with a correlation coefficient of 0.635 at a significance level of 0.01. The relationship was also significant (0.031). The qualitative information from the key informants also supported the assertions that staff performance was associated with how the staffs were motivated to work and the skills they possessed. The findings relate to the study conclusions made by Ogunyomi and Bruning (2016) who indicated that organizational performance and staff performance were related to the skills sets staff possessed. In relation to the Kenyan healthcare staff performance, the study findings relate to the findings by Makhamara, Waiganjo and Kwasira (2016) who opined that there was significance influence of staff performance in health sector when strategic recruitment focused on the right skill sets, targeting conceptual, and technical skills.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND
RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the findings with a view to discuss them. It also concludes by providing recommendations based on study's objectives. Additionally, it provides suggestions for further studies. Overall, the study sought to determine the influence of conceptual skills, HR management skills and technical skills on staff performance in the health sector.

5.2 Summary of Findings

The study evaluated the influence of management skills on staff performance in health sector and specifically the Consolata Mission hospital Kyeni in Embu County. It had three objectives that included assessing the extent to which conceptual skills influence staff performance, establishing the way HR management skills influence staff performance and examining the extent to which Technical skills influence staff performance. A descriptive correlational survey research design was utilized to conduct it. The study targeted Eighty Eight employees of Consolata Hospital Kyeni. The study adopted stratified and purposive sampling to pick the employees who took part in data collection process. A questionnaire and an interview on key informants were utilized to collect the data. The SPSS program was utilized to analyze the data quantitatively. Findings are as presented in the subsequent sections.

5.2.1 Conceptual Skills and Staff Performance

The findings revealed a strong, positive and significant relationship between conceptual skills and staff performance. It was also found that the ability of the staff to analyze situations helped in improving staff performance and that on the ability to make quality decisions, conceptual skills were necessary and that led to improved staff performance. This is in support of Vafae et al., (2012) who opined that analytical skills were an

acquired skill set that organizations seek to develop among its employees to positively impact on staff performance.

It was evident that the ability of the staff to solve problems helped in improving staff performance and that creativity in solving problem enhanced staff performance. This is in support of Seyedinejat, Ebrahim, and Dousti (2014) who established that conceptual skills ranked higher among skills that were necessary for the top management to make informed decisions which translated to increased efficiency in their organizations. It was realized that in cases of inadequate conceptual skills especially among the top managers and head of departments, the whole organization was in jeopardy. These results also resonated with Goodall (2011) who opined that possession of problem solving skills was highly associated with positive staff performance. Creativity improved the efficiency of employees and helped provide easy solutions to issues affecting organizations (Hamidi et al., 2012).

Furthermore, the study findings showed that the component of conceptual skills enhanced staff performance. The key informants also quoted that, “There was need for all department heads to have human management skills and for the senior managers to provide leadership training and management skills training to improve organizational and staff performance.” These results were also in support of Ahmed, Ahmad and Joarder (2016) who noted that conceptual skills were strongly associated with staff making informed choices on handling their roles. The study findings also reflect the findings by Mutua (2017) who opined that staffs who had the capacity to analyze situations and who were able to make decisions based on the prevailing conditions were more likely to make considerable contributions to the performance of the firm.

5.2.2 HR Management Skills and Staff Performance

According to Guest (2010) the relations between managers and employees have a notable effect on their performance. The study findings of human resource management skills showed that the human resource performance was positively associated with staff performance. Descriptive statistics showed that the ability to lead others, the ability to

communicate with other staff and the management and that the ability to empower others was essential in improving staff performance. This concurs with Ghalandari (2012) who realized that paying attention to such human skills significantly and positively influenced their productivity. He found out that the lack of management skills (technical, human and cognitive) reduced efficiency and effectiveness in organizations.

Also the results revealed that the ability to motivate others helped to improve their staff performance and that the possession of human resource management skills by the staff was highly associated with improved staff performance. The key informants indicated that HRM services were key as they formed the most important part of the organizational resources. One was quoted, “The human resource office is really helpful for it deals with staff directly sorting any issues arising. There is a well laid communication channel which all members adhere to this as really helped in bring order. All staffs are equal in our facility and hence one can talk to all regardless of their position.” Treating all the staff at the organization as equal was key in ensuring conducive environment for their performance. The findings support the conclusions by Noe et al (2017) who found that when organizations value and invest in advancing human resources, then they are likely to tap high returns on their investments.

It was also found that employee motivation had a significant influence on their performance. According to Chacha (2013), employees that are not well motivated tend to give less than 100 percent. Internally, coherent HR practices that align with organizational strategy are vital in enhancing employee motivation that in turn improve organization performance. This depicts that employees who are well appreciated and recognized by the management perform at higher levels than those who receive compliments occasionally.

5.2.3 Technical Skills and Staff Performance

Finally on technical skills and staff performance, it was found that technical skills had a moderately strong and positive correlation with staff performance. Also it was found that employee with experience in their roles helped to improved performance at Kyeni

Mission Hospital, and that their specialization in specific areas also depicted greatly improved productivity. This is in support with Mullins, 2009 who found that managers possessing the three skill set (technical expertise; perceptual skills that focus on problem solving, thinking and innovations; and man's skills that focus on human relationships, incentives, recognitions and leadership) had a higher likelihood of delivering on their mandate as compared to those who missed one or more of the skill set. The findings also concur with Hysong, 2008, who revealed that managerial (staff) output was significantly associated with their technical skills, power and expertise.

It was also found that the level of proficiency contributed to staff performance, and that the ability to give instructions assisted in improving performance of the staff. In general, it was realized that possessing technical skills greatly improved on staff performance. This resonates with Mone and London (2010) who opined that employee performance had relative association with increased proficiency in executing tasks, especially technical roles. The findings also concur with Gupta and Upadhyay, 2012 who revealed that the ability to give instructions was associated with personality traits and thus was a mediating factor towards improved staff performance.

5.3 Discussion of Findings

Demographically, 54.8% of the respondents were females while 45.2% were males implying that the Consolata Mission Hospital staffs are well balanced in terms of gender. In terms of age groups, more than 88% of the respondents were under 45 years hence the need for HRM programs focused on the group since they are likely to stay in the organization longer. With regard to years of service it was found that 75.9% of the respondents had worked at the hospital for less than two years. This calls for more training to ensure the staff understand the organization culture and improve on their commitment towards the goals of the organization. In terms of education level, more than 70% of the staff at the hospital had attained tertiary levels. Therefore their possession and implementation of the conceptual, technical and HRM skills is expected to be at a great level.

On the first objective of conceptual skills and performance, descriptive statistics showed that the ability of the staff to analyze situations helped in improving staff performance (mean=4.26, SD=0.604), on the ability to make decisions, conceptual skills were necessary in improving staff performance (mean=4.36, SD=0.614). These results concur with Vafae et al., (2012) who opined that analytical skills were an acquired skill set that organizations seek to develop among its employees to positively impact on staff performance. Leaders with substantial analytical skills are associated with sharp decisions hence their output is of high quality.

The study findings also showed that the ability of the staff to solve problems helped in improving staff performance (Mean=4.39, SD=0.695), creativity in solving problem enhanced staff performance (mean=4.23, SD=0.797). This concurs with Seyedinejat, Ebrahim, and Dousti (2014) who established that conceptual skills ranked higher among skills that were necessary for the top management to make informed decisions which translated to increased efficiency in their organizations. It was realized that in cases of inadequate conceptual skills especially among the top managers and head of departments, the whole organization was in jeopardy. These results also resonated with Goodall, 2011 who opined that possession of problem solving skills was highly associated with positive staff performance. Creativity improved the efficiency of employees and helped provide easy solutions to issues affecting organizations, Hamidi et al., 2012.

The respondents generally agreed that the component of conceptual skills enhanced staff performance (mean=4.45, SD=0.547). The key informants also quoted that, “There was need for all department heads to have human management skills and for the senior managers to provide leadership training and management skills training to improve organizational and staff performance.” The inferential statistics depicted a strong and positive link between conceptual skills and staff performance whose correlation coefficient was 0.635 and significant at 0.05 ($p=0.031 < 0.05$). Also from the regression analysis, a unit increase in conceptual skills contributed to 0.441 units increase in the staff performance.

It is evident from the results that conceptual skills have a profound effect on staff performance. Ahmed, Ahmad and Joarder (2016) noted that conceptual skills were strongly associated with staff making informed choices on handling their roles. The study findings also reflect the findings by Mutua (2017) who opined that staffs who had the capacity to analyze situations and who were able to make decisions based on the prevailing conditions were more likely to make considerable contributions to the performance of the firm.

In terms of HR management skills, HR performance was positively associated with staff performance with a correlation factor of 0.277 ($p=0.012 < 0.05$). Test regression results depicted that a unit increase in HRM component led to an increase in the staff performance by 0.119 units. Descriptive statistics showed that the ability to lead others improved performance of the staff (mean=3.98, SD=0.769), the ability to communicate with other staff and the management helped to improve staff performance (mean=4.32, SD=0.585), and that the ability to empower others was essential in improving staff performance (mean=4.09, SD=0.728). This concurs with Ghalandari (2012) who realized that paying attention to such human skills significantly and positively influenced their productivity. He found out that the lack of management skills (technical, human and cognitive) reduced efficiency and effectiveness in organizations.

Also the results showed that the ability to motivate others helped to improve their staff performance (mean=4.1, SD=0.846), and that the possession of human resource management skills by the staff was highly associated with improved staff performance (mean=4.07, SD=0.721). The key informants opined that HRM services were key as they formed the most important part of the organizational resources. One was quoted, “The human resource office is really helpful for it deals with staff directly sorting any issues arising. There is a well laid communication channel which all members adhere to this as really helped in bring order. All staff are equal in our facility and hence one can talk to all regardless of their position.” Treating all the staff at the organization as equal was key in ensuring conducive environment for their performance. The findings resonated with conclusions by Noe et al (2017) who opined that when organizations value and invest in

advancing human resources, then they are likely to tap high returns on their investments. The respondents also indicated that the HRM departments should improve staff performance through facilitating skill development and creating conducive environments, what Lussier and Hendon (2017) opined on training staff on human resource skills to influence staff performance.

Employee motivation had a significance influence on their performance. According to Chacha (2013), employees that are not well motivated tend to give less than 100 percent. Internally, coherent HR practices that align with organizational strategy are important because they increase motivation among employees and in turn improve the way organizations perform. Chuang (2010) notes that organizational climates link employee performance with HR systems. According to Harter, Schmidt, and Hayes, 2012, demoralized employees tend to give lower output because they feel as though their efforts are never appreciated by management teams. The employees who are well appreciated and recognized by the management perform at higher levels than those who receive compliments occasionally.

Finally on technical skills and staff performance, it was found that technical skills had a moderately strong and positive correlation to staff performance with a correlation factor of 0.571 at a significance level of 0.01. From the regression analysis, a unit increase in the technical skills component increased staff performance by 0.338 units. Also from the descriptive statistics, the respondents indicated that their experience led to improved performance at Kyeni Mission Hospital (mean= 4.58, SD=0.646), their specialization in specific areas improved their performance (mean=3.94, SD=1.119). This concurs with Mullins, 2009 who found that managers possessing the three skill set (technical expertise; perceptual skills that focus on problem solving, thinking and innovations; and man's skills that focus on human relationships, incentives, recognitions and leadership) had a higher likelihood of delivering on their mandate as compared to those who missed one or more of the skill set. The findings also concur with Hysong, 2008, who revealed that managerial (staff) output was significantly associated with their technical skills, power and expertise.

It was also found that the level of proficiency contributed to staff performance (mean=4.35, SD=0.652), and that the ability to give instructions assisted in improving performance of the staff (mean=4.08, SD=0.705). In general, it was felt that possessing technical skills improved on staff performance (mean=4.45, SD=0.705). The findings were in agreement to Mutua (2016) who opined that staff who are empowered with technical skills are likely to improve their performance. This resonates with Mone and London (2010) who opined that employee performance had relative association with increased proficiency in executing tasks, especially technical roles. The findings also concur with Gupta and Upadhyay, 2012 who revealed that the ability to give instructions was associated with personality traits and thus was a mediating factor towards improved staff performance.

5.3 Conclusion

The study' main purpose was to establish the influence managerial skills have on the staff performance in Consolata Hospital in Kyeni. Based on the findings, the study concludes that conceptual skills have considerable impact on the performance of the staff at Consolata Hospital especially at the top management where critical decisions are made. It was noted that training programs were organized to help for the leaders improve on their leadership skills which in turn translated to improved performance.

Similarly, the study concludes that human resource management skills contributed significantly towards improving output among the staff. The study revealed that the staff were given study leaves to help them specialize in their various areas hence improving their performance. Clear communication channels are essential in ensuring the staff delivers on their roles.

The study also concludes that the possession of technical skills among the employees at Consolata Hospital positively impacted on their productivity. Leaders who possess the three skill set of technical expertise, perceptual skills on problem solving thinking and innovation and man's skills based on human relationships, incentives and recognition have higher prospects of delivering on their mandate which in turn improves their

performance, Mullins (2009). There has to be a deliberate focus within an organization on these performance indicators for high levels of productivity to be guaranteed.

5.4 Recommendations

To enhance performance of staff in Consolata Hospital in Kyeni and other health institutions, the study recommends the following measures:

- 1) Training top level and middle level managers on leadership and management need to be emphasized. Since they are responsible for making critical decisions that impact directly on the running of the institutions. The trainings will improve on their problem solving and decision making skills.
- 2) Conducting motivational seminars and workshops can bring out the best in the employees by increasing their confidence and assertiveness and building on their human management skills. Staff morale can also be boosted through extrinsic motivation such as increasing pay and allowances and intrinsic motivation by recognizing, appreciating and accepting them through career development and promotion.
- 3) Institutions need to instigate training programs focused on improving technical expertise and specialization in the staff technical areas. Opportunities for staff to advance in their technical areas can be organised internally or staff be motivated to advance in their profession through scholarships.

5.5 Suggestions for Further Studies

This study focused on the influence of technical, conceptual and human resource skills on staff performance at Consolata Hospital in Kyeni. More studies need to be done in other institutions to be able to generalize the findings. Also investigations into other internal factors such as leadership styles, perceptions, job satisfaction should be done to be able to get varied result which in turn can help unearth the real causes of low staff productivity in organizations hence instigate the right measures to improve employee performance.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION TO RESPONDENTS

University of Nairobi

Department of Open Learning

P.O. BOX 30197,

NAIROBI.

Dear Sir/Madam,

RE: REQUEST TO PARTICIPATE IN RESEARCH STUDY

I am a final year student at the University of Nairobi taking a degree in Masters of Arts in Project Planning and management. I am currently undertaking a study on **Influence of Management Skills in Health Sector: A case of Consolata Hospital Kyeni Embu County Kenya.**

You have been selected as a participant in the study. Your participation is on voluntary and confidential basis, and you are not required to reveal your identity to either the study or research assistant at any given time during the study. Your responses will only be used for purposes of this study only.

Please answer all the questions as correctly and truthfully as possible. It is expected the study findings will be of importance to the management in creating and facilitating management practices that promote job satisfaction amongst workers and subsequent good performance within Consolata Hospital Kyeni and health facilities countrywide.

Thank you for your cooperation and highly valued contribution.

Yours Sincerely,

Gitia Stella Wanjiku

Reg No. L50/62163/2013

APPENDIX II: QUESTIONNAIRE

You have been selected by chance to participate in this study by answering this questionnaire. The survey is voluntary and the information you give will be confidential and anonymous. Thank you for accepting to participate.

Instructions: Please tick your response(s) in the space(s) provided.

Section A: Demographic Information

Basic Information			
1	Date of survey		
2	Name of the Enumerator		
3	Questionnaire No		
Demographic Characteristics			
4	Respondent's Gender	1= Male	
		2= Female	
5	Respondent's Age	1=Under 30	
		2=Between 31 -45	
		3=Over 46	
6	Highest Level of Education	1=Primary Level	
		2= Secondary Level	
		3= Diploma Level	
		4=Bachelors Degree	
		5=Masters and above	
7	Role at the hospital	1= Administrative	
		2= Technical staff	
		3= Consultant	
		4= Support staff	
8	How long have you worked at the Hospital?	1= Less than 2 years	
		2= Two-five years	
		3= five-ten ears	
		4= Over ten years	

Section B: Conceptual Skills and Influence on Staff Performance

Tick where appropriate on your degree of agreement/disagreement with the following statements. 1= Strongly Disagree (**SD**); 2= Disagree (**D**); 3= Uncertain (**U**); 4= Agree (**A**); 5= Strongly Agree (**SA**)

	Perceptions on how conceptual skills influence staff performance	SD	D	U	A	SA
9	My ability to analyze situation helps in improving performance					
10	My ability to make decisions helps in improving performance					
11	My ability to solve problems helps in improving performance					
12	My creativity in solving problems helps in improving performance					
13	Conceptual skills helps in overall improvement of performance					

14. What other comment do you have on the availability of conceptual skills as a predictor of staff performance at work place?

.....
 ...

Section C: Human resource management Skills Influence on Staff Performance

Tick where appropriate on your degree of agreement/disagreement with the following statements. 1= Strongly Disagree (**SD**); 2= Disagree (**D**); 3= Uncertain (**U**); 4= Agree (**A**); 5= Strongly Agree (**SA**)

	Perceptions on how Human resource management Skills Influence staff performance	SD	D	U	A	SA
15	My ability to lead others improves their performance					
16	My ability to Communication with others help in improving their performance					
17	My ability to empower others in improving their performance.					
18	My ability to motivate help staff to improve their performance					
19	Possessing Human resource management skills among the management staff improves staff performance					

20. What other comment do you have on the availability of Human resource management skills as a predictor of staff performance at work place?

.....
 ...

Section D: Technical Skills Influence on Staff Performance

Tick where appropriate on your degree of agreement/disagreement with the following statements. 1= Strongly Disagree (**SD**); 2= Disagree (**D**); 3= Uncertain (**U**); 4= Agree (**A**); 5= Strongly Agree (**SA**)

	Perceptions on how Technical Skills influence staff performance	SD	D	U	A	SA
21	The level of experience of a staff has leads to improved performance					
22	Staff who are specialized in specific areas are likely to improve their performance.					
23	The level of proficiency improves on staff performance					
24	The ability of a staff to give instructions assists in improving staff performance					
25	Staff who have technical skills are likely to improve their performance.					

26. What other comment do you have on the availability of technical skills as a predictor of staff performance at work place?

.....
 ...

Section E: Overall Staff Performance

Tick where appropriate on your degree of agreement/disagreement with the following statements. 1= Strongly Disagree (**SD**); 2= Disagree (**D**); 3= Uncertain (**U**); 4= Agree (**A**); 5= Strongly Agree (**SA**)

	Perceptions on how Technical Skills influence staff performance	SD	D	U	A	SA
27	My creativity helps in solving problems thus improving staff performance					
28	My conceptual skills helps in overall improvement of performance.					
29	My specialization in specific areas improves my performance					
30	My level of proficiency improves on staff performance					
31	My ability to motivate others helps in improving performance					

32. What other comment do you have on the availability of technical skills as a predictor of staff performance at work place?

.....
 ...

Thank You.

APPENDIX III: KEY INFORMANT INTERVIEW GUIDE

1. What is your general perception on staff performance? What does it entail in terms of healthcare workers?
2. What is your opinion on the effect of conceptual skills on staff performance? How do you relate analytical abilities, decision-making abilities, problem-solving abilities and creativity in solving problems help shape staff performance?
3. Do you feel that Human resource management skills influence staff performance? Expound this in relation to leadership abilities, communication abilities, empowerment and motivation.
4. How do technical skills influence staff performance? Expound on how experience of staff, teamwork, specialization and proficiency helps to improve staff performance.
5. Do you feel that having management skills would help improve staff performance and subsequent overall performance by the hospital? Kindly explain your answer.
6. Any other comment on how management skills contribute to staff performance in your organization?

APPENDIX IV: LIST OF STAFF AT KYENI MISSION HOSPITAL

Staffing in Consolata Hospital Kyeni	Number of Staff
Administration/Management	6
Director	1
School of Nursing principal	1
Medical Officer In-charge	1
Nursing Officer In-charge	1
Finance Officer	1
Human Resource and Admin Officer	1
Technical staff	135
Medical Officers	4
Clinical officers	10
Nurses	70
Pharmacists	7
Laboratory technologists	11
Records Officers	10
Counsellors (Psychological & HTS)	5
Tutors	8
Medical Engineers	2
Secretaries	4
Accountants	1
Social Workers	1
Drivers	2
Consultants	5
Gynecologist	1
Surgeon	1
ENT specialist	1
Ophthalmologist	1
Physician	1
Support Staff	39
Cleaners	21
Others	18
Total Staff	185

Source: Facility Human Resource records (2019)