



EMPLOYEE EMPOWERMENT AND VOICE PRACTICES AND STAFF PRODUCTIVITY IN THE PUBLIC HOSPITALS OF LAIKIPIA COUNTY, KENYA

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ABSTRACT

Employees globally are an important force in any organization, the amount of work and effort put in by employees in implementing and delivering given tasks constitutes greatly to the productivity of the organization. The ability of employers in incorporating good and effective employee relation practices with respect to establishing employee-employer relationship and employee-employee relationship further enhances efficiency and admirable employee productivity. However, in Laikipia County, Kenya, there has been series of strikes and non-productiveness of employees in terms of service delivery in the public hospitals of the county. The study sought to establish the effect of employee empowerment and voice on staff productivity in the public hospitals of Laikipia County, Kenya. The study used a descriptive research design and the target population was doctors, nurses and clinical staff in Laikipia Teaching & Referral Hospital, Laikipia Cottage Hospital and Laikipia District Hospital in Laikipia County Government, Kenya. The study utilized stratified random sampling approach to select the sample for the study. Sample size was 121 respondents. Questionnaires were the primary data collection instrument subjected to principal Component Analysis and face validity Content and also Cronbach-Alpha reliability test. The data was collected by use of questionnaires and was analyzed both quantitatively and qualitatively. Frequency tables were also used to present findings of the study upon which interpretations and conclusions were made. The study results indicated that employee empowerment was found to be key in ensuring employee productivity. The results indicated that in the public hospital targeted there was information sharing, availability of adequate resources and seminars and conferences were held. The results indicated that giving employees a voice influences their efficiency. The study results provided that employee voice significantly impacted on employee productivity. The study concluded that employee empowerment, employee voice, significantly affected employee productivity. There is need for public hospitals in Kenya to consider empowering employees by allocating tasks related to their qualifications, embracing employee recognition and allocation of challenging tasks. Their voices will give direction on achieving millennium development goals. The national government should encourage employee's unions and work councils. There is need to accept employee suggestions and establish strong union in all counties. The conflict resolution agenda should be clear and all employees encouraged to participate.

Key Words: *Employee, Empowerment, Voice, Productivity*

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Background to the Study

Globally, the health sector has received attention regarding poor productivity of employees, and due to the inception of the novel virus COVID-19, it is pertinent that employee productivity is looked into and acted upon since patients are expected to receive effective and health care services, then management are expected to also pay more attention to improving employee relation practices which can help foster their productivity (Mwihia, 2020). The relationship between employers and employees has an influence on employee productivity. A good working relationship between employees and employers in terms of establishing a sense of worth and value, giving employees a voice and providing compensation, when necessary, enhances productivity and overall organizational performance (Samuel, 2018). Employees globally are an important force in any organization, the amount of work and effort put in by employees in implementing and delivering given tasks constitutes greatly to the performance of the organization. Also, how employees fare in terms of work life balance, conflict resolution all have diverse effect on their productivity (Thapliyal, 2019).

In Kenya, according to Njiiri (2012), there has been declining productivity among employees in the health care sector. There has been a concern about employees not having a voice which has led to unrest. Similarly, Ngui (2014) stated that in the public health care sector of Kenya, there have been cases of conflict between employer and employees, non-payment of compensation benefits and allowances. In general, there have been cases of strikes across various sectors across Kenya, in 2010, it was recorded that there were 82 cases of strikes, in 2011, it was recorded to be 23 cases and in 2012, it declined to 17 strikes (ROK, 2014). Common employee relations techniques, such as dispute resolution, employee empowerment, employee pay, and employee voice, Muthoka (2016) stated, have a favorable impact on employee productivity.

Employee performance is assessed using employee productivity, which takes into account both inputs

and intended results. Thus, the performance of employees can also be considered as productivity (Rehman, Rahman, Zahid & Asif, 2018). Employee productivity and performance in an organization according to Razig and Maulabaksh (2015) is also behavior and output exhibited by employees in an organization. When organizations provide good working conditions, provides employees with a voice, empowers and compensate them when appropriate, it often has a resultant effect on their productivity. Generally, a high level of productivity by employees helps to sustain organization's competitive advantage thereby resulting to effective service delivery (Hill, Jones, Schilling, 2014). Employee productivity is among the core objectives of an organization, management of organizations tend to realize that the greater level of employee productivity often results in increased organizational growth and performance (Sharma & Sharma, 2014). Employee productivity is largely influenced by employee empowerment which requires conducting trainings, seminars, conferences and summits. Employee empowerment has a long-lasting effect on employee productivity than any other employee relation practices (Raja, Furqan & Khan, 2011). Developing and empowering employees helps to upgrade and increase their knowledge and expertise thereby enriching organizational performance (Victoria, 2019). For this study, employee productivity was measured as efficiency, customer satisfaction, service delivery and turnover rate.

Bose (2018) defined employee relation as the system concerned with handling and management of all relationships concerned with employees which includes employee-employee relationship and employee-employer relationship. This relationship between employers and employees may take many different shapes, including dispute resolution, employee empowerment, employee remuneration, and employee voice. These relations aid motivation, employee productivity, job satisfaction and organizational performance (Akinwale, 2018). Employee relation practices are

forms of processes, frameworks and implementation that involves employee relation. Employee relation practices can be rules and regulations in a workplace that secures both employer and employee, and the sum total of all social, economic interaction and relationship in an organization (Nneka, 2019). Conflict management, employee engagement, compensation of employees, and employee voice are the employee relations practices that will be taken into account in this study.

Employee empowerment involves employers being interested in their employees' development thereby creating seminars, conferences and providing adequate resources needed to enhance their learning process (Muthoka, 2016). According to Bose (2018), employee empowerment is the most important and most efficient employee relation practices has it has a long-lasting effect which significantly affect both employee performance but also overall organizational performance.

Employee voice is usually a two way communication between employers and employees of an organization. Employee voice can be in form of a collective voice usually in formation of union groups and also independent in form of work councils (Akinwale, 2018). Employee voice can also be in form of suggestion schemes which encourages suggestions from employees in an organization. However, suggestion schemes are usually not in control of the employees and might not be as effective as other mode of establishing employee voice (Jaja & Okpu, 2013).

Laikipia County is among the 47 counties in Kenya. It has 5 sub counties with headquarters in Laikipia, Doldol, Rumunuti, Lamina and Nyahururu (ROK, 2019). According to KNBS (2009), the population of people in the Laikipia County are 399,227 with 198,625 being males and 200,602 being females. In all departments pertaining to executive, untold riches, schooling, health, water, environment, environmental assets, youth, gender, and sporting events, transport and infrastructure, agriculture,

farm animals, fish stocks, tourism, land, and planning, all county governments in Kenya, including Laikipia County Government, are under the authority of the governors. An executive member who is assisted by a chief officer oversees the departments (Alande, 2013). Ministry of Public Service and County Administration, Ministry of Health, Ministry of Agriculture, Ministry of Finance and Economic Planning, Ministry of Water, Environment and Natural Resources, Livestock and Fisheries Development, Ministry of Land, Directorate of Energy, Roads and Transport, Ministry of Education, Infrastructure and Urban Development, Gender, Youth, and Sports are the eight public ministries and directorates that make up Laikipia County Government in Kenya (Komu, Cheluget & Gikonyo, 2019). Laikipia County government of Kenya is largely a rural settlement specialized in economic activities such as, livestock farming, tourism and trade (ROK, 2019). The three prominent public hospitals in Laikipia County Government Kenya are Laikipia Teaching & Referral Hospital, Laikipia Cottage Hospital and Laikipia District Hospital (GOK, 2020).

Statement of the Problem

Employee productivity says a lot about the outlook of an organization. Employee relation practices are a determining factor in enhancing employee productivity. According to Lawrence (2010), productivity level of employees in private organizations seems to be greater than that of public sectors and this is largely due to absence of certain employee relation practices. According to Adayi (2013), a major cause of declining productivity of employees in the public sector has to do with poor compensation practices. Chima (2007) also noted that lack of giving employee a voice and support in an organization is also one of the major causes of their declining productivity. As a result of the devolution of the public health sector by the government of Kenya, certain concerns have been raised regarding employee productivity whose resultant effect has been unrest in the workplace, migration of health workers and poor service

delivery by employees (Muthoka, 2016). In Laikipia County Government of Kenya, this has also been the case as there has been series of strikes and non-productiveness of employees in terms of service delivery in the public hospitals of the county, in addition there has been high record of poor output by the employees which has led the hospital management to focus more on employee relation practices (Gikonyo, 2017). In addition, it has raised eyebrows and generated concerns from the government and health governing bodies (MOH, 2014).

The impact of employee relations practices on employee productivity has been the subject of several research. Employee voice and its effects on organizational efficiency in Kenya were evaluated by Kitur and Rop in 2016. Through a thorough and comprehensive design analysis, the study selected the use of a study research design. The study made use of hundred (100) employees from the Human Resource Department of Kenya Power and Lightning Company (KPLC) Eldoret Branch in Kenya through stratified random sampling method. The study presents conceptual gap as the study focused on organizational productivity. The impact of employee relations practices on employee productivity has been the subject of several research. Employee voice and its effects on organizational efficiency in Kenya were evaluated by Kitur and Rop in 2016. Through a thorough and comprehensive design analysis, the study selected the use of a study research design. Bose (2018) investigated on employee empowerment and employee performance in United Arab Emirates (UAE). The research made use of mixed research methods to obtain primary and secondary data with the use of structured and unstructured questionnaire from various sources. The study presented contextual gap which is the use of banks in UAE as the target population. The study aimed to ascertain the impact of employee relations practices on staff productivity in the public hospitals in Laikipia County, Kenya, in light of the aforementioned discrepancies.

Objective of the Study

The objective of the study was to establish the effect of employee empowerment and voice practices on employee productivity in the public hospitals of Laikipia County, Kenya.

LITERATURE REVIEW

Theoretical Review

The study was anchored on three theories namely; Equity theory, human relation theory and human capital theory

Equity Theory

Equity theory was first introduced by Jane Stacy Adams in 1963. Equity theory asserted that employees are motivated to work as a result of perceived equity among their co-workers. Employees tend to measure the ratio of their input with outcome or output derived. In cases when an employee's output is incommensurate with the given compensation, the employee may then decide to lower his or her productivity thereby solving the equity issue (Greenbetg, 1999). The equity theory bridges the gap between human resource managers and employees. It explains the reason why productivity and performance can be low. It is then very important that Human Resource Management (HRM) acknowledges human behavior when dealing with employees in terms of compensation, promotion, training etc (Berkowitz, 1965).

Human Relation Theory

Mayo proposed the human relations theory in 1933. According to the notion, employees—rather than just resources or labor force—are the highest level of institution in a company. In human relation theory, employees are seen as emotional and psychological beings and not element employed for work (Mayo, 1933). Maslow (1943) indicated that human relation is characterized into five major needs which psychological needs, safety needs, self-esteem needs and self-actualization needs. Thus, employees are often motivated by their own unsatisfied and unattained needs. Employee relation practices which include regular

compensation, empowerment etc and not manipulation and control will produce desired results in employees in terms of productivity (Hirsch, 2004).

Human Capital Theory

In the 1960s, economists Gary Becker and Theodore Schultz pointed out that education and training were investments that could add to productivity. The human capital theory is attributed to skills, knowledge and capabilities that actually contribute value in terms of economy to firms (Youndt, Snell, Dean & Lepak, 1996). The entire opinion reveals the fact that most practices tend to be always much better than the rest and by so doing; all organizations should employ such methods at all times. The human capital theory fought to reveal that most organizations with adequate skill set, knowledge and capabilities helps to foster many universal conclusions. Individuals have an important value for organizational practices and methods that can develop and secure the value which then leads to positive and higher performance (Gonzalo & Romero, 2005). In the 1950's, the major factors of production as at then were land, labour, capital and management.

Empirical Review

This section reviewed studies related to employee empowerment, employee voice, employee compensation, conflict resolution and employee productivity.

Employee Empowerment and Employee Productivity

In their 2015 study, Rajalingam, Junaimah, and Abdul Ghani attempted to analyze a Malaysian study on the effect of employee empowerment on performance. In order to collect primary data from 200 employees of a significant manufacturing business in Seberang Prai, Malaysia, a quantitative analytic approach was applied. The 200 workers who were chosen as responders filled out a self-administered questionnaire, which served as the main source of the study's data. Descriptive statistics, correlation analysis, regression analysis, and the Statistical Package for Social Sciences were

used to analyze the data (SPSS). The study's conclusions showed that employee empowerment, as shown in the Malaysian manufacturing business, had a favorable impact on staff performance. The aforementioned study was however focused on employee performance and was carried out in 2015 which makes the findings of the result not recent. However, this present study time period will be between 2018 and 2021 as it seeks to focus on employee productivity

Ibrahim, Abbas and Marghany (2016) determined to examine whether or not employee empowerment has effect on Job satisfaction and performance in Egyptian hotels in Egypt. The study included self-administered questionnaires from office workers in Greater Cairo's three-star and five-star hotels. Fifteen (15) three-star hotels and nine (9) five-star hotels were selected for the study. Two hundred and sixty-six (266) questionnaires were administered to the front office employees and of which only one hundred and eighty-four (184) were considered valid for the study. The analysis of the data was done using AMOS version 20 while Cronbach's alpha test was used to determine the reliability of the questionnaires. At the end of the study. It was determined that employee empowerment in five-star hotels increases employee work happiness considerably through engagement, commitment, and psychological empowerment, whereas only psychological empowerment and commitment had an impact on the satisfaction of employees in three-star hotels. The previous study utilized hotels in Egypt as the target population and adopted the use of AMOS version 20 while this current study will focus on employees in the public hospitals of Laikipia County, Kenya while analysis will be done on SPSS version 21 platform.

Kumar *et al.* (2017) investigated the impact of employee empowerment in the United States of America (USA). The study adopted the use of descriptive research survey method to obtain data. The study aimed to obtain data from the entire population of the Manatec Electronic private

Limited through the use of a simple random technique. The primary data were obtained through the use of questionnaires which were administered to twenty-two (22) selected respondents of Manatec Electronic Private Limited while the secondary data used for the study were sourced from the company websites. The analysis of the obtained data was done using ANOVA method, correlation method and chi-square method. According to the results, there is a somewhat substantial correlation between employee empowerment and performance at Manatec Electronic Private Limited. However, the aforementioned study was specific to USA while this current study will be specific to Kenya.

Bose (2018) investigated on employee empowerment and employee performance in United Arab Emirates (UAE). The research made use of mixed research methods to obtain primary and secondary data with the use of structured and unstructured questionnaire from various sources. The primary data was majorly obtained from the structured questionnaires distributed to approximately one thousand (1000) employees of six (6) major banks in United Arab Emirates (UAE) while The primary source of the secondary data was the annual reports of the banks, together with industry-related publications released by other independent third parties. The reliability test was done using Cronbach-alpha test. The data obtained was analyzed using descriptive statistical analytical tools. It was discovered at the end of the research that no significant impact exists between employee performance and employee empowerment in the selected banks used. Although highly valuable, the prior study's use of primary and secondary data prevented it from being applied to Kenya. However, this present study will adopt primary data alone and solely based on Kenya as a country.

Employee Voice and Employee Productivity

In 2016, Kitur and Rop evaluated the impact of employee voice on organizational productivity in Kenya. Through a thorough and comprehensive design analysis, the study selected the use of a

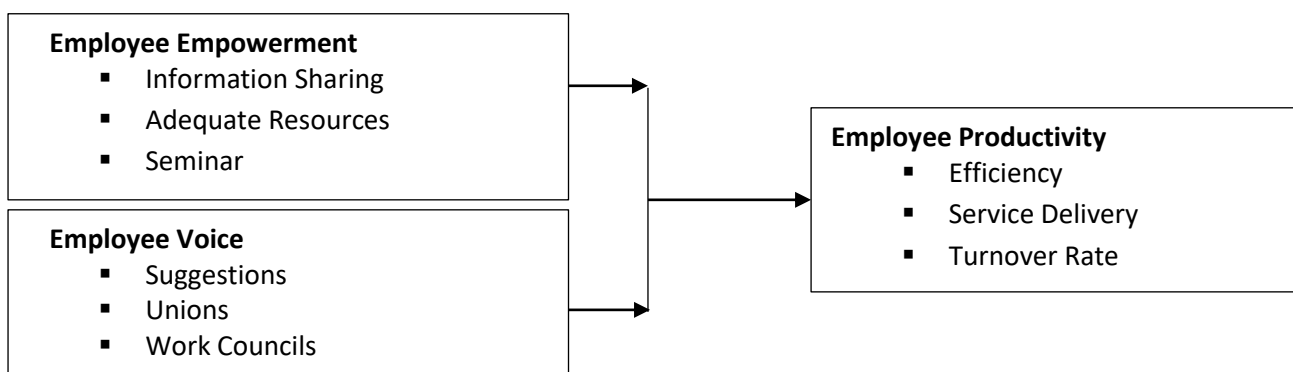
study research design. The study made use of hundred (100) employees from the Human Resource Department of Kenya Power and Lightning Company (KPLC) Eldoret Branch in Kenya. The study employed the use of stratified sampling technique and administered questionnaires to the hundred (100) employees of the Human Resource Department of Kenya Power and Lightning Company (KPLC) Eldoret Branch in Kenya who happened to be the respondents. Descriptive statistics method was used for analysis. The study's conclusions showed that the influence of employee participation in decision-making leads to a boost and improvement of the quality of services provided as well as an increase in profit. The previous study focused on organizational productivity while this current study will focus on employee productivity.

The impact of employee voice management on the organization's performance at a few deposit money institutions in Enugu state, Nigeria, was studied by Agbaeze, Obioyi, Agu, Agu, and Chukwuma (2017). The study employed the use of a descriptive research survey design. The primary data was gathered through the means of an interview and the use of a questionnaire which was administered to five hundred and fifty-three (553) employees of the deposit money banks in Enugu out of an entire number of two thousand eight hundred and sixty-four (2864) altogether. Due to certain errors and failure to return the questionnaires, only five hundred and two (502) questionnaires were eventually made use of. Simple linear regression tools and Pearson's Correlation Method were the analysis techniques used to analyze the data gathered. The study then concluded that an improvement was observed in the job behaviors, commitment, organizational performance and industrial relations of the employee due to employee voice. The aforementioned study made use of primary data and was focused on organizational performance of deposit money banks. However, this present study will focus on

employee productivity in the public hospitals of Laikipia County, Kenya.

In the Nigerian oil and gas business, Akinwale (2018) conducted research on employee voice in relation to speaking up in the workplace as a correlate of worker productivity. The research strategy for the study used a cross-sectional approach. One thousand sixty-seven (1067) personnel of the Nigerian oil and gas industry were sampled for the study, however only nine hundred and two (902) responses were ultimately used. The nine hundred and two (902) chosen employees were given questionnaires to complete, and their replies served as the major data source for descriptive statistics and Pearson moment correlation analysis. After analyzing the data, the research came to the conclusion that the oil and gas industry's weak employee communication system caused a mixed response to speaking up. The previous study, which was highly country-specific, exclusively looked at the oil and gas sector in Nigeria, but this current study will concentrate on staff members at public hospitals in Laikipia County.

Turkish instructors' perspectives on employee voice and its impact on job engagement were examined by Simsek et al. (2019). The use of rational screening model was adopted in the study. The study sampled seven hundred and thirteen (713) teachers who were employed at forty (40) public schools which included both kindergarten, primary, secondary and high schools in a district in Ankara, Turkey. The data was obtained by the use of employee voice scale and work engagement scale. Data research organizations and the Statistical Package for Social Sciences were used to analyze the data that was collected (SPSS). The Cronbach's alpha test was also used for the reliability test. The results of the study, which were observed among the chosen instructors in Ankara, Turkey, used for the study, showed that there is a considerably beneficial relationship between employee voice and job engagement. The aforementioned study however employed Turkish teachers as the target population while the current study will target employees of public hospitals in Laikipia County, Kenya.



Independent Variables

Dependent Variables

Figure 1: Conceptual Framework

METHODOLOGY

Research Design: A research design as defined by Bryman and Bell (2007) is the framework that provides an outline that identifies the processes involved in the execution of a research study. To ascertain the impact of employee empowerment and voice practices on staff productivity in the

public hospitals in Laikipia County, Kenya, the study thus used a descriptive research methodology.

Target Population: The target population for the study was 174 doctors, nurses and clinical staff in Laikipia Teaching & Referral Hospital, Laikipia Cottage Hospital and Laikipia District Hospital in Laikipia County Government, Kenya.

Sampling Design: The study adopted stratified sampling approach due to its intentionality in following certain criteria outlined (Creswell, 2013). The study adopted the sample size formula by Taro (1967) which is below: $n = N / (1 + N(e^2))$ In this case, n is the required sample size.

The intended accuracy, e, is the chance of mistake (for example, 0.05 for a 95% level of confidence). N stands for the estimated population size.

$$n = 174 / (1 + 174(0.05^2)) n = 121$$

Data Collection Instrument: A questionnaire was the main tool used for the study's data collecting.

Validity and Reliability of Research Instrument: A validity test was performed on the research tool, to see if it is reliable enough to collect data. Similarly, reliability test was also conducted on the research

instrument to determine whether or not it is consistent.

FINDINGS AND DISCUSSIONS

The study targeted 121 respondents who consisted of 50 doctors, 60 nurses, 11 clinical officers. However, 109 respondents consisting of 43 doctors, 56 nurses and 10 clinical officers filled the questionnaire. These accounted to 90 per cent response rate, and according to Kothari (2011) was a good response rate to make inferences on the sampled population.

Reliability Results

The test of reliability of the research instruments was done through the Cronbach Alpha score where 0.7 was the cut point. Table 1 presents the results.

Table 1: Reliability Results

Constructs	Alpha Score	No. of Items	Comments
Employee Empowerment	0.788	5	Reliable
Employee Voice	0.876	5	Reliable
Employee Compensation	0.833	5	Reliable
Conflict Resolution	0.871	5	Reliable
Employee Productivity	0.799	5	Reliable
Average Score	0.833	5	

Source: Researcher (2023)

The Alpha score for each of the variables (employee empowerment was 0.788, employee voice was 0.876, employee compensation was 0.833, conflict resolution was 0.871 and employee productivity was 0.799) were above 0.7 indicating that the research instrument was reliable based on the Cronbach Alpha score.

Demographic Characteristics

Gender of the Respondents

The gender of the respondents was sought to establish the gender representation in the study. Table 2 presents the results.

Table 2: Gender of the Respondents

	Frequency	Percent
Valid	Male	67
	Female	42
	Total	109
		100.0

Source: Researcher (2023)

The study findings on respondents gender in Table 4.2 indicates that the male respondents were the

majority with 61.5% representation. The female respondents in the study were 42 representing

38.5% of the population. This presents that there was gender in the study and that the hospitals represented embraced fair gender equality.

Age Brackets

The question of age was vital in explaining the age differences and experience level. The results were presented in Table 3.

Table 3: Age Brackets

	Frequency	Percent	
Valid	25Yrs -34Yrs	11	10.1
	35Yrs – 44Yrs	93	85.3
	55Yrs & above	5	4.6
	Total	109	100.0

Source: Researcher (2023)

The study results presented in Table 3 on age brackets indicates that majority of the nurses and doctors were between 35 and 44 years represented by 85.3 per cent. 10.1 percent were between 25

years and 34 years and 4.6 per cent were above 55 years. The results on age indicated that the youth and experienced were well represented in the study.

Table 4: Work Experience

	Frequency	Percent	
Valid	Less Than 1 Year	2	1.8
	2 to 3 Years	4	3.7
	4 to 5 Years	2	1.8
	More Than 5 Years	101	92.7
	Total	109	100.0

Source: Researcher (2023)

The findings in the Table 4 indicates that 92.7 per cent of the respondents had worked in the Hospital for more than 5 years. This indicated high possibility of high employee productivity as a result of having worked for a long period.

or spread in responses. The mean indicated the where the responses lied in a five key likert scale. High mean indicated high agreement level with the statement presented and verse versa.

Descriptive Analysis

The descriptive statistics metrics; mean and standard deviation were used in this section. Standard deviation indicated the level of variation

Employee Empowerment

The results on employee empowerment which constituted the first objective of the study were presented in Table 5.

Table 5: Employee Empowerment

	Mean	Std. Deviation
Information sharing aids effective productivity among employees	3.5046	.68885
Availability of adequate resources positively influences employee service delivery	4.0275	.56860
Empowering employees improves turnover rate	4.1927	.78737
Seminars and conferences improve employees' efficiency	4.2202	.53330
Effective employee empowerment leads to effective employee productivity	4.1651	.70071
Aggregate Score	4.0220	0.6558

Source: Researcher (2023)

The study results in Table 5 indicates that the aggregate mean was 4.022 corresponding to “agree” in the five key likert scale. The standard deviation value of 0.6558 was below 2.0 indicating very low variation in responses on statements relating to employee empowerment. Further, individual statement mean ranged from 3.5 to 4.22 with standard deviation ranging from a low of 0.53330 to a high of 0.78737. These clearly indicates that in the public hospital targeted there was information sharing, availability of adequate resources and seminars and conferences were held. It was evidenced that employee empowerment enhanced employee productivity. The study results were supported by Rajalingam, Junaimah, and Abdul-Ghani (2015) that employee empowerment

has a favorable impact on staff performance. Further, Ibrahim, Abbas and Marghany (2016) found that employee empowerment increases employee work happiness considerably through engagement, commitment, and psychological empowerment. Additionally, Kumar *et al.* (2017) found that employee empowerment had a significant effect on employee performance. However, Bose (2018) established that no significant impact exists between employee performance and employee empowerment.

Employee Voice

The study’s second objective aimed to determine the effect of employee voice on employee productivity. Table 6 presented the results.

Table 6: Employee Voice

	Mean	Std. Deviation
Establishment of union affects employee productivity	4.4130	.5479
Giving employees a voice influences their efficiency	4.2844	.77090
Establishment of work councils has a positive effect on employee productivity	4.4954	.68885
Acceptance of employee suggestions improves their productivity	4.4771	.50178
Union and work council has positive effect on employee efficiency	4.2202	.91649
Aggregate Score	4.3780	0.6851

Source: Researcher (2023)

The findings of the study presented a high aggregate mean of 4.3780 corresponding to “agree” in the likert scale. The standard deviation was low at 0.6851 indicating a low spread in the responses from various respondents. The individual statement results indicated that establishment of unions affected employee productivity (M=4.4130, Std Dev=0.5479). The results indicated that giving employees a voice influences their efficiency (Mean=4.2844, Std dev=0.77090). The results also indicated that establishment of work councils, Acceptance of employee suggestions and establishment of union and work council has a positive effect on employee efficiency as indicated by a mean of 4.4954, 4.4771 and 4.2202 respective. The study results provided that employee voice significantly impacted on employee productivity. Kitur and Rop (2016) findings supported that employee voice in decision-making leads to a boost

and improvement of the quality of services provided as well as an increase in profit. Additionally, Agbaeze et al., (2017) found that an improvement was observed in the job behaviors, commitment, organizational performance and industrial relations of the employee due to employee voice. Further, Akinwale (2018) research came to the conclusion that industry's weak employee communication system caused a mixed response to speaking up. Moreover, Simsek et al., (2019) results of the study showed that there is a considerably beneficial relationship between employee voice and job engagement.

Inferential Analysis

Correlation Analysis

This section presents results relating to correlation results. Correlation amongst variables was tested through pearson correlation at 95% confidence interval.

Table 7: Correlations

		Employee Empowerment	Employee Voice	Employee Compensation	Conflict resolution	Employee productivity
Employee Empowerment	Pearson Correlation	1				
	Sig. (2-tailed)					
Employee Voice	N	109				
	Pearson Correlation	.123	1			
Employee Productivity	Sig. (2-tailed)	.202				
	N	109	109			
Employee Productivity	Pearson Correlation	.679**	.866**	.583**	.560**	1
	Sig. (2-tailed)	.003	.000	.000	.006	
		N	109	109	109	109

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation results indicates that there was a strong positive correlation between independent variable (employee empowerment, employee voice) on dependent variable (employee productivity). The positive strong correlation between employee productivity and employee empowerment,

employee voice, was evidenced by Pearson correlation of 0.679, 0.866 respectively.

Correlation Analysis Results

The correlation results presented includes; model summary, analysis of variance and regression coefficients.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.620	.606	2.01145

a. Predictors: (Constant), Employee Empowerment, Employee Voice,

Source: Researcher (2023)

The model summary results presents the coefficient of determination (R Square) and correlation coefficient (R). The R of 0.788 indicates that the variables were highly correlated that the relationship between independent variables (Employee Empowerment, Employee Voice,) and

dependent variable (employee productivity) was strong. The adjusted R square results indicated that 60.6 per cent changes in employee productivity was as a result of changes in employee empowerment, employee voice.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	687.958	2	171.989	42.509	.000 ^b
	Residual	420.776	104	4.046		
	Total	1108.734	108			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Employee Empowerment, Employee Voice,

Source: Researcher (2023)

The analysis of variance result indicate that the model was fit to test the relationship between independent variables (employee empowerment,

employee voice,) and dependent variable (employee productivity) at 95% confidence interval (Sig<0.000).

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	24.501		7.336	.000
	Employee Empowerment	.517	.123	4.198	.000
	Employee Voice	-			

a. Dependent Variable: Employee Productivity

Source: Researcher (2023)

The adopted regression model $Y = 24.501 + 0.517X_1 + 1.076X_2 + \epsilon$

The study results in Table 10 indicated that holding the independent variables constant the value of y intercept (employee productivity) was 24.501. The findings in Table 10 indicated that a unit change in employee empowerment resulted to 0.517 unit changes in employee productivity. There was a significant positive relationship between employee empowerment and employee productivity at 5% significant level (sig<0.05). The study results were supported by Rajalingam, Junaimah, and Abdul-Ghani (2015) that employee empowerment has a significant effect on staff performance Ibrahim, Abbas and Marghany (2016) found that employee empowerment significantly increases employee productivity. Kumar *et al.* (2017) found that employee empowerment had a significant effect on employee performance. However, Bose (2018) established that no significant impact exists between employee performance and employee empowerment.

The results in Table 10 presents that employee voice had a positive significant effect on employee productivity at 95% confidence interval (sig<0.05). A unit variation in employee voice resulted to 1.076 units changes in employee productivity. Kitur and Rop (2016) findings supported that employee voice significant affects employee productivity.

Additionally, Agbaeze et al., (2017) found that employee voice significant affects employee performance. Further, Akinwale (2018) found that employee voice significantly affects employee productivity. Moreover, Simsek et al., (2019) results of the study showed that there is a considerably significant relationship between employee voice and employee productivity.

CONCLUSIONS AND RECOMMENDATIONS

Employee empowerment was found to be key in ensuring employee productivity. The aspect of employee empowerment which included information sharing, availability of adequate resources, and holding of seminars and conferences were found to significant influence employee efficiency. The results indicated that in the public hospital targeted there was information sharing, availability of adequate resources and seminars and conferences were held. The results indicated that establishment of unions voice affected employee productivity. The results indicated that giving employees a voice influences their efficiency. The results also indicated that establishment of work councils, acceptance of employee suggestions and establishment of union and work council has a positive effect on employee efficiency. The study results provided that employee voice significantly impacted on employee productivity.

The employee productivity level in public hospital in Laikipia county, Kenya was moderate presenting that employees moderately managed to plan their work so that they can finish on time. The employees were shy of taking challenging jobs, the knowledge for employees was not updated frequently and turnover rate was still experienced in public hospitals. The study concluded that employee empowerment, employee voice, significantly affected employee productivity.

There is need for public hospitals in Kenya to consider empowering employees by allocating tasks related to their qualifications, embracing employee

recognition and allocation of challenging tasks. The ministry of health should consider introducing salary packages which will motivate diverse cadres in various hospitals in Kenya. The government of Kenya should ensure that the compensation packages are fair across the board in public hospitals. There is need to consider the employees feedback in public hospitals in Kenya. Their voices will give direction on achieving millennium development goals. The national government should encourage employee's unions and work councils. There is need to accept employee suggestions and establish of strong union in all counties.

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