

# EFFECT OF STRIKES ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN KENYA: A CASE OF PUMWANI MATERNITY HOSPITAL

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**Abstract:** The purpose of this research was to establish the influence of strikes on the performance of employees in Public Hospitals in Kenya. The study adopted a descriptive research design. The study was guided by System theory, Vroom's Expectancy theory, Herzberg's Two-Factor theory, Management theory and Schechner's performance theory. Questionnaires were used to collect quantitative data from the employees, while in-depth schedules were used to collect qualitative data from the respondents. The study was limited to Pumwani Maternity Hospital, a referral maternity hospital in Nairobi County with a target population of 400 employees. The study focused on the influence of communication, compensation, working environment and leadership style on employee performance. Stratified random sampling technique was used to select 80 respondents from the study population of 400 employees at Pumwani Hospital. All the 80 respondents filled in and returned the questionnaires resulting in a response rate of 100%. Data from questionnaire were analyzed by both descriptive and inferential statistics with the help Statistical Package for Social Scientists (SPSS) version 21. Inferential statistics such as bivariate correlation and multiple linear regression was used to analyze data. Qualitative data was analyzed thematically through content analysis and presented in continuous prose. The study findings were presented using graphs; bar charts and pie charts and Tables. The findings indicated a positive correlation between the independent and dependent variables. The multiple regression model showed statistically significant relationships between Employee Communication, Employee Compensation, Working Environment, Leadership style and the dependent variable (employee performance) supported by p values of 0.01, 0.03, 0.04 and 0.025 respectively. The study established that 51.34% of the variations in employee performance were explained by strike (communication, employee compensation, working environment and leadership style). Study findings revealed that poor communication influence workers performance negatively. The study found a strong positive relationship between employee compensation and performance. The study established that the hospital had inadequate working facilities and equipment. The study found a strong positive relationship between work environment and performance. The study also found a strong positive relationship between leadership style and performance implying that leadership style had a direct impact on employee's performance. The study recommends that Motivational leadership should be encouraged in place of authoritarian leadership style for better performance in public hospitals.

**Keywords:** Employee involvement, Equity, Productivity, Return on investment, Staff capacity, Transactional leadership, Transformational leadership, Work environment and Working tools.

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## I. INTRODUCTION

Strike is a work stoppage caused by mass refusal of employees to work; it usually takes place in response to employee grievances. Strike generally could be defined as the refusal to work by employees of an establishment to protest for certain inadequacies in their conditions of service. Managers should ensure that an employee's work is closely aligned

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with organization's goals and objective (Swarthout, 2015). Line managers play a key role in enhancing job performance with the support of organizational initiatives in areas of job design, good communication skills, leadership styles and reward management system (Jenkins & Delbridge, 2013). Strikes are serious interruptions of an organization's operations, when negotiations have reached impasses a strike may be the only useful tool left for the employee (Labib Kooli, 2015). Strike is the interruption which has immediate impact on any business or any process in the organization (Arinjay Dadhich, 2015). So in today's competitive and global environment it's crucial for every organization to motivate its employees for survival, as the success of any business is closely tied with the job performance of its employees (Kaushiki & Maisha, 2014), Managers should make sure that employees are not involved in strike at any time. According to Divyesh *et al* (2015), a strike is a very powerful weapon used by trade unions and other labour associates to get their demands accepted.

It generally involves quitting of work by a group of workers for the purpose of putting pressure on their employer so that their demands can be accepted. Some causes of strikes are; dissatisfaction with company policies, salary and incentive problems, wrongful discharge or dismissal of worker from the service and withdrawal of any concession or privileges. Excessive and otherwise unmanageable demands and pressure can be caused by poor working condition, Poor management style, poor working design, poor remuneration and poor communication; similarly, these things can result in employees not performing their job effectively, and job performance is the total expected value to the organization of discrete behavioral episodes that individual carries out over a standard period of time (Motowidlo, 2013). Strikes are very costly to both the organization and workers. According to World Health Organization, (2015) there's a global shortage of 7.2 million doctors, nurses and midwives in the whole world, more countries are working toward universal health coverage to meet their health-related targets through stronger, more equitably distributed health workforces that include community health workers, widespread access to technology and a health team approach to bringing care to those in need. And for the first time ever, there will be a global strategy to achieve Human Resources for Health workforce by 2030, and this could be done by implementing factors like good communication, effective compensation package, good working environment and good leadership style.

According conference Board (2014) in USA indicates that almost 91% in all organization identified leadership as the critical success factor needed for global growth. Global organizations' require strong leaders who can drive the business in the global marketplace and effectively manage people in different cultures and environments. The study identified a sizeable gap between current and future leadership skill. To meet this challenge, 73% of international organizations indicates that they have a formal process in place for identifying and developing potentials for candidates for key management positions that provides a broad spectrum of opportunities for individuals to enhance their global leadership skills and capabilities on cross cultural assignments, multicultural task forces or project teams (Boatman & Wellins, 2011) which will decide on which leadership style fits the organization. According to study conducted by Society for Human Resource Management (2014) in America, 41% of employers were either or very much concerned about the number of voluntary resignations in their firms? Among the top reasons why people resign is because of salaries and better working conditions (Kaushiki & Manisha, 2014). Hence, international and domestic organization should embrace good communication, compensation, working environment and leadership style to motivate employees in order to achieve job satisfaction, which leads to low employment turn-over.

According to survey conducted by The United Kingdom (UK) independent state in 2015 majority of people supported junior doctor's strike. Another factor which causes strike in the organization was the decision to impose new contracts which was never agreed on the employment contract when employee was being recruited. The state, which conducted the poll, found that 58% of the public agree that doctors were right to strike over the Government's decision to impose a new labour contract on them, even though it affected accident and emergency services in the hospital as patients suffered the consequences. According to Gruber & Kleiner, (2012) study they found a substantial increase in in-hospital mortality during nurses' strikes in New York State. A study in South Africa on the role of human resource management in the Public sector: prospects, problems and challenges revealed that, South Africa has performed very poorly in practically in all the criteria on human resource balance sheet as measured by the World Competitive Ratings (2010, 2011). Strikes are so common in African countries which bring down the economy of any state that involves itself in strike action.

The survey carried out by Staff Writer (2015), South Africa saw 88 strikes in 2014, which cost the country's economy R6.1 billion, according the Department of Labour. In 2013, South Africa recorded 114 strikes, but the overall impact was much heavier in 2014 as the total number of strike days increased from between 1 to 5 in 2014, to up to 20 in 2014. The

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cost to the economy in 2013 was R6.7 billion, the reports indicate that. In 2013, 1.85 million work days were lost due to strikes – this spiked to 10.3 million days in 2014. This was the most serious strike reflected in 2014, compared to the sheer volume of striking workers the year 2013, and this cost the economy of South Africa to drop instantly because of poor performance. It is believed that strikes take place not only in the organization set up but also at community level. Reports by Staff Writer (2015) most strikes were over wages. Most of the Healthcare providers are motivated equally along the globe; Healthcare worker strikes in South Africa have been motivated by the same concerns as internationally (Dhai, 2011). In Kenya employees strikes has become emanate in the resent scenarios, literary every aspect of employees' poor performance is caused by strike, the crisis that has gripped health services has worsened as hospital workers in at least 10 counties threaten to strike over labour disputes with the devolved governments. Contrary to expectation that devolution would improve healthcare, it has limped from one crisis to another.

A strike by nurses in the 2015 has shut down services in public hospitals in the region, forcing patients to seek services in private hospitals which are very costly (Roy Lumbe, 2015) and maximizing the profit to them, at the expense of public hospitals which will go at a loss. In 2012 in Nairobi Kenya's doctors and nurses went on strike, demanding an increase in pay and better working conditions. The strike began after talks called by the health officials and representatives of employees failed to bear fruits. Kenya's public hospitals face a potentially devastating health worker shortage after the medics went on strike (Nduati, 2015). Early this year 2017, 40,000 health workers nationwide went on strike because of poor communication between the employer and employees representative, their collective bargaining Agreement (CBA) was never honored. Patients got stranded at private hospitals like, St Mary, Jammah, Nairobi West and other key hospitals in several counties due to the nation-wide doctors' strike that was on (Health job, 2017).

The study sought to examine the effect of strike on employees' performance in Kenyan public hospitals, and the minister of health, asserts that healthcare problems are due to poor financial and human resource management. Nearly 480 doctors in Nairobi, Migori, and Nakuru Counties went on strike demanding for better working conditions, delayed salaries and promotions (Career Research Centre Kenya, 2016). When devolution was implemented in 2013, 44,000 health workers were deployed, in 2016 there are about 6,000 registered doctors, of these 4500 are in public service, 900 work in Ministry of Health and about 3,600 work across the counties (Devolution and Health Kenya, 2012). That number needed a robust management which is still lacking. So the permanent solution to these constant problems is the management and state to look for the best ways to improve communication, compensation, working condition and leadership style in the organization. The solution lies in increasing health workers' pay and establishing a Health Service Commission. The commission will address issues of employment, deployment and disciplinary cases of workers and the permanent solution to these problems will result to employees' effective performance. Juma, (2014) studied effects of reward and compensation systems on employee performance within the National Museum of Kenya. The study found out that the reward and compensation system had both positive and negative effects on employees' performance, the positive ones included increased efficiency and effectiveness, productivity and morale while the negative sides include labour-turn over, reduced productivity and poor quality. Wekesa & Nyoro, (2013) studied effects of compensation on performance of Public Secondary School Teachers in Eldoret Municipality Kenya. The study concluded that fair compensation has a positive effect on employees' performance, while poor compensation policy in place demoralizes the teachers, because it doesn't enhance task performance and thus negative performance of the teachers in the school.

Pumwani Maternity Hospitals like many Hospitals in Kenya is faced with the challenge of poor performance, despite its effort to build a health system that can effectively deliver quality health care to its clients. However these challenges appear to have escalated with the formation of county government and especially due to the devolved health care system which was widely unpopular with most health workers (KMPPDU, 2014). Business Review Management (2013), reported that Kenya faces the challenge of shortage of talents, retaining and motivating professional and non-professional talents thus affecting the quality of service delivery and performance, employees' who are dissatisfied with their jobs can resort to strike (Smith, 2011). Hospitals functioning during nurses' strikes do so at a lower quality of patient care (Career Research Centre Kenya, 2016). In the year 2014, 66 nurses went on strike in Pumwani Maternity Hospital because of poor communication and leadership styles and were later dismissed. This idea is real that health-worker strikes could have devastating consequences on patients "Babies die as Pumwani Maternity Hospital strike bites" (Friedman, 2014). In 2015 new employee were hired, to replace the striking nurses at Pumwani Maternity Hospital, these employees lacked skills, Knowledge and competencies necessary to perform the roles and responsibilities assigned to them, this in turn leads to low productivity and organizations' profits (Elnaga & Imran, 2013).

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This devastating effect was realized in all counties in Kenya. In 2011 and in 2014, a total of 40,000 health workers, most of them nurses went on strike, they were demanding pay increase, better allowances and improved working condition and this promoted poor performance in the hospital as patients fell victim to the strike. More neonatal and maternal deaths were reported (Davis Kemp, 2013). In 2017 More than 50 doctors that's medical consultants and medical officers from Pumwani Maternity Hospital, went on strike because of problems caused by poor compensation and leadership style, this made the patients suffer the consequences of the strike in Nairobi County including Pumwani Maternity Hospital (Osmond Vitez, 2013). Hiring of additional health workers at Pumwani Maternity Hospital was expected to cost Nairobi county government KSh38 million for the next three months. This study sort to determine the influence of strike on the performance of employees in Public hospitals in Kenya as observed at Pumwani Hospital.

**II. METHODOLOGY**

The study adopted a descriptive research design to determine the influence of strikes on employee performance at Pumwani Maternity Hospital. According to Fluid Survey (2014), Descriptive research is conclusive in nature, as opposed to exploratory. This means that descriptive research gathers quantifiable information that can be used for statistical inference on targeted audience through analysis. There are three main types of descriptive methods: observation, case-study and survey (Grohol, 2011). The researcher employed a descriptive method of research by administering questionnaires. The two main benefits of this research method is that it uses various forms of data as well as incorporating human experience which gives researcher ability to look at whatever they are studying in various aspects and can provide a bigger overview as opposed to other forms of research (Joynson, 2012). The population of the study comprised medical and administrative staff at Pumwani Maternity Hospital. The organization had 400 employees distributed in four cadres, the senior management, middle management, Administrative staff and support staff. The sample size of 80 respondents was calculated using a formula (Morgan, 2000). A sample from each cadre was selected through stratified random sampling. Stratified sampling was preferred to obtain sample because the population is not homogeneous due to difference in the grading system where there are four cadres of staff namely; senior management, middle management, Administrative staff and support staff.

Primary data for the study was collected from the respondents using self-administering questionnaires. The questionnaire had two sections: the first section was demographic data of the respondent while the other section focused on the link between strikes and performance. For the lower cadre staff, the researcher administered the questionnaire in person in order to guide the respondents on what is required of them. The researcher sought authority from Jomo Kenyatta University of Agriculture and Technology Nairobi Campus to collect data at Pumwani Maternity Hospital. The researcher identified the most appropriate day for collecting data when most of the respondents were available. The respondents were contacted and appointment were made through the Hospital Secretary' office (PMH). The respondents were taken through the ethical consideration before they fill the questionnaires. Mugenda and Mugenda (2003) asserted that the accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. The questionnaire designed by the researcher should be based on the research questions and pilot testing was conducted with twelve respondents' (three from each targeted sections) to refine the questions before they could be administered to the selected sample. This helped to detect weakness in design and instrumentation and provide proxy data for selection of a probability sample. Pilot testing also helped in measuring reliability and validity of research instruments and establishing how the data generated was consumed. The pilot data was not be included in the actual study (Mugo, 2016).

The two traditional methods of measuring reliability of research instruments were used in this study. Test for equivalence (consistency of the results by different investigators or similar tests at the same time) and internal consistency (the measurement of the concept is consistent aimed all parts of the test). Test equivalence was ensured through questionnaire pretesting. Internal consistency was measured through the Cronbach's Alpha. Literature indicates that appropriate reliability should be equal to or higher than 0.70 (Dwivedi & Lal, 2007), hence the standard cut off point for this study. The researcher did a cross checking, inspection and scrutiny of information in the research instruments to ensure accuracy, relevancy, completeness, consistency and uniformity on the data to be collected. This enabled the researcher to establish whether content in questioned item would reflect the content and objective of the study (Patton, 2002).The questionnaires were edited for accuracy, consistency and completeness. The study used descriptive statistics which integrated both qualitative and quantitative techniques in data analysis; this was done by the use of SPSS Version 21

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software. Both qualitative and quantitative data were analyzed. Qualitative data was analyzed through content analysis. Descriptive statistics (frequencies and percentages) were computed for all the four objectives. Qualitative data was computed for inferential statistics (Pearson moment Correlations) with a 0.05(5%) test significance level. Pearson correlation was used to compare the variables, where two sets were compared to see the extent to which they were related. The study findings were presented using graphs; bar charts and pie charts. Tables were used to summarize respondents for further analysis and facilitate comparison. Percentages were used to determine the extent to which respondents viewed the contribution of the variables towards employee performance. Data was analyzed using both descriptive and inferential statistics. The SPSS Version 21 was used to analyze data since it gives best results in qualitative techniques. The descriptive statistic tool helped researchers to describe data and the features of data that is of interest. The mode (most commonly attained measurement or value) was used more, to analyze the responses in the questionnaires, response/measurement that appears most in a particular question/variable among sample of subjects, (Cooper & Schindler, 2003).

Multiple linear regression was used to determine the relationship between the independent variables: Communication, Compensation, Working environment and leadership style and how they influenced performance of employees in Public hospitals in Kenya as observed at Pumwani Hospital. The multiple linear regressions equation that was used in the model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y= Employee Performance

$\beta_0$  = Constant Term,

$X_1$ = Communication

$X_2$ = Employee compensation

$X_3$ = Working Environment

$X_4$ = Leadership style

In the model,  $\beta_0$  = was the constant term while the coefficients  $\beta_i = 1 \dots \dots 4$  was used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables  $X_1, X_2, X_3$  and  $X_4$ .  $\varepsilon$  was the error term which was used to capture the unexplainable variations in the model.

### III. FINDINGS

The study targeted a sample size of 80 respondents from which 80 filled in and returned the questionnaires resulting in a response rate of 100%. This response rate was satisfactory enough for making conclusions for the study as it acted as a representative for the study. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

**Table 1: Response Rate**

| Questionnaires | Frequency | Percent (%) |
|----------------|-----------|-------------|
| Response       | 80        | 100%        |
| Non-response   | 0         | 0           |
| <b>Total</b>   | <b>80</b> | <b>100%</b> |

Pearson correlation analysis was done to outline the nature and strength of connotation of the explanatory and predicted variables. This therefore enables the determination of the association strengths, that in, which variable best explained the relationship between strikes and employee's performance. Based on the findings the relationship between compensation and employee performance is strong, since r value is 0.701. In addition the link concerning employee communication and employee performance is strong too, since r value is 0.675. Moreover, the link between Working Environment and

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employee performance is strong since r value is 0.772. Leadership style is also strongly and positively correlated to employee performance as supported by an r value is 0.767. In addition, predictor variables have a correlation between themselves, as well as amongst themselves and the dimensions of employee performance. Consequently, both independent and dependent variables are positively related among each other as shown in table 2 below.

Table 2: Correlations table

|                               | Employee Performance | Employee compensation | Employee communication | Working Environment | Leadership style |   |
|-------------------------------|----------------------|-----------------------|------------------------|---------------------|------------------|---|
| <b>Employee Performance</b>   | Pearson Correlation  | 1                     |                        |                     |                  |   |
|                               | Sig. (2-tailed)      |                       |                        |                     |                  |   |
| <b>Employee compensation</b>  | Pearson Correlation  | .701*                 | 1                      |                     |                  |   |
|                               | Sig. (2-tailed)      | 0.029                 |                        |                     |                  |   |
| <b>Employee communication</b> | Pearson Correlation  | .675**                | .540**                 | 1                   |                  |   |
|                               | Sig. (2-tailed)      | 0.012                 | 0.003                  |                     |                  |   |
| <b>Working Environment</b>    | Pearson Correlation  | .772**                | .610*                  | .689**              | 1                |   |
|                               | Sig. (2-tailed)      | 0.003                 | 0.028                  | 0.007               |                  |   |
| <b>Leadership style</b>       | Pearson Correlation  | .767**                | .628*                  | .654**              | .667*            | 1 |
|                               | Sig. (2-tailed)      | 0.006                 | 0.003                  | 0.024               | 0.006            |   |

Influence amongst the parameters was analyzed by the use of multiple regression analysis using of Statistical Package for Social Scientists Version 21. The regression model indicated that a change in unit of Communication with other influencers being constant lead to an increase in employee performance by a factor of 0.430. A unit change employee compensation while holding the other factors constant results to an increase in employee performance by a value of 0.454. A unit change in Working Environment with other factors constant resulted to an increase in employee performance by a value of 0.411. A unit change in Leadership style with other factors constant would lead to an increase in employee Performance by a value of 0.419. With a significance level of 5% the analysis was taken, having a criteria for relating the significance of predictor variables in the model through matching the obtained probability value and  $\alpha = 0.05$ . Significance of predictor variables is displayed by a probability of less than  $\alpha$ . The predictor variables in this model were as indicated by p values which are 0.01, 0.03, 0.04 and 0.025 for X1, X2 X3 and X4 were less all than  $\alpha = 0.05$ . Using normal distribution, at  $\alpha = 0.05$ , critical Z value= 1.96. All the Z values are higher than this (i.e. 2.034, 2.838, 2.704 and 2.080), this supports conclusion using p value that all the independent variables were of significance value.

The SPSS generated output is presented in table 3 below and the equation for the regression analysis is as follows,

$$Y = 0.422 + 0.454X_1 + 0.430X_2 + 0.419X_3 + 0.411X_4 + 0.495$$

Where:

Y= Employee Performance

In the model,  $\beta_0 = 0.422$ , is the constant term. The coefficients were calculated by SPSS version 21 and found to be:  $\beta_1 = 0.454$ ,  $\beta_2 = 0.430$ ,  $\beta_3 = 0.419$  while  $\beta_4 = 0.411$  and were used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> and X<sub>4</sub>.  $\epsilon$  was the error term and was found to be 0.495. The error term captured the unexplainable variations in the model.

**Table 3: Regression Model Coefficients**

| Model |                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.(p) |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|---------|
|       |                       | B                           | Std. Error | Beta                      |       |         |
| 1     | Constant              | 0.422                       | 0.495      |                           | 0.853 | 0       |
|       | Communication         | 0.43                        | 0.2114     | 0.404                     | 2.034 | 0.001   |
|       | Employee Compensation | 0.454                       | 0.16       | 0.474                     | 2.838 | 0.003   |
|       | Working Environment   | 0.411                       | 0.152      | 0.408                     | 2.704 | 0.004   |
|       | Leadership style      | 0.419                       | 0.2014     | 0.409                     | 2.08  | 0.025   |

The fitness of the model was ascertained by the use of coefficient of determination. The average adjusted coefficient of determination ( $R^2$ ) from the model was 51.34% of the variations in employee performance are explained by the strike (communication, employee compensation, working environment and leadership style). Hence it's fairly a good model for the study, since  $R^2 > 50\%$  of the dependent variable as shown in table 4.

**Table 4: Summary of Regression Model**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .718 <sup>a</sup> | .515     | .5134             | .32344                     |

#### IV. DISCUSSIONS

The study established that there is need to improve the quality work life of employees in public health in Kenya concerning their communication, employee compensation, working environment and leadership style. Based on the findings, all independent variables (communication, employee compensation, working environment and leadership style) were strongly positively correlated with dependent variable (employee performance). The study also sought to establish the effect of communication, compensation, working environment and leadership style on employees' performance in public hospitals in Kenya. The empirical literature showed that communication, compensation, working environment and leadership style all had a positive impact on employees' performance in public hospitals in Kenya. A pilot study was undertaken with 12 respondents to test the reliability and validity of the questionnaire. From the findings more than a half of the respondents disagreed with the statement that: the employees receive frequent and supportive communication from their leaders, Employees participate in Decision Making, employees duties are aligned with the set goals and objective of the organization, There is high performance as a result of communication, Employees are empowered and are happy with communication flow, Employees are recognized and praised for work well done and Employees get feed-back on how performance is done. These findings indicate that there is no effective communication between the employees and the employer. Further the study found a strong positive relationship between communication and performance. Based on the findings of the study it reveals that poor communication affect workers performance negatively.

From the results on Employee Compensation, respondents disagreed on the statements that: management communicates pay matters periodically to employees both individually and collectively, my pay is equitable to the work i perform, monetary compensation is adequate, employees understand the scope for the level of compensation they are to be given, the hospital is committed to implementation of compensation system, the pay is both timely and consistent. The compensation system meets my career aspiration and goals, and my pay is able to meet the current cost of living. The response from the respondent's indicates that they were not satisfied with the pay given by the employer. Further findings shows that employee compensation is a major concern to public health workers in Kenya. The study proved that the pay is not equitable to the work performed, more so the pay cannot meet current cost of living and it was unanimous that reward has a direct impact on their performance this has been a major cause for work boycotts and strikes observed in the recent past. The study found a strong positive relationship between employee compensation and performance.

Further analysis revealed that the availability and provision of compensation to the health professionals in the sector will motivate and encourage them to exert effort so as to work an extra mile. The study findings tended to imply that for the compensation to be effective in influencing performance, their provision and administration had to be regular. This would

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possibly avoid the possibility of giving room to speculations and conspiracy amongst the employees. Based on the findings majority of the respondents disagreed that: the hospital provides them with adequate working office space and tools to perform my duties, The working environment is conducive, The hospital provides adequate welfare services to employees when in need, Office repairs and maintenance are done regularly, There are regular breaks during the working hours, Physical environmental at the hospital is serene and safe ,The hospital provides adequate leisure facilities and that the special needs for differently able staff are monitored and addressed frequently.

The study established that the hospital has inadequate working facilities and equipment. Most of the respondents were dissatisfied with the health and safety regulations offered by the institution and majority were of the leadership does not create humanistic atmosphere. It was unanimous that the work environment directly impacts their performance work. The study found a strong positive relationship between work environment and performance. The study analyzed the effect of leadership style on the performance of employees in Pumwani Maternity hospital. According to the findings the hospital did not resolve Conflicts quickly through participatory leadership. Respondents disagreed with the statement that: Meetings are held with all employees about key issues, Organization structure allows effective leadership, Organization lays down clear policy about leadership, Authoritarian leadership style is discouraged in the organization. The study found a strong positive relationship between leadership style and performance. This implied that leadership style had a direct impact on employee's performance. Motivational leadership should be encouraged in place of authoritarian leadership style for better performance in public hospitals

**V. CONCLUSIONS**

The study concludes that quality work life of public health workers is not favorable and therefore should be improved to ensure proper service delivery to the patients and aid in the achievement of vision 2030. There are many causes of employee dissatisfaction at Pumwani Maternity Hospital. Remarkable among them is the inability of management of the hospital to ensure that employees have good remuneration since majority of the respondents strongly disagreed to the statement that they have good remuneration. From the above it can be deduced that the employees of Pumwani Maternity hospital will be satisfied if there is effective communication, good workings environment, good leadership style and proper compensation schemes of additional duty allowances, bonuses and or fuel allowance since majority thought that would prevent employee dissatisfaction at the hospital. If management does not address those issues it could lead to strike in public hospitals in Kenya especially Pumwani Maternity hospital.

**VI. RECOMMENDATION AND SUGGESTIONS**

Based on the findings of the study, it was revealed that poor communication affect workers performance. Therefore, management should regularly articulate policies, goals and objectives to workers in order to improve work performance. Organizations should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve workers commitment. Management should give attention to retention factors that they can control employee dissatisfaction, including effective communication with staff, fair treatment, recognition for effort and performance, participation in decision making, providing support and encouragement, and training and developing staff to prepare them for promotion and enhanced responsibility. In addition, it is recommended that a continuous performance management programme be instituted at Pumwani Maternity hospital so that employees will have clarity on what is expected of them, that their performance is monitored and recognized and that they get opportunities to develop themselves. Improving remuneration of the public health workers by increasing funding for the health sector this will increase the workers morale thus better service delivery. The study revealed that proper compensation schemes like additional duty allowances, bonuses and or fuel allowances would prevent employee dissatisfaction at Pumwani Maternity hospital. It is therefore recommended that additional duty allowances, bonuses and or fuel allowances should be paid or increased or at least be maintained to help satisfy the workers of staff. Part of the legitimate concerns of the employees at Pumwani Maternity hospital were bad working conditions, lack of proper working equipments and lack of proper working environments. One of the issues that arose as cause of employee dissatisfaction at Pumwani maternity hospital was poor working environment and conditions. Poor working environment and conditions brings out fear of bad health, hazards, and accidents in employees.



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A comfortable working environment makes employees more comfortable. It is therefore highly recommended to management to address the issues to put in place proper and sufficient tools and equipment, neat and clean office place, rest and washrooms should be provided at the hospital. Government to equip the health facilities with adequate working equipment, improve the general working conditions and increase the safety of workers. Increase access to treatment of the health workers; improve training opportunities and timely promotions. Develop a strategic plan for the health sector, improve coordination of activities, promote result based performance management and improve the scope, quality and flow of information. With due regard to leadership style there is need to motivate employees so as to improve on productivity. This should be done in a manner in which all the stakeholders are happy. This ensures that there is cohesiveness between employees and management and also employee's morale is promoted at all times. This therefore calls for establishing strategies that meet employee's motivation. Specifically the study recommends that: good Leadership style should be taught to all people at all levels of organization to have a positive impact on the overall performance. There should be effective communication between management and other employees within the organization. Employees motivation should be boosted at all cost to promote productivity. In this study the relationship between communication, compensation systems, working environment, leadership style and employee performance were investigated. Further research should include other variables like job satisfaction, career progression, job design, work role ambiguity, work role conflicts, job stress and organizational commitment among public health workers.

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