THE EFFECT OF HEALTHCARE WORK ENVIRONMENT ON HOSPITAL EMPLOYEE PERFORMANCE - A CASE STUDY OF ISIOLO COUNTY REFERRAL HOSPITAL, KENYA

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DECLARATION

I do declare that no one has submitted this work before for a degree award from Strathmore University or any other institution. I have taken care to ensure that the proposal has not been previously published or written by someone else unless appropriately referenced.

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DEDICATION

The project is dedicated to my Late Dad, Michael Simiyu Nganga, my late Mum Gaudencia Nanyama Situbani, My Husband David Omondi, My Lovely Kids Liz, Wesley, Stephan & Gabriella, my foster kids Lucy and Mercy and finally my beloved siblings for their encouragement, immense support, understanding and patience throughout my study.

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ABSTRACT

County hospitals in Kenya, which are integral to the country's devolved healthcare system, are often plagued by resource constraints that limit their ability to work at meaningful operation levels, necessitating studies that seek to improve on their mandate of offering quality health care. The main objective of this study was to examine the effects of healthcare work environment on employee performance at Isiolo County Referral Hospital, Kenya. The attributes of work environment examined were physical work environment, training and development opportunities, and workload and staffing levels, which were translated into three specific study objectives. Herzberg's two-factor theory was used to guide the theoretical foundation, which is a theory that categorizes factors affecting employee motivation and satisfaction into two different groups of hygiene factors and motivators. A correlational research design was used in the study, with a target population of 337 employees at Isiolo County Referral Hospital. The sample size was selected using disproportionate stratified sampling method. Data was collected through a structured self-administered questionnaire, which was designed and sent to respondents via online format. Data collected using the questionnaire was analyzed through descriptive statistics and presented through tables and charts. Data was then analyzed using descriptive statistics and inferential statistics with the help Statistical Package for Social Sciences (SPSS). Correlation and regression analysis were used to establish the strength and direction of the relationship between the independent and dependent variables. After data analysis, the study established that physical work environment, training and development opportunities, and workload and staffing levels have a positive significant influence on employee performance at Isiolo County Referral Hospital. It was established that a unit increase in each of the independent variables resulted to an increase in employee performance. The study recommended that work environment aspects with the highest level of influence on employee performance can be positively influenced to lead to better employee performance. For instance, the study recommended improvement of physical layout of workstations, level of cleanliness, ventilation for better employee productivity, lighting, reducing noise levels for better concentration, providing training to all employees, and giving manageable workload for better employee performance.

LIST OF ABBREVIATIONS AND ACRONYMS

CH- County Hospital

CRH- County Referral Hospital

HRH- Human Resources for Health

KCB- Kenya Commercial Bank

MOH – Ministry of Health

NACOSTI - National Commission for Science Technology and Innovation

NCC –Nairobi City County

SDGs- Sustainable Development Goals

SPSS - Statistical Package, for Social Sciences

T&D - Training and Development

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DEFINITION OF TERMS

Work environment: Organizational goals are achieved through the work environment, which includes tools, systems, structures, and procedures. These factors can impact employee performance positively or negatively (Robinson, & Judge, 2019).

Employee Performance: Is the evaluation of how an individual does their job duties and responsibilities. Many companies conduct performance evaluations annually or quarterly to identify areas for improvement (Aguinis, 2019).

Physical work environment: It encompasses workspace layout, lighting, temperature, noise levels, and availability of tools and equipment (Sailer, Kirov, & Luy,2020).

Workload & Staffing- Staffing is having the right employees exactly when they are needed while Workload refers to the physical or cognitive input required to execute tasks (Kunz, & Pfister, 2023).

Training & development- Training and development entails organizational procedures and activities developed to improve employees in relation to their skills, knowledge capabilities. Training focuses on the enhancement of specific job-related competencies, while development takes a broader view as a long-term approach to achieve overall growth and potential of an employee (Noe, 2017).

CHAPTER 1

INTRODUCTION

1.1 Overview

The first chapter introduces the study by contextualizing it within the healthcare setting, focusing on human resource for health (HRH) challenges in county hospitals in Kenya with emphasis on Isiolo County Referral Hospital. The chapter outlines key study concepts, including the work environment and employee performance. The problem statement highlights HRH issues affecting performance in Isiolo County Referral Hospital, supported by broader international and regional trends. The chapter also outlines the study objectives, research questions, significance of the study to policymakers and scholars, and defines the scope, setting the stage for the literature review in the next chapter.

1.2 Background of the study

Healthcare sector faces numerous challenges that impact employee performance across the world, including workforce shortages, burnout, and suboptimal working environments. Though the severity may differ, these challenges are common in developed and developing countries. In many developed healthcare systems, improvements in physical working conditions, enhanced training programs, and modern infrastructure have led to better employee satisfaction and performance ((Zhenjing, Churadit, Ku, Nassani, & Haffar, 2022). For instance, healthcare facilities have adopted best practices such as ergonomic designs and advanced training technologies to improve workplace efficiency and job satisfaction in most countries in Europe, America, and other developed regions. Moreover, international research has demonstrated that well-maintained healthcare facilities, adequate safety protocols, and regular professional development opportunities result in improved patient care and higher retention rates among healthcare workers (Abdullah & Mufti, 2019). These global trends provide valuable insights into how developing countries, including Kenya, can benefit from enhancing their healthcare work environments.

Across the African continent, healthcare systems face significant obstacles in relation to the work environment, which in turn affects the performance of healthcare workers. A common issue in many African countries is understaffing, which leads to increased workloads and stress among healthcare employees (Ghebregiorgis, 2019). In addition, poor physical infrastructure, lack of

modern equipment, and limited training opportunities exacerbate these issues, particularly in rural areas (Abdi, Sabwami, & Ongesa, 2024). In African countries, the progress towards achievement of interventions is slow, while the healthcare sector continues to face difficulties in providing a conducive work environment that supports employee performance (Miseda et al., 2017). Empirical studies from various countries such as South Africa and Eritrea shows the value of highlighting these factors to improve healthcare outcomes, demonstrating that improved working conditions and opportunities for professional development can significantly enhance employee performance (Ghebregiorgis, 2019; Abdullah & Mufti, 2019).

In Kenya, the healthcare sector is decentralized, with county governments responsible for healthcare service delivery. This decentralization has led to varied healthcare work environments across the counties, with rural hospitals like Isiolo County Referral Hospital facing unique challenges. At Isiolo County Referral Hospital, inadequate physical infrastructure, a shortage of medical supplies, and insufficient staffing levels have been identified as key factors negatively affecting employee performance (Mburu, 2015). Furthermore, the lack of continuous training opportunities for healthcare workers in such rural settings limits their professional development and contributes to high turnover rates (Mire et al., 2024). These challenges reflect broader issues within Kenya's healthcare system, where many rural healthcare facilities are under-resourced, leading to low job satisfaction and reduced quality of care (Munywoki et al., 2020). Improving the work environment at Isiolo County Referral Hospital, particularly by addressing physical working conditions and offering more training opportunities, could significantly enhance employee performance and eventually improving the quality of care offered to the local community.

Physical, psychological, and social factors under which employees perform their tasks explains the broader concept of work environment (Zhenjing, et al., 2022). In healthcare setting, the physical work environment refers to tangible components which include availability and condition of medical equipment, cleanliness, lighting, and safety protocols. These factors are crucial in hospitals, where inadequate infrastructure or poorly maintained facilities can affect both employee performance and patient care. A well-organized and resourced physical environment enables healthcare professionals to work efficiently, reduces stress, and minimizes the risk of medical errors. For this study, the physical work environment focused on cleanliness, safety, and availability of necessary resources at Isiolo County Referral Hospital.

In healthcare settings, employee performance describes how well healthcare workers fulfill their duties, contribute to patient care, and maintain overall job productivity (Krijgsheld, Tummers, & Scheepers, 2022). In the context of hospitals, employee performance is a crucial determinant of the type of care offered to individuals and the operational efficiency and effectiveness of the institution. Effective performance in healthcare involves accuracy in diagnosis, timeliness in treatment, adherence to medical protocols, and a commitment to ensuring patient safety and satisfaction. When healthcare employees perform well, patient outcomes improve, leading to higher satisfaction and trust in the healthcare system.

A key measure of employee performance is job satisfaction, which reflects how content and motivated employees are within their roles (Varma, 2017). Job satisfaction is determined by multiple factors, including work environment, leadership support, job security, and opportunities for professional growth. In hospitals, satisfied employees are more engaged, demonstrate more of productivity, and remain committed to delivering quality patient care. Conversely, low job satisfaction can lead to decreased performance, absenteeism, and a higher turnover rate. This study assessed healthcare workers at Isiolo County Referral Hospital.

1.2.1 Public Health Sector in Kenya

The government of Kenya places significant emphasis on the health of its citizens and how quality health care is delivered to patients and communities. The government recognizes that having good health is a necessary condition for socioeconomic development (Africa Health Business, 2021). The Kenya healthcare system is divided into different levels depending on the type of care offered at each level. They include: Community level (Level 1); Clinics and Dispensaries (level 2); Health centers, nursing homes and maternity (level 3) ; Sub-County hospitals -Initially called District Hospitals level (4); County Referral Hospitals -initially called Provincial hospitals (level 5) and National Teaching and Referral Hospitals which include, Moi Teaching and Referral Hospital, Kenyatta University Teaching Research and Referral Hospital (KUTRRH), Mathare Teaching and Referral Hospital, Spinal Injury Referral Hospital and Kenyatta National Hospital (KNH) (level 6).

The government at national and county levels has been working to ensure that the country has an effective, efficient and a well-managed health care system with a robust health care workforce.

This is in relation to qualifications, training, and well remunerated in order to achieve national and county health goals of a healthy population (Kenyan Health Sector, 2021). This has been enhanced by the intention and commitment by the government to provide adequate resources and finances to ensure the healthcare system is well financed. At the ministry level, the government develops national policies, provides technical support, and also provides guidelines and financing through equitable revenue share and project specific funding. On the other hand, county governments use the national policies to develop specific strategies and activities that lead to delivery of services (Kenyan Health Sector, 2021).

Further, the healthcare is crucial in safeguarding the wellness and inhabitants' health in a community. Isiolo County Referral Hospital, situated in Isiolo County, Kenya, is a critical healthcare institution that serves the healthcare needs of the local population. The hospital is tasked with providing essential medical services such as outpatient services, emergency care, and inpatient treatment, in order to serve a diverse and often underserved community (Abdi, 2020). The quality of care provided at Isiolo County Referral Hospital has a direct impact on the health and well-being of the residents of Isiolo County, making it essential to ensure that the hospital operates at its highest level of efficiency and effectiveness.

Despite the critical role of the work environment in employee performance, several gaps exist in research and understanding of how these factors specifically influence the healthcare professionals at Isiolo County Referral Hospital. While general research on healthcare work environments and their impact on performance exists (Abdi, 2020), it is essential to conduct a focused study on this specific hospital to identify the unique factors at play. Addressing these issues and improving the working environment at Isiolo County Referral Hospital is not only vital for the welfare of the hospital's employees but also critical for enhancing the quality of health care offered to the local community (Abdi, 2020). This research aims to uncover the specific challenges faced by the hospital's staff in relation to work environment and propose recommendations for creating a more supportive and conducive working environment, ultimately leading to improved employee performance hence delivery of higher-quality healthcare service.

1.3 Statement of the problem

In healthcare, employee performance is a critical determinant of service quality, yet many county hospitals in Kenya, including Isiolo County Referral Hospital, struggle to maintain high performance levels (Musiega, et al., 2022; Moses, et al., 2021). One of the major obstacles affecting healthcare workers in these settings is the inadequate work environment, which encompasses physical infrastructure, workload, staffing levels, and opportunities for professional development. Many rural healthcare facilities face a combination of factors that negatively impact on the effectiveness of delivery of quality care. As a result, there are concerns about low job satisfaction, high turnover rates, and a decline in the quality of patient care. Addressing the specific work environment challenges can be crucial to improving employee performance and overall healthcare outcomes.

Healthcare workers often operate in facilities that lack basic medical supplies, modern equipment, and appropriate safety measures (RoK, 2010). The physical conditions of the hospital, including overcrowded wards, poor sanitation, and inadequate lighting, pose significant challenges to both staff and patients. These conditions not only lower the efficiency and morale of healthcare workers but also increase the risk of errors, compromising patient safety (Muthaka and Murithi, 2017). Without addressing these infrastructural deficiencies, it is difficult for healthcare employees to perform at their best, leading to reduced service quality and poor health outcomes in the community (Manyisa and van Aswegen, 2017).

Further, many hospitals in rural Kenya suffer from a shortage of healthcare workers, leading to excessive workload that eventually affects the quality of employee performance (Abdi, et al., 2024; Miseda, et al., 2017). The mismatch between patient demand and the number of healthcare providers results in long working hours, increased stress, and burnout among employees. Overburdened staff may struggle to maintain high levels of performance, which can directly affect patient care (Ahmed, et al., 2024). Furthermore, the hospital's inability to recruit and retain adequate staff exacerbates the workload problem, creating a vicious cycle that affects employee motivation, job satisfaction, and retention. Understanding the interaction between workload, staffing levels, and performance is critical to developing strategies to mitigate these issues.

Inadequate training and development opportunities also hinders employee performance (Shiri, et al., 2023). Continual professional development is essential for healthcare workers to stay updated

with new medical practices, technologies, and protocols. However, in many rural county hospitals, opportunities for training are scarce, limiting the ability of experts to grow and improve in terms of skills and career development (Mire, et al., 2024). This lack of development reduces health care quality and also diminishes employees' fulfillment in their careers, contributing to higher turnover rates. The absence of structured career development pathways further discourages healthcare workers from staying in their roles, compounding the staffing challenges faced by the hospital.

Due to the established challenges, there is need for focused research on how these specific work environment factors; physical conditions, workload and staffing levels, and training opportunities affecting employee performance at Isiolo County Referral Hospital. While previous studies have highlighted the broader HRH (Human Resources for Health) challenges in Kenya, limited attention has been given to rural county hospitals like Isiolo. This research sought to identify some of the gaps in past studies and how the gaps can be addressed to improve employee performance. By identifying and understanding these gaps, the research will offer valuable insights, ultimately enhancing patient care outcomes in county hospitals across the country.

1.4 Objective of the Study

The study focused on one general objective and three specific objectives

1.4.1 General objective

The main objective of the study was to examine the effect of healthcare work environment on hospital employee Performance; A case of Isiolo County Referral Hospital, Isiolo Kenya.

1.4.2 Specific Objectives

i. To determine the effect of the physical work environment on the performance of employees at Isiolo County Referral Hospital.
ii. To assess the influence of training and development opportunities on the performance of employees at Isiolo County Referral Hospital.
iii. To examine the effect of workload and staffing on employee performance at Isiolo County Referral Hospital.

1.4.3 Research Questions

The study was guided by the following research questions:

i. What is the effect of the physical work environment on employee performance at Isiolo County Referral Hospital?

ii. What is the influence of training and development opportunities on employee performance at Isiolo County Referral Hospital?

iii. What is the effect of workload and staffing levels on employee performance at Isiolo County Referral Hospital?

1.5 Significance of the study

This research provides practical insights into how work environment factors impact employee performance, hence can be greatly useful to healthcare administrators. Hospital managers and health system administrators can use recommendations of the study to implement approaches that foster a better work environment, such as improving the physical infrastructure of hospitals, enhancing organizational culture, and investing in employee development programs. Understanding these dynamics is crucial for retaining skilled healthcare workers, improving morale, and ensuring that employees are motivated to offer better results in relation to outcomes of care. Furthermore, industry players, including healthcare organizations and NGOs, can use the study to inform their programs aimed at strengthening the healthcare workforce in resource-constrained settings like Isiolo County.

The Research will provide empirical data on the significance of interaction between work environment and employee performance especially in a rural Kenyan healthcare setting, filling a gap in existing literature that has largely focused on business or urban healthcare environments. The study can be a reference point for further research on HRH challenges in county hospitals, offering a framework for exploring similar issues in other regions or countries with comparable healthcare challenges.

1.6 Scope of the study

1.6.1 Conceptual Scope

The conceptual scope of the current research sought to explore the effect of healthcare work environment on employee performance. It specifically examined three aspects of work environment: physical work environment, training and development opportunities, and workload and staffing levels. These dimensions were selected because they have been identified in previous research as key drivers of job satisfaction, retention, and employee effectiveness in healthcare settings. Employee performance is measured using three criteria: job satisfaction, employee retention rates, and the quality of care provided by hospital staff. These performance measures allow for a comprehensive analysis of how different elements of the work environment influence healthcare outcomes at Isiolo County Referral Hospital.

1.6.2 Contextual Scope

The study was confined to Isiolo County Referral Hospital, a public hospital mostly serving a rural community in Kenya. Isiolo County Referral Hospital was chosen due to the unique challenges it faces, such as resource constraints, high staff turnover, and difficulties in providing consistent training and development opportunities for healthcare professionals. These challenges reflect broader issues seen in many county hospitals across Kenya, making the hospital an ideal case to investigate the study objectives objectively, exploring the visible aspects of work environment and the consequent impact on the performance of employees. By focusing on a single hospital, the study seeks to offer in-depth perceptions into the specific factors affecting healthcare workers in this context.

1.6.3 Methodological Scope

A survey approach was used for this study. Data was collected from Isiolo County Referral Hospital staff on their perceptions in relation to the objectives of the study. Time period covered by the study was the period each respondent had worked at the hospital, up to the day they filled the questionnaire. This allowed the researcher to get a snapshot of the current conditions and performance trends. This data collection method and time frame provided a holistic understanding

of the work environment at Isiolo County Referral Hospital and its effect on employee performance.

1.6.4 Chapter Summary

Chapter 1 provides an introduction to the concept to be studied, focusing on how work environment impacts employee performance at Isiolo County Referral Hospital. It outlines the key concepts, including the physical work environment and training and development opportunities, which are explored as factors influencing employee performance. The chapter highlights the challenges faced by healthcare workers in resource-limited settings, such as high workload and understaffing, employee retention, and quality of care. The chapter further expounds on the research problem, research objectives, and research questions, establishing the framework for investigating how improving the work environment can enhance healthcare delivery in rural county hospitals.

CHAPTER 2
LITERATURE REVIEW

2.1 Overview

Chapter two explores past studies, specifically focusing on studies that inform the topic under study in relation to the dependent (employee performance) and independent (work environment) variables. The chapter also seeks to lay out any interactions exhibited by other researchers, and of findings in relation to existence of positive or negative correlation. The argument also points out gaps in the work done by other scholars on related projects. It provides a conceptual framework, an overview of relevant literature, and empirical and theoretical review.

2.2 Theoretical Review

Two-Factor Theory by Fredrick Herzberg is widely used to describe the factors that influence employee performance. The theory was appropriately applied by the researcher to explore how addressing both hygiene factors and motivators can result to improved overall employee performance in the provision of quality of healthcare.

2.2.1 Herzberg's Two-Factor Theory

The Two-Factor Theory by Fredrick Herzberg describes a comprehensive guideline for conceptualizing how workplace conditions influence employee performance. Developed by Frederick Herzberg and colleagues in the late 1950s, this theory categorizes factors affecting employee motivation and satisfaction into two different categories: hygiene factors and motivators. In this regard, hygiene factors are essential to prevent dissatisfaction, while motivators drive employees toward higher levels of satisfaction and performance (Herzberg et al., 1959). The study focused on applying Herzberg's theory to the healthcare setting, specifically at Isiolo County Referral Hospital, to analyze the influence of work environment on employee performance.

According to Herzberg, hygiene factors are elements of the workplace that may lead to dissatisfaction if they are not provided, but that does not mean they necessarily cause motivation when they are availed. According to Herzberg (2014), Employees are motivated by motivators such as career advancement, recognition, achievement, specific job itself, and growth opportunities. Further, hygiene factors do not have any motivational value when present, but their

absence lowers employees' morale hence influencing the organizational performance. Both motivators and hygiene factors are considered extrinsic to the job itself and hence critical for the study of workplace environment (Herzberg et al., 1959). In the context of Isiolo County Referral Hospital, hygiene factors encompass the physical work environment, such as the adequacy of resources, safety standards, cleanliness, and equipment availability. If these conditions are poor, employees may become dissatisfied, leading to lower job performance, high absenteeism, and even turnover. However, improving these factors alone may not lead to high performance, but they may be highly necessarily for the employees to perform their duties effectively. Ensuring that healthcare workers have access to a clean, safe, and well-equipped work environment is essential for preventing dissatisfaction, but this is only part of the solution to enhancing performance.

Further, motivators are intrinsic elements that directly contribute to employee satisfaction and higher performance levels. In the healthcare context, motivators are closely linked to training and development opportunities, which allow employees to improve their skills, stay updated with medical advancements, and pursue career growth (Saleemi, 2015). For instance, at Isiolo County Referral Hospital, providing regular professional development programs, workshops, or mentorship opportunities can lead to greater job satisfaction and engagement as explained by Herzberg`s Two-Factor Theory (Herzberg et al., 1959). Motivators contribute to intrinsic motivation, which drives employees to not only meet but exceed performance expectations.

Herzberg's theory also highlights the importance of managing workload and staffing, which can function both as hygiene factors and motivators depending on how they are addressed. Excessive workloads or inadequate staffing can lead to dissatisfaction and burnout, negatively impacting employee performance (Herzberg et al., 1959). In a hospital setting like Isiolo, understaffing can increase stress, reduce the quality of patient care, and contribute to high turnover rates. Conversely, managing workloads effectively, ensuring fair task distribution, and maintaining adequate staffing levels can reduce dissatisfaction, while giving employees more control over their work and providing opportunities for them to contribute meaningfully can serve as motivators. Herzberg's theory suggests that addressing workload issues is critical to preventing dissatisfaction, while also offering intrinsic motivators through job enrichment or task autonomy.

The Theory provides a strong baseline for the study by explaining how both hygiene factors (physical work environment and workload) and motivators (career development opportunities)

affect employee performance at Isiolo County Referral Hospital. The theory posits that while improving the physical environment and managing workload are essential to prevent dissatisfaction, offering opportunities for personal growth and recognition is key to achieving higher job satisfaction and employee performance. By applying this theory, the study explored how balancing the hygiene and motivators can enhance employee performance at Isiolo County Referral Hospital.

2.3 Empirical Review

This section follows the view that employee performance is influenced by physical work environment, training and development opportunities, and workload and staffing levels. The researcher presented past studies regarding the above-mentioned variables in the following subsections.

2.3.1 Overview

The empirical review focused on studies that have examined the association between the three independent variables (workload and staffing, training and development opportunities, and physical work environment) and the dependent variable (employee performance). This section establishes relevant international, regional, and local studies that provide evidence supporting the hypotheses derived from these independent variables.

2.3.2 Physical Work Environment

In healthcare settings where the availability of essential resources and a conducive working environment are critical, physical work environment is essential in shaping employee performance. Numerous studies have highlighted the importance of factors such as workspace design, cleanliness, availability of equipment, lighting, and safety in enhancing employee productivity and job satisfaction. According to Saidi et al. (2019), the physical environment in workplaces significantly affects employee performance, with well-maintained spaces resulting to increased productivity and employee satisfaction. Healthcare workers, who are constantly under pressure to provide quality care, rely heavily on a well-functioning physical environment to meet patient needs. For example, clean and safe facilities not only ensure the health and safety of patients and staff but also contribute to a more focused and less stressful working environment for healthcare employees.

According to Zhenjing et al., 2022), a pleasant physical workplace environment can increase staff efficiency, resulting in higher employee performance and organizational output). A pleasant physical workplace environment can increase staff efficiency and result in higher employee performance and organizational output. This is due to the fact factors such as physical environment leads to efficiency and effectiveness in performance of tasks, hence improved workplace performance (Sehgal, 2012). Further, Sehgal (2012) found out that specific equipment such as office furniture comprising of filing cabinets, drawers, chairs, tables, and office layout have a proportional impact to the efficiency and productivity of employees. Nderitu and Ndeto (2019) further explains that workplace environment is a significant determinant of employee performance. This should therefore be put into consideration in any effort to improve productivity in any organization. Therefore, it is the responsibility of NCC and other organizations to provide a friendly workplace environment that optimizes employee comfort and productivity.

In a study conducted by Abdullah and Mufti (2019), on healthcare facilities in India, the researchers found that the physical environment, particularly in terms of equipment availability and infrastructure, directly impacted healthcare workers' performance. The study demonstrated that healthcare professionals working in environments with better resources, such as updated medical tools and safer working conditions, were able to perform their duties more efficiently and provide higher-quality care to patients. Although the research was carried out in a different geographical area, its findings emphasize the universal importance of the physical work environment in healthcare, suggesting that improvements in this area can lead to better employee performance across various settings, including Isiolo County Referral Hospital.

Similarly, research in other sectors has shown consistent results. Shaari, Sarip, and Ramadhida (2022) conducted a study in Indonesian manufacturing industry and explained that physical work environment impacts on quality of work in the manufacturing sector in Indonesia. The researchers concluded that a conducive environment, including appropriate lighting, comfortable temperatures, and safe equipment, enables employees to complete their tasks more accurately and efficiently. While the manufacturing sector differs from healthcare, the findings underline the broader impact of a well-maintained physical environment on employee productivity, further supporting the idea that healthcare workers in Isiolo County Referral Hospital would similarly benefit from improvements in their physical work conditions.

In the Kenyan context, findings of a study by Nanzushi (2017) in Nairobi's mobile telecommunications sector explained that physical workspace factors such as cleanliness, safety, and layout, significantly influenced employee performance. Although this study focused on a different industry, the findings suggest that similar principles apply to healthcare settings, where the physical environment plays a critical role in ensuring that healthcare professionals can perform their duties effectively. In hospitals like Isiolo County Referral Hospital, ensuring that facilities are clean, safe, and well-equipped is essential for improving job satisfaction, reducing employee stress, and eventually improving patient care. This evidence supports the hypothesis on the influence of physical work environment on employee performance, particularly in healthcare settings where optimal conditions are necessary for delivering high-quality services.

2.3.3 Training and Development Opportunities

Employee training and career development opportunities ensure that employees are equipped with the necessary knowledge and skills to perform their duties effectively (Kovacs and Lagarde, 2022). Continuous professional development is especially crucial in healthcare, where medical practices and technologies are constantly evolving. Numerous studies have demonstrated that access to regular training and skill enhancement programs positively influences employee performance. For example, Ghebregiorgis (2019) conducted a study on healthcare workers in Eritrea and found that professional development opportunities significantly improved job satisfaction and reduced turnover. Healthcare workers who were provided with training reported increased confidence in their abilities, which translated into better performance in patient care.

Workload and staffing are critical factors that significantly impact employee performance, especially in healthcare settings (Phillips, Malliaris & Bakerjian, 2021). In many hospitals, particularly in resource-limited regions such as rural areas of Kenya, healthcare facilities face substantial staffing shortages, which lead to increased workloads for the available healthcare workers. When hospitals operate with insufficient staff, it often results in healthcare workers being overburdened with tasks, long working hours, and fewer opportunities to take breaks or rest. This not only affects their physical and mental well-being but also compromises the quality of services they offer to patients.

In Kenya, there exists a visible complex crisis with many county hospitals, including those in rural areas like Isiolo, experiencing a chronic shortage of healthcare workers (Ahmed, et al., 2024). This challenge is due to multiple factors, including inadequacy of trained staff, limited recruitment, inadequate retention policies, and the migration of healthcare workers to urban areas or other countries where better working conditions and pay are offered. The high workload that results from understaffing leads to burnout, high stress levels, and ultimately, higher turnover rates as employees leave in search of more manageable work environments.

Moreover, in many hospitals, workload distribution can be uneven, with certain departments; such as emergency care, maternity, and outpatient services experiencing more pressure than others (Bradley, et al., 2015). This imbalance creates additional strain on specific groups of workers, further exacerbating job dissatisfaction and reducing their ability to perform effectively. Understaffed hospitals also face challenges in maintaining efficient patient care services, which can lead to long waiting times for patients, delayed treatments, and increased risks of medical errors.

Addressing workload and staffing challenges is crucial for improving healthcare service delivery in such settings (Kovacs & Lagarde, 2022). Proper staffing levels ensure that healthcare workers can provide quality care while maintaining their own well-being. Additionally, it is important for hospitals to implement effective workload management strategies, such as task delegation, optimized scheduling, and clear role definitions. These strategies can help distribute work more evenly and ensure that the available staff is used effectively, reducing burnout and enhancing overall hospital performance. In the case of Isiolo County Referral Hospital, examining the staffing levels and workload distribution was key to understanding how these factors contribute to employee performance and healthcare outcomes.

In healthcare settings, training and development not only enhance employee job performance but also improve the overall quality of care provided. Abdullah and Mufti (2019) emphasized that healthcare workers in Indian hospitals who had access to professional growth opportunities, such as workshops and specialized training programs, showed higher levels of engagement and motivation. These workers were more likely to stay with their employers, which helped reduce turnover and maintain continuity in patient care. The study highlights the critical role that continuous learning plays in the healthcare sector, where keeping up with the latest medical

advancements is essential for delivering high-quality services. This evidence suggests that providing regular training opportunities at Isiolo County Referral Hospital would enhance both employee performance and patient outcomes.

Another key benefit of training and development is that it instills a sense of value and recognition in workplace. Workers who feel that their employer is invested in their growth and career development have a higher motivation and are more dedicated to their jobs. Nzuki (2020) explored the role of training in the public sector in Kenya, finding that employees who had access to development programs were more engaged and performed better in their roles. Although the researchers focused on public administration, the findings are applicable to healthcare, where training opportunities can similarly increase job satisfaction and commitment. In hospitals like Isiolo County Referral Hospital, offering training programs tailored to the specific needs of healthcare workers can lower employee turnover and improved performance.

Moreover, training and development opportunities in healthcare contribute to a culture of continuous improvement. By regularly updating their skills and knowledge, healthcare workers can improve patient care processes, reduce errors, and adapt to new technologies and treatment methods. This aligns with the findings of Ghebregiorgis (2019), who emphasized that training in healthcare settings leads to better patient care outcomes. In the context of the current study in Isiolo County Referral Hospital, the hypothesis is thus strongly supported by empirical evidence, highlighting the importance of investing in continuous professional development for healthcare staff.

2.3.4 Workload and Staffing Levels

Workload and staffing levels are critical factors that directly affect employee performance, especially in healthcare settings where understaffing and excessive tasks can result to exhaustion, reduced employee job satisfaction, and lower quality of patient care. Numerous studies have explored workload and staffing and it impact on employee performance and have consistently found that balancing workloads and maintaining adequate staffing levels are essential for optimal performance. Hasan Yusefzadeh and Bahram Nabilou (2020) conducted a study on factors associated with work environment and the resulting effects of these work environment factors on employee performance in health care centers in a developing country. Their findings of the study

revealed that heavy workloads and insufficient staffing negatively affected healthcare workers' ability to deliver quality care. The study prioritized staffing levels in preventing burnout and ensuring that healthcare workers can meet the demands of their jobs effectively.

Rodriguez and Walters (2017) explain that opportunities for employee training and development are critical to the work environment. Continuous professional development helps employees stay updated with the latest medical practices, enhances their skills, and promotes career growth. In healthcare, where advancements in medical knowledge and technology occur frequently, the provision of ongoing training is essential for maintaining high standards of patient care. At Isiolo County Referral Hospital, the study explored the availability and accessibility of training programs, mentoring, and career development opportunities, and how these influence employee performance and motivation. Together, these elements provide a comprehensive understanding of how the work environment at Isiolo County Referral Hospital affects overall employee performance.

Inadequate staffing not only affects individual healthcare workers but also impacts the overall performance of healthcare facilities. Overworked staff are more likely to experience stress and fatigue, leading to mistakes in patient care and decreased morale. Ghebregiorgis (2019) explored any correlation between workload, staffing, and performance in healthcare settings in Eritrea and found that managing workload effectively and ensuring sufficient staffing were key to improving employee performance. The study noted that when healthcare workers were not overworked, they were able to offer more attentive and better care to patients in relation to quality. This finding is particularly relevant to Isiolo County Referral Hospital, where managing workload and staffing levels is critical for maintaining high standards of care.

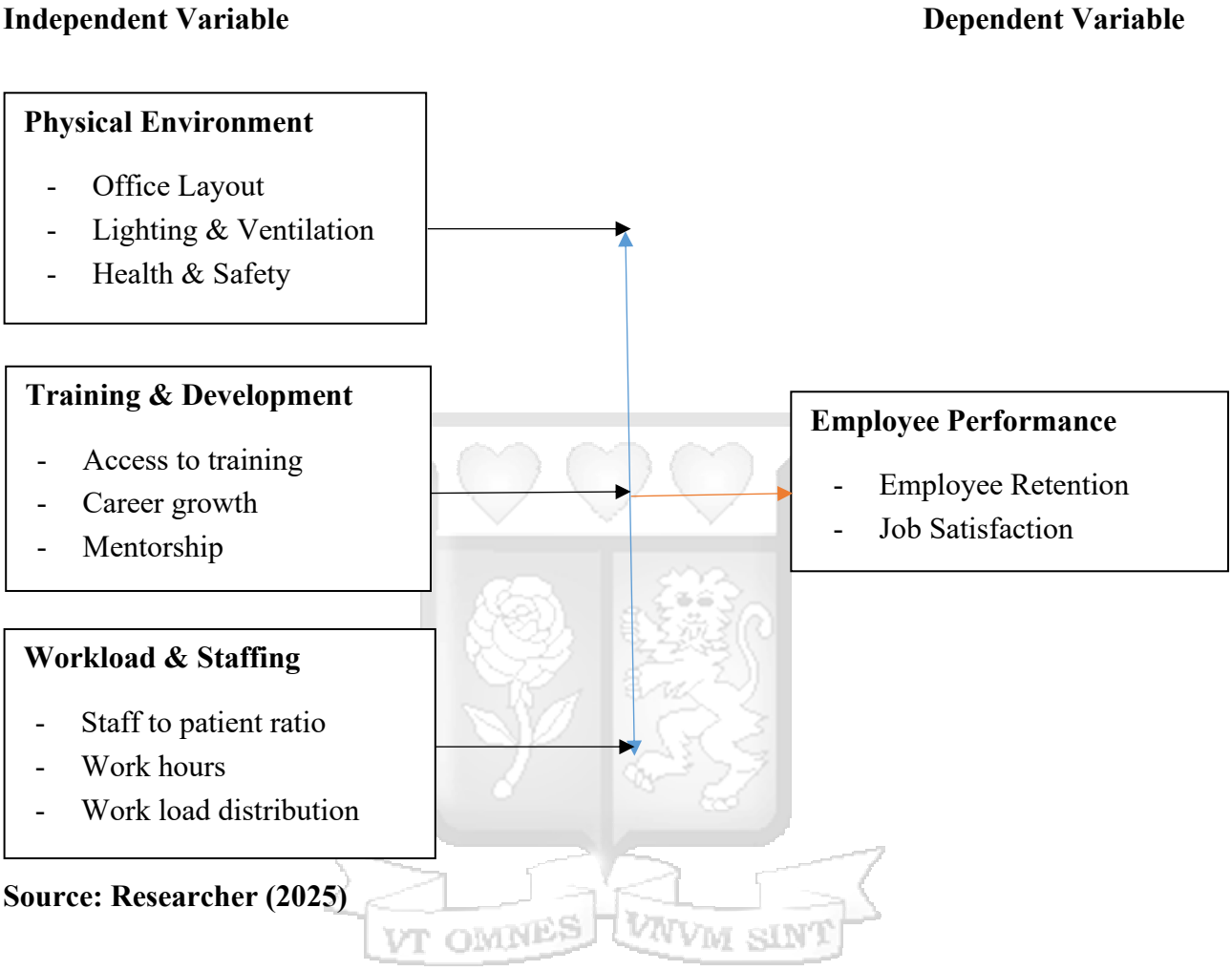
In Kenya, Nzuki (2020) found similar links between workload, staffing, and performance in public sector settings. The study indicated that employees in government offices who were overwhelmed by excessive tasks or worked in understaffed departments were less productive and more likely to experience job dissatisfaction. Although the research zeroed on public administration, the results can be applied to healthcare, where excessive workloads can lead to burnout and lower retention rates. Ensuring that healthcare workers are not overburdened and that there are enough staff to handle patient care demands is crucial for improving job satisfaction and performance at Isiolo County Referral Hospital.

Furthermore, managing workload and staffing levels results to a direct impact on patient care outcomes. Literature has shown that when healthcare workers are given manageable workloads and adequate support, they provide better care, leading to higher patient satisfaction and improved health outcomes (Hasan Yusefzadeh & Bahram Nabilou, 2020). This is particularly important in rural healthcare settings like Isiolo County Referral Hospital, where staffing shortages are common. Ensuring that the hospital maintains adequate staffing levels and distributes workloads fairly among employees also results to better health outcomes in relation to healthcare provided to patients. This supports the hypothesis that balanced workloads and sufficient staffing levels positively influence employee performance in healthcare settings.

2.4 Conceptual framework

A conceptual framework is made up of many foundational concepts and context-specific analytical tools (Adom, Hussein, and Adu-Agyemi, 2018). Clear conceptual frameworks capture something substantial in a way that can be easily understood and put into practice. They are used to differentiate conceptually and to arrange concepts in the right identification of the topic under research (Shilla and Lydia, 2019).

Figure 2.1: Variables



Source: Researcher (2025)

Table 2.1: Operationalization of Variables

Variable	Indicator	Measurement	Scale	Empirical Review Sources
Physical Work Environment	- Office layout - Lighting & ventilation - Health & safety - Temperature - Noise level	Likert scale measuring agreement with the conduciveness of the physical environment	5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree	- Nanzushi (2017) - Saidi et al. (2019) - Abdullah & Mufti (2019)
Workload & Staffing Levels	- Staff-to-patient ratio - Work hours - Workload distribution	Likert scale measuring perception of workload and staffing adequacy	5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree	- Hasan Yusefzadeh & Bahram Nabilou (2020) - Ghebregiorgis (2019) - Nzuki (2020)
Training & Development Opportunities	- Access to training programs - Opportunities for career growth - Availability of mentorship	Likert scale measuring satisfaction with training opportunities	5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree	- Abdullah & Mufti (2019) - Nzuki (2020) - Ghebregiorgis (2019)
Job Satisfaction (Mediating Variable)	- Job motivation - Sense of fulfillment	Likert scale measuring job satisfaction	5. Strongly Agree 4. Agree 3. Neutral	- Phillips et al. (2021)

Variable	Indicator	Measurement	Scale	Empirical Review Sources
	- Engagement with work		2. Disagree 1. Strongly Disagree	- Mire et al. (2024)
Employee Performance	- Job satisfaction - Employee retention - Quality of care	Likert scale measuring employee performance	5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree	- Shiri et al. (2023) - Abdi et al. (2024)

Source: Researcher (2024)

2.5 Chapter Summary

The second chapter has explored past literature, exploring studies with closely related objectives as the current study. The Two-Factor Theory by Fredrick Herzberg has also been used as the theoretical foundation, emphasizing the impact of hygiene factors (physical work environment) and motivators (training and development) on performance. It also conducted an empirical review of various studies supporting the hypotheses that the physical environment, workload and staffing levels, and training opportunities significantly influence employee performance. The chapter concluded by identifying existing gap, exploring the role of localized research in rural healthcare contexts like Isiolo, to validate findings from other regions.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Overview

The chapter outlines the methodology that was utilized in this research proposal. The methods describe the target population, research site, sampling design, research design, approach to data collection, techniques, procedures, and methods of analyzing data that was employed.

3.2 Research Philosophy

The study adopted a positivist research approach, which exemplifies the independent existence of reality regardless of human perception. This means that reality can be independently and objectively measured and observed (Collis and Hussey, 2014). As opined in positivist research philosophy, knowledge is derived from observable facts and data that is quantifiable and can be statistically analyzed. By applying this philosophy, the study assumed that objective facts about the work environment at Isiolo County Referral Hospital can be collected through scientific tools such as structured questionnaires. These tools enabled the researcher to derive the link between variables in a systematic, and measurable way, yielding quantifiable results.

In contrast to interpretivism, which views reality as subjective and shaped by individual experiences and perceptions, positivism emphasizes the pursuit of generalizable, objective knowledge (Collis and Hussey, 2014). This is why the research focuses on gathering quantitative data from a large, representative sample of hospital employees. The positivist approach aligns with the goal of this study: to generate conclusions that can be applied broadly to similar healthcare environments and to provide concrete, actionable recommendations based on empirical evidence rather than subjective interpretation.

3.3 Research design

The research employed a correlational approach, which is justified by a positivist philosophy anchored on the premise that numbers do not lie. Both descriptive and inferential statistics were used in data analysis, which aimed to present a precise representation of the existing conditions in relation to work environment at Isiolo County Referral Hospital and its impact on the performance of employees at the health facility. This approach was preferred because it allowed for a

comprehensive understanding of the present workplace conditions (physical environment, workload, training opportunities) and their influence on staff performance. It also enabled the researcher to capture data from a significant portion of the hospital's workforce without manipulating the conditions under study.

Additionally, the study employed a cross-sectional approach, which means that data collection was conducted from the sample population at a single point in time. According to Atmowardoyo (2018), a cross sectional approach allows data to be collected at a particular part in time. The cross-sectional design is cost-effective and allows the researcher to quickly analyze relationships between variables. For this study, cross-sectional data collection helped the researcher understand the current scenario in relation to hospital's work environment characteristics and employee performance without the complexity of tracking changes over time. It also makes it possible for generalization of findings from the sample to a bigger hospital population.

3.4 Target population

In the current study, the target population was the employees working at Isiolo County Referral Hospital, selected using the appropriate recommended approaches. The study targeted several departments in the hospital, whereby every department was represented. This was in accordance with Kombo and Tromp (2016) who described a target population as a representative group selected from the main study population.

Table 3.1: Target population

Hospital department	Population	Percentage (%)
Social Workers	13	3.8%
Medical officers	14	4%
Consultants	13	3.8%
Nursing department	171	50%
Medical records department	20	5.9%
Clinical officers	21	6.2%
Pharmacy department	10	2.9%
Radiology department	4	1.2%
Drivers	11	3.4%
Support staff	27	8.0%
Lab Tech	15	4.5%
Orthopedic Tech	3	1.1%
Procurement	1	0.2%
Physiotherapy	3	1.1%
COHO	2	0.55%
Morgue attendant	1	0.2%
Cooks	4	1.2%
Dentist	2	0.2%
Accountants	2	0.2%
Total	**337**	**100%**

3.4.1 Inclusion Criteria

The study population included all salaried employees working at Isiolo County Referral Hospital. This ensured that respondents have adequate and unbiased information on the dependent and independent variables.

3.4.2 Exclusion Criteria

The research excluded non salaried individuals working at Isiolo County Referral Hospital (interns and volunteers). This is because interns and volunteers are not evaluated on the same performance metrics as employees, hence their motivation is not embedded on employment terms.

3.5 Sampling Strategy

This study used disproportionate stratified sampling (Kothari, 2016) to ensure that every department within Isiolo County Referral Hospital was adequately represented. Since the workforce is diverse, with varying numbers of employees in each department, disproportionate stratified sampling allowed for fair representation across different hospital units, such as nursing, medical records, clinical officers, and support staff. The target population was categorized into distinct strata (departments), and a random sample selected from each stratum, ensuring all departments have a voice in the study. This method helps avoid the bias that could occur if certain departments were underrepresented in the sample due to their smaller size.

The total population of the hospital staff was 337 employees, and using a formula for determining sample size ($N/ \{1+N(e)^2\}$) as provided by Kothari (2016), the sample size was calculated to be 182 employees, representing 54% of the total hospital population. This sample size falls within the recommended range suggested by research guidelines and ensures that the sample is large enough to provide meaningful insights into employee performance across all departments. The stratified sampling method ensures that both larger departments, such as nursing, and smaller ones, like procurement or radiology, are proportionally represented.

This strategy is justified because it ensures comprehensive data collection from all segments of the hospital's workforce. The diversity of the hospital staff means that the work environment and its impact may vary significantly across departments. Stratified sampling ensures that these differences are captured, which is crucial for understanding the broader work environment and its effect on employee performance. This method provides more reliable data for testing the study's hypotheses on how different environmental factors influence performance across hospital roles.

Table 3.2: Sample Size

Table category	Target population	Sample size
Social Workers	13	7
Medical officers	14	8
Consultants	13	7
Nursing department	171	92
Medical records department	12	6
Clinical officers	35	19
Pharmacy department	10	6
Radiology department	4	2
Drivers	15	8
Support staff	11	6
Lab Tech	25	15
Orthopedic Tech	3	2
Procurement	1	1
Physiotherapy	3	2
COHO	2	2
Morgue attendant	1	1
Cooks	4	2
Dentist	2	2
Accountants	2	2
Total	**337**	**182**

3.6 Data Collection Instruments

A structured questionnaire was used for primary data collection to gather data that was intended to be used for the current research. The questionnaire used closed-ended questions format in order to adequately satisfy the study objectives. As such, they were quick and easy to understand and answer, which resulted to higher response rate as indicated in the results. It was therefore easy to access adequate representative portion of the target population, allowing results to be generalized. (Munyambu, 2021). The survey was categorized into three sections: the first included respondent

demographics; the second focused on independent variables as outlined in the objectives, while the third component focused on the dependent variable.

An introductory letter and research authorization were sought from Strathmore University, and were used to apply for research permit from National Commission for Science, Technology, and Innovation (NACOSTI). Every participant in the study received a personal link to the questionnaire from the researcher, sent through WhatsApp.

3.7 Research Quality

In the process of verifying the research questions' validity, feasibility, clarity and flexibility, a pilot study was conducted to help familiarize the research assistants with the field of study.

3.7.1 Validity

A pilot group comprising approximately 10% of the study population was selected from the target population to evaluate the validity of the research instrument. An online questionnaire was sent to respondents in the selected pilot group. The questionnaire was developed and monitored through Kobo Toolbox, a software that is used to collect, analyze and manage survey data. The online questionnaire was preferred because it provided real-time access and flexibility to the respondents, ensuring that they filled the questionnaires at their convenient time. According to Bryman and Bell (2015), validity is described by how accurately the data derived from analysis reflects the event being studied. The three domains of validity that require evaluation are construct validity, predictive validity, and content validity. The extent to which a test or scale score forecasts result on a criterion measure is known as predictive validity (Chen, 2015). The degree to which measurement instrument items are appropriate and indicative of the target construct is measured by content validity, which is established by expert judgment and a review of the literature (Khalid, 2020). Discriminant Construct validity assesses the degree to which measures of several constructs diverge or very weakly correlate with one another, whereas construct validity examines the degree to which measurement instrument items are pertinent and reflective of the target construct.

3.7.2 Reliability

Reliable measurement results can be reproduced and generalized on other measurement occasions across time (Shanghverzy, 2018). The test-retest reliability approach is commonly used to evaluate measurement consistency, which is described as reliability. Consequently, a pilot study was conducted to assess the questionnaire's reliability of the study instrument. The replies were then entered into statistical software (SPSS), and the test's results generated. The reliability coefficient, or Cronbach's alpha (Cronbach, 1951) was applied to investigate reliability and the consistency. Likert-type scales that was incorporated into the research instrument. Higher alpha values indicate high correlation levels between the components, which indicates consistency. Alpha values range from 0 to 1. Good dependability is indicated by a Cronbach Alpha co-efficient of 0.7 and higher. High values shows that responses for each participant are consistent, while low values indicate the set of items do not measure the same item reliably. Therefore, a coefficient of 0.7 was used because it is described as the benchmark value for Cronbach's alpha (Cronbach, 2000).

3.8 Data analysis and presentation

According to Zikmund et al, (2017), data analysis refers to the systematic process of interpreting data through reasoning to identify recurring patterns and summarize the pertinent information that the inquiry has uncovered. By use of the statistical package for social sciences (SPSS) application, the gathered data was examined. Content analysis, which comprises categorizing replies, finding themes and patterns among codes and formulating interpretations and implications was used for qualitative data. According to Roller and Lavrakas (2015), content analysis is the process of methodically reducing content and analyzing it while putting emphasis on the context in which it was produced to find themes and derive insightful conclusions from the data. Inferential statistics were employed to establish relationships between variables. The research also employed correlation analysis to ascertain the degree of relationship between the dependent and independent variables. Additionally, a range of regression analyses was used to evaluate the interaction between the three independent variables and the dependent variable as outlined for in this study. In this investigation, the regression equations were as follows:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$$

Y= dependent variable (employee Performance),

β0= regression constant,

β1, β2, and β3= coefficients of independent variables,

X1= Physical environment,

X2= Training and Development,

X3= workload and Staffing

ε= error term

In this study, the project was done at 95% significance level with a margin of error of 0.05%.

ANOVA was employed to determine significance level of established model. This is because ANOVA involves calculation of statistical significance where any group in the model reports a mean that significantly differs with the overall group mean.

3.9 Ethical consideration

Choosing what constitutes appropriate and inappropriate behavior while carrying out a research plan is a matter of ethics. According to Shamoo and Resnik (2015), it's critical that researchers develop their decision-making skills as well as their ability to understand, evaluate, and apply standards and behave responsibly in unique settings. Due to the sensitive nature of the material, it should be handled with confidentiality, and the respondents' identities should remain a secret. Their answers were recorded and shared with no third parties. Additionally, respondents were given a promise that their data would be handled with care. Respondents only participated voluntarily; they were not forced to do so, consequently, promoting integrity and openness.
In order to acquire ethical approval for the study, an application was sent to the Institutional Review Board of Strathmore University, with a cover letter detailing all the submitted documents, the study proposal, plagiarism report, a budget, study tools and a cover letter.

3.10 Data management and data protection plan

All data collected was fully protected, to promote data security and safeguard the confidentiality of respondents. All physical and electronic data was only handled by the researcher and her assistants. Further, the electronic data was stored in a password protected flash drive, and all the

records stored in a cabinet only accessible to the researcher. For long term storage, data was stored in end-to-end encrypted cloud services.

3.11 Study results dissemination plan

The primary audience of this study includes the respondents, health care managers and policy makers within the healthcare system in Kenya, while the secondary audience include researchers and NGOs. As such, the findings of the study require to be disseminated for use by the different audiences. However, since this study was for academic purposes, its findings were to be disseminated through the university repository.

3.12 Potential benefits to research participants

By involving employees from Isiolo County Referral Hospital as study participants, the study offers them an opportunity to understand work environment factors that affect their performance, thereby solving challenges which fall within their purview, which in turn improves their productivity.

CHAPTER 4
PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This chapter entails approaches used in data analysis, the results as obtained through the defined data analysis approaches and related observations arising from data analysis. The section also outlines detailed discussions of the results in relation to their relationship with the study objectives.

4.2 Response Rate

A total of 200 questionnaires were issued to the target respondents. The initial sample was 182 respondents but the researcher added extra 18 respondents. This was due to the fear of low response rate that could have been occasioned by the nature of work schedules and leave arrangements at Isiolo County Referral Hospital. An online questionnaire was developed and sent to respondents in the selected sample. The questionnaire was developed and monitored through Kobo Toolbox, a software that is used to collect, analyze and manage survey data. The online questionnaire was preferred because it provided real-time access and flexibility to the researcher and respondents. Also, the online questionnaire proved better because of the less time spent sending the link through WhatsApp as opposed to physically issuing physical forms. It also proved more convenient in relation to data handling, whereby transferring data to various applications for analysis was easier. Out of the 200 questionnaires sent, 189 were returned duly completed, representing a 94.5% response rate.

4.3 Demographic characteristics

The section outlines the age, gender, job role of the respondents, stipulated as the demographic characteristics of the respondents in this study.

4.3.1 Gender and Age of respondents

The research analyzed respondents in different demographics attributes, in this case, gender and age, to understand age and gender representativeness in the study population. The results are presented in Table 4.1

Table 4.1: Gender and Age of Respondents

Category	Sub-category	Frequency	Percentage
Gender	Male	96	50.8
	Female	93	49.2
	Total	**189**	**100**
Age in years	18-25	8	4.2
	26-35	66	34.9
	36-45	72	38.1
	46-55	37	19.1
	Above 55	6	3.2
	Total	**189**	**100**

Source: Research Data (2025)

Table 4.1 indicates that 49.2% of study respondents were female, while 50.8% of the study respondents were male. This shows that the study had an almost balanced ratio of males to females, indicating a balanced gender representation of employees at Isiolo County Referral Hospital. As indicated in table 4.1 above, 4.2% of respondents were 18 to 25 years; 34.9% were 26 to 35 years; 38.1% were 36 to 45 years; 19.1% be were 46 to 55 years; while 3.2% of respondents were above 55 years of age. This shows that there was an even distribution of respondents in relation to age.

4.3.2 Years worked at the facility

The researcher sought to understand the number in years each respondent worked at Isiolo County Referral hospital. This aimed to understand whether the study respondents had worked at the facility for a period enough to understand and give informed views in relation to the study variables. This is as shown in table 4.2

Table 4.2: Years Worked at the facility

Years worked	Frequency	Percentage
Less than 1 year	1	0.5
1to 5 years	57	30.2
6 to 10 years	58	30.7
Above 10 years	73	38.6
Total	**189**	**100**

Source: Research Data (2025)

Table 4.2 indicates that 0.5% of the respondents had worked at the facility for less than 1 year, while 30.2% had worked at the facility between 1 to 5 years. Further, 30.2% had worked the facility between 6 to 10 years, while the remaining 38.6% had worked for more than 10 years. This shows that employees worked at Isiolo County Referral Hospital for different time lengths, where 99.5% of respondents had worked at the facility for more than one year. This indicates that the responded had independent and adequate understanding of the variables to answer questions adequately.

4.3.3 Department

The researcher sought to understand the department in which each of the respondents worked. The results are as shown in table 4.3.

Table 4.3: Department

Department	Frequency	Percentage
Nursing	70	37.0
Medical officer	11	5.8
Pharmacy	7	3.7
Consultants	10	5.3
Radiology	4	2.1
Support staff	26	13.8
Health records	20	10.6
Nutrition	4	2.1
Administration	3	1.6
Laboratory	9	4.8
Others	25	13.2
Total	**189**	**100**

Source: Research Data (2025)

Table 4.3 shows that 37.0% of the respondents nursing department; 5,8% in pharmacy; 5.3% in consultancy; 2.1% in radiology; 13.8 in support staff; 10.6% in Health records; 2.1% in nutrition, 1.6% in administration; 4.8% in laboratory; and 13.2% of respondents were from other departments represented in the study. Further, the results above indicate an even distribution of respondents across all represented departments, with the nursing department posting a bigger percentage than any other department. This is as indicated in the study population, where the nursing department contributes the highest number of employees than any other department.

4.4 Descriptive statistics

The study sought to establish whether workplace environment impacted on employee performance, by examining specific attribute of workplace environment factors at the hospitals

that were suspected to affect employee performance. This included physical work environment, training development opportunities, and workload and staffing levels. The mean score levels of how each independent variable affected the dependent variable were as follows: Physical work environment (3.05), training and development opportunities (2.51), and workload and staffing levels (2.48) employee performance.

4.4.1 Physical work environment

The first objective of the study was to determine the effect of the physical work environment on employee performance at Isiolo County Referral Hospital. This objective was explored in relation to its specific aspects and the results were as shown in Table 4.4.

Table 4.4: Physical Work Environment

Physical Work Environment	N	Mean	Std. Deviation
The physical layout of my workstation enables me to perform tasks efficiently	189	3.24	1.027
The level of cleanliness at my workspace is adequate for my optimal job performance.	189	3.37	0.910
The temperature and ventilation in my workspace support my productivity.	189	3.06	1.037
Both natural and supplemental light adequately makes it easier for me to work efficiently without strain	189	3.65	0.879
The equipment and furniture provided are adequate for performing my job tasks.	189	2.58	1.013
Noise levels in my workspace negatively affect my concentration and performance.	189	2.78	0.955
The department has an adequate working space which enable me to work efficiently	189	2.68	1.118
		3.05	**0.99**

Source: Research Data (2025)

Table 4.4 shows that respondents agreed to a large extent that physical work environment attributes had a significant effect on employee performance. The respondents noted that natural and supplemental lighting (mean of 3.65), the level of cleanliness at the workplace (mean of 3.37), physical layout of the workplace (mean of 3.24), temperature and ventilation (mean of 3.06), noise levels (mean of 2.78), working space (mean of 2.68) and furniture and equipment (mean of 2.58) affected employee performance. This shows that employees at Isiolo County Referral Hospital considered natural and supplemental lighting a great physical work environment influence towards their daily performance.

4.4.2 Training and development opportunities

The second objective of the study was to assess the influence of training and development opportunities on the performance of employees at Isiolo County Hospital. To achieve this, the researcher explored attributes of training and development that were applied at the hospital.

Table 4.5: Training and Development Opportunities

Training And Development Opportunities	N	Mean	Std. Deviation
The hospital provides training and development opportunities to all employees	189	2.17	1.058
The training and development opportunities offered involve internal and external learning activities	189	2.38	0.952
The hospital has training and development plans in hospital policy	189	3.08	1.131
The hospital ensures that training and development programs are developed and monitored at all levels	189	2.27	0.954
The hospital enables me identify my training and development needs through performance appraisal	189	2.72	1.146
I am satisfied with the training and development opportunities provided by the hospital.	189	2.13	0.827
The training I receive positively impacts my job performance	189	2.80	1.151
		2.51	**1.03**

Source: Research Data (2025)

Table 4.5 indicates that the respondents to a larger extent agreed that inclusion of training and development needs in the hospital policy impacted on employee performance (mean=3.08),

followed by the ability of training and development programs to impact on the resulting employee performance (mean=2.80). The respondents however indicated that their satisfaction with training and development opportunities minimally affected employee performance.

4.4.3 Workload And Staffing Levels

The final objective of the study was to examine the effect of workload and staffing on employee performance at Isiolo County Hospital. To achieve this objective, the researcher sought to understand whether workload and staffing characteristics such as workload, number of employees, work-life balance, work schedules, and support from interns affected employee performance as shown in Table 4.6.

Table 4.6: Workload and Staffing Levels

Workload And Staffing Levels	**N**	**Mean**	**Std. Deviation**
My current workload is manageable.	189	2.56	1.098
The number of staff in my department is sufficient to handle the workload.	189	2.10	0.971
I often get help from interns to complete my tasks	189	3.30	1.040
The hospital maintains sufficient staffing levels to meet operational needs.	189	2.10	0.946
I am able to balance work priorities with my personal life	189	2.68	1.001
My workload allows me to participate in extracurricular activities	189	2.30	0.869
My work schedule is flexible; hence I am able to attend mentorship programs	189	2.36	0.872
		2.48	**0.97**

Source: Research Data (2025)

Table 4.6 shows that respondents agreed to a large extent that support from interns had the highest contribution towards their performance at Isiolo County Referral Hospital (mean of 3.30), followed closely by work-life balance (mean of 2.68), and manageable workload (mean of 2.5). This means that the presence of interns at Isiolo County Referral Hospital greatly addressed staffing concerns, reflecting the role of interns in promoting employee performance.

4.5 Quality Tests

4.5.1 Validity Test Results

A pilot study was conducted using a sample of 30 respondents, which satisfies the criteria of the required proportion of 10% of the target study population. The respondents involved during the pilot study were not included in the final study to ensure potential bias having already interacted with the questions. The supervisor also investigated the questionnaire to check for any ambiguity and deemed it fit for data collection.

4.5.2 Reliability Test Results

Cronbach's Alpha was used to test reliability, which was achieved by the application of SPSS to test internal reliability of the data. The accepted reliability coefficient was Cronbach's alpha value of 0.7 or above. This helped to identify the extent to which the independent and dependent variables are collectively related as a group. The results of Cronbach's reliability test were as shown in Table 4.7

Table 4.7: Reliability Test Results

	Reliability Statistics		
Variable / Constructs	**Cronbach's Alpha**	**Cronbach's Alpha Based on Standardized Items**	**N of Items**
Physical Work Environment	0.757	0.759	7
Training And Development Opportunities	0.856	0.869	7
Workload And Staffing Levels	0.847	0.855	7
Employee Performance	0.812	0.795	7

Source: Researcher (2025)

According to Table 4.8 Cronbach's Alpha values produced were above 0.7, the recommended Cronbach's Alpha value. The results indicated that Physical work environment (0.757), training and development opportunities (0.856), workload and staffing levels (0.847), and employee performance (0.812) have a positive relationship with employee performance at Isiolo County Referral Hospital.

4.6 Inferential Statistics Results

Correlation analysis, regression analysis and Analysis of Variance (ANOVA) were used to analyze and describe data, generate inferences and make meaningful conclusions.

4.6.1 Correlation Analysis

Correlation analysis was done to depict existence of relationship between variables as indicated in Table 4.8.

Table 4.8: Correlation Analysis

		Employee Performance	Physical Work Environment	Training And Development Opportunities	Workload And Staffing Levels
Employee Performance	Pearson Correlation	1	.395**	.428**	.488**
	Sig. (2-Tailed)		0.000	0.000	0.000
	N	189	189	189	189
Physical Work Environment	Pearson Correlation	.395**	1	.440**	.437**
	Sig. (2-Tailed)	0.000		0.000	0.000
	N	189	189	189	189
Training And Development Opportunities	Pearson Correlation	.428**	.440**	1	.521**
	Sig. (2-Tailed)	0.000	0.000		0.000
	N	189	189	189	189

Workload And Staffing Levels	Pearson Correlation	.488**	.437**	.521**	1
	Sig. (2-Tailed)	0.000	0.000	0.000	
	N	189	189	189	189

Source: Researcher (2025)

Table 4.8 results indicates existence of a weak positive linear correlation between physical work environment and employee performance at Isiolo County Referral Hospital ($r = 0.395$). This means that an improvement in physical work environment would more likely lead to improvement in employee performance at Isiolo County Referral Hospital. The null hypotheses that there is no relationship between physical work environment and employee performance is rejected at 95% confidence level, with a p value of $0.000 < 0.05$ at 5% level of significance. These findings echoed Saidi et al. (2019), whose study concluded that the physical environment in workplaces significantly affects employee performance, with well-maintained spaces resulting to increased productivity and employee satisfaction. Therefore, physical work environment and its supporting variables impacted on employee performance at Isiolo County Referral Hospital positively and significantly.

Table 4.8 also indicates presence of a positive moderate correlation between training and development opportunities and employee performance at Isiolo County Referral Hospital (r-0.428) and a p-value of $0.000<0.05$ at 5% level of significance. Thus, any change in employee training and development opportunities would result to a change in employee performance. The null hypothesis that there exists no relationship between training and development opportunities and employee performance was rejected at 95% confidence level, where p value $0.000 < 0.05$ at 5% level of significance. The findings concur with Abdullah and Mufti (2019), whose study emphasized that healthcare workers in Indian hospitals who had access to professional growth opportunities, such as workshops and specialized training programs, showed higher levels of engagement and motivation. This therefore suggested that by improving training and development opportunities aspects such as training and development opportunities to all employees; developing

training and development plans; and identification of training and development needs positively influenced employee performance at Isiolo County Referral Hospital.

The variable on workload and staffing levels had a Pearson's *r* value of *r*=0.488, which demonstrated a significant correlation (Table 4.8). This suggests that any improvement on workload and staffing levels would result to a positive change on employee performance at Isiolo County Referral Hospital. Further, the null hypothesis that there exists no relationship between workload and staffing levels and employee performance is rejected at 95% confidence level, where *p* value 0.000<0.05 at 5% level of significance. These results agree with Nzuki (2020), whose study on the link between workload, staffing, and performance in public sector settings indicated that employees in government offices who were overwhelmed by excessive tasks or worked in understaffed departments were less productive and more likely to experience job dissatisfaction. This therefore indicated that workload and staffing levels and its supporting variables positively and significantly influenced employee performance at Isiolo County Referral Hospital.

In relation to the independent variables, correlation analysis preformed indicated minimal interaction. This means that presence of one independent variable influenced how the other independent variable affected the dependent variable. The correlation observed was: physical work environment and training and development opportunities (0.440), physical work environment and workload and staffing levels (0.437); training and development opportunities and workload and staffing levels (0.521). However, the level of correlation is low, hence there is no risk of multicollinearity between independent variables.

4.6.2 Regression Analysis

The study sought to establish the effect of healthcare work environment on employee performance at Isiolo County Referral Hospital. Once the study established presence of a relationship between the independent variables and dependent variable, the effect of each individual independent was examined through multiple regression analysis. was used to establish the individual effect of each of independent variable to dependent variable. The overall significance of the model was also examined through Coefficient of determination (R squared) and analysis of variance (ANOVA).

Table 4.9: model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550[a]	0.303	0.291	0.55563

Source: Researcher (2025)

The two coefficients of determination (R^2) and correlation coefficient (R) shows the degree of association or the relationship between the study variables. According to the findings of table 4.9, there is a positive relationship between the study variables (0.505), indicating that there is a developing relationship between the independent variables and the dependent variable. The value of adjusted R^2 (0.291) is a coefficient of determination, representing a 29.1% extent to which the independent variables are responsible for the change in the dependent variable. It further implies that other determinants not investigated in this research account for 70.9% of employee performance at Isiolo County Referral Hospital.

Table 4.10: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.782	3	8.261	26.757	.0001
	Residual	57.114	185	0.309		
	Total	**81.896**	**188**			

Source: Researcher (2025)

Table 4.10 reflected significance of the model since significance value indicated (0.001) was less than 0.05. This emphasized how physical work environment, training and development opportunities, and workload and staffing levels influenced employee performance. The F statistical

value computed at 5% level of significance was 26.757, which was higher than the statistical mean value of 8.261. This indicates that the model can be used for further statistical analysis.

Table 4.11: coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.734	0.209		8.296	0.000	1.321	2.146		
	Physical Work Environment	0.179	0.072	0.176	2.480	0.014	0.037	0.321	0.747	1.338
	Training And Development Opportunities	0.149	0.060	0.187	2.493	0.014	0.031	0.267	0.673	1.487
	Workload And Staffing Levels	0.302	0.072	0.314	4.200	0.000	0.160	0.444	0.675	1.481

Source: Researcher (2025)

Table 4.11 above shows that when physical work environment, training and development opportunities, and workload and staffing levels are held constant, employee performance at Isiolo County Referral Hospital would be 1.734. It was observed further observed that a unit increment in physical work environment would lead to an increment in employee performance at Isiolo County Referral Hospital by a factor of 0.179. It was further noted that a unit increment in training and development opportunities would lead to an increment in employee performance at Isiolo

County Referral Hospital by a factor of 0.149, while a unit increment in staffing levels would lead an increment in employee performance at Isiolo County Referral Hospital by a factor of 0.302.

The resulting regression equation was:

$Y = 1.734 + 0.179X_1 + 0.149X_2 + 0.302X_3$

Y= dependent variable (employee Performance),

β0= regression constant,

β1, β2, and β3= coefficients of independent variables,

X1= Physical environment,

X2= Training and Development,

X3= workload and Staffing

It was observed from Table 4.11 that the t-value of physical work environment was 2.480 with a p value of 0.014. This was below 0.05, the threshold of statistical significance in the study. This indicated that physical work environment had a positive statistically significant influence on employee performance at Isiolo County Referral Hospital.

The study also established that training and development had a positive statistical significance on employee performance at Isiolo County Referral Hospital with a t-value of 2.493, and a p value of 0.014 which was below 0.05, the threshold of statistical significance in the study.

Workload and staffing were also established to have a positive statistically significant influence on employee performance at Isiolo County Referral Hospital with a t-value of 4.200, and a p value of 0.000, which is less than 0.05, the threshold of statistical significance in the study.

CHAPTER 5
DISCUSSION

5.1 Introduction

This chapter addresses the discussion of research findings, stating whether they exhibit any relationship with the literature reviewed.

5.2 Discussion

The study sought to explore the effect of hospital work environment on employee performance at Isiolo County Referral Hospital. As such, workplace environment was evaluated in terms of physical work environment, training and development, and workload and staffing. Data collection was aided by use of structured questionnaires, which were provided from a sample of employees selected from various department within the facility which included clinical officers, medical officers, consultants, pharmacy, laboratory, administration, public health, nursing, health records, nutrition, radiology, and the support staff. Data analysis was aided by use of descriptive statistics and inferential statistics leading to meaningful findings.

The first objective of the study was to establish the relationship between physical environment and employee performance at Isiolo County Referral Hospital. According to the findings, physical workplace environment had a positive statistical significance on employee performance, whereby a unit increment in physical work environment would lead to an increment in employee performance at Isiolo County Referral Hospital by a factor of 0.179. This suggests that the physical layout of work station, the level of cleanliness, temperature and ventilation, both natural and supplemental light, equipment and furniture and adequate working space when influenced positively would result to better employee performance. This further agrees with Abdullah and Mufti (2019), whose study on healthcare facilities in India found that the physical environment, particularly in terms of equipment availability and infrastructure, directly impacted healthcare workers' performance. The study further agrees with the findings of Saidi et al. (2019), which explained that physical environment in workplaces significantly affects employee performance, with well-maintained spaces resulting to increased productivity and employee satisfaction.

The second objective was to assess the influence of training and development opportunities on employee performance at Isiolo County Hospital. It was established that training and development

opportunities had a positive statistical significance on employee performance, where a unit increment in training and development opportunities would lead to an increment in employee performance at Isiolo County Referral Hospital by a factor of 0.149. Thus, training and development aspects such as internal and external learning activities, development of training and development policies, monitoring of training and development programs, and performance appraisal, would positively influence employee performance as suggested by the study findings. Therefore, the findings in relation to the influence of training and development opportunities on employee performance agrees with Nzuki (2020), whose study on the role of training in the public sector in Kenya concluded that employees who had access to development programs were more engaged and performed better in their roles as opposed to employees who lacked access to development programs. Further, the findings of this study in relation to training and development opportunities echoes those of Ghebregiorgis (2019), which explained that professional development opportunities significantly improved job satisfaction and reduced turnover among healthcare workers in Eritrea. According to Ghebregiorgis (2019), healthcare workers who were provided with training reported increased confidence in their abilities, which translated into better performance in patient care.

The third objective was to examine the effect of workload and staffing on employee performance at Isiolo County Hospital. The study established that workload and staffing had a positive statistical significance on employee performance, whereby a unit increment in staffing levels would lead an increment in employee performance at Isiolo County Referral Hospital by a factor of 0.302. Through sufficient staffing levels, balancing work-life priorities, and work schedule flexibility, the facility can achieve workload and staffing needs, hence resulting in better employee performance. To this extent, the findings replicate those of Hasan, Yusefzadeh, and Bahram Nabilou (2020), whose study on factors associated with work environment and the resulting effects of these work environment factors on employee performance in health care centers in a developing country concluded that heavy workloads and insufficient staffing negatively affected healthcare workers' ability to deliver quality care.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The chapter contains conclusion and recommendations. It details briefly the context of the findings in relation to the reviewed literature, ideas, decisions, and commendations of the study. It also details recommendations which will be useful for exploring the gaps identified by future studies.

6.2 Conclusion

On physical environment, it was established that physical work environment influences employee performance. Aspects such as layout of the workstation, cleanliness of the workplace, temperature and ventilation, natural and supplemental light, noise levels and equipment and furniture affected employee performance at Isiolo County Referral Hospital. When a unit in each of the aspects is increased, it resulted to a direct increase in employee performance, affirming their direct importance in employee performance.

On training and development opportunities, the study established that employee performance at Isiolo County Referral Hospital is influenced by training and development opportunities, whereby aspects such training and development opportunities for all employees, training and development policies, internal and external learning activities, development and monitoring of training and development policies, identification of training and development needs through performance appraisal, and the resulting impact of training and development on job performance all directly affect employee performance at Isiolo County Referral Hospital.

On workload and staffing levels, the study showed that employee performance was affected by workload and staffing variables. In this case, aspects such as manageable workload, adequate staff members in departments to handle workload, support from interns, sufficient staffing levels for operational needs, the ability to balance personal life and work priorities, participation in extracurricular activities, and the flexibility of work schedule when positively influenced lead to a positive change in employee performance. This is due to the fact that when these factors are increased by a unit, they result to increment in employee performance at Isiolo County Referral Hospital by factor of 0.302.

6.3 Recommendations

On physical work environment, the study established a positive correlation between physical environment and employee performance. Therefore, the study recommended that physical work environment aspects studied can be positively influenced to lead to better employee performance. For instance, the study recommended improvement of physical layout of workstations, increasing the level of cleanliness, improve on ventilation for better employee productivity, improving lighting, reducing noise levels for better concentration, and providing adequate furniture and equipment in order for the employees to work efficiently.

On training and development opportunities, the study clearly identified that training and employment opportunities positively influenced employee performance. As such, the study recommended that the management work on aspects of training and development opportunities which would in turn result to better employee performance. This includes providing training and development opportunities for all employees, incorporating internal and external learning activities in employee training and development programs, monitoring training and development activities at all levels, and identifying training and development needs through performance appraisal.

On workload and staffing levels, the study recommended that the management should ensure employees are allocated manageable workload. The hospital should also ensure sufficient staff in each department to handle the workload to reduce the reliance of interns in completing tasks. The management should also ensure that sufficient staffing levels is maintained to meet operational needs.

6.4 Suggestions for Further Studies

The study focused on exploring the effect of hospital work environment and employee on performance at Isiolo County Referral Hospital, Kenya. Workplace environment was contextualized in terms of physical environment, training and development opportunities, and workload and staffing levels. Consequently, the research recommends that additional studies should be done to address other aspects of workplace environment that have not been explored but which can influence employee performance according to regression results, which indicated that unresearched factors contributed to 70.9% of employee performance at Isiolo County Referral

Hospital. Further the study context was Isiolo County Referral Hospital, therefore, further studies can be done to focus on employee performance in other hospitals.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Ole Sangale Rd, Madaraka Estate.
P.O Box 59857 00200, Nairobi, Kenya.
Cell: +254 [illegible], Twitter: @SBSKenya
Email: info@sbs.ac.ke or visit: www.sbs.strathmore.edu

Strathmore UNIVERSITY BUSINESS SCHOOL

Tuesday 7th January 2025.

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – NIPHER NGANGA

This is to introduce Nipher Nganga, a Master of Business Management in Healthcare Management (MBA-HCM) student at Strathmore University Business School, admission number MBA HCM/149472/22.

As part of our MBA-HCM Program, Nipher is expected to do applied research and undertake a project. This partially fulfills the requirements of the MBA-HCM course; to this effect, she would like to request appropriate data from your organization.

Nipher is undertaking a research paper on **"The Effect of Healthcare Work Environment on Hospital Employee Performance. A Case Study of Hospital Performance in Isiolo County, Kenya"** The information obtained shall be treated confidentially and used for academic purposes only.

Our MBA-HCM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to the industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and practical value to your organization.

We appreciate your support and will be willing to provide further information if required.

Yours sincerely,

Alois Njenga.
Manager – Graduate Programme.

Strathmore Business School is a Proud member of:

Association of African Business Schools AABS EFMD AACSB

APPENDIX II: PARTICIPANT INFORMATION AND CONSENT FORM

TITLE OF RESEARCH: *The Effect of Healthcare Work Environment on Hospital Employee Performance. A Case Study of Hospital Performance in Isiolo County, Kenya.*

SECTION 1: INFORMATION SHEET

Investigator: Nipher Khisah Nganga

Institutional affiliation: Strathmore Business School (SBS)-MBA Health Care Management

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

The performance of healthcare workers is directly linked to the quality of care provided to patients. Identifying the link between work environment factors and employee performance will help the hospital management enhance overall healthcare quality, ensuring better outcome for patients and promote better healthcare delivery in Isiolo and similar settings across Kenya.

2.2: Do I have to take part?

No. Taking part in this study is entirely optional. You are free to decline to take part in the study from this study at any time without giving any reasons.

2.3: Who is eligible to take part in this study?

All employees working at Isiolo County Hospital will be represented

2.4: Who is not eligible to take part in this study?

Those who are not employees working at Isilolo County Hospital

2.5: What will taking part in this study involve for me?

You will be approached by the investigator and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

2.6: Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will not be attached to you as an individual.

2.7: Are there any benefits of taking part in this study?

The information will be used to inform strategies to improve on employee work environment.

2.8: What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.9: Who will have access to my information during this research?

All research records will be stored in securely. The information may be transcribed into database but this will be sufficiently encrypted and password protected. Only those who are closely concerned with this study will have access to the information.

2.10: Who can I contact in case I have further questions?

You can contact the: -

Principal investigator: Nipher Khisah Nganga, at SBS, or b

E-mail: nipher.nganga@strathmore.edu

Phone 0724064706.

Supervisor: Prof. Joseph O. Onyango PhD, Associate Professor, Strathmore Business School

E-mail: jonyango@strathmore.edu

Phone: 0720879706

3.0: If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034418

Please tick the boxes that apply to you;

Participation in the research study

☐ I AGREE to take part in this research

☐ I DON'T AGREE to take part in this research

Storage of information on the completed questionnaire

☐ I AGREE to have my completed questionnaire stored for future data analysis

☐ DON'T AGREE to have my completed questionnaire stored for future data analysis

Participant's Signature: …….

Date:…… /…… /…….

Name of Investigator: Nipher Khisah Nganga

Date:…… /…… /……

APPENDIX III: QUESTIONNAIRE

Questionnaire: Assessing the Impact of the Work Environment on Employee Performance

Dear Respondent,

Questionnaire: Assessing the Impact of the Work Environment on Employee Performance

Dear Respondent,

This survey is aimed at assessing how the work environment influences employee performance at Isiolo County Hospital. Your responses are highly valuable and will remain confidential.

Thank you for your participation.

Section A: Demographic Information

1. **Gender**

   ☐ Male ☐ Female ☐ Other

2. **Age Group**

   ☐ 18 to25 years

   ☐ 26 to 35 years

   ☐ 36 to 45 years

   ☐ 46 to 55 years

   ☐ Above 55 years

3. **Department**

   ☐ Nursing

☐ Medical Officers

☐ Administration

☐ Pharmacy

☐ Radiology

☐ Human Resources Department

☐Clinical Officers

☐Finance and Accounting Department

☐Health Records and Information management

☐Nutrition department

☐occupation therapy

☐Public health officer

☐ Other: _____

4. **Years worked at Isiolo County Referral Hospital**

☐ Less than 1 year

☐ 1 to 5 years

☐ 6 to10 years

☐ Above 10 years

Section B: Physical Work Environment

5. **The physical layout of my workstation enables me to perform tasks efficiently**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

6. **The level of cleanliness at my workspace is adequate for my optimal job performance.**

   ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

7. **The temperature and ventilation in my workspace support my productivity.**

   ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

8. **Both natural and supplemental light adequately makes it easier for me work efficiently without strain**

   ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

9. **The equipment and furniture provided are adequate for performing my job tasks.**

   ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

10. **Noise levels in my workspace negatively affect my concentration and performance.**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

11. The department has an adequate working space which enable me to work efficiently

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

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Section C: Training and Development Opportunities

12. **The hospital provides training and development opportunities to all employees**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

13. **The training and development opportunities offered involve internal and external learning activities**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

14. **The hospital has training and development plans in hospital policy**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

15. The hospital ensures that training and development programs are developed and monitored at all levels

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

16. **The hospital enables me identify my training and development needs through performance appraisal**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

17. **I am satisfied with the training and development opportunities provided by the hospital.**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

18. **The training I receive positively impacts my job performance**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

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Section D: Workload and Staffing Levels

19. **My current workload is manageable.**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

20. **The number of staff in my department is sufficient to handle the workload.**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

21. **I often get help from interns to complete my tasks**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

22. **The hospital maintains sufficient staffing levels to meet operational needs.**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

23. I am able to balance work priorities with my personal life

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

24. My workload allows me to participate in extracurricular activities

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

25. My work schedule is flexible; hence I am able to attend mentorship programs

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

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Section E: Employee Performance

26. **I consistently meet the performance targets and expectations for my role.**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

27. **The quality of my work is high, and I consistently meet standards**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

28. **I complete all tasks within the set timelines**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

29. **I meet the set targets efficiently with no strain**

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

30. My task completion rate in the hospital is high

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

31. **My overall performance is positively influenced by the work environment.**

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

32. I believe improving certain aspects of the work environment would enhance my performance.

    ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

APPENDIX IV: ETHICAL APPROVAL LETTER

Strathmore UNIVERSITY

26th December 2024

Ms Nganga Nipher,
nipher.nganga@strathmore.edu

Dear Ms Nganga,

RE: The Effect of Healthcare Work Environment on Hospital Employee Performance. A Case Study of Hospital Performance in Isiolo County, Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2493/24.** The approval period is from **26th December 2024 to 25th December 2025.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including (informed consents, study instruments, MTA) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
v. Clearance for the export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) https://research-portal.nacosti.go.ke/ and obtain other clearances needed.

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC

Ole Sangale Rd, Madaraka Estate. PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email admissions@strathmore.edu www.strathmore.edu

APPENDIX V: NACOSTI PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **973503**

Date of Issue: **16/January/2025**

RESEARCH LICENSE

This is to Certify that Ms.. nipher khisah nganga of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Isiolo on the topic: The Effect of Healthcare Work Environment on Hospital Employee Performance. A Case Study of Hospital Performance in Isiolo County, Kenya for the period ending : 16/January/2026.

License No: **NACOSTI/P/25/415185**

973503

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX VI: RESEARCH BUDGET

NO.	DESCRIPTION	AMOUNT
1	Proposal Type-Setting and Printing 55 Pages @50	2750/=
2	Stationery	5000/=
3	Questionnaire Preparation and Testing	10000/=
4	Data collection travelling expenses	10000/=
5	Data Analysis (SPSS Hiring)	10000/=
6	Typing and Report Biding	15000/=
7	Airtime for Communication and Internet Expenses	5000/=
8	Subsistence	10000/=
9	Contingencies	10000/=
	TOTAL	**77,750/=**