Intra Africa Journal Hub (IAJH)

Influence of Performance Planning on Health Workers Performance at Public Hospitals in Nairobi County Kenya

Anjichi Jane Okaka[1], Njoroge Kezia[2] and Kimemia Fredrick[3]
[1,2,3] *Kenya Methodist University*
Corresponding Author: Anjichi Jane Okaka

DOI: iajournalhub.org/E-book/RIpxOlV6MeJW6IKkm33ced61a64

Published on 26th August 2025

==========

ABSTRACT

Effective performance management is crucial for delivering health services. It is a key component of the healthy workforce pillar in health systems, contributing significantly to optimal healthcare outcomes. By evaluating and enhancing employee performance, performance management systems help healthcare organizations maximize the contributions of healthcare professionals towards expected health outcomes. Performance planning is a vital part of performance management systems. It is a strategic process that ensures organizational goals are achieved through collaboration with staff. This involves setting SMART goals by both employers and employees and creating a plan to achieve these goals. The study aimed to investigate the impact of performance planning on the performance of medical staff in public hospitals in Nairobi County, Kenya. The goal was to understand how performance planning within performance management systems affects health workers' performance. The study was based on goal-setting theory. A cross-sectional descriptive survey design was used. Stratified random sampling method was used to recruit 594 health professionals from Mama Lucy, Mbagathi, and Makadara Hospital. 17 physicians, 201 nurses, and 21 clinical officers were sampled. Pretest study was conducted to evaluate validity and reliability of the research tool, with internal consistency measured using Cronbach's alpha coefficient. Primary data was collected through self-administered questionnaires. SPSS was used to code and analyze raw data. Inferential statistics and descriptive methods were employed for data analysis. Regression model was used to explore the relationship between independent and dependent variables. Results were presented using frequencies, means, standard deviations, and percentages. Findings indicated that clear job descriptions, setting SMART goals, and employee motivation significantly influenced health workers' performance. The study highlighted the importance of reliable plans, offering consistent evaluations, constructive feedback, and employer support. The research suggests, hospitals can enhance patient care quality by fostering a culture of accountability, recognition, and motivation, leading to improved performance.

Keywords: Performance Management Systems, Performance Planning, Health Care Workers Performance.

INTRODUCTION

Performance management has been shown to be essential for efficient delivery of health services, and the pillars strengthening health systems have recognized it as such. It encouraged healthcare personnel to contribute to anticipated health outcomes by assisting healthcare organizations in assessing and improving the performance of their workforce. Since the healthcare industry is a service, methods to increase health workers' productivity were given priority, particularly in public hospitals (Mutale et al., 2021). High-performing institutions that prioritized and executed various components of performance management in order to boost performance, need trained people at all service delivery levels.

The World Health Organization noted that performance management systems are critical to the success of healthcare organizations, especially public hospitals, and that they can help accomplish goals, raise standards of care, and increase patient and provider satisfaction (World Health Organization, 2021).

Performance management should be an ongoing process, results-oriented, and include regular coaching and feedback. Effective performance management system creation and implementation requires the participation of numerous stakeholders, including patients, healthcare professionals, and hospital managers (WHO 2021).

Performance management systems is essential in hospitals to promote high-quality care delivery, accountability, and efficient resource utilization. Recent studies have emphasized the significance of comprehensive performance management systems in enhancing quality hospital performance, patient outcomes and lower readmission rates (Savitskie, Scott-Cawiezell, and Kuo 2018).

The implementation of these reforms and their effectiveness have continued to be a critical area of focus for the Kenyan government and stakeholders in the health sector. Considering this, the study looked at how the performance management system affects the performance of medical staff at Kenya's public hospitals.

Statement of the Problem

The Kenyan government implemented policies such as performance contracting and civil service reform programs to improve the quality and accessibility of healthcare to all its citizens. Despite the government's efforts to improve the healthcare system, there are challenges such as high attrition rates, demotivated staff, as well as concerns of public dissatisfaction and quality of healthcare provided by health workers in public hospitals. Recent reports indicated that patients often experienced long waiting times, inadequate attention from healthcare providers, and a lack of necessary medical equipment and supplies (Ouma et al., 2018; Tsofa et al., 2017; Kizito et al., 2018). Concerns were also raised concerning Nairobi's health professionals' low job satisfaction, high absenteeism rates, and lack of qualified personnel.

These issues have a significant impact on the quality of care provided to patients, resulting in poor health outcomes and low patient satisfaction. Demographically, Nairobi County holds a large number of Kenyans and public hospitals within the county serve a majority of middle to low-class citizens due to economic reasons. This calls for adequate and quality healthcare services that are accessible, timely, and effective at all times. This study aims to investigate

how performance management system affects the performance of medical staff in public hospitals in Nairobi County, Kenya.

Purpose of the study

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

LITERATURE REVIEW

The efficiency and effectiveness with which an organization's objectives are met depends on the job performance of its employees which is assessed by comparing their work results to predetermined standards, and how well they accomplish the tasks assigned to them (Aaltonen (2017). Five components used to categorize performance include planning, monitoring, developing, rating, and rewarding. Setting objectives, creating plans, and delineating timelines and tasks were all part of the planning stage. The phase of monitoring involved assessing one's performance in meeting the goals. Monitoring involved tracking performance over time and giving staff members and work groups regular input on how they were doing in terms of achieving their objectives.

Sinha (2016) asserted that the willingness and openness of employees to execute their jobs was a determining factor in their performance. He added that more employees' willingness and transparency in carrying out their duties might boost productivity, which in turn improved performance.

A study by Deussom et al. (2022) examined how performance Planning affected health workers' output in Ethiopian public health facilities which showed that performance planning significantly improved the planning and execution of tasks, communication, and teamwork of health workers. Additionally, the study discovered that performance planning raised the job satisfaction of the healthcare professionals. The study found a number of contextual elements, like organizational culture, leadership support, and resource availability, may have an impact on how effective performance planning is.

Performance planning in Greece enhanced worker commitment to attaining company objectives, motivation, and job satisfaction, all of which favorably benefited workers' job performance (Chatzoglou 2019)

A study conducted by Sendawula et al. (2018) to examine how employee engagement and performance planning affect worker’s performance in Uganda's health sector indicated that performance planning improved worker performance in terms of communication, productivity, and job satisfaction. The study discovered that health professionals were more likely to report higher levels of job satisfaction and work efficiency if they participated in performance planning and decision-making procedures. Additionally, the study discovered that performance planning could improve health professionals' communication, which is essential for productive teamwork and collaboration.

Babasaheb (2023) reviewed the literature from 2015 to 2020 to identify the characteristics of an effective PMS, and the difficulties encountered in putting the system into place. According

to the study, an organization's performance of its employees was significantly impacted morally by its performance management system.

Carolyne (2019) conducted a descriptive cross-sectional study with a focus on Kiambu County Referral Hospital, Kenya to determine the effect of the performance management system on employee productivity. According to the study, employee participation in performance planning is essential since it inspires workers to increase their output. The study found that staff members could identify job problems during planning, and the institution could readily fix them. The study also discovered a strong and favorable correlation between employee productivity and the elements of the performance management system.

MATERIALS AND METHODS

Descriptive cross-sectional survey research design was used in his study. Target population was 43 Doctors, 499 Nurses and 52 Clinical health officers from three public health institutions Mama lucy hospital, Mbagathi hospital and Makadara health Centre within Nairobi County was used. Total sample population of 297 health care workers from the target population was used for the study. Stratified random sampling method was used by dividing the population into more homogeneous groups or strata providing the most unbiased means of picking a sample from a varied population where the sample selected accurately represented the whole population. To acquire a sample from each stratum, the study additionally employed the basic random sampling technique. The sample size was calculated using Yamane's (1967) formula.

Structured questionnaire was formulated in to soft copies in google forms and the link to the form shared with the respondents to fill and submit after completion of the exercise. The choice of the soft copy questionnaire was informed by the nature of work of respondents who work for long hours with shortage of staffing making it hard and cumbersome to deal with hard copy questionnaires and ease of access to the form technologically at any time and place.

Pre-testing of the data collection instrument done at Thika level five hospital was used to confirm the construct and content validity of the research instruments. This lessened the possibility that the tool might yield skewed and incorrect results. A p-value of less than 0.0.5 and the correlation efficient (r) were regarded as statistically significant. A Cronbach Alpha coefficient of 0.7 was used as the benchmark for assessing the study tool's dependability.

SPSS version 25, a statistical tool for social science, was utilized to code and examine the unprocessed data obtained from the field. In Nairobi County, a p-value of less than 0.05 was deemed statistically significant with regards to the performance of health personnel. The study also investigated the relationship between the independent (performance planning) and dependent variable (performance of health professionals) using an ordinal logistic regression model.

Throughout the study, the researcher upheld the required applicable ethical standard regarding research studies, including but not limited to research approvals, informed consent, respondent’s anonymity, confidentiality and right to withdraw from the study.

RESULTS AND DISCUSSION

Table 1 presents the response rate for the survey conducted, broken down into two categories: completed questionnaires and uncompleted questionnaires.

Table 1.
Response Rate

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

The completion rate accounting for 87% of the total responses suggests a significant level of engagement and willingness among the respondents to participate in the survey. These results provide valuable insights into the level of respondent cooperation and the effectiveness of the survey administration process.

Table 2.
Institution of the respondents

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

Table 3.

Reliability Assessment

Variables	N of Items	Cronbach's Alpha	Remarks
Performance planning	15	0.934	Scale reliable
Health Workers Performance	16	0.934	Scale reliable

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

Performance Management System Rating

The majority of respondents, 56.9% of the individuals, rated the performance management system as "Good," suggesting a moderate level of satisfaction with the system overall. The results indicate a range of perceptions regarding the performance management system, with the majority of respondents rating it as "Good" or better. This agreed with a study done by Kockaya and Topcu (2018) who stated that with a good performance management system,

there was improved hospital performance , staff productivity, cost efficiency and overall patient satisfaction.

Performance Planning

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

Table 4.

Descriptive Analysis for Performance Planning

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

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

performance planning positively influenced employee performance through job satisfaction and work efficiency.

Variability in responses, as indicated by standard deviations, is moderate to low for most items, suggesting a degree of consensus among respondents regarding their perceptions of performance planning. The aggregate mean score of 3.79 reflects an overall positive perception of performance planning within the public hospitals in Nairobi County Kenya, although there may be areas for improvement or further investigation based on individual item scores and feedback. The results agreed with Diamantidis & Chatzoglou (2019) who suggested that performance planning influenced employee motivation, job satisfaction and commitment to their jobs enhancing their performance. This was also noted in a study by Sendawula et al (2018) where performance planning influenced employee performance in terms of work efficiency, job satisfaction and communication which in turn had positive effects of the work output. The report agreed with Carolyne (2019) who stated that addressing the pointed-out work deficiencies improved health workers performance. In addition, Dieleman et al (2019) highlighted contextual factors such as availability of resources, leadership support and organizational culture had a role in effective performance planning.

Table 4.

Regression Coefficient

Variable in the Equation	B	S.E.	Wald	df	Sig.	Exp (B)
Performance Planning	1.374	0.819	2.816	1	0.093	3.95

The coefficient (B) associated with Performance Planning is 1.374. This suggests that for every one-unit increase in Performance Planning, there is a 3.95 times increase in the odds of health workers' performance, holding all other variables constant. Nonetheless, Performance Planning's p-value (Sig.) is 0.093, above the typical significance level of 0.05. This suggests that, at the 0.05 level, there is no statistically significant correlation between the performance of health workers and performance planning.

CONCLUSION

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

RECOMMENDATIONS

Public hospitals should ensure that Performance Planning processes are well-designed, transparent, and aligned with organizational goals and objectives. Performance Planning

should be integrated with other performance management techniques, such as performance appraisal, feedback, and reward systems, in public hospitals. A holistic approach to performance management can optimize the effectiveness of each component and drive improved health worker performance.

Public hospitals in Nairobi should provide training and capacity-building programs for managers and supervisors on effective Performance Planning techniques. Equipping them with the necessary skills and resources will enhance their ability to develop and implement comprehensive performance plans for health workers.

REFERENCES

Aaltonen, S. (2017). Employee performance: Conceptual background and definition. In S. Aaltonen, M. Ikävalko, & J. Uusitalo (Eds.), Handbook of Human Resource Management in the Public Sector (pp. 165-176). Edward Elgar Publishing.

Abimbola, S., Olanipekun, T., & Igbokwe, U. (2018). Performance management in the Nigerian health sector: A critical analysis. Health Policy and Planning, 33(6), 682-689.

Babasaheb, A. (2023). Impact of performance management on employee performance. Marathwada university Aurangabad. Maharashtra .India.

Bailey, J., Baker, R., Kepka, D., Brownson, R., Johnson, J., & Nemetz, P. (2019). Performance management to address healthcare disparities in the United States. International Journal of Health Policy and Management, 8(11), 629-636.

Carolyn, A.O. (2019). Influence of performance management systems on employee productivity in county referral hospitals in Kiambu county. KeMU Digital repository. Nairobi. http://repository.kemu.ac.ke/handle/123456789/745

Dorothy, N. M. (2021). Performance management and employees' productivity; a case of ministry of lands, Environment and Natural resources of Taita Taveta county, kenya. Kenyatta University repository, Nairobi Kenya. http://ir-library.ku.ac.ke/handle/123456789/23383

Elnaga, A., & Imran, A. (2013). The impact of employee empowerment on job satisfaction: theoretical study. American International Journal of Contemporary Research, 3(2), 72-82.

Heale, R., & Twycross, A. (2015). Validity and Reliability in quantitative studies; Evidence based nurs. 18(4), 59-82.

Kockaya, G., & Topcu, Y. I. (2018). The role of performance management system on reducing hospital-acquired infections in Europe. Journal of Healthcare Quality Research, 33(6), 261-267.

Latham, G. P., & Locke, E. A. (2019). New developments in and directions for goal-setting research. European Psychologist, *24*(1), 37-51.

Lee, H., Kim, H. S., Kim, M. A., & Kim, M. J. (2021). The effect of goal setting on nurses' hand hygiene compliance and patient satisfaction: A quasi-experimental study. International Journal of Nursing Practice, 27(4), e12951.

Locke, E. A., & Latham, G. P. (2019). Goal setting theory. In R. Kanfer & G. Chen (Eds.), Motivation science: From theory to application (129-156). Springer.

Ministry of Health. (2023). Kenya health sector strategic plan2018-2023; transforming health systems: achieving universal health coverage. MOH. Nairobi , Kenya.

Mohajan, H. (2017). Two criteria for good measurement in research: Validity and reliability. Annals of spiru Haret university. Economic series,17 (4), 59-82.

Mushi, H. P., Shayo, E. H., & Rumisha, S. F. (2020). Challenges facing the implementation of performance management system in the public sector: A systematic review. International Journal of Business and Management, 15(10), 61-72.

Mutale, W., Vardoy-Mutale, A. T., Kachemba, A., Mukendi, R., Clarke, K., Mulenga, D., & Chilengi, R. (2021). Enhancing performance of health systems: Perspectives of policy makers and health managers in Zambia. BMC Health Services Research, 21(1), 1-13.

Savitskie, K., Scott-Cawiezell, J., & Kuo, C. (2018). The association between performance management practices and quality outcomes in US hospitals. Journal of Healthcare Management, 63(2), 91-104.

Savitskie, K., Scott-Cawiezell, J., & Kuo, P. (2019). The impact of performance management systems on hospital performance in Europe. International Journal of Health Planning and Management, 34(2), e136-e148.

Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Performance planning, employee engagement and employee performance: Evidence from Uganda's health sector. Cogent Business & Management, 5(1), 1470891.

Sepahvand, F., Mohammadipour, F., Parvizy, S., Zagheri Tafreshi, M., Skerrett, V., & Atashzadeh-Shoorideh, F. (2020). Improving nurses' organizational commitment by participating in their performance appraisal process. Journal of nursing management, 28(3), 595-605.

World Health Organization. (2021). Monitoring and evaluation of health systems strengthening: An operational framework. World Health Organization.

World health organization. (2019). Health workforce department. WHO. Avenue Appia 20 1211 Geneva 27. Switzerland.