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**ASSESSING THE IMPACT OF EMPLOYEE SATISFACTION ON CLINICAL
TEAM EFFECTIVENESS.**

DAVID MWITHIGA THUO

MBA/88408/2017



**Submitted in partial fulfillment of the requirements for the Degree of Master's in
Business Administration (MBA) Degree.**



Strathmore Business School

MAY, 2019

DECLARATION

Declaration by the Candidate

This Dissertation is my original work and all materials which are not my own have been cited and acknowledged. The work has not been presented for a degree in any other University

Signature ----- Date -----

Dr. David Mwithiga Thuo

MBA/88408/2017

Approval

The dissertation of David Mwithiga Thuo was reviewed and approved by;

Dr. Joseph Odhiambo Onyango (Supervisor)

Strathmore University Business School

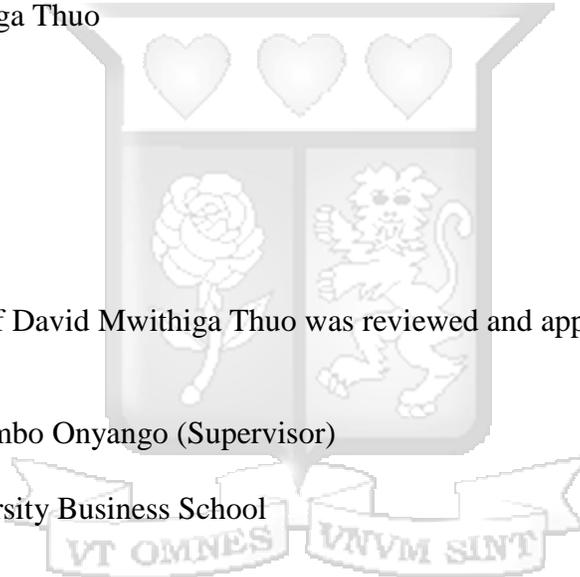
Dr. George Njenga

Dean, Strathmore University Business School

Prof. Ruth Kiraka

Dean, School of Graduate Studies

Strathmore University



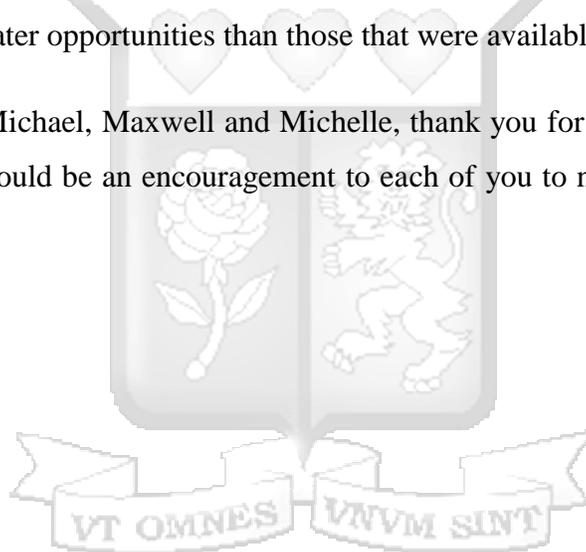
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A special gratitude goes to my beloved spouse Martha, for her unyielding support and encouragement throughout all the phases of my life.

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To our children Michael, Maxwell and Michelle, thank you for your understanding and I hope this work would be an encouragement to each of you to never be comfortable with being average.



ABSTRACT

The main objective of the study was to assess the impact of employee satisfaction on clinical team effectiveness. The population of interest for this study comprised 63 clinical department supervisors from the Presbyterian Church of East Africa (P.C.E.A) Kikuyu Hospital, owing to them being among the oldest and most successful healthcare institutions in Kenya with an aim of discovering the factors that have the greatest impact and are adaptable by the public healthcare system.

This study adopted a correlational qualitative technique using a self-administered questionnaire which contained open and closed questions to collect data. A pilot test was conducted to test the validity and reliability of the questionnaire as a sampling tool.

The collected data was analyzed to establish a relationship between the independent and dependent variables. The analyzed data was presented using tables and figures. A total number of 63 questionnaires were distributed to supervisors from the Hospital. From these questionnaires, 49 of them were filled up and returned. This was equivalent to a response rate of 77.8%

The study findings were that positive correlations were observed between clinical team effectiveness and all four employee satisfaction factors, namely organizational factors, employee work environment, job factors and employee personal factors. Amongst the four factors, employee work environment especially working in teams resulting in synergy had the greatest impact on clinical team performance, followed by organization factors especially well defined human resource policies where employee retention was seen to result in gaining better work experience.

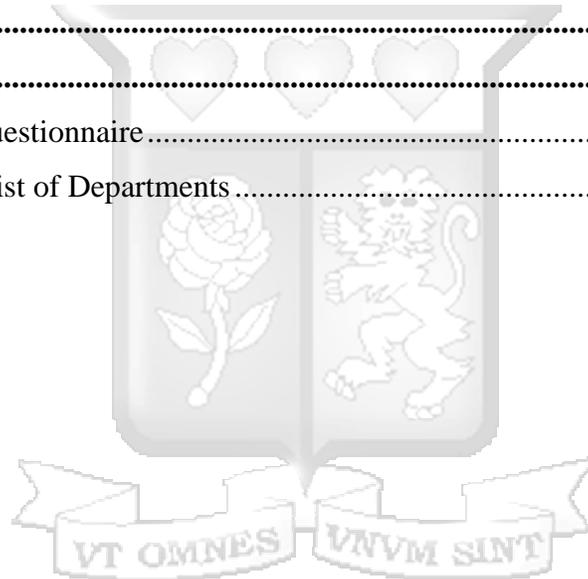
The study recommended that: The management of hospitals must develop clear and well defined human resource policies through investment in policy development, implementation and regular review with employee involvement, invest in training for their supervisors so that they can better understand their subordinates and guide them, through the human resource department the management must recruit and place employees in roles that are commensurate to their skill and endeavor to ensure that they retain their staff through identifying the employee's individual needs and employing creative monetary and non-monetary solutions.

Key words used: Employee satisfaction, clinical team effectiveness, organizational factors, employee work environment factors, job factors and employees' personal factors.

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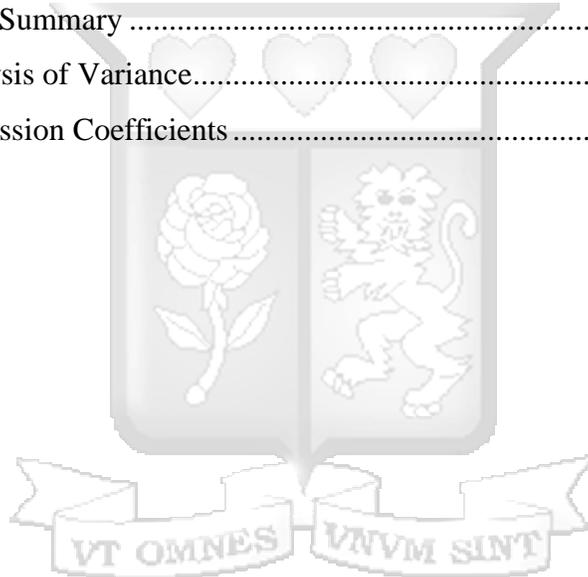
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CHAPTER ONE – INTRODUCTION

1.1 Background to the study

Attitude refers to positive or negative feelings and perceptions that shape how people respond to given circumstances (Cho & Perry 2012). It influences the way an individual perceives the occurrence of events in their environment. According to Robertson, Jansen, Birch, and Cooper (2012), attitude relates to the internal state that influences an individual's choice of action, or response tendency. It influences how an individual responds to the happenings around them and how they perceive these happenings. Attitude towards teamwork relates to an individual's willingness to continue working together with the same team as well as in other teams (Fernandez & Moldogaziev, 2013). This is because it influences how an individual employee perceives the interaction with core workers in a workplace setting. This is common in a work place where generational differences exist between the younger generation commonly known as the millennial and the older generation, all focused on team performance. Currently, four types of generation exist. These are the veterans, the boomers, generation X and the millennial.

Departmental supervisors can create a friendly working environment by understanding the different expectations of the different generations at the place of work especially leadership as well as career aspirations. In most cases, millennial have more interest in outside pursuit in their societies. This brings about a shift from duty to achievement and later to work and this informs the current study – (Glavas & Kelley, 2014). According to Yalabik, Popaitoon, Chowne, and Rayton (2013), in Europe research shows that performance is at the core of economics. Organizational growth in modern economies is dominated by performance growth. Managers pay more attention to realize greater performance of their teams in place. This is key in helping firms to remain competitive in their environment. There is less productivity in an older generation as compared to a younger one. According to Fernandez and Moldogaziev (2013), if this impression would hold, then older generations may have adverse influence on the aggregate performance as a proportion of older employees at the work place.

According to Simons and Buitendach (2013), in South Africa, a positive perception of the employee helps an intergenerational work team to perform well. The work team will only perform well when there is in the first place presence of employee satisfaction, and in the second place, where there is employee involvement and employee engagement among the intergenerational work team in an organization. An employee who is satisfied with his job performs better and excels at what he does (Mafini & Pooe, 2013). This engagement is the result of a two-way relationship between the human resource department and the team (Ruiz & Adams, 2003). The third factor is employee involvement which is seen as necessary to intergenerational teamwork commitment. Sound supervisory environment which is characterized greater involvement of employees make staff to be more satisfied with their career creating positive feelings and moods and greater commitment among the team members (Garg & Ramjee, 2013).

Good relationship in an organization is informed by staffs that show positive feelings and attitudes towards team members and the work in general. Positive energy makes work to become pleasant and it becomes easier for team members to realize the set goals and objectives of an organization. A supervisor with a positive attitude creates interest in the team on their duties resulting into quality output and accuracy. The overall effect of this is an increase in overall output and thus performance.

In an assessment of the link between human resource (HR) management and operational efficiency as well as job attitude, Cogin, Ng and Lee (2016) notes that inadequate support as well as responsiveness has increases frustration among the health care managers. The HR managers are seen as administrators responsible for managing payrolls and other issues in an organization. There is an overuse or inappropriate use of behavioral controls which leads to adverse perceptions and frustration of the hospitals as well as the senior management teams. One key challenge of the health sector is the low level of investment in human resources and an emphasis on transactional HR operations resulting into adverse attitudes of the job like a reduction in morale and frustration among individuals in the health care sector.

According to Cogin, Ng and Lee (2016) on controlling healthcare professionals on the challenges faced by the Kenyan HR practitioners, it was established that in management

of nurse, behavioral control has widely been used. There exists a link between input controls in that low investment in human capital with greater emphasis on transactional HR activities results into adverse attitudes like frustration as well as low level of morale among the professionals in the health care. Although there exists rules among hospitals in ensuring that there is conformity with the pre-determined procedures in place, the inappropriate or overuse of the behavior controls limits the ability of managers to engage as well as motivate their different teams at the work place (Simons & Buitendach, 2013).

1.1.1 The Presbyterian Church of East Africa (P.C.E.A) Kikuyu Hospital

The history of P.C.E.A Kikuyu Hospital dates back to 1908 by the missionaries from Scotland including Dr. Arthur. These missionaries were guided by the main objective of ensuring that youths are educated as health workers. The hospital started as a first aid center and it has grown to the present status majorly because of the contribution of past political regimes. The hospital received a boost in 1975 the first ophthalmic work was conducted in the Eye Unit.

There was an increase in number of diabetic patients visiting the Eye Unit and it was expanded in the year 1993 into Diabetes Unit. The Eye Unit which was established in 1975 is currently serving patients from Central as well as East Africa region. The Eye Unit also helps in training personnel in eye care. It is for this reason that P.C.E.A Kikuyu Hospital has grown and extended beyond just Kenya as a country. An orthopedic unit was established in 1993 for dealing with orthopedic related issues and challenges. The program has witnessed a revolution into a dynamic Rehabilitation Centre. The year 2006 realized development of the Dental Centre in an effort to ensure that the demand for quality health care treatment is achieved.

The key units in the hospital include the general, the eye, the dental and the renal /hemodialysis units. The general unit is made up of the following departments: a 24 hour accident and emergency center, a 24 hour laboratory, an operating theater, a general ward (containing the female, male, pediatric and private wards), the maternity ward, a renal unit/hemodialysis, a radiology unit, a physiotherapy unit, a palliative care unit, and the chaplaincy funeral home.

Currently, the hospital handles from 70,000 to 80,000 patients in a year. The Eye Unit has several departments including the wards, pharmacy, laboratory, theater for carrying out operation as well as the radiology. There are a total of 37 beds in the P.C.E.A Kikuyu Orthopedic and Rehabilitation Centre (KORC). A total of 5000 patients visit that KORC on an annual basis. The KORC has several departments that are responsible for facilitating operation and theater, physiotherapies as well the pharmacy. There is a mobile or outreach program which helps in educating, identification, referring and following up children that are faced with disabilities.

Quality dental treatment and services are offered to patients in the Dental Unit and the charges are affordable as well as friendly. There has been an increased investment in modern technology by the health facility for ensuring that quality health services are offered to patients. There are about eight operating rooms in the facility which are professionally designed to offer patients with optimal comfort.

1.1.2 Supervisors' Perceptions

Perceptions simply refer to the feelings, opinions as well as beliefs of the supervisor as it regards some issues in their environment. Different individuals hold various perceptions about people they meet and socialize with (Davis, 2013). At the work place, two attitudes are believed to influence the behavior displayed by supervisors; the level of job satisfaction and the engagement and involvement. The negative feelings and attitudes held by employees in an organization can emerge from external reasons. For instance, the family or personal issues may result into negative feelings among employees as it regards the work. These issues cannot solely be solved by the HR department but employees can be supported and their attitudes managed (Hülshager, Alberts, Feinholdt & Lang, 2013).

Oh, Guay, Kim, Harold, Lee, Heo and Shin (2014) argue that staff put emphasis on a number of factors in the work environment, for instance how they are treated, how they intreract and relate with their fellow colleagues as well as supervisors and the actual work conducted. It has widely been acknowledged that individuals who often experience postive as opposed to negative moods experience greater satisfaction with their job in

comparison to those individuals with negative disposition (Maynard & Parfyonova, 2013).

Ko and Hur (2014) indicates that the feeling that management lack support or has favors result into poor attitudes and negative feelings among employees. To solve this challenge, it is important to have proactive style of management in an organization which support and focuses on the needs of the employees. Individuals feel proud when their efforts and input is appreciated in an organization. Most people would feel positive when they are involved in decision of the firm and this increases the overall performance (Oh, Guay, Kim, Harold, Lee, Heo, & Shin, 2014).

Duyar, Gumus and SukruBellibas (2013) opine that the nature of work is the first criteria in determining satisfaction among staff. As such, employers have a role of ensuring that the work is made as challenging and interesting as possible. This can be attained with ease in some work places as compared to others. However, some employers go an extra mile to add more responsibilities to ensure that staffs are emotionally and intellectually engaged. Literature suggests that staff working in jobs that are intellectually captivating seem to be more productive and satisfied. Therefore, job satisfaction predicts performance at the job (Al Hussami, Darawad, Saleh & Hayajneh, 2014). Curran, Deacon and Fleet (2015) analyzed the influence on attitudes of the administrators of the learning institutions and established that attitudes shape how employees perform in an organization.

1.1.3 Employee Satisfaction

Employee satisfaction describes either positive or negative perceptions or feelings held by staff in respect to their jobs. It describes the level and amount of pleasure as well as contentment that is linked with a given job (Spector, 2017). Job satisfaction has received much attention among scholars across the world. Locke (2016) views job satisfaction as positive or pleasurable emotional feeling that results when one's experience or job has been appraised. Highly satisfied employees do not absent themselves from work often, are more committed and have greater productivity (Körner, Wirtz, Bengel & Göritz, 2015).

Misra and Sehgal (2013) did a study on satisfaction of employees and how it influences their overall performance. It was shown the organizational morals shape the attitudes of employees in the firm. It was further established that in sales and customer services areas, having employees who are happy is critical since staff carry the image of the firm to the outside world. Every firm needs to come up with strategies which help in strengthening the environment at the work place while increasing the morale as well as productivity of employees. The ultimate effect of this is an increase in profits, greater satisfaction as well as retention of customers.

According to Fu and Deshpande (2014), satisfaction of employees with their jobs is one of the key challenges that managers face today as far as management of staff and employees is concerned. Policy makers as well as managers have increasingly paid much attention in provision of various forms of facilities to their staff with the sole reason of increasing their satisfaction. Good working environment is an ingredient for increased satisfaction of employees and this is important in increasing performance of employees with their work (Anitha, 2014).

1.2 Problem Statement

There have been more than two dozen strikes since the devolution of health services in 2013. At the end of 2013 most health services were decentralized from the central government to county governments in keeping with Kenya's new constitution. Working conditions for health care workers in Kenya are challenging. There are several issues with among them being poor pay, understaffing, long working hours and inadequate facilities which lead to frustration and burn out. (Masika M, 2016). The low morale among healthcare workers impacts on clinical team effectiveness at providing patient care in public healthcare institutions.

This study was aimed at discovering the employee satisfaction factors that have greatest impact of on clinical team effectiveness through the lens of the clinical department supervisors in one of Kenya's oldest and most successful faith based healthcare institutions which can be adapted from the P.C.E.A Kikuyu Hospital to the public healthcare sector.

1.3 Main Research Objectives

The main objective of the study was to assess the impact of employee satisfaction on clinical team effectiveness..

1.3.1 Specific Objectives of the study

- i. To determine the effect of organizational factors at the P.C.E.A Kikuyu Hospital on clinical team effectiveness;
- ii. To assess the effect of the employee work environment factors at the P.C.E.A Kikuyu Hospital on clinical team effectiveness;
- iii. To establish the effect of job factors at the P.C.E.A Kikuyu Hospital on clinical team effectiveness; and
- iv. To examine the effect of employees personal factors at the P.C.E.A Kikuyu Hospital on clinical team effectiveness.

1.4 Research Question



- i. What organizational factors affect clinical team's effectiveness at the P.C.E.A Kikuyu Hospital?
- ii. How do the employee work environment factors at the P.C.E.A Kikuyu Hospital affect clinical team effectiveness?
- iii. To what extent do job factors at the P.C.E.A Kikuyu Hospital affect the clinical team's effectiveness?
- iv. What is the effect of employees' personal factors at the P.C.E.A Kikuyu Hospital on clinical team effectiveness?

1.5 Significance of the Study

This study's findings would be important to several stakeholders; namely the hospital's management who will identify the factors affecting team effectiveness and develop strategies to address them, the individual clinical managers would also identify their unique departmental challenges and work towards team efficiency.

Managers from other hospitals in the region and beyond will be able to better understand the dynamic relationship between job satisfaction and clinical team effectiveness. This would help them work towards optimizing both.

The Ministry of health, other policy makers and future researchers and academicians would also benefit from the case study as it would act as a source of empirical literature and also inform their future studies by giving suggestions on areas where they can extend their knowledge in.

1.6 Scope of the Study

This study was limited assessing the impact of employee satisfaction on clinical team effectiveness. at the P.C.E.A Kikuyu Hospital within Dagoretti constituency within Nairobi County within the dimensions of organizational factors, work environment factors, job factors and personal factors.

This study targeted the supervisors of clinical departments who appraised their teams' effectiveness based on their general understanding of prevailing employee job satisfaction and graded the impact this satisfaction had on team effectiveness based on their perceptions.

1.7 Outline of the Study

This study is organized in chapters as follows: Chapter one provides a background to the study and builds a case for employee work attitude and clinical departments' performance. This is followed by chapter two which identifies the theoretical schools that the study anchors on, empirical literature, conceptual framework and the summary of literature review. Chapter three outlines the research methodology that is followed while chapter four presenting the results and discussions and the study concludes with chapter five, which presents the conclusions and recommendation.

CHAPTER TWO – LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical background and more specifically looks at theories of fit that are in line with independent variable and dependent variables. It also looks at the conceptual framework, the summary of the literature. All the sub sections in this chapter are in line with the objectives of the study.

2.2 Theoretical Framework

A theoretical framework is a composition of concepts together with their definitions and reference to relevant scholarly literature. It is used to bring out the existing school of knowledge on things in the form they exist. They help bring an explanation to things the way they happen in real life. This helps in enabling researchers create associations necessary to understand a given research phenomenon (Labaree, 2009). Key school of thought applied in this study is the McGregor X and Y Theory that describes two distinct assumptions made by managers in regard to those individuals working under them.

2.2.1 McGregor X and Y Theory

The participation theory was developed by McGregor (1957). It is commonly referred to as the Theory X and Theory Y. The line of thinking in this theory is that there exist two distinct perceptions on the way employees take part in activities within an organization (Khanka, 2000). The theory is based on things that motivate employees to turn up at their places of work daily. There is a group of employees who may be taking pride in doing the job in the best way they can while others may be viewing their job as a burden hence only work to receive a pay which enables them foot their bills. From this perspective, the theory classified motivations as either negative or positive. Negative views were called X while the positive ones were labeled Y (Robbins & Judge, 2009). Managers are therefore required to understand their employees in order to understand how to motivate them. Theory X holds that employees generally dislike work. They therefore need to be forced to work if organizational targets are to be achieved. The dislike for work causes employees to avoid assuming responsibility hence see no sense in achieving set organizational targets. Such employees will do everything within their reach to ensure

that they do not perform their tasks. They are more self-centered in their approach to work. They prefer job security to ensuring that the organizational set targets are achieved (Rogoff, 1997).

Theory Y on the other hand assumes that employees enjoy performing their tasks in the organization to ensure that pre-set organizational goals are achieved. They perceive work as normal thing like playing or resting. They therefore have fun while performing their duties in the organization. They are therefore motivated to learn new things and take up responsibilities for better organizational performance. It is therefore assumed that employees will naturally exercise self-determination at their places of work to ensure that they deliver on organizational mandate. They will therefore report at their places of work on time, attend to their duties in an accurate and timely manner to promote timely achievement of organizational targets. They will exercise self-control and go extra miles to ensure that organizational targets are achieved. This school of thought believes that employees learn to accept their positions in the organization hence create a sense of responsibility, which drives them to come up with new and improved ways of performing their tasks. They can therefore support the management in quality decision making for better overall organizational performance (Bhatt & Qureshi, 2007).

The originator of this theory believed that managers ought to adhere to assumptions of Theory Y which encourages those entrusted with organizational management to freely delegate some of their functions to subordinates for optimal organizational performance (Khanka, 2000). This means that there needs to be constant consultations between managers and their subordinates before reaching a conclusion on key decisions within the organization (McGregor, 1957). This is important in getting employees to buy in the targets set by management and working hard to ensure that they are achieved. This acts as a motivation over a prolonged period of time for excellent organizational returns. This theory contradicts with the provisions of Bureaucracy theory developed by Weber in which management together with authorities need to exert power on employees. This leaves limited room for creativity as employees are not allowed to “think outside the box”. This therefore means that a balance needs to be created between theories X and Y to have a productive work force (La Ferrara, 2002). Managers need to cooperate with

their subordinates to ensure they achieve optimal performance. This theory shows how employee's feel satisfied when they are involved and engaged in decision making, making them feel free to make some decision that concerns them.

2.3 Empirical Literature

2.3.1 Organizational Factors and Clinical Team Effectiveness

Organizational factors in this context include salaries, promotion chances and the company HR policies. Card, Mas, Moretti and Saez (2012) looked at how peer salaries influenced the level of satisfaction of staff. The study focused on staff of Californian University. The study established that the level of pay of staff influences their ability and effectiveness to work in teams. The study was done in an institution of higher learning and not a health center hence resulting into a contextual gap.

Mwangi (2014) sought to assess how remuneration influenced the level of motivation of employees. The study used Chloride Exide employees as the subjects. In total, 40 respondents were sampled out and issued with questionnaires. The study revealed employees were not familiar with methods in place for determining remuneration. Specifically, the compensation plans were not clear. At the same time, the jobs were clearly defined. The study focused in the manufacturing firm and not the health sector resulting into a contextual gap.

Hrabac, Huseinagic and Bosnjak (2015) analyzed how promotion programs influenced performance. The study focus was in health care sector in Bosnia whose findings revealed that there were proper promotion practices that raised the level of governance. While studying the case of Kenyan Cooperative Bank, Chelimo (2017) looked at how human resource policies influenced performance of employees. The design adopted was descriptive and it facilitated the use of mixed methods. In total, 3000 staff on a permanent basis was targeted, and about 175 of the employees formed the study sample size. The study established that HR policies helped in adjustment to new roles by employees. The policies resulted into progression and development in career of employees. Through the HR policies, the organization had developed a learning culture which helped in improving effectiveness of staff in teams.

Gachie (2016) sought to determine the link between HR policies and the level of satisfaction of employees. The study focused on local NGOs in Kenyan context. In attainment of this objective, a descriptive design was undertaken. The findings showed that HR policies had an influence on satisfaction and thus effectiveness of employees. It was revealed that organization should offer sufficient promotional opportunities and chances to staff in order to improve on their effectiveness as they work in teams within an organization.

2.3.2 Employee Work Environment Factors and Clinical Team Effectiveness

The sections reviews how supervision, work conditions and work groups influence clinical team effectiveness. Madhusmita, Dipa and Manojit (2014) conducted a study on the extent that teamwork among employees affected their overall satisfaction levels and performance outcomes. The study indicated that low levels of teamwork and satisfaction can result initiation and hence all organizations must develop strategies to improve bonding between employees. It further indicated that the senior employees seem better bonded and satisfied, which may not actually be a correct and good picture. As most of the work is done by junior employees their levels of commitment have a more direct bearing on the profitability of the business. According to Ku, Tseng and Akarasriworn (2013), administrators must realize that what they may not be able to provide in terms of compensation and incentives they may neutralizes the effect of the same by building well bonded teams and improve levels of satisfaction. They further state that managers must plan and invest in the employees and promote a healthy spirit that would increase satisfaction and commitment.

A good team is essential in achieving overall job satisfaction. This is consistent with Shooshtarian, Ameli and Aminilari (2013) who state that satisfied employees feel as part of the team that is functioning well which creates the feeling of being valued and needed in the organization. This push makes employees to be creative and come up with better ways of performing their tasks. It is important that employees feel as part of a team that is truly contributing to the overall team goals. Team spirit is normally at its peak when all employees feel like they as positively contributing to the achievement of organizational goal. In situations where some employees feel like their contributions is not valued, they

become demotivated. It is therefore important that persons charged with the responsibility of leading teams incorporate views of each member in that team to motivate them. No one needs to feel like they are not important. Leaders are required to motivate and create challenges for their members in order to carry them through (Cherian & Jacob, 2013). These are the characteristics of transformative leaders who make team members feel wanted hence create job satisfaction.

Ravikumar (2013) investigated the different ways that teamwork together with leadership and culture in working had on compensation through a review of recorded levels of engagement among employees. The study indicated that the performance outcomes recorded by any organization is a function of the engagement levels in employees. It was noted that engagement did not only promote retention levels among employees but also promoted their loyalty and overall organizational performance. Besides, it also promoted reputation of the company and the value derived by different stakeholders. Productive human resource has been regarded as one of the key sources of competitive positioning in organizations (Breevaart, Bakker, Hetland, Demerouti, Olsen and Espevik, 2014). This is after it was noted that current organizational settings were not only challenged with retaining the most talented employees instead, the issues lay in having engaged employees. Organizations need to understand the different ways that they can tap into the minds and hearts of these talented employees at every stage of their working lives. These may be achieved in several ways including better leadership, teamwork, commensurate compensation, distinct work culture and commitment (Mishra, Boynton & Mishra, 2014).

2.3.3 Job Factors and Clinical Team Effectiveness

There are a number of job factors including job scope, job variety, job autonomy, role ambiguity, role conflict that influence team effectiveness. Judeh (2015) examined the way teamwork effectiveness changes with changes in the level of employee involvement in organizational settings. From the findings, it was evident that high teamwork effectiveness was achieved only in circumstances where there was high involvement among employees. This meant that managers in organizations need to an environment in which employees feel as part of a great team for better performance results. The study

was motivated by limited knowledge on effectiveness of teams at the work place. This prompted undertaking of research on matters related to involvement of employees and organizational effectiveness.

Getting employees involved in organizational functions is a function of management styles, empowerment, and operations standardization for quality assurance, overall job satisfaction and performance. Sharif and Scandura (2014) support these thoughts by arguing that involvement is a result of commitment. This therefore means that highly involved employees work hard as compared to those who are less involved. Highly involved employees put forth good effort in the achievement of set goals and are less likely to leave an organization (Andries & Czarnitzki, 2014).

2.3.4 Employees Personal Factors and Clinical Team Effectiveness

Personal factors including age, years of experience, personality are examined in relation to team effectiveness. Saeed et al. (2013) looked at how performance of employees varied from one banking institution to another using data from Pakistan. The variables of the study included the attitude of employees, the culture of organizations, personal problems, rewards and the content of the job. The study established that all the variables influenced performance and thus effectiveness of employees in teams. Gopinath (2015) did a study to determine the link between personal factors and the level of job satisfaction. The findings indicated that the age of employees, their length of service and monthly incomes influenced their level of satisfaction with their job. Lajtman (2016) did a study to determine how personal factors impacted on the level of employee commitment in an organization. The study revealed that an increase in work related conflicts resulted into stress that affected team effectiveness.

2.3.5 Summary of empirical data

The data above highlights the importance of organization factors, employee work environment factors, job factors and personal factors in contributing towards team effectiveness. This study is exploring these factors in a clinical setting through the perceptions of supervisors.

2.4 Conceptual Framework

The study developed a conceptual framework based on reviewed literature above. The dependent variable in this study was departmental performance while the independent variables will be clinical teams work attitude (satisfaction, engagement and involvement). The study is based on the Kenyan context.

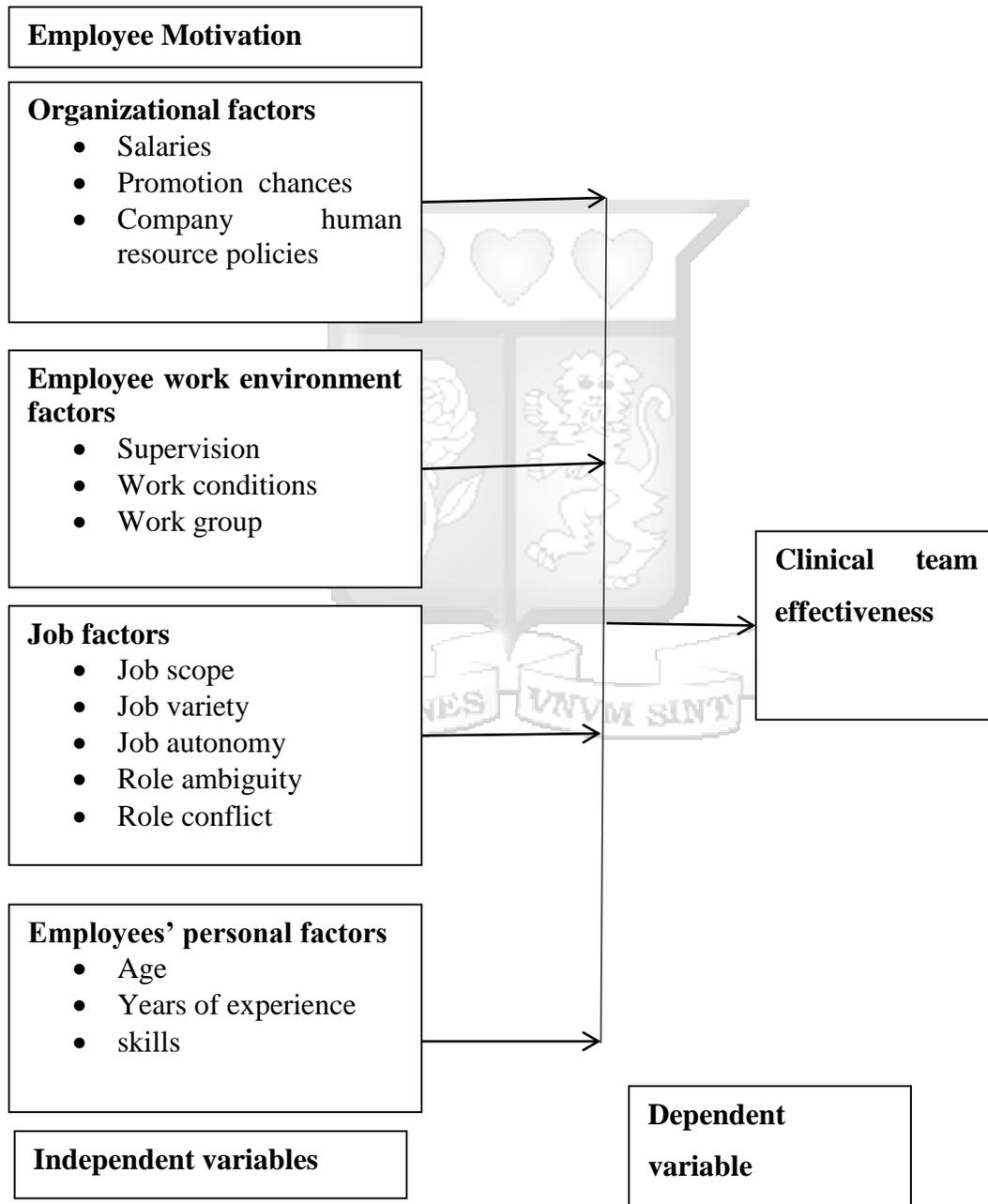


Figure 2.1: Conceptual Framework

CHAPTER THREE – RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology, the data collection process and data analysis, research design, the location of the study, the target population and sampling method to be used, the data collection instrument, data collection procedure, analysis and ethical considerations.

3.1 Research Design

A research design refers to a master plan that identifies procedures and methods that a researcher intends to follow to achieve set objectives (Jonker & Pennink, 2010). This study adopted a correlational qualitative technique.

3.2 Population

The population of interest for this study comprised clinical department supervisors owing to their unique position as links between senior management and the employees and also due to the fact that they work closely with the employees in their department thus gaining valuable insights about their motivators and challenges. There were a total of 63 sectional heads in all the four units who were the respondents.

Table 3.1: Population

Unit	Population	Sample Proportion (%)
General Unit	20	32
Eye Unit	15	24
Dental Unit	10	16
Renal /hemodialysis unit	18	29
Total	63	100

Source: The P.C.E.A Kikuyu Hospital Human resource office (2018)

3.3 Sampling Technique and Data Collection Instruments

A study sampling technique is a method that researchers use to select a representative list of respondents from the entire study population (Kothari, 2004). The study included all clinical departments' supervisors. The sample size was therefore 63 respondents.

Data collection is the process of retrieving relevant information from the field by the researcher (Yin, 2017). The study collected primary data with the help of questionnaires. According to Patten and Newhart (2017), questionnaires are the most popular instruments of data collection. Questionnaires were selected because they are flexible as well as less expensive. Through questionnaires, respondents can be able to collect a large volume of data. In issuing out questionnaires to respondents, it was assumed that respondents would read and interpret the research questions. Administering questionnaires by self means that respondents have adequate time to ask interviewers to clarify unclear questions (Chandran, 2004).

3.4 Validity and Reliability

According to Robinson, Mandelco, Olsen and Hart (2001), validity is the extent which the instrument measure what it is designed to measure. To ensure that the instruments of the study are valid, the study engaged the supervisor to review the questionnaires. At the end of the review process, the questions that were found to be invalid were completely removed from the questionnaire.

All these tests were carried out in order to examine the validity of questionnaires as instruments of collecting data. For this purpose, the researcher used 10 respondents to pilot questionnaire whereby they were requested to independently fill in the questionnaire and suggest structure of sentences where they may feel it is not easily comprehensible. After modification of each sentences as deemed fit by the piloting exercise, the researcher printed the research instrument and went to the field.

In this study, reliability was ensured by pre-testing the questionnaire with a selected sample from some respondents from the 10 respondents. The researcher restructured the questions to ensure that the questionnaires provide reliable data as evidenced by the consistency of understanding of the questions by the respondents as well as the responses they made

3.5 Pilot study

A Pilot study was done among ten Clinical Heads of department at the Karen Hospital in Nairobi to pretest the questionnaire and its effectiveness in collecting the necessary data. Karen Hospital was selected for pre-testing because both have greater reputation. The findings were that respondents disagreed ($M=3.62$, $SD= 0.875$) that there are clearly established human resource policies at Hospital and that promotions at the Hospital are based on merit ($M= 3.91$; $SD= 1.326$). Respondents further disagreed that the human resource policies influence the effectiveness of employees to work in teams at the Hospital ($M= 3.37$; $SD= 1.723$) on job factors majority of the respondents disagreed ($M=3.56$; $SD=1.030$) that the role of their job is clearly outlined in the job description and that there are clearly defined roles at the Hospital ($M= 3.93$; $SD= 1.125$). , majority of the respondents agreed ($M=3.97$ $SD=1.132$) that working in teams' results into synergy at the Hospital and that the Hospital provides flexible working conditions ($M=4.06$ $SD=1.125$) and on employee personal factors Respondents agreed ($M 4.26$; $SD= 1.376$) that the longer period worked by employees' influences their skills at the Hospital and that P Hospital has invested in youthful employees ($M=3.14$, $SD=0.891$). Respondents further agreed that employees at the Hospital have adequate people skills ($M=3.28$, $SD=1.459$).

3.6 Data Collection Methods

In this study, the primary data was collected through self-administered questionnaires, because it was cost effective for the researcher, and the target population is also learned hence could easily read and understand the questions. The drop and pick method was adopted to allow the respondents sufficient to respondent. The respondents were requested to give their contact information for correspondence throughout the week-long period of filling the questionnaire. Secondary data was also collected by reviewing relevant literature related to the study.

3.7 Data Analysis and Presentation

Data analysis ensured that key attributes and features in the link between the study variables have been summarized. This is important in establishing the trend and pattern as it regards given outcomes. Once data has been collected from the field, it was cleaned and entered into SPSS software. The analysis of data was carried out by use of descriptive statistics. The obtained questionnaires data was then coded and organized in excel spreadsheet and analysis was done through excel and SPSS software. The results of the analysis were presented in the form of tables, charts and percentages in a manner that is both simple and comprehensive and then use to complete the research report as per the survey objectives and research questions.

The following regression model was adopted as an inferential statistic;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \mu_{it}$$

Whereby

Y = clinical team effectiveness

X₁ = Organizational Factor

X₂ = Employee Work Environment

X₃ = Work Factors

X₄ = Employee Personal Factors

ϵ_i - error term

3.8 Ethical Considerations

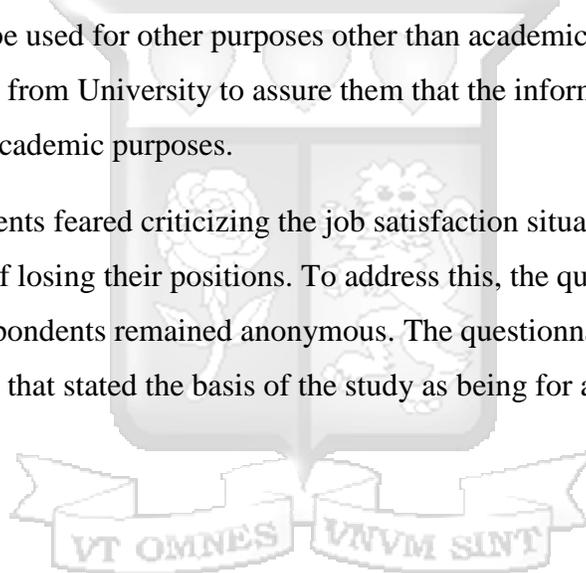
The researcher ensured that the study upholds quality and also sought the consent of the respondents who were politely invited to participate in the study. The confidentiality and anonymity of the respondents was also observed, and the participants were not forced to take part in the survey but they did so voluntarily. Furthermore, their responses were used solely for purpose of this study. Ethical approval for the study was granted by the Strathmore University Institutional Ethics Review Committee (SU-IERC0311/19) and the National Commission for Science, Technology and Innovation (NACOSTI).

3.9 Limitations

i. Some respondents were unwilling to participate in the study citing time constraints. To respond to this, I adopted a drop and pick later method during data collection, allowing the respondent's time to fill the questionnaire during their free time. To mitigate this limitation, the researcher provided an assurance that all of the information to be shared would only be used for academic purpose.

ii. Some respondents were reluctant to provide information fearing that the information requested would be used for other purposes other than academics. I obtained an introduction letter from University to assure them that the information collected would only be used for academic purposes.

iii. Some respondents feared criticizing the job satisfaction situation due to conflict of interest and fear of losing their positions. To address this, the questionnaires were serialized and respondents remained anonymous. The questionnaires also had an introduction letter that stated the basis of the study as being for academic purposes only.



CHAPTER FOUR - RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the analysis on the primary data that was collected using questionnaires. The questionnaire was structured in a way to contain both open as well as close ended questions. To analyze and present the findings, both descriptive and inferential statistics were used. The descriptive statistics covered means and standard deviation. The inferential statistics on the other hand covered the use of regression analysis as presented in this chapter.

4.2 Response Rate

A total number of 63 questionnaires were distributed to 63 supervisors/assistant supervisors from the Hospital. From these questionnaires, 49 of them were filled up and returned. This was equivalent to a response rate of 77.8%. The response rate was sufficient in line with Yin (2017) that a response rate of 70% and above is sufficient adequate to analyze and present the findings.

	Frequency	Percent
Male	63	100.0
Female	49	77.8

Source; Research Data (2019)

4.3 General Information of the Respondents

The study examined the general information of respondents including their gender, age groups, highest level of education, length of service and the average age of employees under supervision as presented in sections below.

4.3.1 Gender of Respondents

Table 4.1 presents the findings in the gender distribution of the respondents of the study.

Table 4.1: Gender of Respondents

	Frequency	Percent
Male	15	30.6
Female	34	69.4
Total	49	100.0

Source; Research Data (2019)

As shown in Table 4.1, while 69.4% of the respondents were female, 30.6% were male. This shows that female population made up the highest group of supervisors/assistant supervisors at the Hospital as compared to the male employees.

4.3.2 Age Group of Respondents

The age distribution of the respondents of the study is shown in Figure 4.1.

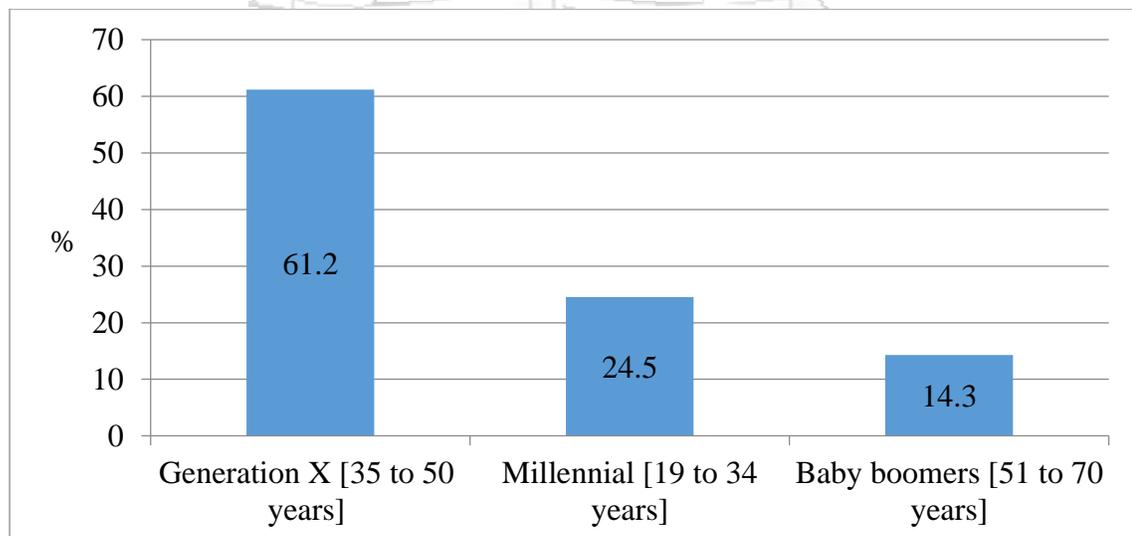


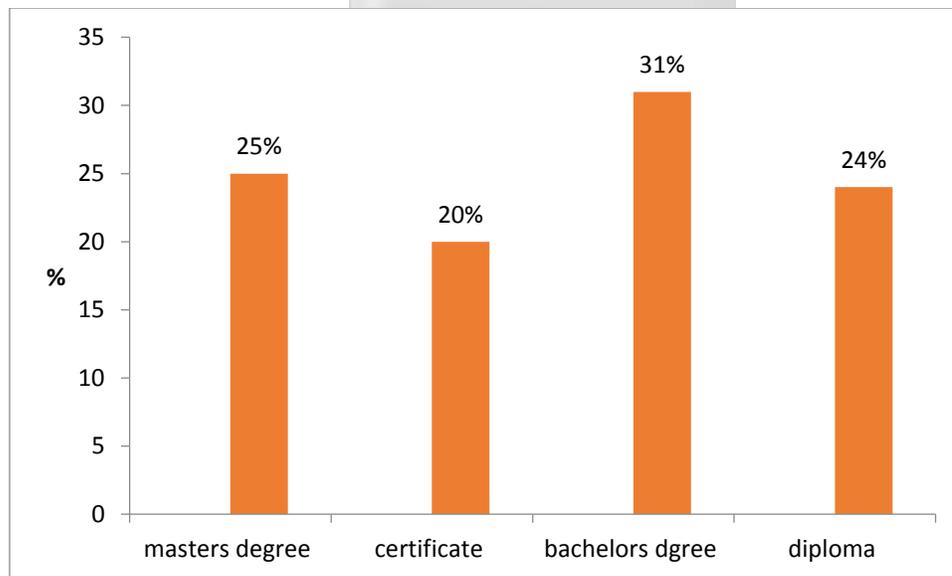
Figure 4.1: Age Group of Respondents

Source: Research Data (2019)

The findings from Figure 4.1 indicate that majority of the respondents 61.2% were in generation X within the age of 35-50 years, 24.5% were millennial aged between 19-34 years while 14.3% were baby boomers aged between 51-70 years. This shows that supervisory staff at the hospital is made up a mix of people from different age groups hence an implication of diversity among the employees despite which they are able to gel and deliver team effectiveness..

4.3.3 Highest Level of Education

Figure 4.2 summarizes the findings of the levels of education of respondents.



Source: Research Data (2019)

Figure 4.2: Highest Level of Education

Figure 4.2 indicate that majority of the respondents 31% had bachelor's degrees, 25% had masters, 24% had diplomas while 20% had certificates. This shows that respondents who took part in the study were educated and thus could read and interprets research questions as sought by the study.

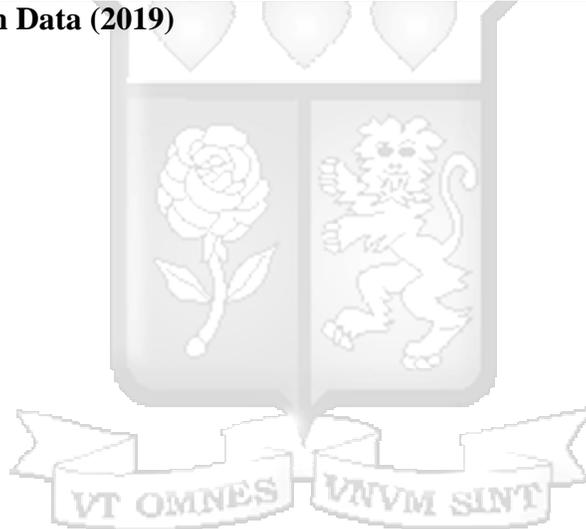
4.3.4 Length of Service

The number of years that respondents had worked in their respective organization is shown in Table 4.2.

Table 4.2: Length of Service

	Frequency	Percent
Below 3 years	14	28.6
3- 6 years	18	36.7
6- 10 years	6	12.2
More than 10 years	11	22.4
Total	49	100.0

Source: Research Data (2019)



The findings in Table 4.2 indicate that while majority of the respondents 36.7% had worked at P.C.E.A Kikuyu Hospital for 3-6 years, 28.6% had worked for less than 3 years, 22.4% for over 10 years and 12.2% for 6-10 years. Thus, most of the supervisors/assistant supervisors from the Hospital had worked for a longer period of time hence they were more knowledgeable.

4.3.5 Average Age of Employees under Supervision

The study sought to establish the age of the respondents. The use of age helps to determine whether the organizations goods and services are being targeted to that organization's most important consumers. The average age of employees under the supervision of the respondents is shown in Table 4.3

Table 4.3: Average Age of Employees under Supervision

	Frequency	Percent
Generation X [35 to 50 years]	30	61.2
Millennial [19 to 34 years]	12	24.5
Baby boomers [51 to 70 years]	7	14.3
Total	49	100.0

Source: Research Data (2019)

The findings in Table 4.3 imply that 61.2% of the employees supervised by respondents under generation X aged 35-50 years, 24.5% were millennial aged between 19-34 years and 14.3% were baby boomers aged between 51-70 years of age. This shows that majority of the employees working under the supervisor/assistant supervisors at P.C.E.A Kikuyu Hospital are in generation X.

4.4 Descriptive Analysis

The main objective of the study was to evaluate attitudes held by head of departments at the P.C.E.A Kikuyu Hospital towards the relationship between employee satisfaction and clinical team effectiveness. The study had four specific objectives that included determining the effect of organizational factors at the Hospital on clinical team effectiveness. To assess the effect of employee work environment factors at the P.C.E.A

Kikuyu Hospital on clinical team effectiveness. To establish the impact of the work factors at the Hospital, on the clinical team effectiveness. To examine the effect of employees personal factors at the Hospital on clinical team effectiveness. In order to achieve these objectives, descriptive and inferential statistics were used. The descriptive statistics included means and standard and they were interpreted based on the Likert type of questions. This section will present the findings of the analysis using descriptive statistics.

4.4.1 Organizational Factors and Clinical Team Effectiveness

The first objective examined organizational factors and how they impact on administrators' attitudes about the relationship between employee satisfaction and clinical team effectiveness at the P.C.E.A Kikuyu Hospital. The findings are indicated in Table 4.4.

Table 4.4: Organizational Factors and Clinical Team Effectiveness

Statement	Mean	Std. Dev
The salaries paid to staff are competitive	3.14	1.154
Salaries are commensurate to skills of employees	3.63	1.034
Higher chances of promotion	3.38	1.469
Promotions are based on merit	3.81	1.236
There are clearly established human resource policies at Hospital	3.93	.875
The human resource policies influence the effectiveness of employees to work in teams	3.73	1.237

Source: Research Data (2019)

From Table 4.4, respondents agreed ($M=3.93$, $SD= 0.875$) that there are clearly established human resource policies at Hospital and that promotions at the Hospital are based on merit ($M= 3.81$; $SD= 1.236$). Respondents further agreed that the human resource policies influence the effectiveness of employees to work in teams at the Hospital ($M= 3.73$; $SD= 1.237$) and that at the Hospital, salaries are commensurate to skills of employees ($M= 3.63$ $SD=1.034$). However, there was neutrality among respondents on whether there are higher chances of promotion at the Hospital ($M=3.38$

SD=1.469) or the salaries paid to staff at the Hospital are competitive (M= 3.14 SD= 1.154).

4.4.2 Employee Work Environment Factors and Clinical Team Effectiveness

The second objective examined employee work environment factors and how they impact on clinical team effectiveness at the P.C.E.A Kikuyu Hospital. Table 4.5 is a summary of the findings.

Table 4.5: Employee Work Environment Factors and Clinical Team Effectiveness

Statement	Mean	Std. Dev
Each group of employees at the P.C.E.A Kikuyu Hospital is guided by competent supervisors	3.69	1.121
Supervisors at the P.C.E.A Kikuyu Hospital are well trained in handling teams	3.51	1.120
The working conditions at the P.C.E.A Kikuyu Hospital are conducive for me	3.81	1.166
The P.C.E.A Kikuyu Hospital provides flexible working conditions	4.06	1.125
Staff are encouraged to work in teams at the P.C.E.A Kikuyu Hospital	3.97	1.298
Working in teams results into synergy at the P.C.E.A Kikuyu Hospital	4.26	1.132

Source: Research Data (2019)

As shown in Table 4.5, majority of the respondents agreed (M=4.26 SD=1.132) that working in teams' results into synergy at the Hospital and that the Hospital provides flexible working conditions (M=4.06 SD=1.125). Respondents further agreed that staffs are encouraged to work in teams at the Hospital (M=3.97 SD=1.298) and that the working conditions at the Hospital are conducive for them (M=3.81 SD=1.166). Most of the respondents further agreed that each group of employees at the Hospital is guided by competent supervisors (M=3.69 SD=1.121) and that the supervisors at the Hospital are well trained in handling teams (M=3.51 SD=1.120).

4.4.3 Job Factors and Clinical Team Effectiveness

The study further examined the influence of employee job factors and how they impact on clinical team effectiveness at the P.C.E.A Kikuyu Hospital. The findings are indicated in Table 4.6.

Table 4.6: Job Factors and Clinical Team Effectiveness

Statement	Mean	Std. Dev
The scope of the job is commensurate with my skills set	3.81	.634
The role of my job is clearly outlined in the job description	3.97	1.030
With job autonomy, I am able to set my own realistic goals at the P.C.E.A Kikuyu Hospital	3.81	1.111
Job autonomy allows me to set my own schedules at the P.C.E.A Kikuyu Hospital	3.81	1.130
Job autonomy at the P.C.E.A Kikuyu Hospital allows me to expand on my duties and responsibilities	3.55	1.001
There are clearly defined roles at the P.C.E.A Kikuyu Hospital	3.97	1.376

Source: Research Data (2019)

From Table 4.6, majority of the respondents agreed ($M=3.97$; $SD=1.030$) that the role of their job is clearly outlined in the job description and that there are clearly defined roles at the Hospital ($M= 3.97$; $SD= 1.376$). Respondents of the study further agreed that the scope of the job is commensurate with their skills set ($M= 3.81$; $SD= 0.634$) and that with job autonomy, respondents is able to set their own realistic goals at the Hospital ($M= 3.81$; $SD=1.111$). Respondents also agreed that job autonomy allows them to set their own schedules at the Hospital ($M=3.81$; $SD= 1.130$). Respondents also slightly agreed that job autonomy at the Hospital allows them to expand on their duties and responsibilities ($M=3.55$ $SD= 1.001$).

4.4.4 Employees Personal Factors and Clinical Team Effectiveness

The study evaluated employee work environment factors and how they impact on clinical team effectiveness at the Hospital as shown in Table 4.7.

Table 4.7: Employees Personal Factors and Clinical Team Effectiveness

Statement	Mean	Std. Dev
The P.C.E.A Kikuyu Hospital has invested in youthful employees	3.69	.961
Employees at the P.C.E.A Kikuyu Hospital have worked for a relatively longer period of time hence more experience than employees in other hospitals	3.48	.819
Employees at the P.C.E.A Kikuyu Hospital have adequate people skills	3.59	1.039
The longer period worked by employees influences their skills at the P.C.E.A Kikuyu Hospital	3.93	1.125

Source; Research Data (2019)

Respondents agreed (M 3.93; SD= 1.125) that the longer period worked by employees' influences their skills at the Hospital and that P Hospital has invested in youthful employees (M=3.69, SD=0.961). Respondents further agreed that employees at the Hospital have adequate people skills (M=3.59, SD=1.039). Respondents were however neutral on whether the employees at the Hospital have worked for a relatively longer period of time (M=3.48, SD=0.819).

4.4.5 Clinic Team Effectiveness

The findings on clinical team effectiveness at P.C.E.A Kikuyu Hospital as the dependent variable of the study are shown in Table 4.8.

Table 4.8: Clinic Team Effectiveness

Statement	Mean	Std. Dev
The clinic team produces good quality of work	3.57	.912
The clinic team produces an adequate quantity of work	3.67	.987
There is less report of absenteeism form the clinic team than in previous years	3.79	.999
The performance of the organization is above target	3.95	1.11

Source; Research Data (2019)

From Table 4.8, respondents agreed (M=3.95, SD=1.11) that performance of the organization is above target and that there is less report of absenteeism form the clinic

team (M=3.79, SD=0.999). Respondents further agreed (M=3.67, SD=0.987) that clinic team produces an adequate quantity of work and that clinic team produces good quality of work (M=3.57, SD= 0.912).

4.5 Inferential Statistics

In order to determine the influence of relationship between employee satisfaction and clinical team effectiveness, a regression analysis was conducted and the findings are shown in subsequent sections.

4.5.1 Model Summary

The findings of the model summary of the regression analysis findings are shown in Table 4.9.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.852	.839	1.44213

a. Predictors: (Constant), Employee Personal Factors, Employee Work Environment, Organizational Factor, Work Factors

Source; Research Data (2019)

From the findings in Table 4.9, the value of the coefficient of determination R square is 0.852; this shows that 85.2% change in clinical team effectiveness is explained by their level of satisfaction with personal factors, employee work environment, organizational factor, work factors. Therefore, apart from the level of satisfaction, there are other factors with an influence on clinical team effectiveness.

4.5.2 Analysis of Variance

An Analysis of Variance was conducted at 5% level of significance to determine the overall significance of the model as shown in Table 4.10.

Table 4.10: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	528.491	4	132.123	63.528	.000 ^b
Residual	91.509	44	2.080		
Total	620.000	48			

a. Dependent Variable: Clinical Team Effectiveness

b. Predictors: (Constant), Employee Personal Factors, Employee Work Environment, Organizational Factor, Work Factors

Source; Research Data (2019)

As shown in Table 4.10, the value of F critical is 63.528, this shows that the overall regression model had significant influence on prediction of the relationship between employee satisfaction and clinical team effectiveness.

4.5.3 Regression Coefficients

The findings of the regression beta coefficients are shown in Table 4.11 below.

Table 4.11: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	2.684	1.196		2.243	.030
Organizational Factor	.206	.058	.171	3.552	.000
Employee Work Environment	.168	.068	.288	2.480	.017
Job Factors	.343	.126	.194	2.722	.002
Employee Personal Factors	.557	.143	.432	3.882	.000

a. Dependent Variable: Clinical Team Effectiveness

Source; Research Data (2019)

From Table 4.11, the following regression model is established;

$$Y = 2.684 + 0.106X_1 + 0.168X_2 + 0.143X_3 + 0.557X_4$$

Whereby

Y = Clinical team effectiveness

X₁ = Organizational Factor

X₂ = Employee Work Environment

X₃ = Job Factors

X₄ = Employee Personal Factors

Thus, at 5% level of significance, organizational factors $p=0.000 < 0.05$, have significant effect on clinical team effectiveness. Employee work environment $p=0.017 < 0.05$ has significant effect on clinical team effectiveness. Job factors $p=0.002 < 0.05$ have significant effect on clinical team effectiveness. Employee personal factors $p=0.000 < 0.05$ have significant effect on clinical team effectiveness. Thus, on overall, employee satisfaction has significant effect on clinical team effectiveness.



CHAPTER FIVE - DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

On organizational factors, the study established that there are clearly established human resource policies at Hospital and that promotions at the Hospital are based on merit. The human resource policies influence the effectiveness of employees to work in teams at the Hospital. These findings are in line with Chelimo (2017) who looked at how human resource policies influenced performance of employees and established that HR policies helped in adjustment to new roles by employees. The policies resulted into progression and development in career of employees. The finding agrees with Chelimo (2017) who looked at how HR policies influenced performance of employees and established that the policies resulted into progression and development in career of employees. Through the HR policies, the organization had developed a learning culture which helped in improving effectiveness of staff in teams. This finding is supported by Chelimo (2017) who looked at how HR policies influenced performance of employees and established that through the HR policies, the organization had developed a learning culture which helped in improving effectiveness of staff in teams. The findings indicated that at the Hospital; salaries are commensurate to skills of employees. Regression results confirmed that organizational factors have significant effect on clinical team effectiveness. Gachie (2016) sought to determine the link between human resource policies and the level of satisfaction of employees and showed that HR polices had an influence on satisfaction and thus team effectiveness of employees.

In view of employee work environment factors, the study has revealed that working in teams' results into synergy at the Hospital and that Hospital provides flexible working conditions. According to Anitha (2014), the level of satisfaction of employees with their jobs is influenced by the working conditions and environment and this positively influence performance. It was established that staffs are encouraged to work in teams at the Hospital and that the working conditions at the Hospital are conducive for them. Madhusmita, Dipa and Manojit (2014) indicated that low levels of team work and satisfaction can result initiation and hence all organizations must develop strategies to

improve bonding between employees. Each group of employees at the Hospital is guided by competent supervisors. This shows that employee works environment is constituted of team work, flexibility and conduciveness of the working conditions. Madhusmita et al. (2014) indicated that low levels of team work and satisfaction can result initiation and hence all organizations must develop strategies to improve bonding between employees.

On the basis of job factors, the study has revealed that the role of their job is clearly outlined in the job description and that there are clearly defined roles at the Hospital. According to Judeh (2015), there are a number of work factors including job scope, job variety, job autonomy, role ambiguity, role conflict that influence team effectiveness. The scope of the job is commensurate with their skills set and that with job autonomy, respondents is able to set their own realistic goals at the Hospital. According to Cherian and Jacob (2013), skilled leaders are said to have transformational leadership which strengthen motivation of employees in an organization. Job autonomy allows them to set their own schedules at the Hospital. According to Judeh (2015), there are a number of work factors including job scope, job variety, job autonomy, role ambiguity, role conflict that influence team effectiveness. The study further established that work factors have significant effect on clinical team effectiveness.

On employee's personal factors, the findings of the study have indicated that the longer period worked by employees' influences their skills at the Hospital. The finding is in line with Cherian and Jacob (2013) who revealed that skilled leaders are said to have transformational leadership which strengthen motivation of employees in an organization. The Hospital has invested in youthful employees. Employees at the Hospital have adequate people skills. These findings are in line with the regression results that employee personal factors have significant influence on clinical team effectiveness. Saeed et al. (2013) established that all the variables influenced performance and thus effectiveness of employees in teams.

5.2 Summary of the Findings

This chapter presents a summary of the analyzed findings on each specific objectives of the study.

5.2.1 Organizational Factors and Clinical Team Effectiveness

Most of the respondents agreed that clearly established Human Resource policies at Hospital positively influenced the effectiveness of employees to work in teams. This highlights McGregor Theory Y which encourages those entrusted with organizational management to freely delegate some of their functions to subordinates for optimal organizational performance

5.2.2 Employee Work Environment Factors and Clinical Team Effectiveness

Most of the respondents agreed that working in teams results into synergy and has a significantly positive effect on clinical team effectiveness.

5.2.3 Job Factors and Clinical Team Effectiveness

Most of the respondents agreed that having both clearly defined employee roles and job description had a significant positive effect on clinical team effectiveness.

5.2.4 Employees Personal Factors and Clinical Team Effectiveness

Most respondents agreed that the longer period worked by employees' influences their skills at effectiveness and this has a significant positive effect on clinical team effectiveness.

5.3 Conclusion

5.3.1 Organizational Factors and Clinical Team Effectiveness

Organizational factors have significant impact on clinical team effectiveness this includes clearly established human resource policies and having merit based promotions and having salaries being commensurate to skills of employees.

5.3.2 Employee Work Environment Factors and Clinical Team Effectiveness

The employee work environment factor with the most significant impact on a clinical team's effectiveness was staff being encouraged to work in teams and having each group

of employees being guided by competent supervisors who are well trained in handling teams.

5.3.3 Job Factors and Clinical Team Effectiveness

Work factors had the second most significant impact on clinical team effectiveness impact especially clearly outlined roles of the employees in their job description and clearly defined roles at the Hospital, also having the job being commensurate with their skills set and job autonomy allowing employees to set their own schedules at the Hospital hence to expanding on their duties and responsibilities.

5.3.4 Employees Personal Factors and Clinical Team Effectiveness

Employees' personal factors had the second largest significant impact on clinical team effectiveness the most significant being that the longer the period worked by employees, the more the influences on their skills at the Hospital and the better the clinical team effectiveness

5.4 Recommendation of the Study

The study recommends that:

- i. The management of hospitals must develop clear and well defined human resource policies through investment in policy development, implementation and regular review with employee involvement as an n important way of developing clinical team effectiveness.
- ii. The management of hospitals needs to invest in training for their supervisors so that they can better motivate and constitute teams so as to promote synergy and thus clinical team effectiveness.
- iii. The management through the human resource department must clearly describe the roles in the job descriptions to avoid ambiguity thus improving team effectiveness.
- iv. The management should endeavor to ensure that they retain their staff through identifying the employee's individual needs and employing creative monetary and non-monetary solutions thus resulting in improved team effectiveness.

5.5 Areas for Further Studies

This study analyzed the attitudes held by head of departments at the P.C.E.A Kikuyu Hospital towards the relationship between employee satisfaction and clinical team effectiveness. From regression analysis, the study established that employee satisfaction only explains 85.2% change in clinical team effectiveness. This means there are other factors with an influence on clinical team effectiveness that future studies should be carried out to reveal. The current study specifically focused on P.C.E.A Kikuyu Hospital, future studies should be done focusing on other hospitals.



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APPENDICES

Appendix I: Questionnaire

The following questions are for analytical purposes only. They will not be used to try and identify any individual. Please tick as appropriate.

Please kindly complete the questionnaire as per the instructions given.

SECTION A: GENERAL INFORMATION ON SUPERVISORS

1. Please indicate your gender

Male [] **Female** []

2. Please indicate your age group

Generation Z [less than 18 years] **millennial [19 to 34 years]**

Generation X [35 to 50 years] **Baby boomers [51 to 70 years]**

3. Please indicate the highest level of education attained. (Tick as Applicable)

Certificate [] **Bachelor's Degree** []

Master's Degree [] **Diploma** []

4. What is clinical department do you supervise at The P.C.E.A Kikuyu Hospital?

5. How long have you worked at the P.C.E.A Kikuyu Hospital?

Below 3 years [] **3- 6 years** []

6- 10 years [] **More than 10 years** []

6. What is the average age of employees under your supervision in your department?

Generation Z [less than 18 years] **Millennial [19 to 34 years]**

Generation X [35 to 50 years] **Baby boomers [51 to 70 years]**

SECTION B: EMPLOYEE SATISFACTION

7. Below are the effects of employees’ satisfaction on departmental performance. Kindly indicate the extent to which you agree with each of these statements in determining an analysis of the effect of clinical teams’ work attitude on departmental performance at The P.C.E.A Kikuyu Hospital. Kindly use a scale of 1-5 where: 1- Strongly disagree (SD), 2- Disagree (D), 3- not sure(NS), 4- Agree (A), 5- Strongly agree (SA)

Statement	1	2	3	4	5
At The P.C.E.A Kikuyu Hospital employees are less absent since they have higher satisfaction.					
The employees are less likely to leave The P.C.E.A Kikuyu Hospital since they are satisfied					
Incentives makes the clinical teams satisfied					
My team is more productive since they are satisfied					
My team displays organizational performance since they are satisfied.					
Compensation makes my team feel satisfied					
My team is happy, represent our company in public					

1. How else does employee satisfaction influence clinical team effectiveness at P.C.E.A Kikuyu Hospital?.....

SECTION C: ORGANIZATIONAL FACTORS AND CLINICAL TEAM EFFECTIVENESS

9. Below are several statements on organizational factors and how they influence administrators’ attitudes about the relationship between employee satisfaction and clinical team effectiveness at the P.C.E.A Kikuyu Hospital. Kindly indicate the extent to which you agree with each of these statements using a scale of 1-5 where: 1- (SD), 2- (D), 3- NS), 4- (A), 5- (SA)

Statement	1	2	3	4	5
The salaries paid to staff at the P.C.E.A Kikuyu Hospital are competitive					
At the P.C.E.A Kikuyu Hospital, salaries are commensurate to skills of employees					
There are higher chances of promotion at the P.C.E.A Kikuyu Hospital					
Promotions at the P.C.E.A Kikuyu Hospital are based on merit					
There are clearly established human resource policies at P.C.E.A Kikuyu Hospital					
The human resource policies influence the effectiveness of employees to work in teams at the P.C.E.A Kikuyu Hospital					

10. How else do organizational factors influence clinical team effectiveness at P.C.E.A Kikuyu Hospital?

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SECTION D: EMPLOYEE WORK ENVIRONMENT FACTORS AND CLINICAL TEAM EFFECTIVENESS

11. Below are several statements on employee work environment factors and how they influence clinical team effectiveness at the P.C.E.A Kikuyu Hospital. Kindly indicate the extent to which you agree with each of these statements using a scale of 1-5 where: 1- (SD), 2- (D), 3- NS), 4- (A), 5- (SA)

Statement	1	2	3	4	5
Each group of employees at the P.C.E.A Kikuyu Hospital is guided by competent supervisors					
Supervisors at the P.C.E.A Kikuyu Hospital are well trained in handling teams					
The working conditions at the P.C.E.A Kikuyu Hospital are conducive for me					
The P.C.E.A Kikuyu Hospital provides flexible working conditions					
Staff are encouraged to work in teams at the P.C.E.A Kikuyu Hospital					
Working in teams results into synergy at the P.C.E.A Kikuyu Hospital					

12. How else do employee work environment factors influence clinical team effectiveness at P.C.E.A Kikuyu Hospital?

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SECTION E: WORK FACTORS AND CLINICAL TEAM EFFECTIVENESS

13. Below are several statements on employee work environment factors and how they influence clinical team effectiveness at the P.C.E.A Kikuyu Hospital. Kindly indicate the extent to which you agree with each of these statements using a scale of 1-5 where: 1- (SD), 2- (D), 3- NS), 4- (A), 5- (SA)

Statement	1	2	3	4	5
The scope of the job is commensurate with my skills set					
The role of my job is clearly outlined in the job description					
With job autonomy, I am able to set my own realistic goals at the P.C.E.A Kikuyu Hospital					
Job autonomy allows me to set my own schedules at the P.C.E.A Kikuyu Hospital					
Job autonomy at the P.C.E.A Kikuyu Hospital allows me to expand on my duties and responsibilities					
There are clearly defined roles at the P.C.E.A Kikuyu Hospital					

14. In what other ways does work factors influence clinical team effectiveness at P.C.E.A Kikuyu Hospital?

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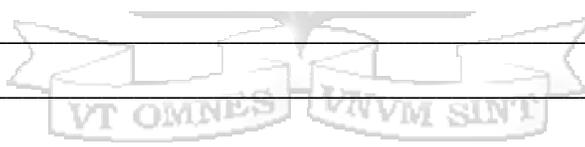
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SECTION F: EMPLOYEES PERSONAL FACTORS AND CLINICAL TEAM EFFECTIVENESS

15. Below are several statements on employee work environment factors and how they influence clinical team effectiveness at the P.C.E.A Kikuyu Hospital. Kindly indicate the extent to which you agree with each of these statements using a scale of 1-5 where: 1- (SD), 2- (D), 3- NS), 4- (A), 5- (SA)

Statement	1	2	3	4	5
The P.C.E.A Kikuyu Hospital has invested in youthful employees					
Employees at the P.C.E.A Kikuyu Hospital have worked for a relatively longer period of time					
Employees at the P.C.E.A Kikuyu Hospital have adequate people skills					
The longer period worked by employees influences their skills at the P.C.E.A Kikuyu Hospital					

16. How else do employee personal factors influence clinical team effectiveness at the P.C.E.A Kikuyu Hospital?

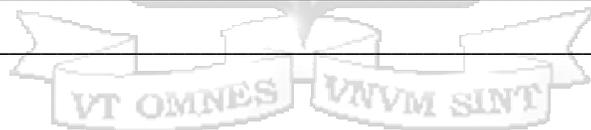


SECTION G: CLINIC TEAM EFFECTIVENESS

17. Below are the effects of clinic team effectiveness on departmental performance. Kindly indicate the extent to which you agree with each of these statements in determining an analysis of the effect of clinical teams’ work attitude on departmental performance at the P.C.E.A Kikuyu Hospital. Kindly use a scale of 1-5 where: 1- (SD), 2- (D), 3- NS), 4- (A), 5- (SA)

Statement	1	2	3	4	5
The clinic team produces good quality of work					
The clinic team produces an adequate quantity of work					
There is less report of absenteeism form the clinic team					
The performance of the organization is above target					

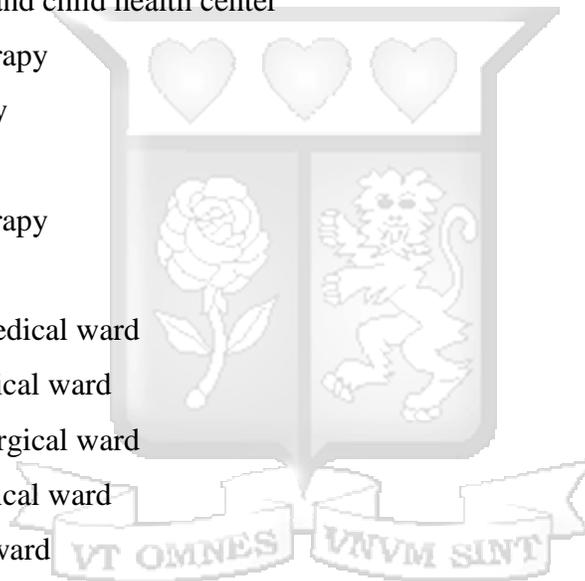
18. Is there any other effect of clinic team effectiveness on departmental performance at the P.C.E.A Kikuyu Hospital?



THANK YOU

Appendix II: List of Departments

1. Radiology
2. Anesthesia
3. Endoscopy unit
4. Consultants clinic center
5. Executive ward
6. Endoscopy unit
7. Executive ward
8. Dental
9. Maternal and child health center
10. Physiotherapy
11. Laboratory
12. Pharmacy
13. Physiotherapy
14. Maternity
15. Female medical ward
16. Male medical ward
17. Female surgical ward
18. Male surgical ward
19. Pediatric ward
20. Accident and emergency
21. Cardiology clinic
22. Comprehensive care clinic
23. Intensive care unit
24. Wellness



Source: The P.C.E.A Kikuyu Hospital (2018)