

**INFLUENCE OF PERFORMANCE MANAGEMENT SYSTEM ON HEALTH
WORKERS PERFORMANCE AT PUBLIC HOSPITALS IN NAIROBI COUNTY
KENYA**

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**THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN HEALTH SYSTEMS
MANAGEMENT OF KENYA METHODIST UNIVERSITY**

OCTOBER, 2025

DECLARATION

This thesis is my original work and has not been presented in any other University

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DEDICATION

I dedicate this thesis to my entire family for always being there for me.

ACKNOWLEDGEMENT

I want to acknowledge first my God who has given me the gift of life and enabled me to do this course. When I thought all was impossible, he gave me the strength to rise again and battle it on. God has been my never-failing friend.

I wish to gladly thank my supervisors Dr Kezia Njoroge and Mr. Fredrick Kimemia for their guidance and direction during the long journey of this thesis.

I would like to appreciate the chair of department, Health System Management Ms. Lilian Muiruri for her kindness, guidance and encouragement for the entire HSM students to strive and complete their studies. For always being there to assist and answer questions when need arises.

To my family for the immense support and being there always during the entire journey.

ABSTRACT

Effective performance management is essential to the provision of health services. It is recognized as one of the key components of the healthy workforce pillar in health systems vital building blocks, effectively contributing to the greatest possible health care outcomes. By evaluating and improving employee performance, performance management systems assist healthcare organizations in maximizing the contribution of healthcare professionals towards anticipated health outcomes. There has been insufficient investigation into how integrating the entire process of the system affects health workers' performance in public hospitals particularly level three to five located in Nairobi County. Furthermore, empirical data regarding the efficacy of these systems was lacking. The study's objective was to investigate the influence of performance management system on the performance of health workers in public hospitals in Nairobi County, Kenya. Expectancy theory and goal-setting theory served as the study's specific objectives. A cross-sectional descriptive survey of the research design was adopted. Data was collected from 239 health care workers from three public hospitals using structured questionnaires. Data was analyzed using inferential statistics and descriptive approaches. A model of ordinal logistic regression was employed to investigate the relationship between the independent and dependent variables. Frequencies, means, standard deviations, and percentages were used to portray the results. The study found that efficient performance appraisal, feedback, and reward systems significantly enhance health workers' performance. Considering a normal p-value of <0.01 , there existed a substantial positive correlation between performance planning and reward systems ($r = 0.496$), health work's performance ($r = 0.653$), performance appraisal ($r = 0.621$), and performance feedback ($r = 0.554$). This suggested that performance evaluation, feedback, reward systems, and health workers' performance are often higher when there is greater performance planning. Binary logistic regression model suggested that Performance Appraisal, Feedback, and Reward Systems significantly influence health worker performance. The Nagelkerke R Square indicated that jointly Performance Appraisal, Performance Feedback, and Reward Systems accounted for 37.1% of the variation in health workers' performance. Putting in place reliable performance management systems that offer consistent evaluations, helpful criticism, and fair compensation plans was highlighted by these findings. Cultivating a culture of accountability, acknowledgment, and motivation among healthcare workers is needed to improve performance.

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ABBREVIATIONS AND ACRONYMS

CHWs	Community Health Workers
HCW	Healthcare Workers
KPIs	Key Performance Indicators
NACOSTI	National Commission for Science and Technology Innovation
PBF	Performance-Based Financing
PBI	Performance-Based Incentives
PMS	Performance Management System
RBM	Result-Based Management
SERC	Science and Ethical Review Committee
SMART	Specific, Measurable, Achievable, Relevant, Time-Bound
SPSS	Statistical Package for Social Science
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION

1.1 Background

Performance management has been shown to be essential for efficient delivery of health services, and the pillars strengthening health systems have recognized it as such. It encouraged healthcare personnel to contribute to anticipated health outcomes by assisting healthcare organizations in assessing and improving the performance of their workforce. Since the healthcare industry is a service, methods to increase health workers' productivity were given priority, particularly in public hospitals (Mutale et al., 2021). High-performing institutions that prioritized and executed various components of performance management to boost performance, need trained people at all service delivery levels. The World Health Organization noted that performance management systems are critical to the success of healthcare organizations, especially public hospitals, and that they can help accomplish goals, raise standards of care, and increase patient and provider satisfaction (Kruk et al., 2018). It was stressed that performance management must be ongoing, results-oriented, and include regular coaching and feedback. Effective performance management system creation and implementation required the participation of numerous stakeholders, including patients, healthcare professionals, and hospital managers (Kruk et al., 2018).

Successful Performance Management System implementation requires commitment to continuous evaluation and adaptation to meet the evolving needs of healthcare environments. PMS serves important functions such as helping organizations achieve the strategic objectives through linking organizational goals with individual performance goals (Lutwana 2018). Essential information that helps managers and administrators to take important decisions regarding staff welfare such as salary increment, promotions and rewards is based on individual

performance as evaluated by the performance management systems put in place (Lee & steer 2017).

In the USA, performance management systems is essential in hospitals to promote high-quality care delivery, accountability, and efficient resource utilization. Recent studies had emphasized the significance of performance management systems in enhancing hospital performance and patient outcomes. For instance, a study conducted by Bloom et al. (2015) examined the relationship between performance management practices and hospital quality outcomes. It concluded that hospitals with comprehensive performance management systems had better quality outcomes and lower readmission rates compared to those with limited performance management practices. Similarly, a study by Bailey et al. (2019) underscored the role of performance management in addressing healthcare disparities. Bailey recommended that performance management systems should incorporate equity and social justice considerations to promote equitable healthcare delivery.

In Europe, a study by Krane et al. (2019) looked at how performance management methods affected hospital performance throughout the continent. According to the study, performance management systems greatly enhanced staff output, financial effectiveness, and patient happiness in hospitals. Additionally, Kockaya and Topcu (2018) emphasized the importance of performance management systems in reducing hospital-acquired infections and recommended incorporation of evidence-based practices and benchmarks to promote safe and standardized care delivery.

In the African health sector, Mushi et. al (2020) examined the state of PMS in eight African countries and found that while it was widely used, it faced several challenges. These challenges included a lack of resources, inadequate training, and poor coordination between different levels of the health system. The use of PMS varied across countries, with some countries having

more developed systems than others proving need for more investment in PMS in the African health sector to address these challenges and improve the performance of health workers, ultimately leading to better quality of care for patients.

In Nigeria, a study by Olanrewaju et al. (2019) found that while PMS was used in some health facilities, it was not widely implemented or integrated into the overall health system. The study also highlighted challenges such as a lack of resources, inadequate training, and poor coordination between different levels of the health system. Additionally, the study found that the system focused mainly on monitoring and evaluation, with little attention given to performance improvement.

In South Africa, Madlabana et al. (2020) evaluated the state of PMS in the country and found that while it was used in most healthcare facilities, there were significant challenges in its implementation. These challenges included a lack of standardization, inadequate resources, and limited staff training. The study also found that there were concerns about the accuracy and reliability of PMS data.

In Kenya, performance management system was the government efforts to improve service delivery and access to healthcare for all Kenyans. The introduction of performance contracts between the government and its agencies, including the Ministry of Health, to establish goals for key performance indicators (KPIs) and tie them to incentives to raise the caliber of services rendered by the public sector (Prince, 2022).

Launch of the Kenya Vision 2030 development blueprint included improving healthcare quality and access as a key pillar. To achieve this goal, the government introduced a range of health sector reforms including performance-based financing (PBF) system, result-based management (RBM), and civil service reforms. PBF incentivized health facilities to improve performance by linking financial rewards to the achievement of performance targets (Nkangu

et al., 2023). On the contrary, RBM was a management approach that focused on achieving results rather than inputs or processes. The civil service reforms included changes to recruitment, promotion, and remuneration of civil servants and the introduction of performance management systems such as RBM.

Despite some successes, such as increased utilization of maternal and child health services, the implementation of these reforms faced challenges due to inadequate funding, weak governance and coordination among stakeholders, corruption, and a lack of clarity on roles and responsibilities (Mukunya et al. 2018). The civil service reforms had positive impacts, such as improving availability of health workers in rural areas and reducing corruption in the procurement of medical supplies. Challenges, such as inadequate funding, resistance to change among civil servants, high attrition rates, low staff motivation, and political interference in the appointment of senior officials were faced.

The implementation of these reforms and their effectiveness had continued to be a critical area of focus for the Kenyan government and stakeholders in the health sector. Considering this, the study looked at how the performance management system affected the performance of health workers at Kenya's public hospitals. The study was anchored to the Health Workforce pillar as one of the building blocks in health systems management by World Health Organization.

1.2 Statement of the Problem

The Kenyan government implemented policies such as performance contracting and civil service reform programs to improve the quality and accessibility of healthcare to all its citizens. Despite these efforts, the health sector faces challenges such as high attrition rates, demotivated staff, and public dissatisfaction. The exodus of doctors from government-owned facilities led to a decrease in the number of doctors, hence a decline in healthcare quality. This is seen in the Kenya health sector strategic plan 2018 to 2023 which aimed at transforming health systems

in pursuit to achieve universal health coverage. Occupational hazards and inadequate protective equipment pose a risk to several health care workers such as common injuries and exposure to infectious ailments. According to human rights watch, most public hospital staffs lack adequate personal protective equipment, are overworked due to staff shortages, lack health insurance, are inadequately remunerated, lack psychosocial support, face inadequate information management which increases the rate of dissatisfaction leading to poor quality of services rendered affecting patient outcomes. Healthcare workers have been seen on the streets in pursuit for their rights leaving the patients unattended. Yakusheva et al. (2024). Reports of misconduct among healthcare professionals highlighted the need for reform. There are mental health struggles such as anxiety, depression and vicarious trauma with lack of support at the work stations. A study by Valentine et al. (2023) established that healthcare workers who are traumatized were negatively affected in their performance. The government needs to implement effective performance management systems to address these issues and ensure quality healthcare for all Kenyans.

Despite the government's efforts to improve the healthcare system in Kenya, in Nairobi, there were concerns about the quality of healthcare provided by health workers in the city. Recent reports indicated that patients often experienced long waiting times, inadequate attention from healthcare providers, and a lack of necessary medical equipment and supplies (Kizito et al., 2018; Ouma et al., 2018; Tsofa et al., 2017). Concerns were also raised concerning Nairobi's health professionals' low job satisfaction, high absenteeism rates, and lack of qualified personnel.

These issues had a significant impact on the quality of care provided to patients, resulting in poor health outcomes and low patient satisfaction. Nairobi county holds many Kenyans approximating to 4.4 million demographically. This population is comprised of low to middle

class individuals who move from villages to the city in search of greener pastures to better their lives. This population relies on health care services in public hospitals at level three, four and five within the county due to economic reasons. This calls for adequate and quality healthcare services that are accessible, timely, and effective always. While prior research has examined the effects of performance management systems on health worker performance across a range of industries and establishments, the study identified that there has been insufficient investigation into how integrating the entire process of the system affects health workers' performance in public hospitals particularly level three to five located in Nairobi County, Kenya. Furthermore, empirical data regarding the efficacy of these systems at Nairobi County's public hospitals was lacking. Thus, this study aimed to investigate how the performance management system affected the performance of health workers in public hospitals in Nairobi County, Kenya.

1.3 Purpose of the Study

This study's primary goal was to investigate how the performance management system affected the performance of medical staff in public medical facilities in Nairobi County, Kenya.

1.4 Specific Objectives

- i. To assess the effects of performance planning on health workers performance at public hospitals in Nairobi County, Kenya
- ii. To examine the influence of performance appraisals on health workers performance at public hospitals in Nairobi County, Kenya
- iii. To evaluate the influence of performance feedback on health workers performance at public hospitals in Nairobi County, Kenya
- iv. To determine the effects of reward system on health workers performance at public hospitals in Nairobi County, Kenya.

1.5 Research Questions

- i. What effect does performance planning have on health workers performance at public hospitals in Nairobi County?
- ii. What is the influence of performance appraisals on health workers performance at public hospitals in Nairobi County?
- iii. How does performance feedback influence the performance of health workers performance at public hospitals in Nairobi County?
- iv. What are the effects of reward system on health workers performance at public hospitals in Nairobi County?

1.6 Justification of the Study

The effectiveness of health systems is heavily dependent on the performance of health workers, who are the frontline providers of care. To enhance accountability, efficiency, and service delivery, the Government of Kenya introduced Performance Management Systems (PMS) in 2004 as part of wider public sector reforms. Within the health sector, PMS was adopted in public hospitals with the expectation that performance planning, appraisals, feedback, and reward mechanisms would improve staff productivity, motivation, and overall service quality. Despite nearly two decades of implementation, there is limited empirical evidence assessing the actual impact of PMS on health workers' performance in Kenya. Globally, studies on PMS have shown mixed results: some report significant improvements in employee performance, while others highlight minimal or even negative effects due to poor design, inadequate implementation, or lack of alignment with organizational goals. This inconsistency underscores the need to evaluate PMS within the Kenyan healthcare context, where unique challenges such as resource constraints, high patient loads, and human resource shortages may influence its effectiveness. Nairobi County provided an ideal setting for such a study, as it hosts the

largest concentration of public hospitals in Kenya, serving diverse populations and employing a wide range of health professionals. Examining PMS in this context will provide valuable insights into how performance management practices affect health workers productivity, motivation, and quality of care.

1.8 Significance of the Study

This study carries important implications for healthcare management, policy, and practice in Kenya. By assessing the influence of performance management systems (PMS) on the performance of medical staff in public hospitals in Nairobi County, the research will help identify the key components of PMS that directly impact healthcare workers' productivity and service delivery. The findings will provide practical guidance on how PMS can be designed and implemented more effectively to enhance the quality of care, improve staff motivation, and promote efficiency within public hospitals.

For policymakers and hospital managers, the study will generate evidence that can inform the review and strengthening of PMS as a tool for improving health worker performance. Enhancing staff efficiency and accountability has the potential to positively affect patient outcomes and satisfaction, thereby contributing to the broader goal of strengthening Kenya's health system.

At the academic level, the study will address a critical gap in literature on human resource management in the Kenyan health sector. It will contribute to the body of knowledge by providing context-specific insights on the effectiveness of PMS in public healthcare settings. Ultimately, the research will support the development of evidence-based strategies aligned with the health workforce pillar of health systems strengthening, fostering sustainable improvements in healthcare delivery in Nairobi County and beyond.

1.9 Limitation of the Study

Despite the study's valuable contribution to understanding the influence of performance management systems on health workers' performance in public hospitals in Nairobi County, several limitations were acknowledged.

The study employed a cross-sectional design, which collected data at a single point in time. This limited the ability to infer causal relationships between performance management practices and health workers' performance. The observed associations may not necessarily imply causation, as factors could change over time (Capili, 2021). On the other hand, the study may be susceptible to reverse causality in the absence of proof of cause–effect without longitudinal or experimental confirmation (Savitz, 2023).

Data were primarily collected through questionnaires relying on participants' self-reports. Such data are subject to response bias, including social desirability or recall bias, where respondents may overstate positive practices or underreport weaknesses in performance management implementation (Althubaiti, 2016).

The study was confined to public hospitals in Nairobi County, which may not fully represent other counties or healthcare contexts in Kenya. Differences in resource availability, management structures, and working conditions across regions may limit the generalizability of the findings to other settings (Hambridge et al., 2023).

According to Ogutu et al. (2022), the study adopted a quantitative approach, which provided statistical relationships but did not capture the in-depth perceptions, experiences, and contextual challenges surrounding performance management practices. A qualitative or mixed-method approach could have provided richer insights into how these systems operate in practice.

The study did not investigate possible mediating or moderating factors such as employee motivation, organizational culture, or leadership style that might explain or influence the relationship between performance management systems and health workers' performance. This limits the understanding of the underlying mechanisms driving these relationships.

1.10 Delimitation of the Study

The respondents received guarantees on the privacy of the data they submitted and that it would only be utilized for scholarly purposes.

To avoid disrupting the healthcare workers' work schedules, the researcher made visits with them during lunch and tea breaks.

The researcher used soft copies of the questionnaire and shared them with the respondents, who filled them at a convenience time out of their busy work schedule.

1.11 Assumptions of the Study

- I. The researcher would select a sample population that is typical of the entire population that is being addressed.
- II. All the data that the researcher asked for in the questionnaire would be truthful and correct.
- III. The study's findings would all be representative and applicable to every county in the nation.

1.12 Operational Definition of Terms

Healthcare workers/ Health workers: Doctors, Clinical officers and Nurses working in public hospitals.

Health worker performance and productivity: The extent to which healthcare personnel effectively carry out their duties to meet organizational goals and contribute to quality patient care within a given time frame.

Hospital performance Hospital performance is the result of ongoing efforts to set objectives, track progress toward those goals, and make necessary adjustments to reach those goals more quickly and effectively.

Performance Planning The method by which businesses decide on goals, collaboratively pinpoint critical performance areas that could be accomplished in a year, and project their future organizational trajectory

Intervention	A series of carefully thought-out, sequential steps or occasions meant to support a hospital in becoming more efficient.
Performance Appraisal	A structured management framework designed to assess the caliber of a worker's performance within an organization.
Performance feedback	A process by which the employees received reports in regard to their performances after evaluation, reviews, and assessments were done on the employees.
Performance Management System:	The process of presenting goals and objectives of the organization to all relevant parties, establishing performance goals to gauge its progress toward those goals, and making sure that these actions serve as the cornerstone for optimizing effectiveness and improving organizational performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examined pertinent literature on the research topic with the goal of giving a thorough summary of the body of information, theories, and research that has already been done while pointing out any gaps and suggesting areas that require more study. It covered the history and evolution of the research topic, critical evaluation of relevant studies, examination of controversies and debates, and synthesis of key themes and issues. The chapter served as a foundation for subsequent chapters to build upon and extend the existing knowledge base.

2.2 Theoretical Review

2.2.1 Goal Setting Theory

A theory of motivation known as "goal setting" contends that people who establish clear, difficult goals for themselves are more likely to achieve at a high level. One of the most extensively researched and utilized theories in the field of organizational behavior, the theory was first put forth by Edwin Locke and Gary Latham in 1968 (Locke & Latham, 2019). The theory is grounded in five principles which include Clarity; goals should be clear and measurable, Challenge; goals should be sufficiently challenging to motivate individuals, Commitment; individuals must be committed to achieving the goals, feedback; regular feedback helps individuals to track progress and make necessary adjustments, Task complexity; Goals should be attainable, considering the complexity of the tasks involved. Based on the principle, people are more likely to be motivated and focused on work when they create SMART (specific, measurable, achievable, relevant, and time-bound) goals. Feedback and a supportive environment were also important components of the theory, as they helped individuals stay on track and adjust as needed to achieve their goals. Overall, Goal Setting

Theory proved to be a powerful tool for motivating individuals and improving performance in a variety of settings (Locke & Latham, 2019).

This theory suggested that setting specific, challenging, and achievable goals, accompanied by feedback and a supportive environment, could lead to higher levels of performance. In this case, performance planning and performance appraisal could be seen as important components of goal setting. The theory predicted that if the performance planning and appraisal systems were designed effectively, they would have a positive influence on health workers' performance. Recent research continued to support the effectiveness of Goal Setting Theory in improving performance outcomes. A meta-analysis of 100 studies by Harkin and colleagues (2016) found that goal setting interventions led to significant improvements in task performance across a range of settings, with the largest effects observed when goals were specific and challenging. The authors also found that feedback and self-reflection were important components of effective goal setting interventions.

In the context of healthcare, recent studies highlighted the importance of setting specific, measurable goals for improving health outcomes and patient satisfaction. For example, a study by Lee et al. (2021) found that setting specific performance goals for nurses led to significant improvements in hand hygiene compliance rates and patient satisfaction scores. The authors concluded that incorporating goal setting principles into performance management systems could help to improve healthcare quality and patient outcomes. These findings further supported the importance of incorporating Goal Setting Theory into performance management systems for health workers in public hospitals, as proposed in the current study. Aligning individual goals with organizational objectives ensures that healthcare workers are working towards common targets, enhancing overall efficiency and patient care quality. Moreover,

regular feedback within these systems will allow for Continuous improvement and adaptation to changing healthcare needs and demands.

2.2.2 Expectancy Theory

According to the motivational theory known as expectancy theory, people are more likely to perform when they anticipate receiving positive results or incentives for their efforts. Victor Vroom presented the idea for the first time in 1919, and it has since grown to be one of the most popular and well-researched hypotheses in organizational behavior (Vroom, 2019). Three fundamental ideas form the basis of the theory: valence, instrumentality, and expectation. It is represented as: $\text{Motivational Force (MF)} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$. If any of the components is Zero, the overall motivation will be zero. Expectancy is the assumption that one's increased efforts will result in a particular degree of performance meaning that if workers believe that putting in more effort will enhance their job performance, they are more likely to be motivated. Instrumentality is the belief that one's performance will result in a particular outcome or reward. Good performance will lead to desired outcomes meaning that health care workers believing that excellent performance will result in recognition, promotion or increase in remuneration. Valence is the worth or desirability one places on the expected results or rewards. This means that if the reward placed on health workers is highly valued, the motivation to perform well increases. According to Vroom's (2019) theory, people are more likely to perform when they see a clear correlation between their performance and desired objectives, and when they believe, their efforts will lead to those outcomes.

This theory suggested that people were motivated to perform when they believe that their efforts would lead to desirable outcomes or rewards. In this case, the reward system could be seen as an important component of the theory. The theory predicted that if the reward system was designed effectively, it would motivate health workers to perform better. The theory also

suggested that providing performance feedback to health workers could improve their belief that their efforts would lead to desirable outcomes, which in turn could increase their motivation and performance.

Recent research had continued to support the importance of the reward system in Expectancy Theory. A study by Jiang et al (2020) found that a well-designed reward system led to higher levels of job satisfaction and performance among healthcare professionals in China. The authors concluded that the reward system was a key driver of motivation and performance, and that healthcare organizations should have considered implementing incentive programs to improve employee engagement and productivity.

In addition to the reward system, recent studies also highlighted the importance of performance feedback in Expectancy Theory. A study by He et al (2020) found that providing performance feedback to nurses led to improvements in their self-efficacy and job satisfaction, which in turn led to higher levels of performance. The authors concluded that providing regular feedback to healthcare professionals could be an effective way to enhance their motivation and performance. These findings further supported the importance of incorporating Expectancy Theory into performance management systems for health workers in public hospitals, as proposed in the current study

2.3.1 Health Worker Performance

Ijewereme (2023) explained that employee performance was assessed by comparing their work results to predetermined standards, and it could also be measured by how well they accomplished the tasks assigned to them. The level of job performance indicated how successful an employee was at carrying out their delegated duties and was used to evaluate their performance against the desired outcomes. The efficiency and effectiveness with which an organization's objectives were met depended on the job performance of its employees. He

suggests that how the employees perceive performance management practices is a critical feature in motivating them to achieve organizational goals. In addition, Aaltonen points out that transparency, clear communication and opportunities for development enhance employee trust in the organization which boosts performance and work outcome. Gomes and Mendes (2022) on the other hand suggested that various factors could influence an individual's job performance, such as their living and working conditions, having access to the right skills and tools, their compensation and incentives, and the organization's promotion policies. The study by Aaltonen and Gomes focused on examining employees in privately owned organizations missing out public representation that serves most citizens who are at low and middle economic status of life. Ultimately, the studies reviewed factors and elements outside the performance management process shading a gap in evaluating its role in the staff and organizational performance.

Elnaga and Imran (2013) asserted that the organization should put all its resources into supporting underachievers based on their performance, enhance employee training and development programs. The researcher also emphasized the importance of involving employees in planning, identification of skill deficit and program evaluation. Five components could be used to categorize performance: planning, monitoring to identify skill deficits, developing, rating, and rewarding. Setting objectives, creating plans, and delineating timelines and tasks were all part of the planning stage. The phase of monitoring involved assessing one's performance in meeting the goals. Monitoring involved tracking performance over time and giving staff members and work groups regular input on how they were doing in terms of achieving their objectives. Malicay (2023) asserted that the willingness and openness of employees to execute their jobs was a determining factor in their performance. He added that more employees' willingness and transparency in carrying out their duties might boost productivity, which in turn improved performance. While the study by Elnaga & Imran focused

on the impact of training and development on employee performance and effectiveness, there was need to examine the influence of other factors such as planning which lays the foundation of objective achievement and reward system which is a motivator of employee performance in an organization.

According to Hendri (2025), to ensure that employees perform to a standard expected of them, employers must ensure that their responsibilities are completed in a way that advances the organization's objective. Employers may be able to monitor their staff members' performance and assist in improving the work output on schedule. In addition, an employee performance-based incentive program needs to have been put in place. The goal of this was to inspire the staff to work harder on their tasks. The success of the employees' performance was attributed to several variables, according to Pramono et al (2025). Leadership style, psychological factors, employee engagement, organizational culture, Standard operating procedures, the physical work environment, motivation, performance expectations, performance feedback, knowledge, skills, and attitudes were some of the considerations. The overall study revealed that human resource factor had a positive impact on employee performance. While Hedri's study used a systematic literature review on studies on human resource factors, it failed to examine the specific elements of performance management system which is one of the HRM factor and a critical pillar of service delivery as well as determining employee performance.

2.3.2 Performance Planning and Health Workers' Performance

Performance planning is the initial element in performance management system. Clarity of objectives during this phase involving the presence of documented, specific and measurable objectives for the worker will reduce role ambiguity and focus effort. Performance planning is a critical component of the performance management system, providing the foundation upon which performance expectations, targets, and evaluation criteria are built. It involves a

structured process through which supervisors and employees jointly identify performance objectives, align them with institutional goals, and establish measurable indicators for success (Aguinis, 2019). Effective performance planning ensures that employees clearly understand what is expected of them and how their contributions support the broader organizational strategy (Armstrong & Taylor, 2020).

Participation of health workers in Planning in setting their own targets increases ownership and motivation. The alignment of individual objectives with organizational goals mapped to department and hospital priorities ensures effort contribution to institutional performance. SMARTness of targets that are Specific, Measurable, Achievable, Relevant, Time-bound are easier to monitor and deliver. In healthcare institutions, such alignment ensures that health workers' tasks contribute to quality service delivery and improved patient outcomes (Mwangi & Murimi, 2022). Misalignment, on the other hand, may result in inefficiencies and duplication of efforts. Resource and support identification in Planning documents identify required resources, training, or supervision which will help reduce obstacles to performance. Frequency and timeliness of formal planning sessions and whether they happen on schedule keeps objectives current and responsive to health workers. As objectives are set, documentation quality is vital in terms of completeness and accessibility of records that are signed and dated to enable accountability and follow-up. Clarity in performance objectives ensures that employees understand what constitutes effective performance. Ambiguous or poorly defined objectives create uncertainty and reduce employee engagement (DeNisi & Murphy, 2017). Clear objectives provide direction and allow for fair assessment during appraisal. Clear communication of expected reports, standards, KPIs and success criteria avoids misunderstandings between planning and evaluation process. Performance planning should not be a one-time activity but a continuous process with clearly defined timelines. Regular reviews and updates allow organizations to respond to emerging challenges, policy changes, and

evolving health priorities (OECD, 2019). Frequent planning sessions also provide opportunities for feedback and course correction, which strengthen accountability and performance consistency (Armstrong & Taylor, 2020).

A study by Deussom et al. (2022) examined how performance Planning affected health workers' output in Ethiopian public health facilities. The study employed a quasi-experimental design, where the intervention group received performance planning training, and the control group received routine training. The study collected data through a structured questionnaire from health workers before and after the intervention. The results of the study showed that performance planning significantly improved the planning and execution of tasks, communication, and teamwork of health workers. Additionally, the study discovered that performance planning raised the job satisfaction of the healthcare professionals. While Deussom's study demonstrated the positive impact of performance planning in Ethiopia, the narrow scope on performance planning, different context and Health System Environment which has different system structures, policies, and resource contexts compared to Kenya could not be directly generalizable to Nairobi's public hospitals, which face unique challenges such as higher patient volumes, urban health disparities, and complex governance. On the other hand, Deussom's study tested PMS under controlled training intervention conditions with limited evidence on how PMS functions in its natural, ongoing implementation within hospitals, especially in Kenya where PMS has been in place for almost two decades. Proper documentation of performance plans is essential for transparency and accountability. Well-maintained performance records serve as reference points during evaluations, audits, and decision-making processes (Mwita, 2020). Inadequate documentation may lead to subjective appraisals and disputes.

In low- and middle-income nations, a study by Dieleman et al. (2019) examined the efficacy of human resource management initiatives, such as performance planning, in enhancing health worker performance. The study employed a realist approach, which involves identifying the underlying mechanisms that lead to the observed outcomes. The study's findings suggest that performance planning, as part of broader human resource management interventions, could improve health worker performance. Specifically, the study found that performance planning could improve health workers' motivation, job satisfaction, and accountability. Additionally, the study found several contextual elements, like organizational culture, leadership support, and resource availability, may have an impact on how effective performance planning is. The study examined performance planning within general HRM interventions and not as part of a structured Performance Management System. Other PMS components (appraisal, feedback, rewards) were not systematically assessed. The quasi-research design used in the study fell short of presenting the alternative explanations for observed effects of performance planning due to lack of random assignment in its respondents. In addition, the study outcomes emphasized motivation, satisfaction, and accountability, but did not measure broader performance indicators like productivity, efficiency, or quality of care.

A study conducted by Sendawula et al. (2018) to examine how employee engagement and performance planning affect worker's performance in Uganda's health sector involved Health professionals working in public health institutions who completed a standardized questionnaire to provide data for the study which used a cross-sectional survey methodology. The results of the study indicated that performance planning improved worker performance in terms of communication, productivity, and job satisfaction. In particular, the study discovered that health professionals were more likely to report higher levels of job satisfaction and work efficiency if they participated in performance planning and decision-making procedures. Additionally, the study discovered that performance planning could improve health

professionals' communication, which is essential for productive teamwork and collaboration. Sendawula's study contributed useful insights on employee engagement and planning in Uganda, but its narrow PMS coverage, methodological constraints, limited outcome scope, and lack of policy application leave gaps that needed to be examined.

The factors influencing employee performance were examined in the study by Diamantidis and Chatzoglou (2019), with an emphasis on the effect of performance planning on the performance of health workers. They examined how firm/environment-related factors (training culture, management support, environmental dynamism, organizational climate), job-related factors (job environment, autonomy, communication), and employee-related factors (intrinsic motivation, skills, adaptability, commitment, etc.) influenced employee performance. Diamantidis & Chatzoglou do not explicitly examine performance management system components like performance planning, feedback, appraisal, reward systems. Their focus was more general including training culture, management support, environment and job autonomy. The study didn't disaggregate which PMS practices matter most for instance appraisals vs feedback vs rewards.

In research on how performance management affects worker performance, Almulaiki (2023) reviewed the literature from 2015 to 2020 to identify the characteristics of an effective PMS and the difficulties encountered in putting the system into place. According to the study, an organization's performance of its employees was significantly impacted morally by its performance management system. Organizational factors including working conditions, compensation, promotion also influence performance. The review found that performance appraisal was more precisely linked to employee performance while performance planning appeared to have more limited impact. Babasaheb drew on studies across sectors, not specifically focused on healthcare or hospital settings where health services have constraints

such as regulation, patient outcomes, ethics and resource scarcity. The review also treated employee performance broadly or morally rather than measuring specific, quantifiable outcomes such as patient satisfaction, service delivery metrics, attendance, teamwork.

Carolynne (2019) conducted a descriptive cross-sectional study with a focus on Kiambu County Referral Hospital. The study aimed to determine the effect of the performance management system on employee productivity. Quantitative and qualitative data were collected through literature review, key informant interviews, and structured open-ended and closed questionnaires. The results of the study showed that every PMS variable significantly affected worker productivity. According to the study, employee participation in performance planning is essential since it inspires workers to increase their output. The study also found that staff members could readily identify job problems during planning, and the institution could readily fix them. The study also discovered a strong and favorable correlation between employee productivity and the elements of the performance management system. The study focusing on a referral hospital which is ranked at level 5 is not a representation of levels four and below which is most frequented for services by middle to low-income class citizens. The study was limited to referral hospitals outside Nairobi County which are ranked at level 6 leaving out lower-level hospitals that serve majority of the city's population and function differently. This necessitated the sampling of level 5, level 4 and level 3 hospitals.

2.3.3 Performance Appraisal and Health Workers' Performance

Existence of clear, measurable criteria aligned with job descriptions and objectives ensures workers understand expectations and perform accordingly. Use of objective and consistent appraisal tools fairly and transparently in rating and evaluation motivates staff to improve performance. Timeliness of feedback in terms of quality, constructiveness and frequency of sessions helps employees correct weaknesses and reinforce good performance. Involvement of

employees in self-assessment and discussion as well as opportunity to appeal or clarify ratings promotes ownership and commitment to performance improvement. Valid and reliable appraisal criteria enhances performance accuracy, fairness, and acceptance among employees, which in turn improves overall organizational effectiveness (Dessler, 2020). On the other hand, supervisor's knowledge of appraisal tools and ability to provide fair ratings and guidance enhances the credibility and usefulness of appraisals. Use of results to identify training needs, promotions, recognition and rewards improves performance.

The impact of nurses' involvement in the performance appraisal process on their organizational commitment was examined by Sepahvand et al. (2020). The study offers insightful information about how to increase health workers' performance and loyalty to the company by incorporating them in the performance review process. In this quasi-experimental study, 68 nurses from an Iranian teaching hospital were divided into two groups: the intervention group, which took part in the performance rating process, and the control group, which did not. The authors used a validated questionnaire to measure nurses' organizational commitment at baseline and six months after the intervention. The results of the study indicated that nurses' participation in the performance appraisal process had a positive influence on their organizational commitment. Specifically, the authors found a significant increase in affective and normative commitment in the intervention group compared to the control group. The study highlighted the importance of involving health workers in the performance appraisal process to improve their engagement and commitment to the organization. The fairness and appropriateness of these methods influence employee perceptions of justice and trust in the system (DeNisi & Murphy, 2017). Fairness in appraisal has been positively associated with job satisfaction, commitment, and reduced turnover intentions.

Haddad and Sidani (2019) explored the impact of performance appraisal on nurses' job satisfaction and commitment. The study provided useful insights into the relationship between performance appraisal and job-related outcomes in the healthcare sector. The authors conducted a cross-sectional survey of 200 nurses from hospitals in Lebanon. The study collected data on nurses' perceptions of performance appraisal, job satisfaction, and organizational commitment using a structured questionnaire. The results of the study indicated that performance appraisal had a positive impact on nurses' job satisfaction and commitment. The study suggested that performance appraisal can be an effective tool for improving nurses' job satisfaction and organizational commitment, which can ultimately lead to improved performance. The authors highlight the importance of conducting performance appraisals in a fair and accurate manner to maximize their positive impact on nurses' job satisfaction and organizational commitment. Both studies by Sepahvand et al and Haddad & Sidani was conducted on nurses in specific hospitals and left out other hospitals and other critical health workers including doctors and clinical officers which could form a varied representation of the larger population.

The study by Alam and Noor (2017) investigated the relationship between performance appraisal satisfaction and employee outcomes in higher education institutions in Malaysia. The study employed a survey design, with 338 academic and administrative staff from two public universities in Malaysia as participants. The authors used a structured questionnaire to collect data on performance appraisal satisfaction, job satisfaction, organizational commitment, and turnover intention. The results of the study indicate that there was a positive relationship between performance appraisal satisfaction and employee outcomes. Specifically, the authors found that higher levels of performance appraisal satisfaction were associated with higher levels of job satisfaction and organizational commitment, and lower levels of turnover intention. The study suggests that performance appraisal can have a significant impact on

employee outcomes. The study focused on the employee commitment which was anticipated to influence positive performance of employees.

A study done by Ndlovu et al. (2024) on Professional nurses' perspectives of an ideal performance management process in South Africa found that trusting relationships between management and nurses are essential, Clear communication, mutual respect and trust contributed significantly to how the process was perceived. Effective feedback is timely, constructive, and participatory, fostering dialogue between supervisors and subordinates. Poorly delivered feedback, on the other hand, may lead to defensiveness or disengagement. The study recommended training for both nurses and managers to understand the performance management process well, apply appraisal fairly and give feedback. A sound reward system for high performing employees is required; rewards need to be tied to performance in a way that is fair and transparent. The process should be fair, transparent, and involve nurses in both planning and implementation phases. It noted that Nurses want to have a say in setting goals, criteria, and how appraisals are done. Addressing constraints and challenges such as unclear criteria, lack of feedback, insufficient managerial support and ensuring opportunities for development and recognition is important.

Jaber et al. (2024) evaluated nurses' views and attitudes of performance appraisal system efficacy and its impact on their work outcomes in a tertiary hospital. Variables included perceptions of Performance appraisal, effectiveness and efficiency and work outcomes such as job satisfaction and organizational commitment. The study found that there are significant perceptual differences in how staff at various levels view the appraisal system's efficacy. Inappropriate appraisal instruments, inefficiencies, and unskilled evaluators were reported as inhibiting the effectiveness of appraisal. The study also found that these appraisal system issues have implications on organizational commitment, job satisfaction, maintaining a

committed workforce, and delivering high-quality healthcare. When appraisal is done poorly, these outcomes are negatively affected. In both studies by Ndlovu and Jaber measured outcomes that are more on attitudes satisfaction and commitment than on more objective performance metrics.

Elsewhere, Caricati et al. (2018) conducted a study to examine the role of performance appraisal in linking nurse job satisfaction to patient safety. The study provided valuable insights into the relationship between performance appraisal, nurse job satisfaction, and patient safety. The study employed a cross-sectional design, with 489 nurses from seven hospitals in Italy as participants. The authors used a structured questionnaire to collect data on performance appraisal, nurse job satisfaction, and patient safety. The results of the study indicated that performance appraisal mediated the relationship between nurse job satisfaction and patient safety. Specifically, the authors found that nurses who perceived their performance appraisal as fair and accurate had higher levels of job satisfaction, which in turn was associated with better patient safety. The study suggested that performance appraisal could be an important tool for promoting patient safety by enhancing nurse job satisfaction.

Additionally, a study by Abdul (2017) provided valuable insights into the relationship between performance appraisal, job satisfaction, and organizational commitment in the healthcare sector. The study employed a cross-sectional design, with 230 hospital employees in Iran as participants. The authors used a structured questionnaire to collect data on performance appraisal, job satisfaction, and organizational commitment. The results of the study indicated that performance appraisal had a positive influence on job satisfaction and organizational commitment among hospital employees. Specifically, the authors found that employees who perceived their performance appraisal as fair and accurate had higher levels of job satisfaction and organizational commitment. The study suggested that performance appraisal could be an

effective tool for promoting job satisfaction and organizational commitment among hospital employees. Caricati et al. and Tabibi & Nasrabadi both focused on one element of performance management system overlooking the contribution of other variables and the performance of employees within an organization.

On the other hand, a study done on health care workers in Kiambu county by Carolyn (2019) found that performance appraisal reviews were not done periodically and no discussions were held concerning challenges faced by the workers during appraisal discussions. This had an impact on employee growth and development in terms of career. Similarly, Babasaheb (2023) in his study concluded that while planning had minimal influence, performance appraisal among other factors played a significant role in all employee performance. This study was done in a different context focusing on level 6 hospitals in a different county missing out on other level hospitals frequented by majority of the population in search of health services.

2.3.4 Performance Feedback and Health Workers' Performance

Performance feedback being the process through which supervisors communicate to employees about their performance results highlighting strengths, weaknesses, and areas for improvement, it enhances motivation, learning, and future performance. Feedback that is given promptly after appraisal or task completion allows workers to make quick corrections and sustain desired performance. Feedback should clearly explain performance results as the supervisor specifies what was done well or needs improvement to help employees understand expectations and reduce errors. Feedback either positive or corrective should be delivered respectfully and focused on behavior, not personality. Constructive feedback enhances morale and promotes learning. Dialogue during frequent feedback promotes ownership, engagement and encourage mutual understanding and reinforces accountability. On the other hand, feedback that includes clear guidance for improvement ensures continuous performance improvement.

Espallargues et al. (2020) conducted a study to investigate the impact of providing feedback on perceived health status to healthcare professionals. The authors conducted a systematic review of the available literature and identified 20 studies that met the inclusion criteria. The study found that providing feedback on perceived health status could have a positive impact on health professionals' performance. The feedback helped healthcare providers to identify areas where they needed to improve and provided motivation for them to improve their practice. Additionally, the feedback allowed healthcare providers to evaluate the effectiveness of their interventions and identify opportunities for further improvement.

Hansen and Høvsgaard (2016) examined the effects of feedback on healthcare professionals' adherence to guidelines. The authors conducted a systematic review of the available literature and identified 20 studies that met the inclusion criteria. The study found that providing feedback on healthcare professionals' performance could improve adherence to guidelines. The feedback provided information on areas where the health care professional needed to improve and provided motivation for them to improve their practice. Additionally, feedback helped to identify gaps in knowledge and identify opportunities for further education or training. The findings suggested that performance feedback had a positive influence on healthcare professionals' practice.

The study by Bostrom et al. (2015) aimed to investigate the effects of clinical supervision on nurse productivity and retention. The authors conducted a systematic review of 14 studies, which were mainly conducted in Sweden, the UK, and the US, and examined the impact of clinical supervision on nurse performance. The study found that clinical supervision was associated with improved nurse productivity, job satisfaction, and retention. Moreover, the study found that clinical supervision had a positive impact on the quality of patient care and patient satisfaction.

Rapin et al. (2022) conducted a study to examine the influence of feedback on the clinical performance of nurses through a systematic review of literature. The authors searched several databases and identified 10 relevant studies that examined the effects of feedback on clinical performance outcomes of nurses. The results showed that feedback interventions had a positive impact on the clinical performance of nurses, including their knowledge, skills, and communication abilities. The study concludes that feedback is an effective tool for improving the clinical performance of nurses and should be used as a standard approach in the nursing profession. Feedback as part of performance management was examined through secondary data whereas the researcher preferred to focus on primary data to gather tailored insights and have control over the quality of data collected that is accurate and reliable.

While studies by Espallargues et al., Hansen and Høvsgaard, Bostrom et al., and Solimani et al. focused on feedback of health professionals through a systematic review of secondary data, primary would have reflected current and contextual situation in the institution that secondary data may miss. Data validity and tool reliability was however not guaranteed. Furthermore, the studies omitted other PMS components which would have expanded the scope of study to evaluate how each variable impacted performance.

The study by Khan et al. (2019) investigated the effect of performance feedback on clinical outcomes for the development of a clinical decision support system. The study employed a randomized controlled trial design with 18 primary care practices in the United States. The intervention group received feedback on their adherence to quality measures, while the control group received no feedback. The results showed that the intervention group had significant improvement in their adherence to quality measures compared to the control group. The authors concluded that performance feedback was a valuable tool for improving clinical outcomes and developing effective clinical decision support systems. Khan's study narrowed feedback to

a technology-driven intervention, overlooking the broader dimensions of performance feedback in human resource management which include supervisory feedback, peer reviews, or developmental discussions. There was need to broaden the scope to capture feedback mechanisms as verbal, written, supervisory and peer-based in public hospitals. The study focused on clinical indicators which may not reflect broader employee performance outcomes, such as motivation, job satisfaction, teamwork, or overall productivity. Multiple performance dimensions, including service delivery quality, staff productivity, and satisfaction was evaluated in my study making the findings more comprehensive for HR management.

2.3.5 Reward Systems and Health Workers' Performance

An article by HubEngage emphasizes that effective reward system is a structured set of financial and non-financial incentives that an organization uses to recognize, motivate, and retain employees for their contributions and performance towards organizational goals. It includes both extrinsic rewards such as salary, bonuses, allowances, promotions and intrinsic rewards such as recognition, appreciation, career development and work autonomy. Fair and adequate financial compensation motivates employees to perform better, and non-monetary rewards enhance intrinsic motivation and job satisfaction(Iyer,2025). Consistency and transparency of rewards criteria across similar cadres, communication of reward criteria and performance expectations reinforces accountability and goal alignment. On the other hand, staff participation in developing or reviewing reward policies improves acceptance and effectiveness of the reward system (Figueiredo et al. 2025). Performance-based reward systems link employee compensation to individual or team performance outcomes. Such systems aim to enhance motivation, accountability, and productivity by rewarding merit and measurable achievements (Aguinis, 2019). Performance-linked incentives such as bonuses, promotions, or recognition awards reinforce desired behaviors and align employee goals with organizational objectives.

James et al. (2015) conducted a study on the influence of reward systems on the performance of health workers in a Nigerian hospital. The study used a cross-sectional survey design, and the data was collected through a structured questionnaire distributed to 205 health care workers in the hospital. The questionnaire contained questions on demographics, reward systems, and performance. The study found that there was a significant positive correlation between reward systems and the performance of health care workers. The results showed that the reward system positively influenced the motivation, job satisfaction, and commitment of the health workers, which in turn led to improved performance. The study also found that salary was the most important factor in the reward system. James et al. grounded their study in motivational theories such as Herzberg's Two-Factor Theory, emphasizing how rewards motivate performance. However, they did not incorporate feedback mechanisms as part of the motivation performance pathway that can reinforce or modify work behavior. This theoretical gap was handled by including performance feedback as a strategic human resource tool influencing both motivation and competence development.

Koehn et al. (2020) conducted a study to assess the influence of remuneration systems on maternal health outcomes mediated by community health workers (CHWs) in India. The study used a cross-sectional design and collected data from 305 CHWs in two Indian states. The data were analyzed using logistic regression to assess the association between remuneration systems and maternal health outcomes. The study found that CHWs who received performance-based incentives (PBI) had a higher likelihood of promoting maternal health outcomes, such as institutional delivery and antenatal care attendance, compared to those who received a fixed salary. The findings suggest that PBI incentivized CHWs to work harder, which led to better health outcomes for their clients. While remuneration is a powerful motivator, the study did not sufficiently address non-monetary, developmental factors like feedback, supervision quality, or communication which are crucial for sustained performance. Research gap was

fixed through theoretical framework by incorporating performance feedback as a cognitive and developmental process that supports skill enhancement beyond financial motivation.

Elsewhere in Uganda, Opio et al. (2022) examined the influence of reward practices on health service delivery in health facilities in Kwanja District. The study used a cross-sectional design and collected data from 138 health workers in 33 health facilities in Kwanja District. The data were analyzed using descriptive statistics and regression analysis to assess the association between reward practices and health service delivery. The study found that reward practices, such as performance-based incentives and recognition, were positively associated with health service delivery in the health facilities. The findings suggest that health workers who received performance-based incentives and recognition were more motivated and committed to their work, which led to better health service delivery. These outcome measures, while relevant, do not directly assess individual worker performance or the behavioral mechanisms driving improved service delivery. The study also did not consider the role of communication and feedback in linking rewards to behavior change. The gap was bridged by examining feedback quality, frequency, and utilization as direct drivers of individual and team performance, offering a more behaviorally grounded analysis.

Naude et al. (2017) conducted a study on the reward preferences of healthcare workers in South Africa and sought to identify distinct segments of workers based on their reward preferences. The study used a quantitative survey design and collected data from 620 healthcare workers in South Africa. The data were analyzed using factor analysis and cluster analysis to identify distinct segments of healthcare workers based on their reward preferences. The study found that healthcare workers in South Africa had different reward preferences, with some prioritizing intrinsic rewards, such as recognition and development opportunities, while others prioritize extrinsic rewards, such as salary and benefits. The study identified four distinct

segments of healthcare workers based on their reward preferences which are development-oriented, recognition-oriented, salary-oriented, and benefits-oriented segments. The study did not address how performance management processes, especially feedback complemented reward preferences to sustain performance. It also lacked a link between motivation preferences and actual job performance. My study contributed by focusing on performance feedback as a strategic HR practice that promotes continuous learning, accountability, and performance improvement hence bridging the gap between motivation theory and practical performance outcomes.

Haddad and Sidani (2018) examined the effect of rewards on job satisfaction and nurse's commitment. The study used a literature review approach and analyzed 20 articles that examined the relationship between rewards, job satisfaction, and nurse's commitment. The articles were selected based on specific inclusion criteria and were analyzed using a narrative synthesis approach. The study found that rewards, such as salary, recognition, and opportunities for development, had a positive impact on nurse's job satisfaction and commitment. The study also found that the relationship between rewards and job satisfaction was complex and influenced by several factors, including the type and level of reward, the job characteristics, and individual differences. Data collection method used was cost effective and time efficiency as its already collected for other purposes but lacks specificity and relevance. While this study provided useful insights into the diversity of employee motivations, it primarily emphasized extrinsic rewards and individual preferences rather than developmental human resource management practices. In contrast, the present study focused on performance feedback, which serves as an intrinsic and developmental mechanism for improving competence, accountability, and sustained performance.

Nadri et al. (2019) carried out a research study to determine the relationship between reward management systems and employee performance in hospitals. The study used a quantitative survey design and collected data from 253 healthcare workers in five hospitals in Iran. The data were analyzed using descriptive statistics, correlation analysis, and regression analysis to investigate the relationship between reward management systems and employee performance. The study found a positive relationship between reward management systems and employee performance, indicating that better reward management systems led to better employee performance. The study also found that financial rewards, recognition, and promotion opportunities were the most important factors in improving employee performance. While Nadri et al contributed to understanding the motivational role of reward systems, their study overlooks feedback as a critical non-financial tool for sustaining improved performance within healthcare settings.

A study done in public referral hospitals in Kenya, Kiambu county on the influence of the reward system on employee productivity found out that there was no formal reward system in line with the appraisal. Employees revealed that transport and house allowances were offered to them though not as part of the reward system associated with appraisal. Respondents also stated that promotion and salary increment were not based on performance appraisal, and the process of rewarding performance was not fair and objective. Respondents realized that fairness and justice in the appraisal process would have positive effects on employee productivity (Carolynne 2019). While the study was carried out in a health care setting outside Nairobi County, the results were no a representation of lower-level healthcare setting leaving a gap on identification of effectiveness of PMS in this sector.

2.4 Research Gap

The association between PMS and health worker performance has been the subject of numerous studies, the majority of which concentrated on the impact of performance planning, appraisal, and feedback. While Hedri's study used a systematic literature review on studies on human resource factors, it failed to examine the specific elements of performance management system which is one of the HRM factor and a critical pillar of service delivery as well as determining employee performance. The researcher focused on bridging the gap through evaluating the process and elements of performance management systems and its influence on health workers.

Studies by Dieleman et al. (2019) and Sendawula et al. (2018) provided valuable insights into the effectiveness of performance planning in improving health worker performance, especially in terms of job satisfaction, work efficiency, communication, and accountability. However, there was still a need for further research on the contextual factors that could influence the effectiveness of performance planning in Nairobi County's public hospitals. This study aimed to find out what were the leadership styles that supported performance planning, and how organizational culture could be improved to enhance the effectiveness of performance planning.

Researchers Sepahvand et al. (2020) and Haddad and Sidani (2019) investigated how performance reviews affected the dedication and job happiness of healthcare professionals. However, there was still a need for research on how the implementation of performance appraisal in public hospitals could influence health worker performance, especially regarding their commitment to the organization and job satisfaction. The researcher aimed at bridging the gap by finding out what factors could enhance the fairness and accuracy of performance appraisal in public hospitals, and how health workers could be involved in the appraisal process.

The studies by Caricati et al. (2018), Espallargues al. (2020), Hansen and Høvsgaard (2016) and Tabibi and Nasrabadi (2017), provided valuable insights into the relationship between performance feedback and health worker performance. These studies did not explore communication or performance management mechanisms such as feedback, mentorship, or appraisal systems that complement rewards and explain how rewards translate into improved performance behavior. This study focused on performance feedback as a strategic HR practice that provides continuous performance guidance and reinforcement, thus addressing the developmental and process-oriented gaps left by Opio et al.

Although several studies had investigated the relationship between PMS and health worker performance, there was still a research gap regarding the implementation of PMS in the non-referral public hospitals of level 3 to 5 and its impact on health worker performance. Further, studies reviewed failed to review the entire process of performance management system and how the elements influence health worker performance.

A review of existing empirical studies reveals that most research on health worker performance has predominantly focused on reward systems and remuneration mechanisms, with limited attention to performance feedback as a strategic human resource management practice. For instance, James and Opio et al. examined the influence of reward practices on health worker performance and service delivery, emphasizing financial and recognition-based incentives. However, both studies overlooked the role of ongoing performance communication, feedback, and supervision in shaping behavioral and professional outcomes. Similarly, Koehn et al. and Nadri et al. investigated the effect of remuneration and reward management systems on health outcomes and employee performance but failed to explain the process through which motivation is translated into sustained performance improvement a gap that can be addressed through the inclusion of performance feedback mechanisms.

Naudé et al. (2017) explored health worker reward preferences and identified distinct motivational segments, but the study remained descriptive and did not assess how continuous feedback or appraisal systems could strengthen motivation and align worker behavior with organizational goals. Likewise, Carolynne focused on the influence of reward systems in Kenyan health facilities yet did not consider non-financial and developmental factors such as feedback, mentoring, and performance review discussions. Across these studies, performance is largely viewed as an outcome of extrinsic motivation, with minimal consideration of intrinsic or developmental mechanisms that sustain it.

Collectively, the reviewed literature highlights a significant conceptual and empirical gap — the absence of research examining performance feedback as a key determinant of health worker performance in public health facilities. Few studies have analyzed how structured, timely, and constructive feedback from supervisors influences motivation, accountability, and competence among health workers. Therefore, the current bridged the gap by investigating the influence of performance feedback on health worker performance, offering a more comprehensive understanding of how developmental human resource practices can enhance health service delivery and workforce effectiveness

Studies done focused on individual factors in the performance management system and how they affected employee performance in varied ways including motivation and commitment. However, studies focusing on the PMS process and its effect on healthcare workers in public health institutions was missing which presented a gap. The researchers study focused on investigating the contextual factors that influence the effectiveness of performance planning, the impact of performance appraisal, implementation of performance feedback and reward system in promoting professionalism and job satisfaction which in turn translates to health worker performance and patient care outcomes.

Studies done by Haddad and Sidani (2018) and Rapin et al. (2019) employed secondary data collection method which was cost effective and time efficiency as its already collected for other purposes. However, the data lacked specificity and relevance which was viewed as a research gap in determining the researchers control over quality of the data collected, ability to gather unique insights and discoveries which may not be available through secondary sources. The gap was handled through collection of primary data by use of structured questionnaires.

2.5 Summary of literature review

The literature review provided an overview of numerous research that examined how health workers' performance, job satisfaction, and organizational commitment were affected by performance planning, appraisal, and feedback. According to the studies, patient safety, worker motivation, job satisfaction, communication, and adherence to protocols may all benefit from performance planning, appraisal, and feedback.

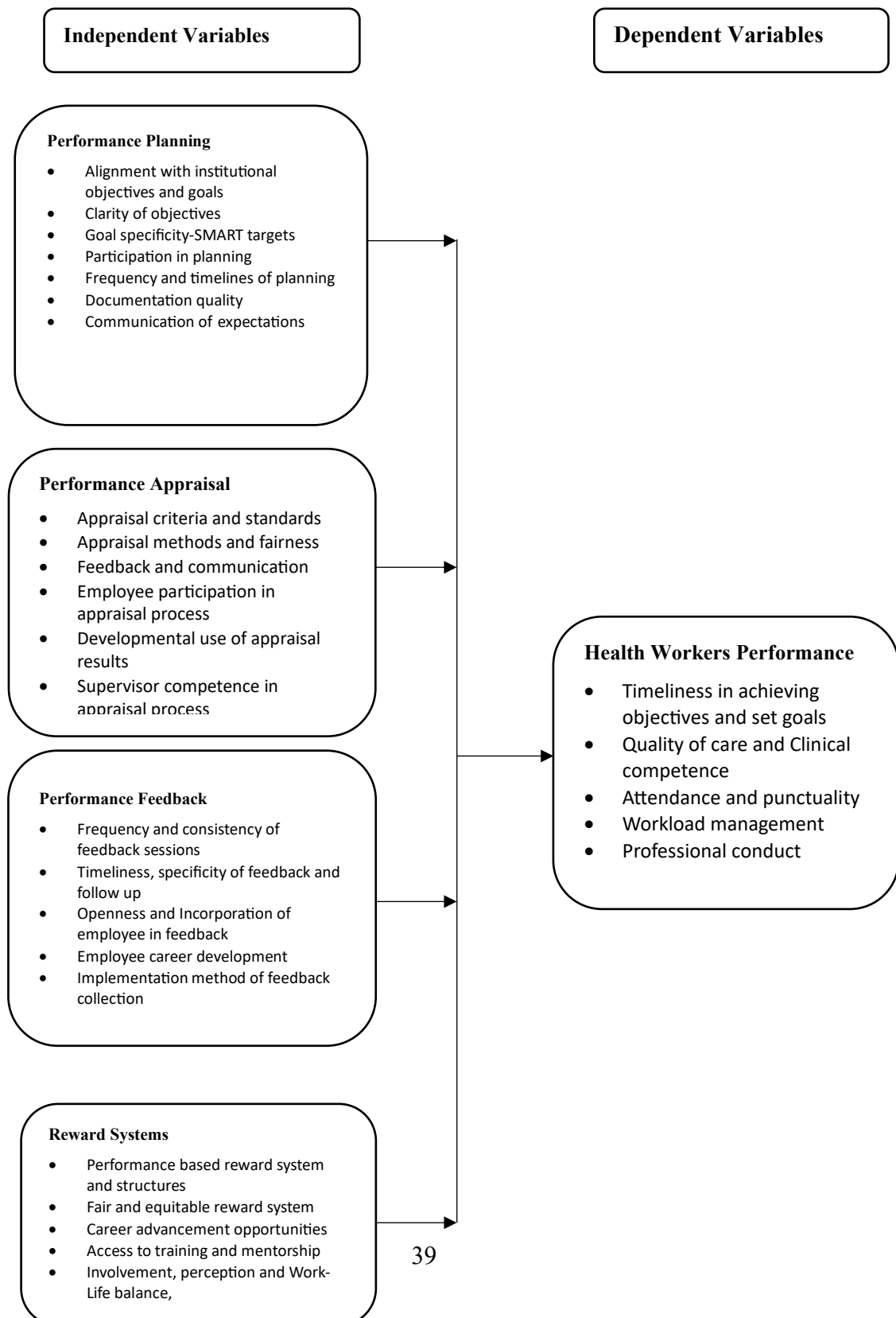
The studies also identified factors that could influence the effectiveness of these interventions, such as leadership support, organizational culture and fairness and accuracy in the appraisal process. The findings highlighted the importance of implementing these interventions in a fair and accurate manner and involving health workers in the process to improve their engagement and commitment to the organization.

2.4 Conceptual Framework

A framework was used to illustrate the relationships between the study's variables (Mugenda & Mugenda, 2009). Changes in the dependent variable led to changes in the independent variables, as the diagram shows.

Figure 2.1

Conceptual framework



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this section, the focus was on describing the study's design, location, participants, as well as the methods and tools used for collecting and analyzing data. These aspects were aligned with the study's objectives, as well as ensuring its credibility and consistency.

3.2 Research Design

This study used a descriptive cross-sectional survey as its research design. The purpose of the study was to investigate how performance management methods affected the work of medical staff in public hospitals in Nairobi County, Kenya. Finding things out systematically is the focus of the research design, according to Saunders et al. (2019). It is also a strategy for gathering and evaluating data to provide answers to the research questions. The study topic and the researcher's perspective influenced the research design to collect data at one point in time, to assess the current state of the variables of interest and to establish the relationship between PMS components and performance outcomes. On the other hand, the design supported the sampling method ensuring representation across different departments, roles and experience levels in the hospital which enhanced a generalizability of findings to the entire healthcare worker population within the county of Nairobi.

3.3 Target Population

Neuman (2000) contended that the researcher had to understand the constituents of the sample population. Finding and accurately describing the study's target group was one of the researcher's duties (Black, 2002). For the manageability of the study, the researcher only targeted public hospitals in Nairobi which included Makadara Health Center, Mama Lucy Kibaki Hospital, and Mbagathi County Referral Hospital. The choice of the institutions of study was arrived at by the fact that this level of hospitals receive patients on a walk-in basis and

major services required by the clients are available and at costs favorable to low and medium level citizens.

The target population for this study consisted of the medical staff members employed by the three hospitals listed in table 3.I.

Table 3.1

Target Population

Facility	Doctors	Nurses	Clinical health officers
Mbagathi hospital	15	180	18
Mama Lucy Kibaki hospital	28	259	22
Makadara Health Center	0	60	12
Total	43	499	52

Ngechu (2014) asserted that using a sampling frame to direct sample selection was essential. The components of a population that are relevant were listed in this frame, per Creswell & Creswell (2017). The study targeted a population of 594 elements using the technique of stratified random sampling. This approach was chosen because, by dividing the population into more homogeneous groups, it provided the most unbiased means of picking a sample from varied groups in the population. By doing this, it was made sure that the sample selected accurately represented the whole population. To acquire a sample from each stratum, the study additionally employed the basic random sampling technique. According to Cooper and

Schindler (2011), stratified random sampling was suitable where the size of the samples drawn was proportional to the size of the strata. This guaranteed that every subject or element had an equal chance of being selected and decreased the possibility of sampling errors. This strategy encouraged the objectivity of the methods used to gather data. The sample size was calculated using Yamane's (1967) formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where: N = Population size

n = sample size

e = Margin of error =0.05

Sample size therefore was calculated as:

$$\frac{594}{1+594(0.05)^2} = \frac{594}{1+1.485} = \frac{594}{2.485} = 239 \text{ healthcare workers.}$$

239 was a representation of the target population.

The sample population distribution was calculated and presented as in table 3.2 below.

Table 3.2*Sample size*

Health Facility	Doctors		Nurses		Clinical Officers	
	Total	Sample	Total	Sample	Total	Sample
Mbagathi Hospital	15	6	180	73	18	7
Mama Lucy Kibaki Hospital	28	11	259	104	22	9
Makadara Health Center	0	0	60	24	12	5
Total	43	17	499	201	52	21

3.4 Instrumentation

Self-administered structured questionnaires were used to collect primary data. Questionnaires were selected as the primary data collecting tool primarily due to its affordability and capacity to gather a large amount of data quickly (Mugenda & Mugenda, 2009). The six sections of the questionnaires were divided into section A, which dealt with the study's demographic requirements, and sections B through F, which dealt with the study variables that were determined by the study objectives. Quantitative data was generated by means of closed-ended questions in the questionnaires. A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." The scale ran from 1 to 5. The scale was selected because it made it possible to get statistically significant results for evaluating the hypotheses (Kiess & Bloomquist, 2009).

3.5 Methods of Data Collection

The questionnaires were self-administered by the researcher to Nairobi County medical facilities that were chosen for the study. Every respondent was given a questionnaire on their own. The "drop and pick later" approach was used in the study to allow respondents to complete the questionnaires at their convenience amongst their hectic schedules. Two weeks were allotted for the data collection, giving respondents enough time to read and complete the questionnaires in accordance with the requirements of the study. One further week was granted to those who had not completed the questionnaires on time. This was to make sure the study collected the necessary data by maximizing the number of respondents who returned the questionnaires that were properly completed. This made it possible for the investigation to get beyond its time constraint.

3.6 Pre-Testing

According to Connelly (2008), the pre-test sample should constitute around ten percent of the main study's sample. To improve the data gathering tool, a pretest was carried out at Thika Level Five Hospital sampling 21 health care workers. Pre-testing, according to Cooper and Schindler (2013), was required to highlight the flaws in the data collection tool and provide an indication of how the main study's findings would seem. According to Malhotra et al. (2017), pre-testing questionnaires allowed for the observation of respondents' reactions and the correction of any unclear questions. The instrument's validity and reliability were tested with the help of pretesting.

3.7.1 Validity of Research Instruments

According to Repke et al. (2019), validity determined how accurate the research findings were or whether the study measured what it was supposed to measure. Pre-testing was used by the researcher to confirm the construct and content validity of the research instruments. The extent

to which an instrument could comprehensively evaluate the link between two variables is referred to as content validity (Cozby, 2001). Contrarily, construct validity described the extent to which the tool could measure the theoretical idea that it was intended to assess. This lessened the possibility that the tool might yield skewed and incorrect results. The pre-test was utilized by the researcher to assess the questionnaire's validity. A p-value of less than (<0.5) and the correlation efficient (r) were regarded as statistically significant.

3.7.2 Reliability of Research Instruments

According to Mugenda and Mugenda (2003), a study tool's reliability is demonstrated when it yields consistent results over multiple trials. The purpose of pretesting the instrument was to make sure the researcher could rely on it to gather the necessary data. The test-retest method was employed; data were analyzed to produce results, and the same process was repeated on the same subjects after two weeks. If the results were the same, the instrument was considered reliable; if they were different, the instrument was considered unreliable (Cooper & Schindler, 2010). A Cronbach Alpha coefficient of 0.7 used as the benchmark for assessing the study tool's dependability.

3.8 Data Analysis

Data analysis is the process of examining, classifying, organizing, and cleansing unstructured data before it is formatted and shown in tables, charts, graphs, or other representations to extract relevant information, make inferences, and support decision-making. Finding patterns, similarities, differences, trends, and other correlations in data means interpreting the information found in these patterns (Cooper & Schindler, 2019). SPSS version 25, a statistical tool for social science was utilized to code and examine the unprocessed data obtained from the field due to its ability to provide a wide range of statistical tests and procedures, efficient data management and integration capabilities. In Nairobi County, a p-value of less than 0.05

was deemed statistically significant with regards to the performance of health personnel. The study also investigated the relationship between the independent factors (performance planning, performance assessment, performance feedback, and reward systems) and the dependent variable (performance of health professionals) using an ordinal logistic regression model. The requirement for the variables' correlation guided the adoption of ordinal regressions. The following was the regression model:

$$\text{logit}(P(Y \leq J)) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

For $J=1, \dots, J-1$; P - Predictors. Due to the parallel lines' assumption, the intercepts are different for each category, but the slopes are constant across categories

Y = health workers performance

X_1 = performance planning

X_2 = performance appraisal

X_3 = performance feedback

X_4 = reward systems

In this case, the error term is E , and the coefficients of determination are B_1, B_2, B_3 and B_4

3.9 Ethical Considerations

The KEMU Science and Ethical Review Committee (SERC) approved the researcher. Additionally, the researcher was granted permission by the National Commission for Science and Technology Innovation (NACOSTI) to gather the data needed for this investigation. Informed consent was obtained from respondents to participate in the study voluntarily. The respondents were informed of their liberty to withdraw from the study at any point in time if

they change their stand. Anonymity was ensured by numbering of the questionnaires while no identification was used. The investigator made sure that information obtained for scholarly purposes was made clear. Furthermore, all sources used in the research were duly cited and acknowledged. The respondents received assurances on the confidentiality of the information they provided. The study was dedicated to the researcher's work and kept confidential. Throughout the study, every piece of information that participants supplied was safe and handled with the highest care. Only required data was collected and encrypted storage used only to be accessed by authorized individuals.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Chapter four delves into a comprehensive analysis of the data collected, aiming to provide valuable insights into the research objectives. This chapter encompasses several crucial aspects, starting with an exploration of the response rate, shedding light on the extent of participation and engagement with the survey or study. General information about the respondents, the chapter further includes descriptive analysis, correlation and binary logistics regressions offering a detailed examination of the variables under study.

4.2. Response Rate

The table 4.1 presents the response rate for the survey conducted, broken down into two categories: completed questionnaires and uncompleted questionnaires.

Table 4.1

Response Rate

Response Rate	Frequency	Percent (%)
Completed Questionnaires	209	87%
Uncompleted Questionnaires	30	13%
Total	239	100

The findings above indicate that out of the total 239 questionnaires distributed, 209 were completed by the respondents. The completion rate is quite high, accounting for 87% of the total responses. It suggests a significant level of engagement and willingness among the respondents to participate in the survey. These results provide valuable insights into the level of respondent cooperation and the effectiveness of the survey administration process.

4.3 Reliability Analysis

The degree of consistency or dependability in a study's measure of a construct is referred to as its reliability (Drost 2011). Reliability of a study describes the degree to which the measure of a construct is consistent or dependable (Drost 2011). Reliability coefficient can be computed by use of Cronbach's alpha to indicate reliability (Mugenda and Mugenda 2003). Internal consistency method is one of the ways to get the reliability of a research instrument and to test the questionnaire's items correlation. The range of Cronbach's alpha is 0 to 1. According to Drost (2011), a coefficient of 0.7 or higher signifies that the items exhibit adequate consistency, hence indicating the reliability of the measure. The researcher tested this during the pretest study carried out at Thika level five hospital.

Table 4.2 presents the results of the reliability analysis conducted for several variables measured in the study, along with an overall reliability assessment.

Table 4.2

Reliability Statistics

Variables	N of Items	Cronbach's Alpha	Remarks
Performance planning	15	0.934	Scale reliable
Performance appraisal	10	0.95	Scale reliable
Performance feedback	13	0.958	Scale reliable
Reward systems	13	0.955	Scale reliable
Health Workers Performance	16	0.934	Scale reliable
Overall Reliability	67	0.9462	questionnaire was reliable

The overall Cronbach's Alpha coefficient of 0.9462 indicates a high level of internal consistency across all variables included in the questionnaire. This suggests that the questionnaire is reliable in measuring the constructs under investigation. All individual scales

exhibit strong internal consistency, as indicated by their respective Cronbach's Alpha coefficients, and the overall reliability assessment confirms the questionnaire's reliability in measuring the intended constructs. This suggests that the study instruments are dependable tools for assessing the variables of interest.

4.4 General Information of the Respondents

The general information section of a study typically aims to provide context about the characteristics of the participants or respondents involved in the research. This section often includes demographic details such as age, gender, level of education, professional experience, and any other relevant background variables. The information here defines the center of distribution among the respondents which is helpful in determining varied facts within the study.

4.4.1 Institution of the Respondents

The table presents data on the distribution of respondents across different institutions, specifically Mama Lucy Hospital, Mbagathi Hospital, and Makadara Health Centre.

Table 4.3

Institution of the Respondents

	Frequency	Percent
Mama Lucy Hospital	76	36.4
Mbagathi Hospital	97	46.4
Makadara Health Centre	36	17.2
Total	209	100

Mama Lucy Hospital accounted for 36.4% of the total respondents, with 76 participants indicating their affiliation with this institution. This suggested a significant representation of respondents from Mama Lucy Hospital within the study sample. Mbagathi Hospital

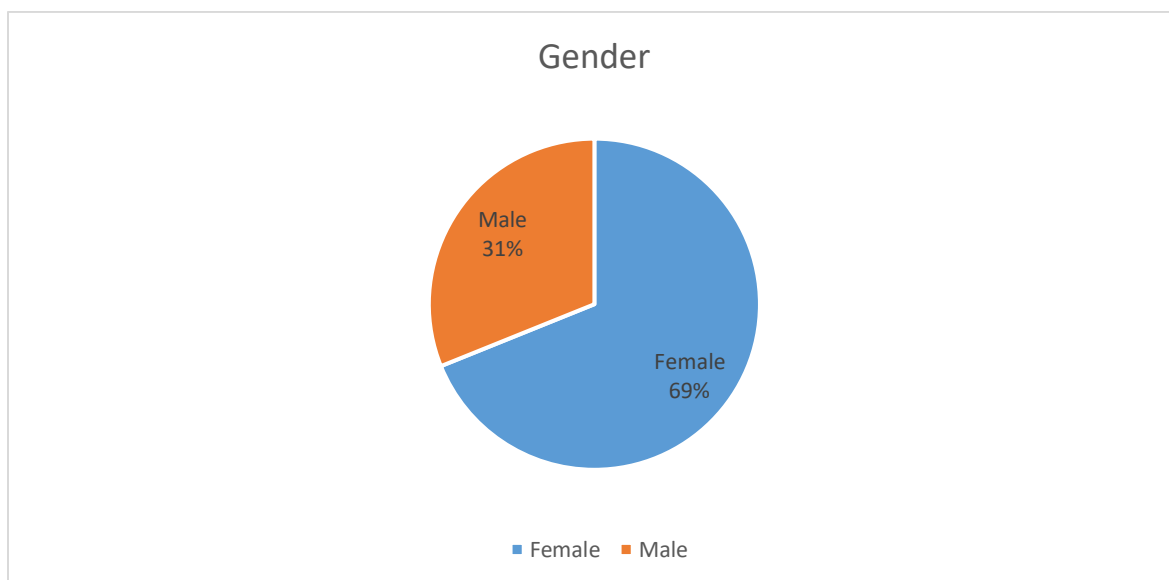
represented the highest proportion of respondents with 97 participants, accounting for 46.4% of the total sample. The results indicate variations in the representation of respondents across different institutions, with Mbagathi Hospital having the highest proportion of participants, followed by Mama Lucy Hospital and Makadara Health Centre. This distribution of respondents across institutions provides insights into the range of perspectives and experiences reflected in the study findings.

4.4.2 Gender Distribution of the Respondents

The pie chart below provides data on the gender distribution of the respondents, with frequencies and percentages indicated for each gender category.

Figure 4.1

Gender distribution of the respondents



Female respondents comprised most of the sample, accounting for 144 individuals, which constituted 68.9% of the total respondents. This indicated a significant representation of females within the study population. This coincided with WHO (2019) which found out that female gender constituted approximately 67% of health workforce. The study findings

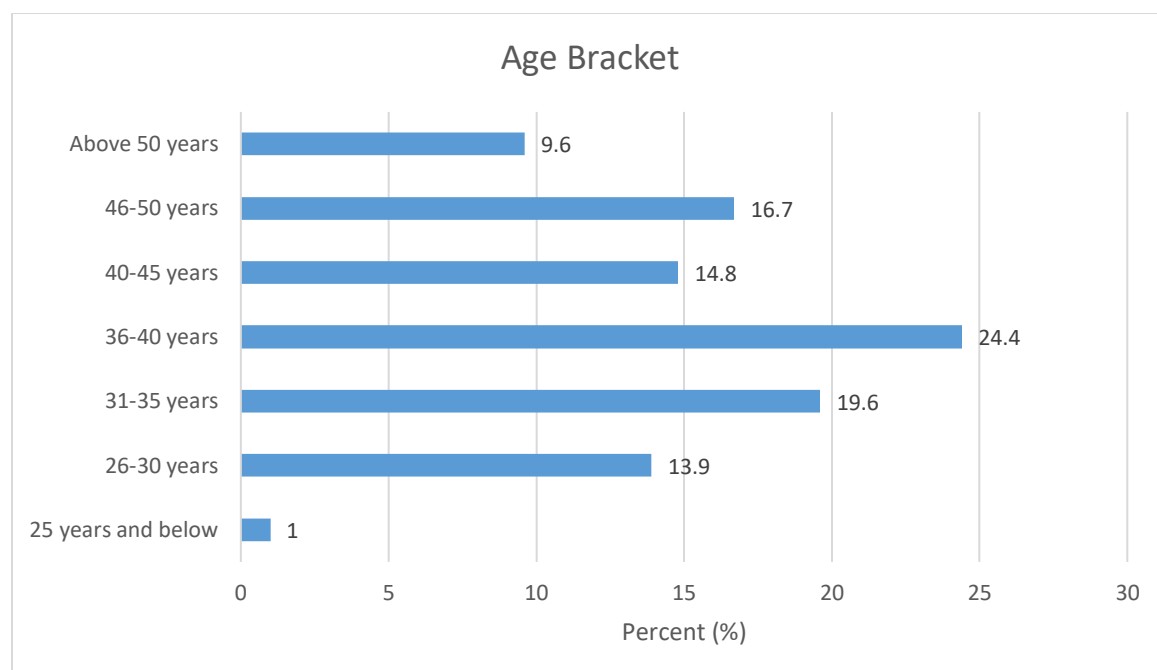
underscore the importance of considering gender dynamics in the analysis and interpretation of the results.

4.4.3 Age brackets of Respondents

The total number of respondents included individuals across various age brackets. The distribution provided insights into the age composition of the sample population, highlighting the diversity of age groups represented in the study. In summary, the results illustrated the age distribution among the respondents, showcasing a range of age groups who participated in the study, with the highest proportion falling within the 36-40 years' age bracket.

Figure 4.2

Age Brackets of the Respondents



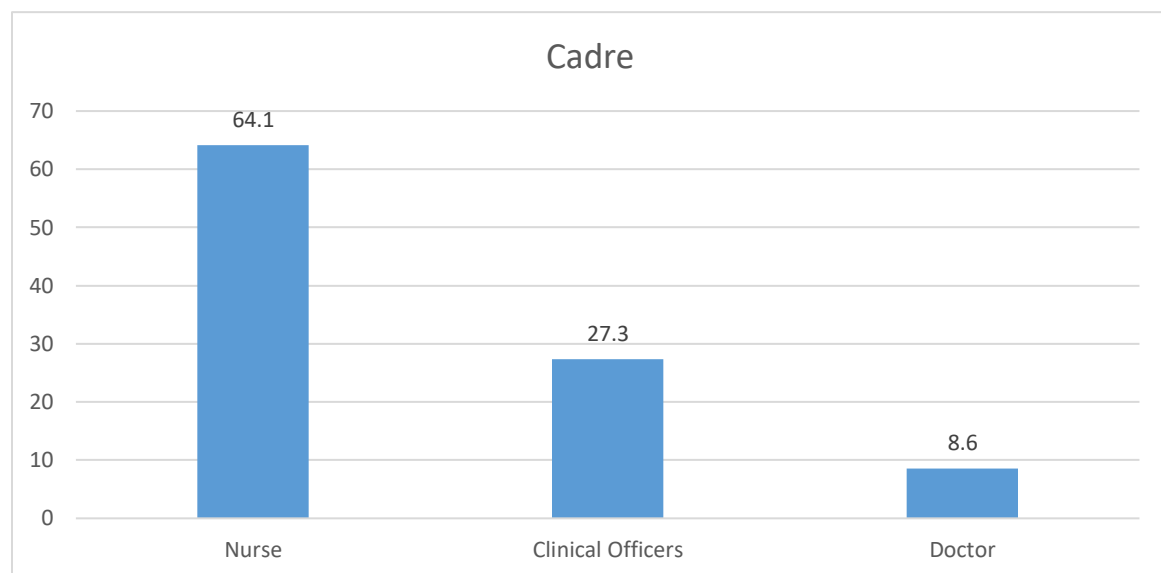
4.4.4 Cadre of the Respondents

The total number of respondents included professionals across different cadres within the healthcare sector. The distribution provides insights into the composition of healthcare

professionals who participated in the study. Nurses constituted the majority of the respondents, with 134 individuals accounting for 64.1% of the total sample, Clinical Officers represented a substantial proportion of the sample with 57 individuals, accounting for 27.3% of the total respondents, while Doctors comprised the smallest proportion of the respondents with 18 individuals, accounting for 8.6% of the total sample. This agreed with WHO data which indicated that nurses were a majority in African region (WHO 2019). This distribution reflects the diversity of healthcare professionals represented in the study population and underscored the importance of considering multiple perspectives within the healthcare workforce. The Figure 4.3 presents the distribution of respondents across different cadres.

Figure 4.3

Cadre of the Respondents

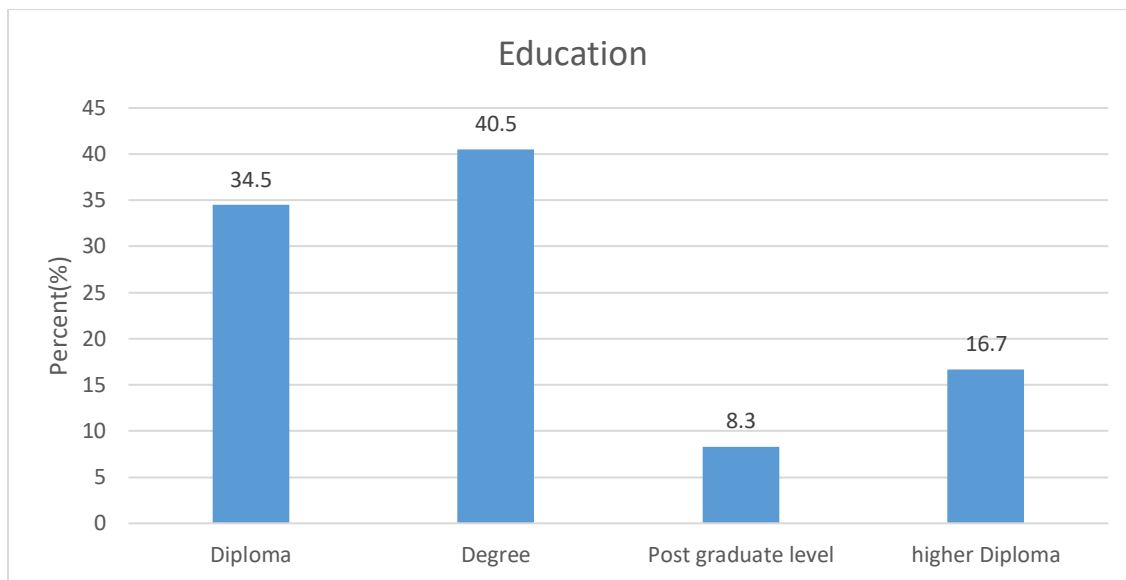


4.4.5 Education Level

The Figure 4.4 presents the distribution of respondents across different levels of education.

Figure 4.4

Education Level of Respondents



Respondents with a diploma level of education accounted for 34.5%, Higher diploma 16.7% of the total respondents, those with a degree level of education constituted 40.5% , while those with a postgraduate level of education represented a significant proportion that accounted for 8.3% of the total respondents. This distribution reflected the diversity of educational backgrounds represented in the study population and underscored the importance of considering multiple educational perspectives within the analysis.

4.4.6 Duration of Service

The total number of respondents included individuals with varying durations of service in the facilities.

Table 4.4*Duration of Service of the Respondents*

Experience	Frequency	Percent
5 years and below	100	47.8
6- 10years	49	23.4
11- 15 years	28	13.4
Above 15 years	32	15.3
Total	209	100

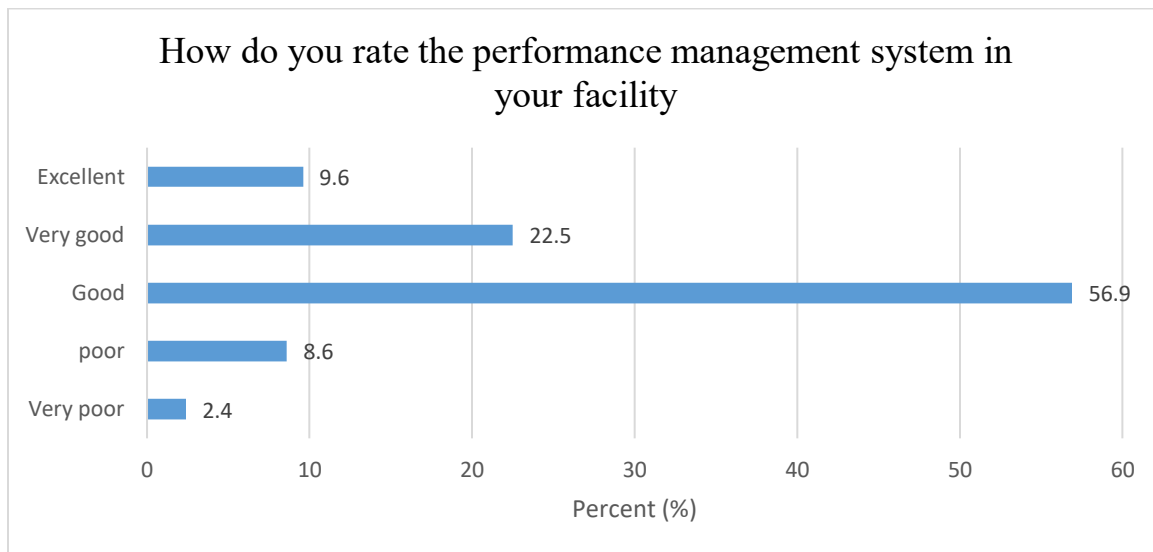
The results highlighted a significant proportion of health workers having 5 years or less in their current employment. This was realized partly due to equitable deployment and redeployment of health workforce as per health sector Human Resources for health Strategy of the county government. This distribution reflects the diversity of experience levels within the healthcare workforce and underscores the importance of considering multiple experience levels in the analysis and interpretation of the study findings.

4.4.7 Performance Management System Rating

The Figure 4.5 presents the distribution of responses regarding how respondents rate the performance management system in their facility.

Figure 4.5

Performance Management System Rating



Majority of respondents, 56.9% of the individuals, rated the performance management system as "Good," suggesting a moderate level of satisfaction with the system overall. Only 2.4% of the respondents rated the performance management system in their facility as "Very Poor," indicating a very low level of satisfaction with the system. This agreed with a study done by Kockaya and Topcu (2018) who stated that with a good performance management system, there was improved hospital performance, staff productivity, cost efficiency and overall patient satisfaction. However, there is still a notable portion of respondents who rated the system as "Poor" or "Very Poor," indicating areas for potential improvement or intervention within the facility's performance management practices. This agreed with a study done by Olanrewaju et al. (2019) which found out that poorly integrated PMS in the overall health systems led to less performance improvement.

4.5 Descriptive Analysis

Descriptive analysis is a fundamental component of quantitative research that involves summarizing and interpreting the characteristics of a dataset. This analytical approach focuses

on describing the basic features of the data, such as central tendency, variability, and distribution, without making inferences or drawing conclusions about the broader population.

4.5.1 Effect of Performance Planning on Healthcare workers Performance

The table 4.5 provides a descriptive analysis of various aspects related to performance planning within the organization, including mean scores and standard deviations for each item, as well as an aggregate mean score.

Table 4.5

Descriptive Analysis for Performance Planning

	Mean	Standard Deviation
Employees are familiar with organizations objectives & goals	3.55	0.98
The performance requirements are outlined clearly	3.59	0.94
Employees are familiar with organization mission and vision	3.72	0.95
The set performance objectives promote employee performance	3.81	0.82
Signing performance agreements promote the performances	3.67	0.92
Setting performance timelines enhance employee performance	3.68	0.95
Employee and supervisor collaborate to set performance objectives	3.78	0.96
Performance planning streamlines the communication process between employer and employee	3.78	0.89
Performance objectives set are Specific, Measurable, Achievable, Realistic & Time-bound (SMART)	3.80	0.99
Assessing current level of performance of employees against the defined competences promotes SMART goal setting	3.82	1.02
The organization has clear job descriptions for all employees	3.89	0.93
Performance objectives are planned and set in line with individual job description	3.74	0.88
Employees are motivated to meet the set personal/organizational goals	3.93	0.89
Planning promotes the assessment and evaluation of health workers	4.02	0.91
Performance planning enhances adherence to individual job description	4.04	0.96
Aggregate mean score	3.79	0.93

Overall, the descriptive analysis indicates relatively positive perceptions of performance planning within the public hospitals in Nairobi County Kenya, as evidenced by mean scores generally above 3.5 (on a scale of 1 to 5). Specific aspects of performance planning, such as having clear job descriptions, setting SMART goals, and promoting adherence to individual job descriptions, received particularly high mean scores, suggesting strong agreement or satisfaction among respondents. This agreed with Sendawula et al (2018) who found out that performance planning positively influenced employee performance through job satisfaction and work efficiency.

Variability in responses, as indicated by standard deviations, is moderate to low for most items, suggesting a degree of consensus among respondents regarding their perceptions of performance planning. The aggregate mean score of 3.79 reflects an overall positive perception of performance planning within the public hospitals in Nairobi County Kenya, although there may be areas for improvement or further investigation based on individual item scores and feedback. The results agreed with Diamantidis and Chatzoglou (2019) who suggested that performance planning influenced employee motivation, job satisfaction and commitment to their jobs enhancing their performance. This was also noted in a study by Sendawula et al (2018) where performance planning influenced employee performance in terms of work efficiency, job satisfaction and communication which in turn had positive effects of the work output.

On aggregate, the descriptive analysis provides valuable insights into respondents' perceptions of performance planning highlighting strengths and potential areas for enhancement. These findings inform organizational strategies aimed at optimizing performance planning processes and improving overall employee satisfaction and performance outcomes. The report agreed with Carolynne (2019) who stated that addressing the pointed-out work deficiencies improved

health workers performance. In addition, Dieleman et al (2019) highlighted contextual factors such as availability of resources, leadership support and organizational culture had a role in effective performance planning.

4.5.2 Influence of Performance Appraisals on Healthcare Workers Performance

The table 4.6 presents a descriptive analysis of various aspects related to performance appraisal within public hospitals in Nairobi County, Kenya. The analysis includes mean scores and standard deviations for each item, as well as an aggregate mean score.

Table 4.6

Descriptive Analysis for Performance Appraisal and Healthcare Workers Performance.

	Mean	Standard Deviation
Performance appraisal process is easy and transparent	3.44	0.96
Performance appraisal process follows the detailed guidelines	3.58	0.99
Performance appraisal goals are clearly stipulated	3.67	0.97
Appraisals done are consistent with the set goals	3.59	1.03
Appraisal method defines a regular monitoring schedule	3.45	1.02
Appraisal method recognizes personal initiatives	3.40	1.05
Appraisals promote employee creativity and innovation	3.56	1.06
Appraisals promote good time management	3.66	0.90
Performance monitoring is regularly done as planned	3.22	1.08
Challenges encountered during the process are discussed during the performance monitoring stage	3.22	1.09
Aggregate mean score	3.48	1.02

Overall, the descriptive analysis suggests moderately positive perceptions of performance appraisal within public hospitals in Nairobi County, with mean scores generally above 3.0 (on a scale of 1 to 5). Specific aspects of performance appraisal, such as the clarity of goals, transparency of the process, and promotion of good time management, received relatively higher mean scores, indicating agreement or satisfaction among respondents. This is in line with results of a study done by Sepahvand (2020) highlighted the importance of involving

health workers in appraisal process to better the engagement and commitment to the organization and hence improved performance. The study agreed with Haddad and Sidani (2019) who found out that conducting performance appraisal in a fair and accurate manner could maximize the positive impact it has on job satisfaction and commitment which will enhance increased performance.

Areas for improvement or further investigation based on individual item scores and feedback were noted. This coincided with Carolynne (2019) who stated that challenges faced during appraisal process needed to be discussed due to its impact on employee growth and development.

4.5.3 Evaluation of Impact of Performance Feedback on Healthcare Workers Performance

The Table 4.7 presents a descriptive analysis of various aspects related to performance feedback within public hospitals in Nairobi County, Kenya. The analysis included mean scores and standard deviations for each item, as well as an aggregate mean score.

Table 4.7

Descriptive Analysis for Performance Feedback on Healthcare Workers Performance

	Mean	Standard Deviation
There are frequent feedback sessions within the year	3.05	1.14
Frequent feedback sessions focus on goals set on performance	3.25	1.12
Feedback points to a specific problem and include a specific example of the solution being recommended	3.34	1.07
Feedback sessions motivate employees to perform	3.55	1.14
Feedback given is timely and real-time	3.08	1.06
Feedback always focuses on elapsed period of the performance	3.26	1.04
Employees use the feedback given to improve on their performance	3.56	1.05
The employees are incorporated in the feedback process	3.53	1.07
Feedback is incorporated with the future targets/plans	3.56	1.03

The feedback is customized to specific employees/departments	3.56	1.09
Feedback upholds professionalism and employee development	3.73	1.03
Performance feedback leads to staff promotion	3.15	1.31
Performance feedback gives opportunity to advance in career	3.26	1.36
Aggregate Mean Score	3.38	1.12

Overall, the descriptive analysis suggests moderately positive perceptions of performance feedback within public hospitals in Nairobi County, with mean scores generally above 3.0 (on a scale of 1 to 5). Specific aspects of performance feedback, such as the incorporation of future targets/plans, customization to specific employees/departments, and upholding of professionalism and employee development, received relatively higher mean scores, indicating agreement or satisfaction among respondents.

There was a relatively low agreement with the feedback process where respondents disagreed on having regular, timely and real time feedback sessions within the year with a mean score of 3.05 and 3.08 respectively. This was in line with results of a study done by Carolyn (2019) on health care workers in Kiambu county, Nairobi Kenya where respondents disputed getting regular and any feedback from their managers which had a mean score of 3.16. The aggregate mean score of 3.38 reflects an overall positive perception of performance feedback within public hospitals, although there may be areas for improvement or further investigation based on individual item scores and feedback. The report agreed with Hansen and Hovsgaard (2016) who stated that feedback provided information on areas of improvement which paved way for motivation of health workers to improve on their practice and adhere to guidelines.

The descriptive analysis provides insights into respondents' perceptions of performance feedback within public hospitals in Nairobi County, highlighting strengths and potential areas for enhancement. These findings can inform efforts aimed at improving the effectiveness and impact of performance feedback processes, ultimately contributing to professional

development and organizational success in the healthcare sector. Khan et al. (2019) agrees with these results where the study found out that effective performance feedback enhanced significant improvement in adherence to quality measures which improved clinical outcomes and decision support systems.

4.5.4 Effect of Reward systems on healthcare workers performance

The table 4.8 presents a descriptive analysis of various aspects related to reward systems within public hospitals in Nairobi County, Kenya. The analysis includes mean scores and standard deviations for each item, as well as an aggregate mean score.

Table 4.8

Descriptive Analysis for Effects of Reward Systems on healthcare workers performance

	Mean	Standard Deviation
Existing reward system is sufficient for the entire organization	2.87	1.21
The reward system has a scorecard that ranks the performances of the workers	2.85	1.30
The reward system has equitable rewards for all employees	2.73	1.22
The compensations are fair across the board	2.68	1.22
Promotions are part of the reward system	2.96	1.36
The organization recognizes employees when they perform well	3.14	1.27
The system is flexible at all levels	2.96	1.14
The system promotes career growth and development	3.13	1.09
The system offers benefits to all the employees	2.76	1.17
The salaries given match the work done	2.40	1.23
Promotion system is available and transparent to all employees	2.62	1.15
Promotion system used motivates employees to better their performance and development	2.94	1.19
Employees are promoted based on their performance and not bias	2.56	1.18
Aggregate mean score	2.82	1.21

The descriptive analysis suggests somewhat neutral to moderately positive perceptions of the reward system within public hospitals in Nairobi County, with mean scores generally ranging from 2.4 to 3.14 (on a scale of 1 to 5). Specific aspects of the reward system, such as recognition of employees for good performance, promotion of career growth and development, and availability of promotion systems, received relatively higher mean scores, indicating agreement or satisfaction among respondents. This coincided with Opio et al (2022) who found out that health care workers who received incentives and recognition were associated with satisfactory service delivery in health facilities.

However, there are areas of concern, as indicated by lower mean scores for items such as the sufficiency of the existing reward system, fairness of compensations, and transparency of promotion systems. Variability in responses, as indicated by standard deviations, is moderate to high for some items, suggesting a range of opinions or experiences among respondents regarding different aspects of the reward system. For instance, respondents disputed the fact that salaries they received matched the work done with a mean score value of 2.40. This clearly described the human resource shortages experienced in public hospitals in Nairobi County and Kenya as per the ministry of health (MOH 2023). Respondents disagreed that there was a transparent reward system within their institutions (mean grade of 2.62) and that promotions were based on performance (mean score of 2.56). This agreed with a study done by Carolyn (2019) which found out that there was no relationship between the performance results and reward system within public hospitals in Kiambu county.

4.5.5 Healthcare Workers Performance in Public Hospitals

The table 4.9 presents a descriptive analysis of various aspects related to health worker performance within public hospitals in Nairobi County, Kenya.

Table 4.9*Descriptive Analysis for Healthcare Workers Performance*

	Mean	Standard Deviation
Daily work objectives are set at reporting time	3.66	1.05
Timeliness is observed in delivering services	3.47	1.01
Health care services are delivered within a set time frame	3.55	1.09
Turnaround time is achieved in service points	3.37	1.03
The workers are compliant with clinical guidelines	4.16	0.89
Health care services rendered are of acceptable quality	3.91	0.88
Turnover rates are reduced	3.47	0.99
The absenteeism rate is greatly reduced	3.67	0.96
The workers are punctual to come to work	3.55	1.03
The workers easily balance work with personal life	3.50	1.00
HCW workload management is sufficient	3.05	1.27
Healthcare workers are guaranteed of growth	2.64	1.22
Aggregate mean score	3.49	1.03

The descriptive analysis suggests moderately positive perceptions of health worker performance within public hospitals in Nairobi County, with mean scores generally ranging from 2.64 to 4.16 (on a scale of 1 to 5). Specific aspects of health worker performance, such as adherence to clinical guidelines, efficient delivery of healthcare services, and reduced absenteeism rates, received relatively higher mean scores, indicating agreement or satisfaction among respondents. The results agreed with a study done by Dorothy (2021) on determining the work output of the ministry of lands and civil service employees in Kenya which showed that performance management system facilitated the implementation of strategies by motivating desired level of performance within an organization. The study recommended professional planning to not only develop the institution but improving employee skills as well. This agrees with Babasaheb (2023) study on impact of performance management on employee

performance which found out that PMS had a significant moral impact on how well the workers performed in firms and added that working conditions, compensation and promotions are great organizational elements that influence employee performance.

4.6 Correlation Analysis

The correlation matrix shown in table 4.10 offers a summary of the Pearson correlation coefficients among independent variables concerning performance management in Nairobi County's public hospitals.

Table 4.10

Correlation Matrix

		Performance Planning	Performance Appraisal	Performance Feedback	Reward Systems	Health Workers Performance
Performance Planning	Pearson Correlation Sig. (2-tailed)	1				
Performance Appraisal	Pearson Correlation Sig. (2- tailed)	.621** 0.000	1			
Performance Feedback	Pearson Correlation Sig. (2- tailed)	.554** 0.000	.876** 0.000	1		
Reward Systems	Pearson Correlation Sig. (2- tailed)	.496** 0.000	.662** 0.000	.538** 0.000	1	
Health Workers Performance	Pearson Correlation Sig. (2- tailed)	.653** 0.000	.702** 0.000	.698** 0.000	.661** 0.000	1
	N	209	209	209	209	209

** Correlation is significant at the 0.01 level (2-tailed).

There existed a substantial positive correlation between performance planning and reward systems ($r = 0.496$), health work's performance ($r = 0.653$), performance appraisal ($r = 0.621$), and performance feedback ($r = 0.554$). This suggests that performance evaluation, feedback, reward systems, and health workers' performance are often higher when there is greater performance planning.

There is a considerable positive correlation between performance appraisal and reward systems ($r = 0.662$), performance feedback ($r = 0.876$), and performance of health workers ($r = 0.702$, $p < 0.01$). This suggested that stronger performance feedback, reward structures, and health worker performance are generally correlated with higher performance evaluation levels.

The performance of health workers ($r = 0.698$) and reward systems ($r = 0.538$) are significantly positively connected with performance feedback. This suggests that performance of health workers and reward systems are generally correlated with increasing levels of performance feedback.

The performance of health workers is favorably connected with reward schemes ($r=0.661$). This shows that higher performance levels among health practitioners are generally correlated with higher levels of reward systems.

Performance planning ($r = 0.653$), performance evaluation ($r = 0.702$), performance feedback ($r = 0.698$), and reward system ($r = 0.661$) showed a substantial positive correlation with the performance of Health personnel. This suggests that there is a positive correlation between higher performance levels of health workers and higher levels of performance planning, appraisal, feedback, and reward systems.

The results of this study corroborate those of Deussom et al. (2022), who found that planning significantly improved the performance of health workers in terms of communication, teamwork, and the planning and execution of tasks

Moreover, the study found that performance planning improved the health workers' satisfaction with their jobs. Similarly, the study finding concurs with Dieleman, Gerretsen and van der Wilt (2019) that found that performance planning could improve health workers' motivation, job satisfaction, and accountability. Additionally, the study found several contextual elements, like organizational culture, leadership support, and resource availability may have an impact on how effective performance planning is.

The study finding agreed with Sendawula et al. (2018) who also found that performance planning could enhance communication among health workers, which is critical for effective teamwork and collaboration. Performance planning has a favorable impact on employee motivation, job satisfaction, and commitment to attaining organizational goals, all of which are favorably correlated with job performance, according to Diamantidis and Chatzoglou (2019) study. The authors also stress the significance of feedback and job autonomy as critical elements that support performance planning's ability to improve employee performance.

In contrast, Babasaheb (2023) discovered that the management used a combination of employee monitoring and assessment to analyze overall performance and productivity, with performance planning having a weak and limited impact on workers' performance.

4.7 Binary Logistics Analysis

The goal of the binary logistic regression model is to forecast how health worker performance in Nairobi County's public hospitals would be impacted by performance planning, appraisal, feedback, and reward systems. Table 4.11 represents this information.

Table 4.11

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	128.836a	0.213	0.371

a Estimation terminated at iteration number 6 because parameter estimates changed by less than .001

The binary logistic regression model suggests that Performance Appraisal, Performance Feedback, and Reward Systems significantly influence health worker performance within public hospitals in Nairobi County. The Nagelkerke R Square value of 0.371 indicated that jointly Performance Appraisal, Performance Feedback, and Reward Systems accounted for 37.1% of the variation in health workers' performance in public hospitals in Nairobi County.

Table 4.12

Regression coefficient

Variables in the Equation	B	S.E.	Wald	df	Sig.	Exp (B)
Performance Planning	1.374	0.819	2.816	1	0.093	3.95
Performance Appraisal	3.232	0.909	12.654	1	0.000	25.325
Performance Feedback	2.185	0.822	7.067	1	0.008	8.892
Reward Systems	1.287	0.372	11.95	1	0.001	3.622
Constant	5.045	1.483	11.567	1	0.001	0.006

a Variable(s) entered on step 1: Performance Planning, Performance Appraisal, Performance Feedback, Reward Systems.

As shown in Table 4.12, the coefficient (B) associated with Performance Planning is 1.374. This suggests that for every one-unit increase in Performance Planning, there is 3.95 times

increase in the odds of health workers' performance, holding all other variables constant. Nonetheless, Performance Planning's p-value (Sig.) is 0.093, above the typical significance level of 0.05. The result suggests that while performance planning has a positive effect directionally, the evidence is not strong enough to conclude that this effect is statistically significant. Therefore, we fail to reject the null hypothesis (H_0) that performance planning has no significant influence on health worker performance. The finding may, however, indicate a trend or potential relationship that could become significant with a larger sample or more precise measurement. Even though not statistically significant, the positive coefficient implies that improving performance planning practices like clearer objectives, better alignment with hospital goals, increased staff participation could still have beneficial effects on health worker performance in practice.

The coefficient for Performance Appraisal is 3.232. This suggests that for every one-unit increase in Performance Appraisal, there is a substantial increase in the odds of health workers' performance by a factor of 25.325, holding all other variables constant. The p-value for Performance Appraisal is 0.000, indicating that the relationship between Performance Appraisal and health workers' performance is statistically significant at the 0.05 level. The result implies that there is strong evidence to reject the null hypothesis that "performance appraisal has no significant influence on health workers' performance." Hence, performance appraisal significantly predicts or contributes to health worker performance in public hospitals. This confirms that effective appraisal systems are a critical determinant of employee performance in the healthcare setting. The significant positive relationship implies that well implemented performance appraisals directly improve how health workers perform their duties. When health workers receive fair, regular, and constructive appraisals, they are more likely to understand their performance expectations clearly, stay motivated and focused on goals, and take corrective action based on feedback.

The coefficient for Performance Feedback is 2.185. This suggests that for every one-unit increase in Performance Feedback, there is an increase in the odds of health workers' performance by a factor of 8.892, holding all other variables constant. The p-value for Performance Feedback is 0.008, indicating that the relationship between Performance Feedback and health workers' performance is statistically significant at the 0.05 level. The result implies that performance feedback significantly predicts health workers' performance. The null hypothesis that there is no relationship between feedback and performance is rejected. It demonstrates that feedback is a critical determinant of employee productivity and motivation in healthcare settings. This finding means that regular, constructive, and timely feedback enables health workers to understand how well they are performing, identify gaps, and make improvements. Positive feedback reinforces good behavior, while corrective feedback guides improvement essential for maintaining service quality.

The coefficient for Reward Systems is 1.287. This suggests that for every one-unit increase in Reward Systems, there is 3.622 times increase in the odds of health workers' performance, holding all other variables constant. The p-value for Reward Systems is 0.001, indicating that the relationship between Reward Systems and health workers' performance is statistically significant at the 0.05 level. Effective reward systems both financial e.g., bonuses, salary increments, allowances and non-financial e.g., recognition, promotion, training opportunities boost morale, motivation, and job satisfaction among health workers. When employees feel that their effort is recognized and rewarded fairly, they tend to show higher commitment, lower absenteeism, and better service delivery. Managers should therefore develop transparent and fair reward structures that align rewards with performance appraisal results and incorporate both intrinsic and extrinsic rewards to sustain motivation over time.

The finding of this study supported those of Deusson et al (2022) who revealed that performance planning had a significant positive effect on health worker performance in terms of planning and implementing activities, communication, and teamwork. Moreover, the study found that performance planning improved the health workers' satisfaction with their jobs. Similarly, the study finding concurred with Dieleman et al. (2019) who found that performance planning could improve health workers' motivation, job satisfaction, and accountability. The study identified several contextual factors that could influence the effectiveness of performance planning, such as the availability of resources, leadership support, and organizational culture.

Furthermore, the finding agreed with Sendawula et al. (2018) who also found that performance planning could enhance communication among health workers, which is critical for effective teamwork and collaboration. Diamantidis and Chatzoglou (2019) found that performance planning positively influenced employee motivation, job satisfaction, and commitment to achieving organizational goals, which in turn positively impacted their job performance. The authors also highlight the importance of job autonomy and feedback as important factors that facilitate the effectiveness of performance planning in improving employee performance.

In summary, the statistical significance of each independent variable in predicting the dependent variable is assessed using p-values. A p-value below the conventional threshold of 0.05 indicates statistical significance. Among all predictors, performance appraisal had the highest coefficient value of 3.232, suggesting it is the strongest predictor of the dependent variable in the model.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study's conclusion and recommendations after summarizing the data in relation to the stated goals. The suggestions offered cover both the creation of policies and the reform of practices. In this chapter, the report also recommends areas for additional investigation.

5.2 Summary of Findings

5.2.1 Effects of Performance Planning on Healthcare Workers Performance

The binary logistic regression analysis revealed that Performance Planning was not found to be statistically significant in predicting health workers' performance at the conventional significance level. Despite not reaching statistical significance, the coefficient for Performance Planning suggests a positive relationship with health workers' performance. This indicates that higher levels of Performance Planning are associated with increased odds of improved health worker performance, although the relationship was not statistically significant.

5.2.2 Influence of Performance Appraisals on Health Worker Productivity

Performance Appraisal was found to have a significant and positive influence on health workers' performance. Higher ratings in Performance Appraisal were associated with better performance outcomes among health workers. The statistical analysis, specifically the binary logistic regression, revealed a strong association between Performance Appraisal and health worker performance. The coefficient for Performance Appraisal was statistically significant, indicating that changes in Performance Appraisal scores were associated with changes in health worker performance. These findings underscore the importance of implementing robust

Performance Appraisal systems in public hospitals in Nairobi County. A well-designed Performance Appraisal process provides health workers with clear expectations, feedback on their performance, and opportunities for growth and development. It also fosters accountability and ensures alignment with organizational goals and objectives.

5.2.3 Impact of Performance Feedback on Healthcare Workers Performance

The study examined the influence of Performance Feedback on health workers' performance in public hospitals in Nairobi County. Through correlation analysis and binary logistic regression, significant associations between Performance Feedback and health worker performance were identified. The findings revealed that Performance Feedback significantly impacts health worker performance within public hospitals. Statistical analysis demonstrated that Performance Feedback is a significant predictor of health worker performance. Health workers who received regular and constructive feedback tended to demonstrate better performance compared to those who did not receive adequate feedback.

5.2.4 Effect of Reward Systems on Healthcare Worker Performance

The study investigated the influence of reward systems on health workers' performance in public hospitals in Nairobi County. Through correlation analysis and binary logistic regression, significant associations between reward systems and health worker performance were identified. The findings revealed that reward systems significantly impact health worker performance within public hospitals. Statistical analysis demonstrated that reward systems are significant predictors of health worker performance. Health workers who perceived their reward systems as fair, equitable, and aligned with performance tended to demonstrate better performance compared to those who perceived their reward systems negatively.

5.3 Conclusion

The purpose of this study was to examine the influence of performance management systems on health workers' performance in public hospitals in Nairobi County. Specifically, the study sought to determine the influence of performance planning, performance appraisal, performance feedback, and reward systems on the performance of health workers. Based on the findings, the study found a positive but statistically insignificant relationship between performance planning and health workers' performance. Although improved performance planning was associated with higher odds of better performance, the effect was not significant at the 0.05 level. This suggested that while planning activities exist in public hospitals, they may not be effectively implemented or strongly linked to employee outcomes. Therefore, the study concluded that performance planning, as currently practiced, has limited influence on health workers' performance due to inadequate staff involvement, unclear goal setting, and weak alignment with institutional objectives. This coincided with Sendawula et al. (2018) who stated that health professionals were more likely to report higher levels of job satisfaction and work efficiency if they participated in performance planning and decision-making procedures.

The study established that performance appraisal has a strong and statistically significant influence on health workers' performance. A one-unit increase in appraisal effectiveness led to a substantial improvement in performance. This implied that when appraisal systems are conducted fairly, consistently, and with clear criteria, they enhance accountability, motivation, and professional growth among health workers. The study therefore concluded that effective performance appraisal is a key determinant of improved performance among health workers in public hospitals. The conclusion was in agreement with Caricati et al. (2018) and Alam and Noor (2017) who found an increase in health worker output associated with improved appraisal processes,

The findings revealed a positive and statistically significant relationship between performance feedback and health workers' performance. Health workers who received timely, constructive, and participatory feedback demonstrated higher levels of performance. This implied that feedback serves as both a motivational and corrective mechanism that helps employees understand performance expectations and improve service delivery. Hence, the study concluded that continuous and supportive performance feedback is essential for enhancing employee motivation, accountability, and quality of healthcare services. This agreed with Gao et al. (2024) who stated in his study that continuous feedback helped employees to understand expectations, correct course and feel valued leading to better health service and stronger accountability.

The study found that reward systems significantly influence health workers' performance. Health workers who perceived the reward system as fair and motivating reported higher performance levels. This indicated that both financial and non-financial rewards play a crucial role in enhancing employee motivation, retention, and productivity.

Therefore, the study concluded that a well-structured and equitable reward system is a major driver of performance among health workers in public hospitals. This correlated with studies by Haddad and Sidani (2018) and Nadri et al. (2019) where better reward management systems was found to lead to better employee performance.

Overall, the study concluded that the performance management system significantly influenced health workers' performance in public hospitals in Nairobi County. While all components of the system contributed to varying degrees, performance appraisal, feedback, and reward systems had the most significant impact. In contrast, performance planning remained a weak link due to limited participation, unclear objectives, and inadequate follow-up mechanisms.

Strengthening the entire performance management cycle from planning through appraisal, feedback, and rewards is therefore essential to enhance the motivation, accountability, and overall performance of health workers in the public health sector.

5.4 Recommendations of the Study

Public hospitals should enhance participatory performance planning through involving health workers actively in setting departmental and individual performance targets to promote ownership and accountability.

Build managerial capacity by having supervisors and managers receive training on effective goal setting, use of performance indicators, and continuous monitoring of planned activities.

Institutionalize fair and objective appraisals by making appraisal tools standardized, transparent, and applied consistently across all staff categories.

Managers should link appraisal results to development opportunities where appraisal outcomes should inform training, promotions, and career progression decisions.

Public hospitals should implement continuous feedback mechanisms where supervisors should provide regular, structured feedback sessions rather than waiting for annual reviews.

Hospitals should strengthen performance-based rewards by linking rewards to measurable performance outcomes to encourage effort and accountability.

Institutionalize performance management policies by the Ministry of Health and County Governments by ensuring that all public hospitals adopt and consistently apply standardized performance management practices.

5.6 Areas of Further Study

Although this study established important insights into how performance management systems influence health workers' performance in public hospitals, several areas remained unexplored or required deeper investigation. The following recommendations for further research were proposed:

1. Broaden the Scope Beyond Nairobi County

Future research should replicate this study in other counties or across different regions in Kenya to determine whether similar patterns exist in varying organizational and socio-economic contexts. A comparative analysis between urban and rural hospitals could provide a more comprehensive understanding of how local factors influence the effectiveness of performance management systems.

2. Investigate Longitudinal Effects of Performance Management

This study used a cross-sectional design, which captures relationships at a single point in time. Future research should adopt a longitudinal approach to track how consistent implementation of performance planning, appraisal, feedback, and reward systems affects health workers' performance over time.

3. Assess the Quality and Implementation of Performance Planning

Given that performance planning showed a positive but statistically insignificant relationship with performance, further studies should focus on qualitative or mixed method approaches to explore the quality, depth, and participation levels in performance planning processes and how these affect employee outcomes.

4. Examine the Role of Non-Financial Rewards

While this study considered the reward system in general, future studies could disaggregate financial and non-financial rewards to assess their distinct effects on health worker motivation,

satisfaction, and retention. This would help health institutions design more balanced reward policies.

5. Evaluate the Integration of Performance Management with Other HR Functions

Further research should examine how performance management interacts with training and development, succession planning, and employee engagement to influence organizational performance. This will help determine whether a more integrated HR approach enhances health service outcomes.

6. Incorporate Patient Outcomes as a Measure of Performance

Since the goal of health worker performance is improved patient care, future studies could link performance management indicators with patient satisfaction, service quality, or clinical outcomes to assess the broader impact of HR systems on healthcare delivery.

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APPENDICES

Appendix I: Questionnaire

The study is on establishing the determinants of influence of performance management system on health workers' performance at public hospitals in Nairobi County Kenya. To the best of your ability, kindly answer all the questions enlisted here. Be assured that the information you will provide will be used for academic reasons only and will be very confidential.

Section A: Background Information

1. Kindly indicate your gender

Male [] Female []

2. Kindly indicate your age bracket

25 years and below [] 26-30 years [] 31-35 years []

36-40 years [] 40-45 years [] 46-50 years []

Above 50 years []

3. Highest level of education

Certificate [] Diploma []

Degree [] Post graduate level []

4. What's the duration of your service in this Facility?

5 years and below [] 6- 10years []

11- 15 years [] Above 15 years []

5. How do you rate the performance management system in your facility?

Excellent [] Very good [] Good [] poor [] Very poor []

Section B: Performance Planning

- Using a scale of 1-5 where 1-Strongly disagree, 2- Disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to Performance Planning

Statements	1	2	3	4	5
Employees are familiar with organization's objectives & goals					
The performance requirements are outlined clearly					
Signing performance agreements promotes performance					
The set targets promote performance of the employees					
Employees are motivated to meet the set personal/organizational goals					
Performance planning streamlines the communication process between employer and employee					
The organization has clear job descriptions for all employees					

Planning promotes the evaluation and assessment of workers in relation to goal setting					
Setting performance timelines enhances employee performance					

Section C: Performance Appraisal

2. Using a scale of 1-5 where 1-Strongly disagree, 2- Disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to performance appraisal

Statements	1	2	3	4	5
Performance appraisal process is easy and transparent					
Performance appraisal process follows the detailed guidelines					
Performance appraisal goals are clearly stipulated					
Appraisals are consistent with the set goals					
Appraisal method defines a regular monitoring schedule					
Appraisals recognize personal initiatives					

Appraisals promote employee creativity and innovation					
Appraisals promote good time management					

Section D: Performance Feedback

3. Using a scale of 1-5 where 1-Strongly disagree, 2- Disagree, 3-Moderately Agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to performance feedback

Statements	1	2	3	4	5
There are frequent feedback sessions					
The feedback motivates the workers					
Feedback given is timely and real-time					
Feedback upholds professionalism and employee development					
Feedback is incorporated with the future targets/plans					
Employees use the feedback given to improve their performance					

The feedback is customized to specific employees/departments					
The employees are incorporated in the feedback process					
Feedback should point to a specific problem and include a specific example of the solution being recommended					

Section E: Reward Systems

4. Using a scale of 1-5 where 1-Strongly disagree, 2- Disagree, 3-Moderately Agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to Reward Systems

Statements	1	2	3	4	5
Existing reward system is sufficient for the entire organization					
The reward system has a scorecard that ranks the performances of the workers					
The reward system has equitable rewards for all employees					
The compensations are fair across the board					

Promotions are part of the reward system					
The organization recognizes employees when they perform well					
The system is flexible at all levels					
The system promotes career growth and development					
The system offers benefits to all the employees					
The salaries given match the work done					

Section E: Health Workers Performance

5. Using a scale of 1-5 where 1-Strongly disagree, 2- Disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to Stem cell research among clinicians and researchers

Statements	1	2	3	4	5
Timeliness is observed in delivering services					
Healthcare services rendered are of acceptable quality					
Healthcare workers are compliant with clinical guidelines					

There is uniformity in services rendered across the organization					
Turnover rates are reduced in the institution					
The absenteeism rate is greatly reduced					
The workers are punctual to come to work					
The workers easily balance work with personal life					
HCW's workload management is sufficient					
The workers have a guaranteed growth professionally					

THANK YOU FOR PARTICIPATING

Appendix II: KEMU Ethical Clearance



KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200, KENYA
TEL: 254-064-30301/31229/30367/31171

FAX: 254-64-30162
EMAIL: INFO@KEMU.AC.KE

July 3, 2023

KeMU/ISERC/HSM/10/2023

JANE OKAKA ANJICHI
HSM-3-3467-3/2015

Dear Jane,

**SUBJECT: INFLUENCE OF PERFORMANCE MANAGEMENT SYSTEM ON HEALTH
WORKERS PERFORMANCE AT PUBLIC HOSPITALS IN NAIROBI COUNTY, KENYA**

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/HSM/10/2023. The approval period is 3rd July, 2023 – 3rd July, 2024.

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.
- V. Clearance for export of biological specimens must be obtained from relevant institutions.

Appendix III: NACOSTI license

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 635689	Date of Issue: 27/July/2023
RESEARCH LICENSE	
	
This is to Certify that Ms.. JANE OKAKA Anjichi of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF PERFORMANCE MANAGEMENT SYSTEM ON HEALTH WORKERS PERFORMANCE AT PUBLIC HOSPITALS IN NAIROBI COUNTY, KENYA for the period ending : 27/July/2024.	
License No: NACOSTI/P/23/28089	
Applicant Identification Number 635689	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code 	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix IV: Nairobi County Data Collection Authorization Letter



NAIROBI CITY COUNTY
www.nairobi.go.ke

HEALTH, WELLNESS AND NUTRITION

Office of the County Chief Officer – Medical Services

REF: NCCG/HWN/REC/448

DATE: 24th October 2023

JANE OKAKA ANJICHI
KENYA METHODIST UNIVERSITY (KEMU)
Nairobi, Kenya

Dear Ms. Jane,

RE: RESEARCH AUTHORIZATION

This is to inform you that the Nairobi City County – County Health Research Ethics Committee (REC) reviewed the documents on the study titled "INFLUENCE OF PERFORMANCE MANAGEMENT SYSTEM ON HEALTH WORKERS PERFORMANCE AT PUBLIC HOSPITALS IN NAIROBI COUNTY, KENYA."

I am pleased to inform you that you have been authorized to carry out the study in Nairobi County. The researcher will be required to adhere to the ethical code of conduct for health research in accordance with the Science Technology and Innovation Act, 2013 and the approval procedure and protocol for research for Nairobi.

On completion of the study, you will submit one hard copy and one copy in PDF of the research findings to the REC. In addition, you are required to disseminate the research findings to health sector in liaison with the county REC. By copy of this letter, the Chief Executive Officers of Health – Mbagathi and Mama Lucy Kibaki Hospitals, Medical Superintendent – Makadara Hospital are to accord you the necessary assistance to carry out this research study.

Yours sincerely,

for,

DR. IRENE MUCHOKI

CHIEF OFFICER MEDICAL SERVICES &

As. CHIEF OFFICER NUTRITION, WELLNESS & SCHOOL FEEDING PROGRAM

Cc: Chief Officers – Public Health and Health Facilities
Chief Executive Officers of Health – Mbagathi and Mama Lucy Kibaki
Hospitals,
Medical Superintendent – Makadara Hospital

LET'S MAKE **NAIROBI** WORK

TELEPHONE: +254 725 624 489; +254 738 041 292 | EMAIL: INFO@NAIROBI.GO.KE | CITY HALL, CITY HALL WAY, P.O. BOX 30075 00100, NAIROBI, KENYA

Appendix V: Mbagathi Hospital Data Collection Authorization Letter

NAIROBI CITY COUNTY

Tel: 2724712, 2725791, 0721 311 808
mbagathihosp@gmail.com



Mbagathi Hospital
P.O. Box 20725 - 00202 Nairobi

HEALTH, WELLNESS AND NUTRITION SERVICES

REF: MDH/RS/VOL.3/11/269 30th November, 2023

Jane Okaka Anjichi
NAIROBI

Dear Anjichi,

RE: RESEARCH AUTHORIZATION.

This is in reference to your application for authority to carry out research, on *'influence of performance management system of performance of health care workers.'*

I am pleased to inform you that your request to undertake research in the hospital has been granted.

On completion of the research, you are expected to submit one hard copy and one soft copy of the research report/ thesis to this office.



Dr. Alexander Irungu, PhD
Chief Executive Officer
Mbagathi County Hospital



Appendix VI: Mama Lucy Hospital Data Collection Authorization Letter

NAIROBI CITY COUNTY

Telephone: Nairobi
020 – 2297000
020 – 8022676
E-mail : medsupnedh@yahoo.com



MAMA LUCY KIBAKI HOSPITAL-EMBAKASI
P.O. Box 1278-00515
BURUBURU-NAIROBI

When replying please quote
HEALTH, WELLNESS & NUTRITION SERVICES

Ref. No. MLKH/ADM/RES/2 Date: 6th December 2023

Jane Okaka Anjichi
Kenya Methodist University
NAIROBI

RE: PERMISSION TO COLLECT DATA

TITLE: “Influence of Performance Management System on Health Workers Performance at Public Hospitals in Nairobi County, Kenya)”

Refer to your application to collect data on the above research in this institution.

This is to inform you that the Hospital has given you permission to collect data subject to the following;

1. You are expected to adhere to the rules and regulations pertaining to the data collection.
2. You are expected to submit a copy of the final findings to the research committee.



MARTIN ALFRED WAFARWA (PhD. HSM.MPH.HSM.MBA.BSC.HSM)
CHIEF EXECUTIVE OFFICER

Appendix VII: Nairobi County Public Hospitals Under Study

