



EFFECT OF ORGANIZATION DEVELOPMENT INTERVENTIONS ON PERFORMANCE OF EMPLOYEES IN TEACHING AND REFERRAL HOSPITALS IN KENYA

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ABSTRACT

The purpose of this study is to determine how organization development interventions (ODI) affect employee performance in teaching and referral hospitals in Kenya. The study's four objectives will attempt to answer these questions: to discuss the influence of human resource management interventions on performance of employees of Teaching and Referral Hospitals in Kenya, examine the effect of techno structural interventions on the performance of employees of Teaching and Referral Hospitals in Kenya, assess the influence of strategic change interventions on the performance of employees in Teaching and Referral Hospitals in Kenya and human process interventions on performance of employees of Teaching and Referral Hospitals in Kenya. The influence of national health policies on the performance of employees of Teaching and Referral Hospitals in Kenya was assessed as intervening variable. Human capital theory, Socio-technical Systems Theory, Organization Development Theory and Complexity and Systems theory were the foundations of the research. 1292 healthcare personnel from eight departments in each Teaching and Referral hospital were the target population. The primary data was collected using structured questionnaires from a sample of 302 people. Data from 30 respondents, or 10% of the entire sample, was utilized to test the instrument's reliability in the pilot study.

KEYWORDS: human process interventions, human resource management interventions, national health policies, organization development intervention, performance, techno structural interventions, strategic change interventions,

1. INTRODUCTION

Organizations are undergoing severe changes in this era of global technology innovation and global rivalry, necessitating a shift in leadership methods and the need for effective Organization Development interventions. The primary purpose of organization development is to enable the organization to become more open and adaptable by increasing competency and the ability to continuously implement planned change initiatives (Hendrick, 2007). To put it another way, change is unavoidable and required in the way organizations are built and conduct their operations (Haines, 2014).

OD treatments are frequently applied and investigated in Africa. For example, to increase Organization performance, South African companies use OD tactics such as teambuilding. Teambuilding promotes the efficiency of social processes, as well as the productivity and well-being of teams (Kriek & Venter, 2009). The average system performance index in the region is 0.49, indicating that systems are only performing at 49 percent of their potential levels of functionality, according to an analysis of health system performance based on four dimensions of access to essential services, quality of essential services, effective demand by communities for essential services, and system resilience to shocks. The performance scores of countries range from 0.26 to 0.70. All of the performance indexes are below average, with system resilience and access to key services doing the poorest (World Health Organization, 2018).

In Kenya's healthcare industry, providing quality service has become critical in ensuring patient satisfaction, as providing quality service has a direct impact on customer satisfaction, loyalty, and financial viability. In the healthcare industry, service quality can be divided into two categories: technical and functional (Dean and Lang, 2008). While technical quality in the health-care industry is generally determined by the technical accuracy of medical diagnoses and procedures, as well as adherence to professional specifications, functional quality refers to how the health-care service is offered to patients (Barker & Dutta, 2014).

Hospital administration techniques in Kenya have changed dramatically over the last decade, shifting from a highly centralized organization to one centered on an egalitarian district and county health system.

Furthermore, some types of health workers, such as private hospitals, are more concentrated in urban regions around the country. This structure promotes inequitable access to comprehensive health care services because the majority of the population lives in rural areas (Luoma & Maundu, 2010).

The ministry of health plans to strengthen referral services as defined in Kenya's health sector in order to alleviate the situation. Referral strategy: 2014-2018, leading the establishment of a fully functional referral system in each of the 47 counties to improve health care delivery at all levels (Oyugi, 2015). The services are based on the premise that, while health-care capacity must be rationalized around different levels of care, clients' services should be determined not only by the services available where they seek care, but also by the full scope of care the country's health-care system can provide (Oyugi, 2015).

1.1 Statement of the Problem

Drug shortages, understaffing, and underfunding have all plagued Kenya's healthcare system in the last decade. This has resulted in worker apathy, resulting in repeated strikes and poor service delivery (Tsofa, et al, 2017). (Irumiet, et al 2018). While great attempts have been made to improve health care service delivery in Kenya, it appears that little progress has been made in improving the quality-of-service delivery by healthcare personnel in Kenya's Teaching and Referral Hospitals (Nyikuri & Molyneux, 2015). The quality of service in Kenya's public hospitals has deteriorated by the turn of the millennium. The infant mortality rate jumped from 74 percent in 1998 to 76 percent in 2010, while the death rate for children under the age of five years increased from 112 percent in 1998 to 117 percent in 2010. Females' life expectancy at birth fell to 60.07 years, while males' life expectancy fell to 59.48 years (Nyamwange, 2012). Kenya's economic development and public healthcare spending have both skyrocketed between 1982-2012. Client dissatisfaction and ongoing health worker strikes have compounded these issues, resulting in a high fatality rate (Waithaka & Molyneux, 2020).

Most Kenyan hospitals have suffered as a result of these circumstances. For example, according to the findings of an Arasa (2019) study, Human Resource managers at Kisii teaching and referral hospitals have issues with policies and processes that limit personnel recruitment. Human resource managers face additional obstacles when it comes to training and development because different cadres of employees have different training demands, preferences, and learning capabilities. According to Marwa (2019), health-care staffing levels in Kisumu County are reflected by a "nurse to population ratio" of 1:1697 and a "doctor to population ratio" of 1:38511. The majority of deaths are due to preventable and treatable illnesses, as well as delays and underfunding by the national government. In a study of employee performance at Moi Teaching and Referral Hospital, Cheptaek and Kiptum (2018) found that low resource utilization and sluggish performance tracking had contributed to staff performance issues. Delays in outsourced services and poor labor tracking have compounded the situation, resulting in ineffective performance.

Poor institutionalization of various OD interventions may be to blame for the lack of excellent health care in Teaching and Referral hospitals. Human resource management interventions, techno structural interventions, strategic change interventions and human process interventions are just a few examples. If organization development actions are recognized as a contributing element to improving service delivery in Kenya's Teaching and Referral Hospitals, these issues could be reduced. In light of this, the purpose of this research is to look into the impact of Organization development interventions on employee performance in Kenyan teaching and referral hospitals.

1.2 Objectives of the study

- i. To discuss the influence of human resource management interventions on performance of employees of Teaching and Referral Hospitals in Kenya.
- ii. To examine the effect of techno structural interventions on the performance of employees of Teaching and Referral Hospitals in Kenya.
- iii. To assess the influence of strategic change interventions in transforming the performance of employees of Teaching and Referral Hospitals in Kenya.
- iv. To determine the influence of human process interventions on performance of employees of Teaching and Referral Hospitals in Kenya.
- v. Assess the effects of national health policies on the performance of employees of Teaching and Referral

Hospitals in Kenya.

1.3 Research Hypothesis

Ho1. Human resource management interventions do not influence the performance of employees of Teaching and Referral Hospitals in Kenya.

Ho1. Technostructural interventions do not affect the performance of Teaching and Referral Hospitals in Kenya.

Ho3. Strategic change interventions do not influence the performance of Teaching and Referral Hospitals in Kenya.

Ho4. Change programs relating to interpersonal relations and group dynamics do not influence the performance of employees of Teaching and Referral Hospitals in Kenya.

Ho5. National health policies do not influence the performance of employees of Teaching and Referral Hospitals in Kenya

2. LITERATURE REVIEW

2.1 Theoretical review

This section looks at the many theories that were used to guide the research on organization development interventions and the performance of employees in teaching and referral hospitals in Kenya. Human capital theory, Socio-technical Systems theory, Organization Development theory and Complexity and Systems theory were all used to guide the research.

2.1.1 Human Capital Theory

Human Capital Theory (HCT) is an acceptable paradigm for analyzing the impact of human resource management activities on quality health care, according to Baker (1964). Human capital analysis, in essence, places persons at the center of the economy. Human capital as a major part of productivity and well-being of people is what moves the economy and determines whether an economy is rich or poor. And it is a person's and an economy's stock of human capital riches that is determined by an investment in human capital, whether through learning skills from one's parents, attending school, or gaining training and expertise in the workplace.

Individuals' knowledge, skills, abilities, and traits that enable the construction of personal, societal, and economic well-being are referred to as human capital. These three, together with other physical capital and consumables, are major health-care inputs (WHO, 2000). The expertise and abilities of clinical and non-clinical workers are critical to the success of health-care organizations. Human resource management should concentrate on attracting, retaining, and growing human capital. Human capital is built in the context of family learning and early childcare settings. Human capital is also developed through formal education and workplace training. Human capital is also developed through on-the-job informal learning (WHO, 2000).

This way of thinking about human capital helps us realize that it is not the same as physical capital.

Within academic circles, the human capital theory is the accepted wisdom for understanding individual, corporate, and national economic performance. Human capital, according to Russia and Bailey (2014), is more important than physical capital because, unlike physical capital, which depreciates via usage, human capital depreciates due to lack of use. Through use and experience, human capital is gathered, developed, and improved. The human capital theory was pertinent to this investigation because human resource training improves health-care workers' ability to provide high-quality treatment.

2.1.2 The Socio-technical Systems Theory

Rice's Socio-technical Systems Theory advocates for work to be designed to consider an organization's work designs that focus entirely on technology systems, without regard for social considerations, are largely sub-optimal, according to this theory. If any expected performance is to be achieved, according to the principles of this approach, the social and technological design features of organizations and departments must be compatible.

The concept also advocates for ongoing changes in how labor and organizations are designed, emphasizing the close link between organizational technology, individual roles, and the social system within organizations. Importantly, this principle has been observed being used in a variety of ways in a range of companies with varied degrees of effectiveness over time (Omari & Guneri-Cangarli, 2014). This is because the idea provides two types of outputs: physical outcomes like goods and services and social and psychological outcomes like job satisfaction and employee commitment, allowing it to be employed in a variety of job enrichment and employee involvement interventions.

As a major theory in organizational development, the socio-technical systems theory is particularly pertinent to our study. This is because one of the study's goals was to explore how principles of techno structural interventions like employee involvement and physical layout interact with other variables derived from human resource and strategic change interventions to define overall teaching and referral hospital performance. The theory will anchor assumptions relating to job enrichment, employee involvement, and physical layout, as well as their influence on Organization performance, because these variables are primarily subjects in socio-technical systems. Furthermore, because the theory emphasizes individual responsibility in creating sociotechnical system success, it will highlight and guide theories in Kenya about the relationship between techno structural interventions and teaching and referral hospital employees' performance.

2.1.3 Organization Development Theory

Organization Development Theory, according to Burke and Noumair (2015), is a top-down effort that covers the entire organization and is managed by a top-down approach to increase organization effectiveness through planned interventions in the organization's procedures and processes based on behavioral science knowledge. They see Organization Development as a change response or a training strategy focused at changing values, beliefs, attitudes, and Organization structure in order to adapt to innovations and technology, improve competences, and cope with difficulties that obstruct strategic change management.

According to Bushe and Marshak (2009), in order to stay competitive, organizations must increase internal capacity, invest in research and development, and use strategic information to aid in the formulation of working strategies. Burke and Noumair (2015) believe that human elements and information inherent in the organization, such as employee connections, have a significant impact on the organization's development. This notion, according to Stavros and Saint (2010), is critical in ensuring that businesses develop a system that constantly examines their operations and interconnects the entire organization system. It also allows individual employees to take ownership of the transformation process, preventing segmentation. This theory will be applied to this research in order to look at the strategic change interventions that have been implemented in Teaching and referral hospitals in Kenya in order to change their basic character and employee performance, including how they are structured and how they interact with their environment.

2.1.4 Complexity and System Theory

According to Complexity and System Theory, Organizations today are complex and requires a different thinking from traditional leadership approaches. This theory draws from the science of social complex systems (Schneider & Bauer, 2007). This form of leadership, referred to as complexity leadership theory defines leadership as a system function that accounts for the human interaction dynamics within complex systems (Uhl-Bien, & McKelvey, 2007). With complexity theory, the importance of exploring the nature of interactions and adaptations in systems and their influence on behavior patterns, innovations, and interactions are emphasized.

The theory was relevant to the study because, it provided the intellectual foundations needed to understand the dynamics of organizations development and organization change in teaching and referral hospitals. The theory supports the Human process intervention objective which includes interpersonal process approach, group process interventions, and organization process interventions all of which emphasize on individuals working together to identify problems and come up with team solutions. Leaders and managers should convey that human organizations are open systems as they are interconnected and interrelated with environmental structures and factors. Systems theory views human organizations as open systems made up of parts that are interconnected and interdependent of one another which impact the organization as a whole.

3. CONCEPTUAL FRAMEWORK

Fig. 1 shows the conceptual framework of the study. The organizational development interventions is the independent variable while employee performance is the dependent variable. It simply implies that organizational development interventions have influence on the employee's performance in the referral hospitals in Kenya.

Organization Development Interventions

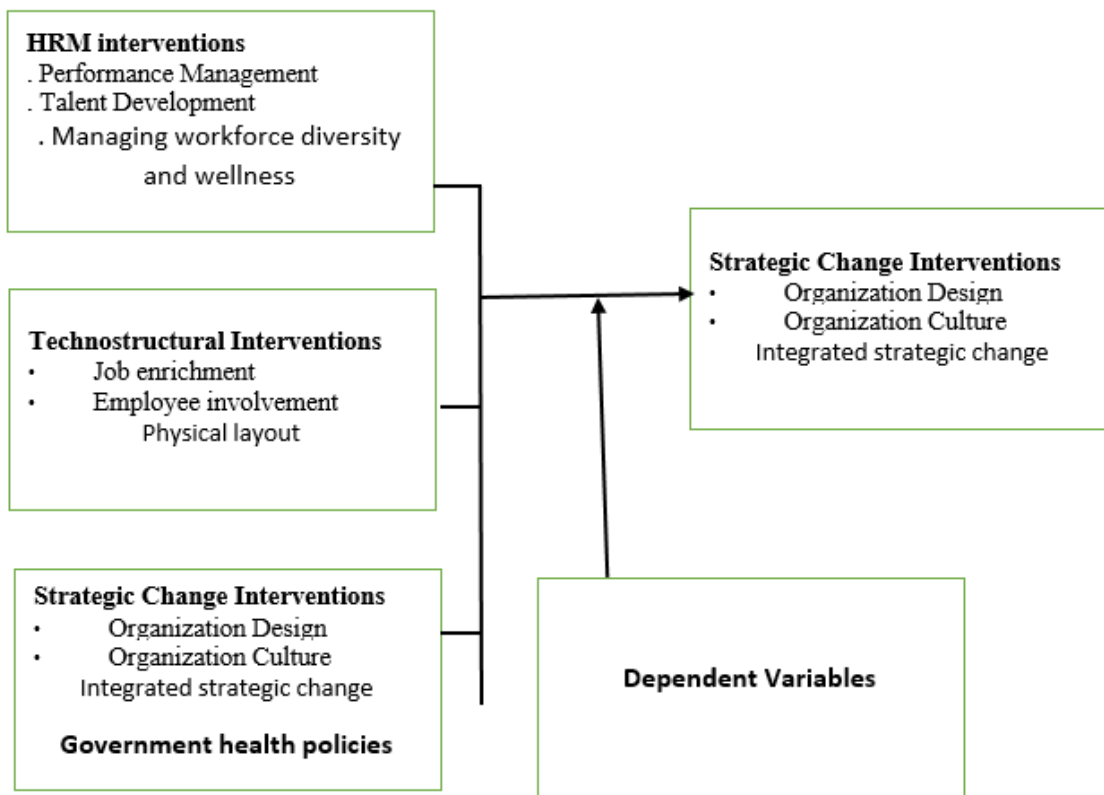


Figure 1: Conceptual Framework

4. RESEARCH METHODOLOGY

4.1 Research Design

The study adopted a correlational research methodology because it is concerned with examining the relationship between performance and Organization development initiatives. The correlation research design was used to determine whether or not there is a relationship between or among the variables under investigation. The design evaluates the relationship between two variables without the researcher manipulating one of them.

Its purpose is to see if the variables have a positive correlation, which means they move in the same direction, a negative correlation, which means they vary in opposite directions, or a zero correlation, which means they don't have any link. Questionnaires and simple linear regression analysis will be used to investigate the goals (Curtis & Dempsey, 2016).

4.2 Target Population

The study's target group was the Kenyan teaching and referral hospital professionals. Kenya has eight teaching and referral hospitals namely; Kenyatta National Hospital, Moi Teaching and Referral Hospital, National Spinal Injury Hospital, Mathare National Teaching and Referral Hospital, Kenyatta University Teaching and Referral Hospital, Mbagathi Hospital, Jaramogi Oginga Odinga Teaching and Referral Hospital, and Kisii Teaching and Referral Hospital. The study focuses on Teaching and Referral Hospitals in western Kenya, which includes former Nyanza and parts of the rift valley regions. Three Teaching and Referral Hospitals will be chosen for interviews from a pool of eight Teaching and Referral Hospitals. As a result, JOOTRH, KTRH, and MTRH were studied. The study's population was confined to hospital staffs who work in the medical field. As a result, the overall population for this study was 1292 employees. The human resource departments of the three teaching and referral hospitals provided this information.

Table 1: Study Population for the Survey

	ADMIN	ACCT	H/R	DRs	MOF	PH	C/OS	Nurses	Total
JOOTRH	3	2	2	33	54	12	63	238	407
MTRH	5	2	2	43	61	15	73	310	511
KTRH	3	2	2	28	48	12	59	220	374
Total	11	6	6	104	163	39	195	768	1292

4.3 Sampling Technique and Size

Based on the population in Table1 the sample size of 305 was selected using Cochran, (1963).

It is stated thus:

$$n = \frac{Z^2 Npq}{Ne^2 fZ^2 pq}$$

Where:

n- is sample size

N- is the population size

p- is the estimated proportion of an attribute that is present in the population which in this case was 5 percent

significance level

q=1

p and e are the desired level of precision.

Therefore:

$$n = \frac{1292}{1} + 1292(0.05)^2$$

$n = 305.437n=305$

A stratified sampling method was also be adopted to give a fair representation to the designated departments in the hospital using the proportionality formula thus:

$$Q = \frac{A}{N} \times n/1$$

Where Q = The number of questionnaires to be allocated to each segment. A = The proportion of each segment.

N = The total population of all the segments.

S NO	Departments	Population	Sample Size
1	Administration Officers	11	2
2	Accounts	6	1
3	Doctors	104	24
4	Human Resource Officers	6	1
5	Clinical officers	195	46
6	Nurses	768	181
7	Pharmacists	39	9
8	Medical officers	163	38
9	Total	1292	302

Table 2: Proportional Samples per Unit of population in the 3 Hospitals

4.4 Data Collection

The three teaching and referral hospitals' Management Boards granted permission and ethical clearance for the project. A total of 302 surveys was distributed door-to-door using self-administered questionnaires made up of closed-ended questions based on a thorough literature evaluation. The purpose of the questionnaire was to gauge participants' perceptions on the impact of organizational development interventions on employee performance. For each item, Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree) was used.

4.5 Piloting

A pilot study is the initial phase in the research methodology, and it's usually a smaller study that helps plan and modify the big study. The major trial is frequently preceded by a pilot or small-scale study to assess its validity. It was used to evaluate the participants' inclusion and exclusion criteria. Extant literature implies that a pilot research sample should be 10% of the sample expected for the bigger parent study, according to Connelly (2008). A total of 30 people were included in the pilot study, out of a total of 302. A questionnaire was given to 30 people in the Kisumu County Hospital (General Hospital) in each of the study's eight departments.

5. RESULTS

5.1 Human Resources Management Interventions and Employee Performance

The study sought to find out the link between human resource management intervention and employee performance. The respondents were to reflect the degree to which the following statements affect employee performance using the Linkert scale 1= strongly agree, 2=agree, 3=moderately agree, 4=disagree, 5= strongly disagree. The results are shown in the Table 3 below

Table 3 shows link between management intervention and employee performance

Statements	1	2	3	4	5
	%	%	%	%	%
formance management develops the capabilities of individual employees and teams	61.1	10.3	0	28.6	0
formance management provides the connection between the individual employees output and organizations set strategic goals	37.6	24.4	0	22.2	11.5
formance management helps in achieving performance planning, performance monitoring and performance evaluation	50.4	20.5	0	29.1	0
formance management enhances effectiveness in performance	53.8	22.6	0	23.5	

From Table 3 the findings showed that 61.1% of the respondents strongly agreed that performance management develops the capabilities of individual employees and teams in the teaching and referral hospitals. Only 28.6% of the respondents disagreed with the statement. 37.6% and 24.4% strongly agreed and agreed respectively that performance management provides the connection between the individual employees output and organizations

set strategic goals. More so 50.4% and 20.5% strongly agree and agreed respectively that performance management helps in achieving performance planning, performance monitoring and performance evaluation. A majority of the respondents (53.8%) strongly agreed that performance management enhances effectiveness in performance. These findings implied that performance management has a significant relationship with employee performance. The findings are also consistent with a study result by Pearce (2004) who established that when performance management is properly articulated, it leads to clear job responsibilities, expectation, increased individual and group work productivity as well as development of employee capabilities for good performance. According to Pearce (2004), performance management is a critical component of health system whose values of objectivity, professionalism consultation and focus on results are important for employee work performance.

5.2 The Development of Work Practices and Employee Performance in Teaching and Referral Hospital

The study sought to establish how development of work practices affect employee performance in teaching and referral hospitals. The respondents were expected to reflect on the degree to which the following statements affect your employee's performance using the scale 1-5 where 1= strongly agree, 2=agree,

3=moderately agree, 4=disagree, 5= strongly disagree. The results are indicated in table 4.8 below.

Table 4 shows findings on work practices and employee performance

Work Practices and Employee	1	2	3	4	5
	%	%	%	%	%
A lot is achieved through reduction of disparities among the employees	58.9	10.3	0	21.8	8.9
Development of work ethics and policies motivate employees by providing those opportunities of utilizing their abilities so that productivity and performance of employees increases	61.1	10.3	0	26.1	11.9
Development of work schedules increases the degree to which employees can plan and control the work involved in their jobs	51.7	22.6	0	20.5	13.7
An unaddressed employee differences may lead to increased workplace hazards thus leading to reduced employees' performance	66.7	16.2	0	11.9	5.1

Table 4 shows the findings on how development of work practices affect employee performance in teaching and referral hospitals. The findings established that a good number of the respondents 58.9% strongly agreed that a lot can be achieved through reduction of disparities among the employees. 61.1% and 10.3% strongly agreed and agreed respectively that the development of work ethics and policies can motivate employees when there is a provision of those opportunities of utilizing their abilities to increase their level of productivity and performance in the teaching and referral hospitals. The findings further established that 66.7% of respondents strongly agreed that unaddressed employee differences in the teaching and referral hospital may lead to increased workplace hazards whose negative impact can lead to reduced employees' performance. The findings imply that work practices positively and negatively the employee performance in the teaching and referral hospitals.

5.3 Techno Structural Interventions and Employee Performance

The study sought to find out the perception of how techno structural intervention affects employee performance in teaching and referral hospitals. The respondents were to give their opinion ranging from strongly disagree to strongly agree using the scale 1= strongly agree, 2=agree, 3=moderately agree, 4=disagree, 5= strongly disagree

Table 5 shows the perception of techno-structural interventions and employee performance

Techno-structural interventions and employees performance	1	2	3	4	5
	%	%	%	%	%
Job Enrichment					
A lot is achieved through the development of work practices that challenge and motivate employees	15.4	18.4	0	41.0	25.2
Development of work practices motivate employees by providing opportunities of utilizing their abilities to increase their productivity and performance	95.3	4.7	0	0	0
Job enrichment should be implemented with caution to reduce chances of workplace hazards that may impede employees' performance	74.5	14.5	0	11.1	0
Employee Involvement					
Leaders in my organization allow employee participation in organization decision making.	37.6	10.3	0	35.4	16.7
Employees capacity development and empowerments may lead to increased employee commitment and satisfaction.	80.3	0	0	10.7	0
Development of self-management teams among the employees leads to employee motivation	80.3	0	0	10.7	0
My superior encourages and allows me to work to the best of my abilities.	65.8	14.5	0	19.7	0
Physical Layout					
Good physical working environment positively affects employee performance	94.4	5.6	0	0	0
Safe and enabling working condition motivates employees	90.2	9.8	0	0	0
Installation of appropriate office furniture and equipment improves	31.6	18.8	0	26.9	22.6
employees performance					
ICT enabled modern equipment improves employee access to wide range of information and increase employee satisfaction.	95.7	4.3	0	0	0

Table 5 shows the findings on the respondent's perception of how techno structural intervention affect employee performance in teaching and referral hospitals. The survey was conducted on such areas as employee job enrichment, employee involvement and facilities physical; layout. On the issues of job enrichment, the findings established that the respondents had varied perception since an accumulative percentage (65.2%) disagreed while only an accumulative percentage of 33.8% agree that a lot is achieved through the development of work practices that challenge and motivate employees. This implies this area had issues that must be addressed.

In terms of job enrichment, a majority of the respondents 75.5% and 15.5% strongly agreed and agreed that it should be implemented with all precautionary measures to reduce chances of workplace hazards that may impede employees' performance. The findings resonate with other findings that boosting employee engagement and satisfaction is directly related to their work performance. For instance, involving employees in change process through job enrichment serves to increase engagement and satisfaction in their roles, creating ownership and commitment among individuals and as team to boost productivity and performance.

37.6% of the respondents indicated that leaders in my organization should allow employee participation in organization decision making. 80.3% of the respondents revealed that they strongly agreed that employee's capacity development and empowerments often lead to increased employee commitment and satisfaction. In addition, they indicated that development of self-management teams among the employees leads to employee motivation. More so, 65.8% and 14.5% strongly agreed and agreed respectively that hospital superiors encourage and allow their employees to work to the best of their abilities. A study carried out by Babatunde & Emem, (2015) and Tahir et al. (2014) noted that development is an integral part of Management Development that helps them to have a diversified knowledge, skills and a mindset that may facilitate them to take better decisions that leads to greater performance and productivity.

On physical layout, 94.4% of the respondents indicated that good physical working environment positively affects employee performance. 90.2% also strongly agreed that safe and enabling working condition motivates employees to outperform their duties. More so 95.7% of the respondents overwhelmingly agreed that ICT enabled modern equipment improves employee access to wide range of information and increase employee

satisfaction.

However, the installation of appropriate office furniture and equipment to improve employee performance received low rating as only 31.6% strongly agreed they were necessary. These findings imply that organizational development which involves a systematic approach to improving the effectiveness of an organization through planned interventions is important in teaching and referral hospital. By improving the structure, systems, and processes of a company, organizational development helps to enhance employee performance, increase job satisfaction, and improve overall organizational effectiveness.

These findings thus established that techno-structural interventions influence the performance of teaching and referral hospitals. These findings agree with Albadvi, Keramti, and Razmi (2007) who established that transformations brought about BPR are important in enhancing organizational performance using IT. On strategic interventions, the study established that strategic interventions influence the performance of health care institutions. These findings are also consistent with Yadav, Taticchi, and Sushil (2015) who established a positive relationship between employee performance and strategic interventions improved physical facilities and working relations.

In the final analysis, majority of the respondents agreed that the use technological and structural approaches in the hospitals enhances employee performance. However, the findings significant respondents also indicated a negative relationship between techno-structural interventions with performance. Therefore, the teaching and referral hospital should strive to adopt current techno-structural interventions to improve their employees' performance.

5.4 Strategic Change Intervention and Employee Performance

The study went out to find respondents level of agreement on how strategic change intervention in teaching and referral hospital influence employee performance and used a scale of 1-5 where: 1= strongly agree, 2=agree, 3=moderately agree, 4=disagree, 5= strongly disagree. The results are shown in table 4.9 below.

Table 6 shows issues of strategic change intervention

Strategic Change Intervention and Employee Performance	1	2	3	4	5
	%	%	%	%	%
Organization Design and employee performance					
Organization goals and norms are encouraging the employees to deliver their service wholly in my hospital.	18.4	50	0	22.2	9.4
The management shares the organization values with the staffs freely and this has led to improved employee satisfaction	16.2	46.2	0	35.5	2.1
The management of the hospital have engaged the employees in the decision-making process thus causing a sense of belonging.	18.4	36.6	0	44.0	0
The employees are more innovative and motivated because management involve them in the strategic plan development	16.2	35.5	0	46.2	2.1
Organization Culture					
Organization principles are clearly and timely communicated to employees	18.4	54.3	0	22.2	5.1
New employees are provided with induction training to be well conversant with the organization expectations	50.4	12.0	0	35.5	2.1
Hospital management friendly attitude motivates the employees	35.5	16.2	0	46.2	2.1
Organization respects employees' opinions and suggestions which encourages smooth integration at work	13.7	38.9	0	47.4	0
Integrated Strategic Change					
With the organization strategic change, the management has made it possible for the employees to cohesively integrate.	31.2	24.8	0	24.4	19.6
Staff training is a strategic change in my hospital that has made me give the best effort at work each day	28.2	46.2	0	16.2	9.4
Strategic change management planning has positive effect on the employee performance	28.6	56.4	0	15	0

In terms of organizational design, 50% of the respondents agreed that organization goals and norms acts in encouraging the employees to deliver their service wholly in the hospital. But a significant number represented by 22.2% disagreed. 46.2% agreed that the teaching and referral hospitals management shares the organization values with the staffs freely and this has led to improved employee satisfaction while a good percentage of the respondents 35.5% disagreed. In a similar note, 46.2% disagreed that hospital employees are more innovative and motivated because management involve them in the strategic plan development. It is only 35.5% that agreed with the statement. The finding may imply a variation in hospital management as they engage their workers. These findings resonate with study results by Meyerson & Dewettinck (2012) who established that employee involvement and empowerment make organizations more flexibility and responsiveness, leading to improvement of both organizational and individual performance. The studies found out that empowerment of employees has been identified as an integral part of organizational success, with many literatures written about the immediate correlation between level of empowerment and performance, job satisfaction and commitment (Meyerson and Dewettinck, 2012). It has already been deliberated by Meyerson and Dewettinck (2012) after having an extensive study that Delegation & Empowerment is essential for a superior Employee Performance that motivated them to take charge and take decisions to ensure organizational success.

In the area of organization culture, 54.3% of the respondents agreed that the hospital organization principles are clearly and timely communicated to employees. While 22.2% disagreed with the idea. 50.4% of the respondents as opposed to 35.5% agreed that the hospital management provide new employees with induction training to help them become well conversant with the organization expectations. However, there was a significant variation on the respondent's perception where the hospital management respects employees' opinions and suggestions which encourages smooth integration at work as a majority of them 47.7% as opposed to 38.9% disagreed. The findings imply that the organizational culture which comprise of underlying values, beliefs, and practices that shape the hospital organization and how work is performed, and how decisions are made has a variation among hospital and significantly impact employee behavior, motivation, and performance. OD interventions can align an organization's culture with its goals and values and create a culture that supports its mission and vision.

The study sought to find out about the hospitals integrated strategic change. An accumulation of 66.0% of the respondents strongly agreed and agreed that in respect to organization strategic change, the hospitals management have made it possible for the employees to cohesively integrate. However, an accumulation of 44.0% disagreed and strongly disagreed that management has created a climate of cohesion among employees. In a positive note, 46.2%, agreed that staff training is a strategic change in the hospital that has encouraged many workers to give the best effort in service delivery. 28.2% also strongly agreed with the idea of staff training as a strategic intervention. An accumulation of 85.0% of the respondents in which 28.6% and 56.4% strongly agreed and agreed respectively indicated that strategic change management planning has positive effect on the employee performance.

These results are consistent with study of measuring positive impact of Training carried out by Al- Mzary, Al-Rifai and Al-Momany (2015) and also substantiated work done by Tahir et al. (2014), which concluded that Training is an effective Management development tool that facilitate the employees to gain further knowledge or acquire new skills to further enhance their performance at workplace. It also reconfirms study carried out by Babatunde & Emem, (2015) and also similar to what suggested by Tahir et al. (2014) that development is an integral part of Management Development that helps them to have a diversified knowledge, skills and a mindset that may facilitate them to take better decisions that leads to greater performance and productivity.

The study shows that training positively impacted on how the employees performed. It was established that training equipped the employees with skills which improved their workmanship and competency levels thus improving their performance. Training equips the employees to make better career choices. These meaningful choices ensure they are efficient at their work stations which result in overall improved performance. Sims (2002) argues that whereas training is intended for acquiring skills for the job at hand, organizational development looks into the future prospective of the employee. This means that developing an employee has far more reaching benefits than on just their present jobs in the organization. The development can project their careers outside their current organizations (Tahir et al., 2014)

5.5 Human Process Intervention and employee performance

The study sought to establish how human process intervention impact of employee performance in the teaching and referral hospitals. The aspect of human resource was surveyed on critical areas that included interpersonal interventions, group process interventions and organization process intervention and used a scale of 1-5 where:

1= strongly agree, 2=agree, 3=moderately agree, 4=disagree, 5= strongly disagree. The results are shown in Table 4.10 below.

Table 7 shows effect on human resource intervention on employee performance

	1	2	3	4	5
	%	%	%	%	%
Interpersonal process Intervention and employee performance					
Process consultation is done to encourage self-improvement, feedback, teambuilding and change of roles and perceptions	74.4	28.6	0	0	0
Third party intervention through mediation and arbitration helps in conflict resolution and enhances employee performance	61.1	20.9	0	22.2	0
Team building enhances employee satisfaction and performance to help achieve organization goals	77.4	22.6	0	0	0
Group process intervention and employee performance					
Content interventions are helpful for the groups in decision making to determine what they should work on	26.5	21.8	0	27	22.6
Structural interventions help the group examine the strategies and recurring methods it uses to accomplish tasks.	28.6	23.5	0	26.9	20.9
Process interventions are useful in analyzing internal processes and generate interest among employees in those processes	21.8	39.3	0	20.5	18.4
Structural interventions are useful in accomplishing work, assigning responsibility, monitoring progress, and addressing problems arising from relationships to authority, formal rules, and levels of intimacy.	41.5	35.5	0	13.6	9.4
Organization process intervention and employee performance					
Organization process helps mobilize the problem-solving resources to encouraging members to identify/confront pressing issues	29.1	60.7	0	10.2	0
Organization process helps in diagnosing and addressing important organization-level processes, such as conflict resolution, coordination of organizational units, and diversity	67.1	18.4	0	14.5	0
Organization process is a tool for addressing organizational strategies and opportunities for accelerating the pace of organizational change.	26.9	60.3	0	12.8	0

The study sought to find out the link between interpersonal relationship and employee performance.

From Table 7, the findings show that a majority of respondents (74.4%) revealed that process consultation within the teaching and referral hospitals are done to encourage self-improvement, feedback, teambuilding and change of roles and perceptions among workers to enhance their performance. The study revealed that 61.1% of the respondents strongly agreed that third party interventions that are normally done through mediation and arbitration helps in conflict resolution and enhances employee performance. Similarly, 74.4% of the respondents strongly agreed that team building in teaching and referral hospital enhances employee satisfaction and performance to help achieve organization goals. These findings imply that process consultation, third party interventions and team building are critical aspects in interpersonal relations. Process consultation is a kind intervention that involves working with a group of people to help them understand how they interact and make decisions together, as well as helping them to find solutions to any issues they face when working in a team environment.

The study further sought to establish how group process intervention impact on employee performance in terms of content intervention, structural and process interventions. From table 4.10, the findings indicate that a significant number of respondents either agreed or disagreed that content interventions are helpful for the groups in decision making to determine what they should work on. An accumulation of 48.5% agreed and 49.6% of the respondents disagreed with the statements. 28.6% of the respondents strongly agreed as 23.5% agreed that structural interventions help group examine the strategies and recurring methods it uses to accomplish tasks while 26.9% disagreed s 20.9% strongly disagreed with the statements. This close-range variation may imply the differences that are found in the management of the teaching and referral hospitals.

However, it was interesting as 41.5% strongly agreed as 35.5% agreed that structural interventions are useful in accomplishing work, assigning responsibility, monitoring progress, and addressing problems arising from relationships to authority, formal rules, and levels of intimacy. Studies indicate that while structural Interventions are particularly used to make structural organizational changes, such as reorganizing teams or departments or changing reporting structures, group interventions are designed to help large groups of people

within an organization work together more effectively. These interventions can involve the whole company, or they can be focused on smaller teams or departments. They may focus on communication and collaboration, problem-solving, team building, conflict resolution, and other topics related to effective group dynamics.

The study sought out to establish how organization process intervention relate to employee performance. The study findings indicate that 60,7% agreed, organization process helps mobilize the problem- solving resources to encouraging members to identify/confront pressing issues. 67.1% strongly agreed that organization process helps in diagnosing and addressing important organization-level processes, such as conflict resolution, coordination of organizational units, and diversity. 60.3% agreed also agreed that organization process is a tool for addressing organizational strategies and opportunities for accelerating the pace of organizational change.

5.6 The state of Employee performance in the teaching and referral hospitals

The study further sought to find out from the respondent's perspective in relation to various organization changes and intervention in the surveyed teaching and referral hospital. The respondents were supposed to indicate appropriately how best the statements reflect on the degree to which they affect employee performance using the scale 1-5 where 1= excellent, 2=better, 3=good, 4=fair, 5= poor

Table 8 shows state of employee performance

Statement	1	2	3	4	5
	%	%	%	%	%
Employees are more effective and efficient at their work	33.3	36.8	30.0	0	0
There is an enhanced employee performance	37.2	30.8	32.1	0	0
Employees are achieving their targets set by the management	38.5	28.2	25.5	9.8	0
Employee performance positively impact on reduced cost in the organization operations	46.2	33.8	20.1	0	0
There is an effective communication among the employees and management	27.9	33.3	18.8	20.3	0
Employees offer better service delivery to the clients visiting the organization	37.2	35.9	15.8	11.3	0

From Table 8, as concerns the employees of the teaching and referral hospitals being more effective and efficient at their work as an indicator of performance, 33.3% of the respondents indicated they were excellent, 36.8% noted that they were better while 30 % indicated they were good. The findings imply that explicit variation reveals that hospital systems struggle with engaging employee for effective and efficient service delivery. Improving effectiveness and efficiency for hospital organization means saving time and achieving more with a goal of eliminating inefficiencies by identifying them and addressing issues with how the hospital should perform tasks for adequate service delivery.

With reference to the employees of the hospital achieving their targets set by the management as an indicator of employee performance, 38.5 % of the participants indicated –excellent, 28.2% –better, 25.5%–good while 9.8% indicated –fair. A study by Taylor et al (2014) sheds light that the standard for measuring employee productivity in healthcare is quality of work. One of the most important metrics organizations use to measure employee efficiency is the overall quality of deliverables and completion within the stipulated time frame without missing deadlines. However, a study by Kahya (2008) brings a contrasting perspective that the governance of an organisation, the style of management or leadership, and the individual skills and characteristics of the professionals at an organisation can improve or diminish the performance of individual employees affecting job output and meeting targets

As a result of developmental organization interventions, and whether it had had an impact on enhanced employee performance, 37.2% indicate that it was excellent, 30.8% indicated the status was better while a significant percentage 32.1% showed that the situation was good. The findings imply that development of organization interventions have not achieved their maximum aim. It is reported that organizational development should help these teaching and referral hospitals to better understand and meet the needs of their customers, leading to improved customer satisfaction and loyalty. In addition, organizational development interventions can help to create a more positive and supportive work environment, which can lead to higher employee morale, job satisfaction and performance.

Organizational development use communication as an indicator of good employee performance. From table 4.12, 27.9% of the respondents noted that the level of effective communication among the employees and management is excellent, 23.3% indicates it was better, 18.8% noted it was good while 20.3 said it was fair. The findings imply that communications systems are not working effectively. Communication enhancement interventions aim to improve the flow of communication within an organization. This is achieved through communication training, workshops aimed at enhancing active listening and feedback skills, and regular feedback sessions. Communication enhancement interventions can assist in establishing a culture of open communication and transparency within an organization. This helps to boost employee engagement, increase productivity, and foster a sense of belonging among employees. Ultimately, by improving communication processes, organizational development can help to reduce misunderstandings and conflicts within the workplace, leading to a more harmonious and productive work environment for enhanced employee performance.

The findings further indicated that 37.2% of the respondents noted that to the extent of employees offering better service delivery to the clients visiting the organization, it was –excellent, 35.9% noted that it was better, 15.8% revealed it was good while 11.3% showed it was only –fair. The variation shown in the findings imply that there is inconsistency in service delivery offered by employees in the teaching and referral hospitals. It is noted that organizational development is an essential process for organizations that want to remain competitive and successful in today's rapidly changing service delivery. By improving the effectiveness of an organization through planned interventions, the hospitals can improve service delivery, improve employee morale, employee commitment, job satisfaction, achievement of targets and achieve other important service- oriented objectives.

6. CONCLUSION

The study findings reveal that although some organization development strategies are being used at various teaching and referral hospitals, they have achieved little success in terms of improving performance. For all the study variables, the analysis reveals a relative relationship between organizational development strategies and employee performance. The relationship between HRM interventions, Strategic interventions, and Techno-structural interventions and performance of the teaching and referral hospitals had significant variation in the findings indicating that an inadequate use of these interventions could be directly related to the ineffective employee performance, but it can also be that there are other factors that are playing critical roles in influencing employee performance in the hospitals. Thus, it can be concluded that the hospital can achieve better performance by maximizing on the use of organization development strategies and doing continuous research and monitoring in order to eliminate and replace the redundant strategies. The study further concluded that an organization that fully invests and focuses on the needs of its employees always has an advantage in the motivation of employees towards work. By improving the effectiveness of an organization through planned interventions, the hospitals can improve service delivery, improve employee morale, employee commitment, job satisfaction, achievement of targets and achieve other important service-oriented objectives.

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