SELINUS UNIVERSITY
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THE ROLE OF LEADERSHIP IN MODELLING ORGANIZATIONAL CLIMATE AND IMPROVING PERFROMANCE: THE EXPEREINCE OF FAITH BASED HEALTH CARE FACILITIES IN KITUI COUNTY KENYA

By

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DECLARATION

I hereby declare that "*The Role of Leadership in Modelling Organizational Climate and Improving Performance in Faith Based Health Care Facilities, Kitui County Kenya*" is my own work and that its contents are only the result of readings and research that I have done. Permission has been obtained from persons and institutions mentioned to include their Focused Group Discussions.

Mary Musumba Okumu

DEDICATION

This thesis is dedicated to the memory of my late parents mzee Jacob Okumu Were and mama Martha Oucho Wambayi whose memories vividly remain with me. *"Mum and Dad"* you taught me to be a unique, independent, and determined. One of the things I will forever remain grateful for is the faith that you grew in me, that has enabled me become the somebody that I am today. I am really honored to have been nurtured and guided by you in love. As you rest up there with the Lord, remain treasured for your resilience and for being epitomes of Faith.

Wisdom 1:3: The souls of the righteous are in the hand of God, and no torment shall touch them.

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ABSTRACT

Background: Organizational climate is reflected in the organization's objective to develop its employees by providing them good working environments and conditions and assisting and supporting them so they can achieve job satisfaction and improve their performance. Thus, Job satisfaction is a vital factor for organization's success – as it is beneficial to the employees, the organization and the society at large. As well as creating a shared vision for a better future, health care managers need to understand the attributes of a positive work climate and to tap into their abilities and the abilities of the teams they lead in order to improve performance, achieve organizational objectives and make a difference.

Objective: The main objective of this study was to determine the role of leadership in modelling organizational climate and improving performance in faith-based health care facilities in Kitui County Kenya. By so doing, the study would identify the relationship between organizational work climate and employee performance; recognize the elements in the work environment that encourage a positive organizational work climate; and understand how organizational climate can be improved by motivating employees, strengthening communication, and sustaining employee commitment.

Methods: The study used a qualitative research design. To strengthen the theory of the study, related literature was reviewed. A purposive sampling method was adopted to identify and conveniently select a sample that would yield rich and diverse responses and that would support the depth and understanding of the study. 60 participants were included in the study. To generate collective views and anticipating relatively broad, varied and quality open-ended participants'

responses, focused group discussion and observation methods were used to understand the perception of the participants towards their work environment. The information gathered was recorded as field notes and enriched through audio recording. The analysis of field notes and audio record was done to code the information and to identify important emerging patterns or themes.

Results: The analysis of data elicited six main themes that together shaped the work climate and that are of significant influence to the performance of employees: Employee Involvement and Participation; Communication; Team Collaboration; Stress Management and Health; Challenging Tasks; and Job Satisfaction. The study further indicated an outstanding relationship between leadership styles/practices and organizational climate and between organizational climate and employee performance.

Conclusion: Conclusively, the study has affirmed that leadership in Faith Based Health Care Facilities in Kitui County, Kenya has a significant role to play in modelling the organizational climate and improving performance. In order to improve the performance of employees based on the findings, the study's recommendations to Management draw attention to the following operational areas: Employee involvement and participation in decision making: organizational communication; care of employees; employee recognition and appreciation; compensation; and employee training and development.

Key Words: *Organizational Climate, Job Satisfaction, Organization's Success, Leadership, Modelling, Faith Based Health Care Facilities, Improving Performance.*

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LIST OF ABBREVIATIONS

CCC   Comprehensive Care Centre

CEO   Chief Executive Officer

CIPE   Center for International Private Enterprise

CME   Continuous Medical Education

EC   Employee Commitment

EP   Employee Performance

FGD   Focused Group Discussion(s)

FBHCF/S   Faith Based Health Care Facilities/Systems

HeGTA   Healthcare Governance & Transparency Association

HCF   Healthcare Facility/Facilities

HCM   Healthcare Manager(s)

HOD   Head(s) of Department(s)

HRM   Human Resource Management

HRH   Human Resource for Health

JS   Job Satisfaction

KCK   Kitui County, Kenya

MSC   Management Sciences for Health

OC   Organizational Climate

OP   Organizational Performance

USAID   United States Agency for International Development

WHO   World Health Organization

CHAPTER ONE: INTRODUCTION

This chapter introduces the research, considering the background to the study in regard to the contribution of Faith Based Health Care Facilities (FBHCF) to health service delivery in Kenya. It briefly highlights the importance of enhancing strategies to boost employee performance (EP), and the need to grow a motivated health workforce. It brings out the challenges facing the health care environment and mentions how leadership, both at governance and hospital management level can navigate through these challenges and create supportive work environments. Finally, the chapter defines the research problem statement; the rationale and purpose of the research; the research questions and hypotheses; conditions and limitation of the research; and the contribution of the research.

1.1.   Background to the Research

"Safe and healthy working environments are not only a fundamental right but are also more likely to minimize tension and conflicts at work and improve staff retention, work performance and productivity. Conversely, a lack of effective structures and support at work, can affect a person's ability to enjoy their work and do their job well; it can undermine people's attendance at work and even stop people getting a job in the first place" (WHO, 2022).

WHO and World Bank have recognized faith-based health care systems (FBHCS) for the substantial effort they have made in the health sector. In the Kenyan context FBHCF (commonly known as "mission" health facilities) have supplemented the efforts of the government in meeting the health needs of its population by providing 40% of health care services mainly to the medium

and low-income populations in rural areas (Kiliko, 2015; Ndege et al. 2022). FBHCF also provide useful data for the country's health planning and resource allocation. Notwithstanding, FBHCF continue to operate in everchanging and challenging environments compounded by devolved governance structures and donor fatigue (Kiliko, 2015). The major and critical contribution to health service delivery by FBHCF ought to be supported by a motivated Human Resource for Health (HRH) that can committedly live the vision and mission of the organizations they work in, thereby enhancing the achievement of organizational objectives.

According to World Health Report (WHO, 2006) on HRH, strategies to boost EP are critical for four reasons: they will be likely to show results sooner than strategies to increase numbers; the possibilities of increasing the supply of health workers will always be limited; a motivated and productive workforce will encourage recruitment and retention; governments have an obligation to society to ensure that limited human and financial resources are used as fairly and as efficiently as possible. Health workforce performance is critical because it has an immediate impact on health service delivery and ultimately on population health. A well-performing workforce is one that works in ways that are responsive, fair and efficient to achieve the best health outcomes possible, given available resources and circumstances (WHO, 2006).

A better future is the dream for every leader. Every work environment is unique because every organization and culture is different. Now more than ever, health care managers (HCM) everywhere struggle with the same challenges: dealing with emerging health issues in difficulty settings; spelling out priorities; inspiring and motivating employees; championing change; and demonstrating their abilities to produce results that are measurable. In inspiring employees for

better organizational performance, HCM must consider the organizational climate (OC) within which they operate as one of the main elements in achieving desirable work approach among employees. As rightly put by Douglas McGregor, *"The essential task of management is creating opportunities, releasing potential, removing obstacles, encouraging growth, and providing guidance"* (MSH, 2005).

Hospital Boards of Management have three primary roles: to develop policies, to make significant and strategic decisions and to oversee the activities of their organizations. The modelling of OC therefore, in a way, begins at governance level. Taking into consideration the increasingly complex health environments in terms of on-going health reforms, the changing donor priorities, the shifting client needs and the new technologies, Boards must empower HCM to assume responsibilities that were previously held by people at higher levels (MSH 2005). Responsively, HCM are invited to courageously and boldly take on the roles. To face the health care challenges with more confidence and to lead their teams to bring about the desired changes in health, HCM need to improve their leadership and foster teamwork (Roh & Moon, 2016).

OC is reflected in the organization's objective to develop its employees by providing them good working environments and conditions and assisting and supporting them so they can achieve job satisfaction (JS), and subsequently improved EP (Bahrami et al. 2015). Thus, JS is a vital factor for organization's success – as it is beneficial to the employees, the organization and the society at large (Riyanto & Panggabean, 2019).

HCM have a duty to create a shared vision of a better future. They need to understand the attributes of a positive work climate and to tap into their abilities and the abilities of the teams they lead in order to improve performance, achieve organizational objectives and make a difference.

1.2.   Statement of the Problem

The primary objective of health care is to improve the quality of life. Providing high value, patient-centered, and quality care while preventing patient harm remains a worldwide challenge. Hospital work environment is considered important in setting patient safety climate (Brubakk et al. 2021). It is therefore important for hospitals to foster supportive work environment essential for patient safety and desired health outcomes.

Many organizations ignore work climate affecting employees' work engagement and effectiveness (Rozman & Strukelj, 2021). The key concern that may arise in influencing OC is whether or not HCM recognize and understand the attributes of a supportive work climate and how these affects performance of employees; and how they can motivate and inspire their teams to a level of commitment that creates comfort in the work place (MSH, 2005). Setting the tone at Management level to improve OC by motivating employees and providing challenge, clarity and support, remains a challenge for many health care organizations.

1.3.   Rationale and Purpose of Research

Considering that all organizations aim at achieving their goals, and in line with the changes in business environment and organizational management, organizations are now shifting from the

emphasis on generating utility and productivity, and focusing on the quality of work experience of their employees which is instrumental in modelling a positive OC that makes employees happy and fulfilled (Lee & Kim, 2023). The emphasis on organizational leadership is also shifting from improving the effectiveness of employee and the subsequent effect on the results of the organization to improving OC through leadership based on recognition of achievement, teamwork and the health and welfare of workers (Perez-Vallejo & Fernandez-Muhoz, 2020).

EP therefore becomes one of the benchmarks of success that needs close observations. This reality invites organizations to improve the effectiveness of human resources, whose performance relate to some or all the activities of the organization with reference to some standards such as management accountability (Permatasari & Ratnawat, 2021). OC or working environment is among the factors affecting employee commitment (EC) and performance and is considered to be significant in determining organizational performance (OP). The challenge for HCM would be to evaluate OC and use their experience and expertise to improve management practices so that employees can be motivated to perform better and to maintain acceptable standards.

A number of studies have looked into the issue of OC and related it to differing perspectives: OC and; employee performance (Bushiri, 2014; Shammount, 2021); employee commitment (Lee & Kim, 2023); employee job satisfaction (Gaunya, 2016; Okoli, 2018); employee retention (Mujtaba & Jamia, 2018); employee engagement (Kamanja et al. 2020); etc. In the light of the pressures of work particularly in health care settings, this research focuses on the role of HCM and leaders – what they need to do to set the tone at management level and create a conducive and enabling environment that subsequently leads to improvement in EP. Review of OC is particularly important

in health care settings for the sake of patient care. It determines nosocomial infection rates, hospital mortality, re-admissions and adverse events. OC also influences the attraction and retention of health care professionals which is crucial considering the emerging health concerns such as covid 19 pandemic (Maassen et al. 2021).

The main objective of this study was to understand the role of leadership in modelling OC and improving performance in FBHCF in Kitui County Kenya (KCK).

The specific objectives were:

i)   To identify the relationship between organizational work climate and EP;

ii)   To recognize and/or highlight the elements in the work environment that encourage a positive organizational work climate;

iii)   To understand how work climate can be improved by motivating employees, strengthening communication, and sustaining EC.

1.4.   Research Questions and Hypothesis

Research questions and subsequent hypotheses are necessary as they define the main purpose of the research. Research questions need to be specific and concise to provide a solid basis for developing hypotheses (Barroga & Matanguihan, 2022). This research attempted to answer the following questions:

i)   What is the role of health care leadership in FBHCF in KCK, in modelling the work climate?

ii) What are the attributes of a positive work climate?

iii) What does work climate in FBHCF in KCK, look like, and how does it influence EP?

iv) What is the level of engagement of employees in FBHCF in KCK?

The research supposes that;

i)   Health care leaders and managers have a pro-active role to play in shaping OC;

ii) A positive work climate is correlated to EC to the organization. EC is key to OP.

1.5.   Conditions and Limitations

The research is limited to only one of the 47 Kenyan Counties – Kitui. Additionally, only FBHCF were considered.

1.6.   Contribution of the research

By drawing upon existing related studies, this research has offered useful insights into the challenges as well as opportunities associated with leadership when modelling OC. Understanding how OC moderates the outcomes of leadership styles and practices is integral for creating supportive work environments. While a number of studies have examined the role of leadership in shaping OC, this qualitative study has further taken a practical approach and looked at the possibilities of applying leading and managing practices to enhance the creation of an enabling work environment. This research therefore provides a unique and comprehensive analysis to empower health care leaders and managers in Kenya and beyond.

CHAPTER TWO: LITERATURE REVIEW

This chapter identifies and reviews some theory and debates of previous research findings related to the role of leadership in shaping OC, with the purpose of synthesizing the ideas suggested. It describes in general the concepts of governance and leadership/leadership styles (and how these influence OC), OC and its relationship with leadership, individual performance and OP. The leader's role in improving OC and strengthening performance is illustrated at length, bearing in mind related leadership and management practices and competencies; the leaders need to identify and reinforce a positive OC; improving OC and motivating staff; strengthening communication; sustaining the commitment of employees; and involvement of senior management in articulating and living organizational values.

2.1. Introduction

Economic reforms, advancements in technology, cut-throat competition and the need to deliver excellent and quality services has brought changes in work environment. The scope of work for employees is consistently widening, requiring longer hours of work so that targets can be achieved. According to Shintri & Bharamanaikar (2021), this reality can be supported by an enabling work environment that enhances the well-being of employees. Such an environment promotes the motivational aspects of an individual, his/her state of mind, his/her perception of things around and his/her performance. The notable increase in the level of stress among working men and women globally increases the likelihood of these employees to experience mental disturbance which can lead to emotional disturbance followed by mental health issues (Shintri & Bharamanaikar, 2021).

It is therefore important to identify and understand the factors that can contribute to the creation and sustanance of a less stressful work climate that can help employees to deal with work pressures. While it is important to note that employees are a critical resource, and that human resource management (HRM) is a critical management area that is responsible for organization's most important asset (its people), a number of organizations frequently fail to consider management systems, practices and procedures needed to support this important resource (Rozman & Strukelj, 2021; USAID/MSH, 2009). A health care organization that expects to fulfil its mission, meet its health objective and enhance its competitive advantage would need to invest wisely in the HRH (USAID/MSH, 2009). OC is reflected in the organization's objective to develop its employees by providing them optimal work environment and conditions, and assisting and supporting them to achieve job satisfaction (JS), and subsequently improved EP (Bahrami et al. 2015; USAID/MSH, 2009). JS is a vital factor for organization's success – as it is beneficial to the employees, the organization and the society at large (Riyanto & Panggabean 2019).

OC defines the employees' view of their organization and its purpose and how they experience the prevailing workplace atmosphere (Berberoglu, 2018; MSH, 2005). It is among the most important matters regarding organizational environment that is directly linked to employee attitude and behavior related to work. Moreover, EC towards their organization is considered having a vital relationship with OP ((Berberoglu, 2018). HCM therefore need to identify and understand the attributes of an enabling or positive work climate and tap into their abilities and the abilities of the teams they lead in order to improve performance, achieve organizational objectives and make a difference.

2.2. Governance

Governance is fundamental. It is the process of providing oversight to all the functions and performance of the organization. By defining the mission and vision of the organization, governing Boards take accountability and responsibility for the overall management of the organization. Health care governance involves oversight of all organizational pillars of a health system and decision-making processes by senior-level leadership including the chief executive officer (CEO), departmental managers, clinical leads and the Board of directors (Roh & Moon, 2016).

Governing Boards play a pivotal role of supervising hospital operations and/or health care initiatives on behalf of trustees. They are crucial entities for giving strategic direction – including financial management and HRM as well as lobbying for community participation and ownership of health care facilities (HCF), improving revenue collection and cutting down costs, and improving quality of care (McNutt et al. 2014). This suggests that strong governance practices are a foundation for enhanced general performance of health care programs and initiatives. Chen, et al. (2021) argue that suitable individuals must be recruited for hospital Boards to be effective. It has been acknowledged that poor organizational performance of FBHCS in Kenya is attributed to poor corporate governance practices such as lack of clear governance roles and relationships and lack of proper corporate culture (Ndege et al. 2022). Poor governance has also been previously linked to the apparent failure of health care systems in many African countries (McNutt et al. 2014), considering that the performance of hospitals is influenced by varying aspects of the Board.

Good governance structure allows for the alignment of the rights and obligations among different groups in the organization and determines policies and procedures in decision making (Nabella et

al. 2022). Well governed health care organizations, with clearly defined roles and responsibilities and segregated duties, are more likely to achieve high levels of efficiency and performance comparable to current health care demands while at the same time, containing costs. In addition, governance with robust practices provide solid avenues to strengthen operational resilience. They enhance long term organizational sustainability by laying down decision making structures and processes and by enhancing flow of information. This can be instrumental in identifying opportunities and defining strategies to manage risks (HeGTA, CIPE & USAID, 2014) and is particularly key in health care arena.

Since HRM is tied to good governance, health care Boards need to aggressively search, recruitment and retain a qualified and capable CEO (and other senior management staff) with ability to focus on the vision and mission of the organization and to lead teams to achieve organizational objectives. Similarly, managers responsible for HRH should have ability to discover and elicit employees' talents, skills and knowledges, and to develop these for the benefits of both the employees and the organization (Tongvijit et al. 2023). Employees in turn require equal opportunity to enable growth and to move the organization forward under the same shared vision and direction. Taking into account all these, organizations can ascertain that their vision, mission, and objectives will be achieved. This however may not be guaranteed if other factors such as OC are not given attention. (Abun et al. 2021).

Roh & Moon (2016) identified the relationship between the performance of hospital Boards and the following factors that can determine the performance of the hospital: the size, composition and diversity of the Board; the level of participation of medical staff; and the CEOs duality. Hospital

Boards are obligated to motivate hospital departments to meet their targeted managerial and clinical goals and evaluate their performance. This makes them a critical external stakeholder influencing the performance of hospitals and a crucial component of health care delivery (Roh & Moon, 2016). This being the case trustees of FBHCF are invited to selectively and carefully appoint their Board members, induct and train them to ensure that they can correctly and effectively execute their mandate as members of hospital Boards (Ndege et al. 2022).

HCF, whether private, public or faith-based have a business orientation. According to Tongvijit, et al. (2023), organizations today are not only in competition, but also strive to win the competition. What they need to do to emerge winners is to carefully design necessary and practical strategies to plan the game. The role of HRM comes in handy as one of the strategies of gaining competitive advantage. Governance can therefore be applied to HRM, which emphasizes the integration of three key elements; system; policies; management and leadership practices of recruiting, maintaining and developing employees. These elements must be operated with good governance principles and be enforced with transparency and accountability (USAID/MSH, 2009; Tongvijit, et al. 2023). Human resources have necessary skills and/or experience (or where there is deficient skill and/or experience, training is required) and are an important part of the game plan. In line with on-going reforms in health care, on-going education and training of HRH in needed skill is important. Also key, is the ability of the organization to offer adequate compensation to employees, to monitor and evaluate their performance through appraisal as well as to retain specialized and skillful employees (Tongvijit, et al. 2023).

Hospital Boards have a fundamental role in modelling OC by ensuring that the organization has

policies and procedures consistent with the organizational strategy and service model in use. Furthermore, Boards have a responsibility of determining what is being done for the formation of acceptable culture and attitudes and how the principal of motivation of employees promote the quality of service.

2.3. Leadership

Though the terms leadership and management may in some instances be used interchangeably, they are distinct and related areas of competence. The two functions are complementary and as such, the concept of *"managers who lead"* is considered a holistic approach to running a health care program, organization or facility (Vriesendorp, 2009*)*. Where managing entails a focus on coordinating resources and implementing activities to produce reliable performance, leading is about enabling those within and without the organization to face challenges and achieve results under complex conditions (Gilson & Agyepon, 2018). HCM must always be "managers who lead" and who can create a shared vision of a better future.

Leadership is a process of influencing others, clarifying organizational goals, and motivating employees to adopt to organizational culture. It entails directing, guiding and supervising others to perform tasks according to plan (Martinex- Arroyo & Valenzo- Jimenez, 2020; Nabella et al. 2022; Riyanto & Panggabean, 2019; Sulastiningtiyas & Nilasari, 2018). The two-sided engagement between leaders and employees to achieve a common goal stimulates leaders to influence their employee's behavior and perception (Holloway, 2012) and leads to appropriate behavior that becomes rooted in OC. This influence, as highlighted by Putra et al. (2021) is non-cohesive,

indicating that the efforts and behaviors directed at employees are voluntary. As well as guiding and facilitating different parts of the system to work together towards a common goal, leadership also enables the emergence of learning, creative and adaptive capacity. Leadership is therefore a collective product of leaders and followers collaboratively developing shared meaning and action towards common objectives (Gilson & Agyepon, 2018). In essence, leadership involves the creation of a vision and setting out a strategic direction for the organization; communication of that vision to all the stakeholders of the organization; and inspiring, motivating, and aligning employees and the organization to achieve its vision (Gilson & Daire, 2011). Leaders are connected with the existence of the vision and mission; implementation and achievement of organizational goals. For this reason, and alongside situational factors, organizational culture and values of the employees of the organization, leadership plays an important role in the organization management because it is a strong determinant of the success or failure of an organization (Nabella et al. 2021), and the "driving force" that builds, encourages, and promotes corporate culture in achieving organizational goals (Sulistiyorini & Zahra, 2023).

Nowadays, organizations are shifting from the focus on creating utility and production and are paying more attention to the quality of employee work and the modelling of an enabling work environment that makes employees happy and fulfilled ((Lee & Kim, 2023; Perez-Vallejo & Fernandez-Muhoz, 2020). Similarly, the emphasis on organizational leadership is also shifting from the tradition of improving the effectiveness of employee and the subsequent effect on the results of the organization to improving OC through leadership based on recognition of achievement, teamwork and the health and welfare of employees (Perez-Vallejo & Fernandez-Muhoz, 2020).

Gilson & Daire (2011) noted that leadership is a necessary element of strong health systems and suggested the importance of nurturing and sustaining leaders to work strategically and to navigate through the complex health care environment in pursuit of a rights-based health systems that promotes health equity. Strengthening leadership in health care thus requires a focus on ensuring that the environment enables the contribution of all participants, nurtures conversations and avails opportunities for each person to demonstrate their leadership potential, as the need arises, to the benefit of improved health-system performance (Gilson & Agyepon, 2018). Given the importance of resources, particularly HRH, a consistent leadership is needed to drive the achievement of high performance and enhance employees' capacity to improve quality of care and outcomes. Ghiasipour et al. (2017), underscores the importance of leader's ability to manage uncertainty and foster cultural and behavioral changes among HRH as a prerequisite in leading quality improvement processes and programs. On the other hand, poor leadership increases cost, reduces efficiency and effectiveness, cause dissatisfaction among employees resulting in patient dissatisfaction and poor health outcomes.

Management system is one of the measurement items for OC driven by the organizational leader (Putra et al. 2021). This shows that the success factor of a leader is determined by leadership techniques or styles exercised as well as the leader's competence in managing and implementing their leadership patterns (Nabella et al. 2022), including how he/she behaves and treats employees and their knowledge and skill (Okoli, 2018). It is possible for leadership style(s), to significantly impact on OC and, consequently, on employee behavior, motivation, engagement and performance outcomes. A leader's behavior is a powerful display of gestures and habits that convey the expectations and values of the organization and that sets the tone for OC. Studies on leadership

have focused along two lines: first, how leaders spend their time, their particular activity pattern and their job responsibility and secondly, identifying effective leadership behavior (Holloway, 2012). Leadership style is what the leaders do and how they do it so that they can influence the people who follow them. It encompasses their thoughts, their beliefs, their actions and shapes the way they interact with others in making organizational decisions (Sulistiyorini & Zahra, 2023). There are many identified perspectives or styles of leadership – the most common are: task-oriented, relationship-oriented, transformational, transactional, autocratic and laissez-faire (Sfantou et al. 2017).

The task orientation leadership perspective is significant in driving the achievement of set organizational objectives. It includes clarifying roles and objectives, assigning tasks, setting performance targets and monitoring EP (Holloway, 2012; Nabella et al. 2022; Sfantou et al. 2017). Relations orientation leadership perspective incorporates support, development and recognition (Sfantou et al. 2017). It is more concerned with the development of acceptable and close interpersonal relationships. It portrays a more socio-emotional support that assists employees to feel comfortable with themselves, their colleagues and their situations and gain autonomy at work. Leaders can exemplify their understanding of employees' problems and develop their employees' careers by providing enough information for employees to perform their tasks (Holloway et al. 2012; Nabella et al. 2022).

Transformational leadership comprises four elements; charismatic role modelling, individualized consideration, inspirational motivation and intellectual stimulation (Jain & Luhar, 2021). It is

characterized by creating relationships and motivation among employees (Sfantou et al. 2017). According to Sulistiyorini & Zahra (2023), transformational leaders show charisma, inspire and encourage their followers by setting a compelling goal and giving each employee individual support and mentorship. They advocate creativity and new ideas, and convey a sense of loyalty and confidence through shared goals (Sfantou et al. 2017; Specchia et al. 2021). This contributes to increased performance, improved morale and employee JS and overall organizational growth. Transactional leaders focus on getting tasks done and closely watch performance to ensure that standards are met (Sulistiyorini & Zahra, 2023). Additionally, they recognize, reward or punish and correct their employees based on how they perform the assigned tasks. Employee awareness of what is expected of them, the continuous feedback given them and the use of contingent benefits to get them to perform their tasks is a key feature of transactional leadership (Specchia et al. 2021; Sulistiyorini & Zahra; 2023). Sfantou, et al. (2017) view these leaders as managers of change, who continuously make exchanges with employees that lead to an improvement in performance.

In autocratic leadership style, power is centered on the leader and their decisions and judgement are perceived as supreme (Jain & Luhar, 2021). Sfantou et al. (2017) finding depicts this style of leadership as appropriate during emergencies (common events in health care setting) when leaders are required to make hasty decisions and judgements without necessarily involving employees. Laissez-faire "let it go" leaders as determined by Sfantou et al. (2017) lack control of what employees do and give them very little direction or supervision. This explains why they rarely make decisions themselves but trust their employees to make choices on their own. Specchia et al. (2021) considers them as "absent leaders" who try to avoid responsibility and involvement. Their "absence" makes them ineffective and passive, which reduces employees trust in them. However,

Jain & Luhar, (2021) established that the leader can avail him/herself to offer support and guidance should the members request assistance. This style makes employees less productive and poor at their work since they are deficient of clear goals or support (Sulistiyorini & Zahra, 2023).

Social interaction among employees and between leaders and employees are factors that promote the improvement of the OC. Good leadership must therefore have the capacity to manage workplace conflicts, plan work for employees, show concern for their welfare, and have effective communication skills (Perez-Vallejo & Fernandez-Muhoz, 2020). Health care organizations require transformative leaders capable of achieving objectives for creation of a good OC. Leadership will succeed if the right leadership style is practiced coupled with the maturity or readiness of employees. This clarifies why leaders must know the level of maturity (ability and willingness of employees to take responsibility for the direction of their own behavior) of their employees and use the appropriate leadership style (Riyanto & Panggabean, 2019).

2.4. Organizational Climate

Employee behavior in an organization is determined by personal characteristics as well as the environment in which they operate. Their attitude towards work is affected by a wide range of organizational factors and social relationships which form the employee work environment (Berberoglu, 2018). A variety of terms and definitions such as OC, work climate, collective climate, psychological climate etc., are used when making reference to employees' perception of their working environments.

2.4.1. Organizational Climate

OC is one of the most important factors that has a direct relationship with the behavior of employees (Berberoglu, 2018). It is the "weather of the work environment"; that human environment where employees perform their work and which is influenced by everything that happens in an organization (Riyanto & Panggabean, 2019; Sulastiningtiyas & Nilasari 2018). This then means that OC defines how it feels to work in an organization, the quality of the organization's internal environment (Putra et al. 2021), making it an intangible aspect of the environment because it involves the emotional aspect of the employees (Abun, et al. 2021) and an important perspective of having perception of employee attitudes and behaviors in regard to their work (Berberoglu, 2018). According to Dinibutun et al. (2020), OC is the atmosphere surrounding an organization, and comprises "a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence motivation and behavior". The atmosphere affects the moral levels of employees as well as the intensity of their goodwill, feeling, and belonging. This claim is further solidified by Berberoglu, (2018) and Dinibutun et al. (2020) who display OC as "representing employee's insight of his/her objective work situation, including the characteristics of the organization he/she works for and the quality of his/her relationship with colleagues.

Since employee general perceptions, their attitudes and behaviors shape the work environment in an organization, OC becomes a situational feature related to thoughts and feelings of employees, and shaping a common perception of employees, possibly as a result of organizational policies and procedures (Abun et al. 2021). The set of characteristics that define OC vary, depending on the direction/attention of the organization and the dimensions of OC being considered (Putra et al.

2021). The general atmosphere of an organization can therefore be good (enhancing individual's performance) or bad (eroding good behaviors and attitude) depending how employees communicate, how decisions are made, the level of trust among employees and between employees and leaders, and the degree to which employees are content with their jobs (Sulistiyorini & Zahra, 2023). A good work climate leads to and sustains staff motivation and high performance leading to production of results (Dinibutun et al. 2020; MSH, 2005). It makes employees happy, satisfied, energized and eager to work for the organization (Abun et al. 2021). OC thus has a significant influence on employees' wellbeing, as well as the quality and quantity of work done in the organization (Berberoglu 2018). Unfavorable or hostile OC can distort the effectiveness of leadership practices. Environments characterized by fear, mistrust, and resistance to change may lead to employee uncertainty and disengagement (Sulistiyorini & Zahra, 2023). Such an environment may generate substantial stress and unhappiness in HRH, which can influence the quality of health care provided, raise the sense of weariness and discomfort at work, and reduce performance (Kosydar-Bochenek et al. (2023).

The objective for any organization to establish a good OC is to improve EP and enhance the sustainability. This is predominantly imperative for health care services (Subramani et al. 2021). Climate is a dynamic system concept that reflects the overall way of life in an organization, and lifestyle can be made better to achieve improvement in quality of work of employees. This can be realized by being cognizant of some distinguishing characteristics that shape a good and pleasant climate such as: leadership qualities, communication, trustworthiness, recognition, involvement in work, responsibility and opportunities, etc. (Riyanto & Panggabean, 2019).

2.4.2. Relationship between Organizational Climate and Leadership

The leadership style adopted by leaders has a profound impact on the OC. Although OC has been ignored in management processes in favor of the focus on efficiency, it is one of the main organizational factors that impact on the EC (Bahrami et al. 2015). It is also an outstanding indicator of the quality of work-life, providing an estimation of the perception of employees towards the organization and of the differing realities of work with more accuracy and specificity (Perez-Vallejo & Fernandez-Muhoz, 2020). Climate affects the temperature of the organization which in-turn affects the employees' behavior, motivation, and work engagement. It also affects the attainment of the vision, mission, and objective of the organization. The role of managers in setting OC ought to be taken into account so that employees are inspired and motivated for the good of the organization (Abun et al. 2021).

OC is a logical consequence of the nature of management and leadership, signifying that it can be managed. The negativity or positivity of OC is determined by how well or poorly the manager fulfils his/her role of planning, organizing, controlling and the leadership style applied, which establishes the mood with which employees treat each other in the organization (Sulistiyorini & Zahra, 2023). The presence or lack of clarity, responsibility, challenge, support and commitment can lead to positive or negative OC. Abun et al. (2021) argue that 70 % of the employees' perception of OC is a direct result of their manager's leadership styles. The level of leadership skills of a manager therefore, can be measured by OC as experienced by employees. An organization with appropriate leadership style(s) couple with other factors in its operation have higher likelihood of achieving its organizational goals. This underscores the importance of leadership style as a factor influencing the culture and climate of the organization. Understanding these styles of leadership is

important for leaders who want to inspire and engage their employees and, in turn, change the way their organization works (Sulistiyorini & Zahra, 2023).

As opposed to **task-oriented leadership** which encourages one-way communication, **relations-oriented leadership** involve a two way communication method that shows social and emotional support while at the same time helping employees to feel comfortable in their situations at work (Holloway, 2012; Nabella et al. 2022; Sfantou et al. 2017). The supportive and cognitive behaviour of leaders enhnaces the positivity of OC.

Transformational leadership has a positive effect on OC since transformational leaders inspire and motivate their employees, fostering an enabling work environment characterized by high levels of employee engagement, JS and organizational commitment (Sulistiyorini & Zahra, 2023). Further, the personalized relationship developed by a transformational leader creates an environment in which the employees feel happy and hence, their overall performance is improved (Khajeh, 2018). The active creation of changes in awareness, attitude and behavior of transformational leaders, and their believe that employees are change agents makes them attractive role models to create cognitive change, behaviors, attitudes, and even value orientations in employees (Thang & Quang, 2022). Though Khajeh, (2018) commends **transactional leadership** style for positive impact on OC and OP due to maximization of human and organizational capabilities for employees to achieve tangible and intangible rewards, Sulistiyorini & Zahra, (2023) takes a different approach and argue that transactional leadership tends to have mixed impact on OC. Whereas contingent behaviors positively affect OC by establishing clear expectations and feedback mechanism, passive management-by-exception behaviors can lead to micromanagement and lack of autonomy

impacting negatively on OC. The latter argument is supported by Thang & Quang, (2022) who illustrate that management-by-exception way of creating rewards makes it difficult for employees to be creative taking into account the close supervision of employees, and leader's interest in working processes rather than creative initiatives to improve performance. *Laissez-faire* leadership has an ineffectual hands-off, hard-to-achieve approach that lacks direction and functional communication (Sulistiyorini & Zahra, 2023; Thanh & Quang, 2022). Such leadership is perceived to neglect workers and more often than not, leads to unhealthy OC.

Three most important aspects of OC affect leadership practices (Sulistiyorini & Zahra, 2023). The *supportive climate* is defined by trust, respect, care of employees, enhanced communication, leader effectiveness and growth of employees and organization; an *innovative climate* promotes creativity, psychological safety, experimentation and risk-taking and opportunities for learning which are key elements for organizational success; and a *participative climate* underpins employee involvement, by encouraging active participation, collaboration and shared decision making, and employee empowerment. Organizations should be able to reflect supportive situations and cooperation between employees and their leaders in order to create a friendly environment that can facilitate the establishment of good communication systems. The creation of such environment, according to Kosydar-Bochenek et al. (2023) is a key determining factor to improve HRH outcomes and effects on patient satisfaction with care as it allows clarification of roles, use of talents and experiences to provide optimal care to patients.

2.4.3. Organizational Climate and Performance

Employees spend a considerable amount of time at work. Bearing this in mind, their work environment is crucial and must be appealing, supportive and welcoming, to motivate them to be efficient and effective in performance of tasks and to allow them integrate their skills, abilities and knowledge to achieve organizational success (Zhenjing et al. 2022). The success of an organization as implied by Siddiqui, (2014), is therefore the outcome of EP. Three factors determine EP in the organization; individual factors such as ability and demographics; Psychological factors, including attitude, motivation, perception, personality and learning, and organizational factors which include resources, leadership, rewards, structure, and job design (Sulastiningtiyas & Nilasari 2018).

While OP is determined by the collective performance of individual employees', EP results from an evaluation of an employee behavior – how well or poorly the employee accomplishes a given task. This is influenced by the degree of motivation of an employee and his/her personal ability (Berberoglu, 2018). EP is depended on his/her willingness and openness to perform tasks assigned. This willingness and openness drive employees to work harder in their performance making them more effective (Bushiri, 2014). Performance is an accomplishment of a program towards achievement of organizational goals and impacts on the vision and mission of the organization (Permatasari & Ratnawati, 2021). It describes the extent to which an employee contributes to accomplishing organizational goals. EP encompasses the quality, quantity and timeliness of output as well as the presence and cooperativeness of the employee (Khalid, 2020; Permatasari & Ratnawati, 2021), denoting that the expected results are achieved within a pre-determined time frame. Mutjaba & Jamal, (2018) findings show a clear link between performance and JS depending on variables such as leadership, working condition and climate. The significance of this is that

employees with high level JS have positive attitude and are motivated towards achieving organizational goals. Within health care settings, HRH performance is a crucial component of health care service provision as it is characterized by the quality of work done as specified in set procedures and guidelines and the effectiveness of the functions that promote the achievement of health system goals (Khalid, 2020). It is worth noting that it assumes a key role in HRH choices such as career progression and retention.

According to Zhenjin, et al. (2022), a number of studies suggest a wide range of organizational conditions and work processes that may shape the performance of HRH and health care organizations. Though it is difficulty to implement broad organizational change, some health care organizations have succeeded in doing so by restructuring their organizations in ways that promote quality health care (Stone et al. 2005). Supportive organizations/environments for instant have led to a reduced the level of stress, absenteeism and turnover intentions which have an important implication for health care management such as patient satisfaction, reduction in medical errors, and implementation of steps towards health care quality (Stone et al. 2005)

In the context of the current global competition, every employee or teams within an organization are a necessary and integral part of work performance and enhanced productivity. The availability and presence of employees or teams as defined by organizational structure does not always denote absence of absolute accuracy regarding the characteristic of high performing employees/teams, or lack of absolute experience of those employee/teams (Siddiqui, 2014). As one of the benchmarks of organizational success, EP includes activities that yields valuable results and encompasses ability, motivation, opportunity and a realization of result of competencies of all employee, together

with efforts made by employees to offer the best for the organization as underpinned by organizational policies. The realization of results by employees requires appropriate leadership at all levels to influence the achievement of organizational vision and goals ((Putra et al. 2021). Employees in good and enabling OC gain better performance and productivity than their counterparts in unsupportive OC (Abun et al. 2021). The consistent positive correlation between OC and the effort that employees put in their work as expressed by Sulastiningtiyas & Nilasari (2018), can lead to both patient and employee satisfaction, for better health outcomes. Conducive environment within the organization enhances work passion and accelerates task accomplishment that become employee responsibility (Permatasari & Ratnawati, 2021). Considering that OC produces emotions which may increase or decrease EP towards the organization, it is recommended that leaders design their OC to optimize OP.

In examining the correlation between OC and EP, Sulastiningtiyas & Nilasari (2018) discovered that sub-dimensions of OC such as support, cohesion, intrinsic recognition, impartiality, and pressure have a positive and significant effect on employee creativity; and that cohesion, pressure, intrinsic recognition, and employee creativity have a positive and significant effect on EP. Moreover, they identified attachment as among the behaviors that are pertinent to OC that contribute to EC to the organization and singled out support and teamwork as climate dimensions that highly contribute to organizational commitment. This finding is also reinforced by Chaudhary et al. (2014), who substantiates that OC improves the work engagement of employees. This correlation between the work environment and EP is applied across a variety of organizations (Abun et al. 2021).

To maintain and manage EP, organizations ought to consider procedures and practices to continuously monitor and measure performance so that they can determine the level of efficiency or effectiveness of their services (Bushiri, 2014; Siddiqui, 2014). A well-managed system will keep the employee motivated and lead him/her to optimal level of performance. A formal and mutual management process for leaders and managers to evaluate EP such as appraisals should also be considered and the results of the appraisal be rewarded accordingly (Bushiri, 2014). Cera & Kasaku, (2020) emphasizes the objectivity of such an appraisal and suggests a dynamic, inclusive and transparent process. Acknowledging the strengths of employees and encouraging them to work on their weaknesses in pursuit for both individual and organizational goals can make them to be more accountable (Siddiqui, 2014). OP can be measured by evaluating numerical data, which include the assessment of the objective and timeliness of the information regarding how well or poorly the organization is doing (Mutjaba & Jamal, 2018). Additionally, organizational assessment characteristics such as patient satisfaction, can be determined by shared verbal experiences by patients or customers.

Good leadership that involves employees and fosters teamwork, encourages employee motivation and drives success in both OP and EP. Rewarding good work performance can improve JS and impact quality of work life thereby achieving the desired performance (King'ola et al. 2022). Managers need to avoid stressful conditions at work such as overworking employees or creating complex job demands if they expect improved EP (Mutjaba & Jamal, 2018). Rather, they should foster role clarity among employees, social relationship or teamwork and building activities at work, flexible work schedules, functional communication and inclusive decision-making processes. Supportive OC coupled with good leadership behavior and practices encourage loyalty

among staff and make them perform better (Berberoglu, 2018; Mutjaba & Jamal, 2018; Lubis et al. 2023).

2.5. Creating a Better Work Climate to enhance performance

Human resources are the most important factor in an organization, and as such organizations must endeavor to always improve the quality of human resources performance to enable achievement of set objectives. In regard to strengthening performance, Bahrami et al. (2015) considers the organization's objective of empowering its' employees by providing an optimal work environment a key element in achieving JS and EC towards the organization. The satisfaction employees feel in their organizations has a strong influence on improving their performance – hence JS is important for the success of the organization – as it benefits the employees, the organization and the society as a whole (Riyanto & Panggabean 2019). It is crucial for managers to understand the factors which uphold the well-being of employees which if affected negatively can not only lead to personal suffering but are also costly for organizations and society at large. (Kaluza et al. 2019: Putra et al. 2021).

2.5.1. Attributes of a positive work climate

Considering that leadership styles affect OC, one of the most notable strengths of an effective leader is his/her ability to create a positive OC by modelling their leadership styles to make a positive difference in their areas of management. A *positive work* climate is rewarding as it provides circumstances under which employees can pursue their goals, while striving towards organizational objectives (MSH, 2005). Motivated employees are happy, satisfied, energized and

eager to prove their capabilities at work, pay attention to the quality of their work and even put more effort in their work to surpass their job expectations and improve their performance (Abun et al. 2021; MSH, 2005). Form emotional perspective, employees in a positive climate are more caring and compassionate and less impatient with one another (Vriesendorp, 2009). Organizations with positive OC are more adaptable, face uncertainty better, and are innovative and development conscious (Perez-Vallejo & Fernandez-Muhoz, 2020). Managers can improve lifestyle to achieve improvement in quality of work of employees by reflecting on the experiences at work and recognizing some distinct factors (within and without the organization) that shape a good and pleasant climate and how these affect EP. Such factors include leadership/management and governance strategy, structure and practices and competencies; communication patterns; trustworthiness among employees; the level of employee engagement; responsibility; acceptable rewards; opportunities; control; and good bureaucracy (Riyanto & Panggabean, 2019; Nair, 2002).

One of the determining factors to improving HRH outcomes and effecting patient satisfaction with care is the creation and sustenance of a positive OC (Kosydar-Bochenek et al. 2023). It is important for leaders/managers to acknowledge that the relationship between OC and performance goes beyond intuition. A supportive or positive work climate is known to stimulate and sustain employee motivation making them eager to perform and produce results (MSH, 2005; Dinibutun et al. 2020). In public sector, a positive OC was found to have an important role in employees' creative performance. Individual creativity mediates the relationship between OC and individual innovative behavior (Mutonyi et al. 2020); Okoli, (2018) discovered that employees of private universities in Southeast Nigeria experienced a positive relationship between OC and JS; Khalid (2020), shows the vital role of a positive OC in improving the performance and interpersonal relationships among

employees of public hospitals in Makueni County, Kenya; Bronkhost et al. (2014) asserts that positive OC is instrumental in preventing anxiety and depression among health care professionals; Gilson & Agyepon, (2018), determined that a positive environment enables participation from different actors, nurtures conversations and provides an opportunity for everyone to exercise their leadership potential, as the need arises, to the benefit of improved health-system performance. A positive OC thus has a significant influence on employees' wellbeing, as well as the quality and quantity of work done in the organization (Berberoglu, 2018).

Leadership competencies enable the supervisor to clarify his/her purpose and priorities, and communicate effectively (MSH, 2005). *Leading practices* such as focusing, communication, aligning and mobilizing, and inspiring are especially useful in facilitating teamwork by building strong work relationships among employees (Gilson & Daire, 2011; Vriesendorp, 2009). Employees are also inspired by managers who are honest, creative and committed in their work and who show trust and confidence in what employees do. Good *management practices* build and sustain the enthusiasm of teams and make it easier for employees to carry out their tasks (MSH, 2005). Supervision for example, involves directing and supporting employees to enhance their skill, knowledge and abilities with the goal of improving health outcomes (Anoke et al., 2021). As the supervisor identifies appropriate interventions that will lead to improved EP and delivery of high-quality services (Anoke et al. 2021), his/her practices empower and motivate employees to stay informed, monitor their progress and to learn through addressing challenges.

What influences Climate?

Internal Factors
- Business Results
- Flexibility
- Recognition
- Leadership
- Customer Satisfaction
- Respect
- Role Models
- Ethics

External Factors
- Excellence
- Economy
- Political Uncertainty
- Image
- Customer Satisfaction
- Media
- Deep Integrity
- Admiration
- Perception
- Market Recognition

Climate

How can we improve?
- Dialogue
- Management Development
- Clear Direction
- Leading by Example
- Walk the Talk
- Coaching
- Pride
- Work/Life Balance
- Recognize performance
- Mutual Trust and Accountability
- IBM's Standards of Business Ethics
- Core Values
- On Demand
- Active role in the Community
- Financial Strength
- Leading by Example
- 'Make IBM a great place to work'
- Affinity for life

Figure 2.1. Climate improvement actions that can be taken

Source: Nair, 2006: Proceedings of the 2006 WEPAN Conference

Retrieved from https://journals.psu.edu/wepan/article/view/58471/58159

Of all organizational factors, managers' practices and competencies have the greatest influence on employee' work climate, and through climate, managers can sustain staff motivation and performance (MSH, 2005). The more positive the climate, the more significant and efficient the output of a work group will be.

2.5.2. *Employee motivation*

From clinical viewpoint, health professionals have information on how to save lives, prevent or contain illness, and scale up interventions and best clinical practices to prevent avoidable mortalities and achieve good health outcomes. Scaling-up will only happen is there is inspired leadership and skilled management (Vriesendorp, 2009). There is a solid association between OC, the leader's ability to arouse motivation of employees and organizational outcomes such as employees' attitude, commitment, JS and overall OP (Abun et al. 2021). Employees' motivation represents a key factor which determine action and behaviors that materialize in effort and energy towards achieving their objectives and accomplishing organizational goals (Martinex- Arroyo & Valenzo-Jimenez, 2020). In this context, OC influences employee motivation and work performance, and at the same time OP. For this reason, it is important to determine the factors that affect OC and the indicators that measures it as creating the right OC has a positive influence on improving employee motivation and performance.

Leader's successes depend not only on how well they know and understand the employees, but also on how they perceive themselves, and their ability to focus on and to provide *challenge, clarity* and *support* to employees (MSH, 2005) because lack of clarity, challenge, responsibility, support and commitment can lead to a negative OC (Abun et al. 2021). *Connecting with staff* and knowing their motivations, work style, interests and level of maturity, and establishing good relationship with them facilitate leaders to align their effort with those of employees and mobilize employees' energies to face challenges (Riyanto & Panggabean, 2019) and to use appropriate leadership style*.* HCM should also understand *their own internal dynamics* (behavior, motivations, feelings, values, emotions etc.), and reflect on these as these dynamics and experiences can affect how employees

behave (MSH, 2005). Furthermore, managers should also be aware of and reflect on what drains their energy at work, and devise meaningful ways of managing stressful experiences (Mutjaba & Jamal, 2018).

The extend to which employees perform challenging tasks depend on their own initiatives as well as the motives and behaviors of their supervisors. ***Challenging tasks*** are demanding, stimulating, and offer creative and new ways of performing tasks (Preenen et al. (2012). Employees can be challenged by being assigned tasks that have reasonably high expectations so that they stretch beyond their level of competence and confidence. For example, supervisors may assign their own tasks to employees or influence the amount and/or nature of employee challenging activities more indirectly by positively responding to or providing support for employees' own initiative to engage in challenging tasks (MSH, 2005). This allows employees more opportunities for growth and tend to keep employees longer in the organization (Preenen et al. 2012). In addition, performing challenging tasks is important for managerial development, career advancement and future job performance. This is crucial for the performance and flexibility of organizations.

Role clarity defines a situation whereby employees understand how organizational expectations relate to the goals of the organization. Employees perform well when they understand and are clear about their roles and responsibilities and when they identify accurately what targeted goals are and what they should achieve (Ahmed et al. 2022). When job roles are ambiguous and unclear, EP can be unfocused and inconsistent. This can lead to inappropriate or below expectation performance, or even cause conflict among employees (Mutjaba & Jamal, 2018; Ahmed et al. 2022). Managers should always discuss their expectations with employees, answer questions and clarify uncertainties, specifying as well the consequences of not meeting job expectations.

The quality of leadership in the management of human teams carried out by the immediate supervisor is related to the social *support* of the leader and their capacity in the application of HRM (Perez-Vallejo & Fernandez-Muhoz 2020). Supportive leaders are approachable and direct their behavior towards the satisfaction of employees' needs and preferences. They act as employee advocates, mobilizing resources needed by employees for them perform tasks and providing positive encouragement for jobs well done (Bushiri, 2014). As the working environment factor, supervisor's interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve EP (Bushiri. 2014). Organization support instils in employees a sense of pride and willingness to do more for the organization. Moreover, employees expect to be recognized for their efforts and they perceive this through the level of support and facilitation given by the organization (Mughal, 2019). Supporting employees means advocating for their work and their needs – and providing not only tangible resources they need to do their work, but also political (making connections, paving the way, and getting necessary approvals to proceed), emotional (through counseling) and mentorship support (MSH, 2005). Supervisor support can establish a conducive working environment particularly for employees to develop their performance for responsive success and can have a high magnitude impact on enhancing individual performance and outcomes (Mughal, 2019).

Balancing challenge, clarity and support help employees to respond optimally to changing circumstances and to improve their performance. Facing challenges without support or clarity can make employees stressed and frustrated. Similalry, without challenge or support, employees with

clear expectations may find minimal intellectual and professional stimulation at work (MSH, 2005).

2.5.3. Effective Communication

Effective communication is a process that requires paying attention to the entire process, and not just the content of the message. Ghiasipour et al. (2017) emphasizes the assertion that most of the problems of health care systems are due to poor communication and leadership. Effective communication plays an important role in the organization (Martinex-Arroyo & Valenzo-Jimenez, 2020), as it is one of the key elements of every manager's success and a key leadership competency for developing a motivating OC. Effective communication encourages free flow of ideas, conversations and collaboration on shared goals and organizational strategies to increase EC (Paz, 2019). Managers should pay attention to how they communicate as small changes in the way a manager communicate can make a big difference in OC. According to Sulistiyorini & Zahra (2023), leaders can make it easier for change to happen if they put open communication first.

Effective listening plays a crucial role in the communication process as it significantly encourages interpersonal relationships and improves employee morale. Cohn, (2007) alludes that effective listening is the starting place for effective communication and suggests creating a setting in which listening can be accommodating. Though Longweni & Kroon (2018) considers active listening a single most important contributor to effective communication, managers seem to struggle the most with this skill. The sense of leadership support of employees' work is palpable to employees when the leader listens, understands employees' assumptions, balances responses and inquiry and uses positive proactive comments (MSH, 2005). When Managers listen actively (with full attention, and

with all their senses), employees feel more supported, engaged and committed to their leaders and organization (Longweni & Kroon, 2018). Active listening also helps satisfy employees' needs for self-esteem and results in improved employee morale. Leaders should encourage verbal give-and-take so that everybody's view is considered (MSH, 2005), and so that employees can be open, learn from each other and know when to listen carefully, ask questions and propose ideas.

When a leaders understand what their employees are saying they are in a better position to respond constructively and give specific feedback. Providing *objective feedback* on performance is a basic rule of motivation. Such feedback needs to be delivered with appropriate interpersonal and conflict resolution skills and can be both informal feedback and feedback delivered as part of a formal performance management cycle (Bushiri, 2014). OP rely not only on managers and employees giving and receiving feedback, but also on integrating the feedback into the tasks assigned (Longweni & Kroon, 2018). When giving critical comments on poor performance it is important for managers to balance these with proactive positive comments and focus on what employees can improve on (MSH, 2005). Beginning with genuinely positive comments encourages the employees to accept suggestions related to poor performance and enables both managers and employees to face challenges together and create a better future. In the spirit of teamwork employees should also be encouraged to challenge themselves and to challenge each other, so that they can give constructive feedback to each other.

Successful listening and feedback exercises are accompanied by the effective handling of interference. Inability to deal with interference during these processes hinders team cohesion and clarity of instructions among managers and employees (Longweni & Kroon, 2018). Managers

should strive to promote a culture of effective and constructive feedback so that they can influence EP positively. Management procedures and techniques can be successful if there exist a strong and firm connection between an appropriate OC and powerful and effective communication and social system. All these communication strategies are instrumental in achieve and maintain a positive OC.

2.5.4. Developing and Sustaining Employee Commitment

Leading teams is a difficult task that requires hard work, courage and boldness of leaders. Leaders may from time to time find their commitment and energies dwindling making the need to revitalize themselves and *rekindling their commitment* important. Forming a support network of trustworthy, honest and committed peers may boost leaders' enthusiasm and motivation, as well as help them to learn other ways of responding to leadership challenges and changes required to enhance employee's commitment to good performance. Primarily, support networks can support leaders to revitalize EC (MSH, 2005).

Leadership can be a trigger to EC through a multitude of approaches that encourage employees to connect with their own goals. Organizational leaders need to develop strategies that will improve *trust and respect* the employees have on them, as having a solid foundation of trust may increase EC (Paz, 2019). Committed employees feel proud, express pride in belonging to the organization, work positively together and cooperate across organizational structures. Their commitment is sustained if they envisage that the leader trust that everyone works towards a common objective (Nair, 2006). Organizational leadership therefore impacts an employee's commitment to the organization if trust exists among the leader and employee. For example, leaders who is available

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to employees, are clear about their intensions, draws expertise from the abilities of others and treat their employees with respect and fairness may increase trust between employee and organization (Paz, 2019). This is a great source of EC, employee retention and organizational success. A leader who establishes a good personal relationship with employees and who has experience, knowledge and ability to think systematically and regularly as well as to set plans expects mutual respect, mutual trust, mutual help, and a sense of unity in the organization (Rivaldo, 2021).

Employees need to feel esteemed and acknowledged for their performance. ***Recognizing*** them keeps them nurtured and retained in the work environment and sustains their motivation and commitment. They have faith in unbiased treatment, and respect those who are giving them fair treatment (Chakraborty & Ganguly, 2019; Martinex- Arroyo & Valenzo- Jimenez, 2020). Employees' recognition involves the timely informal and/or formal acknowledgement of their behavior or effort that supports the organization's goal and values. It aims at enabling employees to know and understand that their work is valued and appreciated and to strengthen team spirit. It also gives them a sense of belonging, enriching their energies, improving their morale, boosting their cooperation and enhancing their loyalty (Amoatemaa & Kyeremeh, 2016). Recognizing employee's contributions and their performance to the achievement of the objectives is thus an essential role of leadership that leads to the desired employee actions and behavior (Perez-Vallejo & Fernandez-Muhoz, 2020), and a key pillar of a positive work climate (Martinex- Arroyo & Valenzo- Jimenez, 2020). Managers can recognize employees individually or collectively, privately or publicly, and monetarily or non-monetarily (Chakraborty & Ganguly, 2019). Even a small and positive gesture by the leader can be a great source of appreciation for employees.

Leaders can encourage EP through *supportive practices* and performance management practices. *Coaching and training* for example is an important role in employee growth and performance enhancement as it encourages new behavior. This developmental tool which influences job performance aims to meet the developmental goals, learning and performance and can enhance the learning of employees to boost their efficiency (Obeng et al. 2021). Managing performance practices such as incentivizing employees through rewards, role clarification, performance appraisals and feedback are instrumental in driving organizational excellence (Nduati & Wanyoike, 2022). Positive OC allows opportunities for employees to share their knowledge and best practices. *Shared learning* between health care professionals has been advocated as a means to improve the ability of individuals to work together in optimizing patient outcomes. This means that shared learning is a real-life necessity for a health care system reliant upon effective teamwork (Skinner, 2007). To learn from each other requires group commitment to learn and creates opportunities to promote growth and a climate that maintains the groups commitment to results.

2.5.5. Management Involvement

Senior managers have a critical role to play in setting the direction and articulating the vision, mission, and values of the organization. Creating and communicating a shared vision for the organization is a daunting task that requires leadership discipline and humility and participation of all management team members (Tenney, 2020). Additionally, it invites senior management not to get involved in complexities of political or economic environment and lose track of the purpose and direction of the organization. With a clear shared vision, management can then reflect on organizational culture and map ways to change and move it towards the vision (MSH, 2005).

Moreover, to cultivate a positive OC, management should consider factors related to work that underpin OP. Useful practices and competencies such as networking provide means for senior managers to diversify the relationships in their social network. Organizing such *support networks* is instrumental because leadership networks are essential to collaborative partnering, in which senior managers can draw on their own areas of expertise and share their specific knowledge (Burbaugh & Kaufman, 2017). These networks are instrumental in aiding senior managers to connect with their counterparts and acquire capacity to influence OC much more.

2.5.6. Achieving and sustaining a positive work climate

Achieving and sustaining a positive work climate requires the leader to continuosly focus on role clarity among employees, social relationship or team building activities at work, flexible work schedules, teamwork, functional communication and inclusive decision-making processes (Mutjaba & Jamal, 2018). When employees feel they are engaged in meaningful work and that they belong to a good team led by an inspiring manager, they experience a *positive OC.* They also contribute to creating and maintaining this positive climate. In such an environment, employees are keen and interested in nurturing a giving behavior, and are willing to assist and collaborate with others to improve the quality of care and to fulfil their dreams (Chakraborty & Ganguly, 2019). Doing so further makes them more energized, enthusiastic and motivated. Above all, inclusive participation among employees is key to building a solid, stable connection between the organization and clients who seek services.

CHAPTER THREE: METHODOLOGY

This chapter identifies, describes and acknowledges the various research methodologies and research methods used by the researcher. It exhibits the research framework which includes the methodology, research design, study area, study population, sample size and sampling technique, data analysis and management and research ethics. It also explains the method and procedure for data collection and takes into account the principles that guides the research designs and practices.

3.1. Introduction

Research methodology is a framework within a specific research paradigm and a theoretical foundation guiding a specified research method used (Osuagwu, 2020; Patel & Patel, 2019). It systematically and theoretically examines in depth the methods and principals applied in research and as such a collective term for the structured process of conducting research (Goundar, 2012; Patel & Patel, 2019). On one hand, it explains the methods by which research is conducted, and on the other, it involves the learning of the varying techniques that are useful in the conduct of research and in the conduct of tests, experiments, surveys and critical studies (Goundar, 2012). This means that research methodology essentially defines the procedures involved in describing, explaining and predicting phenomena. Research Methodology therefore aims to describe and analyze methods, throw light on their limitations and resources, clarify their presuppositions and consequences, and relate their potential to knowledge expansion of what is known and discovery of new knowledge (Patel & Patel, 2019), and how that potential can be utilized to solve the problem(s) at hand.

Considering that researchers must always ensure that their chosen methods are carefully selected and carefully and conscientiously applied (Okoya, 2013), the methodology for this research has been well thought out and planned and cautiously selected to facilitate an in-depth enquiry into the role of leadership in modelling OC and improving performance. The chosen methodology has also considered adequate flexibility to enable a rigorous exploration of the relationship between OC and performance of employees of FBHCF in KCK as well as the overall performance of the organizations involved.

3.2. Research Design

Research design guides the researcher in the process of collecting, analyzing and interpreting data and information that is useful for clarifying and solving organizational problems. It connects research methodologies to a set of research methods so that reasonable inferences can be drawn (Osuagwu, 2020) and provides an insight on how research should be conducted based on particular methodology (Khalid, 2020). It's main purpose therefore is to provide answers to questions and give basic guidelines for conducting the research. Generally, research designs define the conceptual structure within which research would be conducted (Patel & Patel, 2019) and addresses issues relevant to data collection methods, measurement scales used, sampling techniques used, and data analysis techniques utilized. Quantitative and qualitative research methods are the most dominant research design approaches (Osuagwu, 2020).

3.2.1. Qualitative Research Design

"Qualitative research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyses words, reports detailed views of informants, and conducts the study in a natural setting" (Isaacs, 2014).

According to Busetto et al. (2020), qualitative research studies the nature of phenomena (including their quality, the differing expressions, the settings in which they appear or the angle from which they are viewed). The emphasis is on processes and meanings that are not examined or measured in terms of quantity, intensity, or frequency, and on the socially constructed nature of reality (Goundar, 2012). This implies that qualitative research investigates how participants of the research perceive a particular social issue and therefore the data generated is not numerical (Akyıldız & Ahmed, 2021; Busetto et al. 2020; Kilani & Kobziev, 2016). Dealing with words rather that numbers heighten the likelihood of providing the needed answers to research questions (Paradis et al. 2016).

In exploring the social and cultural phenomena, qualitative researchers often depend on interpretive or critical paradigm within social sciences (Kilani & Kobziev, 2016). The descriptive nature of qualitative research e.g. phrases, narrations, interviews, discussions, etc. is rich and holistic and focuses on problems in their natural, social and cultural settings (Kilani & Kobziev, 2016). This motivational research as defined by Patel & Patel (2019), allows strong potential for revealing complex issues and situations. Akyıldız & Ahmed (2021); Gounder, (2012), further argue that qualitative studies have gained more attention particularly in the area of social sciences because of

examining peoples' opinion, attitudes and perspective and focusing on how individuals give meaning and feeling to different social behaviors.

The topic on the role of leadership in modelling OC and improving performance revolves around life situations, implying that it touches on phenomenology, a perspective that investigates the perceptions and experiences, most often from the standpoint of the participants (Hammarberg, et al. 2015; Kilani & Kobziev, 2016; Patel & Patel, 2019). Providing a comprehensive understanding of individuals and taking note and valuing their perspective and interactions is quite significant in clinical setting (Kosydar-Bochenek et al. 2023). Despite the differing criteria in evaluating its quality, Hammarberg et al. (2015) agrees to the increased momentum in the use of qualitative research in clinical setting. This defines the main reason why the researcher has chosen the qualitative research design approach.

3.3. Study Area

Kitui County is among the arid and semi-arid counties in Kenya characterized by relatively high levels of poverty. It is the 6th largest in Kenya covering an area of approximately 30,496.4 km^2 with a projected population of 1,210,035 in 2022 (CGK, 2023). The County has a vision of "being prosperous county with vibrant rural and urban economies whose people enjoy a high quality of life" and a mission to "provide effective services and an enabling environment for inclusive and sustainable socio-economic development and improved livelihoods for all" (CGK, 2023). The County's third out of six pillars is *health care,* centered around service provision (preventive,

promotive and curative) and medical education/training, health commodity supply chain and HRH (CGK, 2023).

The research was conducted in Kitui County in two out of eight sub-counties. Two hospitals, the main and higher level FBHCF were considered for the study - Muthale Mission Hospital in Kitui West Sub-Country, established in 1948 and Our Lady of Lourdes Mutomo Hospital in Kitui South Sub-County, established in 1964. These two hospitals in poor resource setting, were founded by missionary sisters and now fall within the jurisdiction of the Catholic Church in Kitui Diocese. As part of the FBHCS in Kenya, the two hospitals have made substantive effort in supplementing the efforts of Kitui County government in meeting the health needs of its' people (Kiliko, 2015; Ndege et al. 2022).

3.4. Study Population

A population is any group of elements, individuals or objects that has one or more characteristics in common and that are of interest to the researcher (Khalid, 2020). The target population of this study consisted of 230 employees of the two main FBHCF in Kitui County. These included clinical staff directly serving patients (doctors, clinical officers, nurses, pharmacy and laboratory staff), management staff and staff from support departments.

3.5. Sample size and Sampling Techniques

Sampling involves a selection of a small subset of the study population to be used in the collection of data in order to determine the estimation of the population's characteristics (Khalid, 2020). The

strategy for selecting participants is usually integrated into the overall logic of any study and the rationale for sample selection aligned with the overarching aims of the study (Campbell et al.[1] 2020). A relatively small **purposively** selected sample in qualitative study increases the depth rather than the breath of understanding (Campbell et al.[1] 2020). This allows selection of respondents who are likely to give suitable, meaningful and rich information. Given that this study aimed at finding out the employee-reported outcomes in regard to leadership modelling OC, a purposive sampling method was adopted to identify and conveniently select a sample that would yield rich and diverse responses. The sample consisted of 60 employees who had served in their organization at least one year.

3.6 Methods of data collection

The manner in which information collected is utilized and the explanations it generates are influenced by the methodology and analytical approach applied by the researcher (Paradis et al. 2016). Considering that qualitative research is characterized by flexibility, openness and responsivity to context, the steps of data collection and analysis are not as distinct, consecutive and successive, as they tend to be in quantitative research, rather, they relate to each other and in a cyclic and recurring manner (Busseto et al. 2020). The methods commonly used in qualitative research include document study, observations, interviews and focused group discussion (FGD). This research adopted the following methods:

3.6.1. Focused Group Discussion

FGD are a powerful and valuable tool for collecting information related to experiences, attitudes, and perceptions (Zacharia et al. 2021). They are used to gather information in a group setting, either

through predetermined interview questions that the facilitator asks of participants in turn or through a script that arouses interest and enthusiasm in group conversations or discussions. Ideally, they are used because of the weight a group of people's experiences may offer as opposed to a single individual's experiences in understanding social phenomena (Busetto et al. 2020; Paradis et al. 2016). The interactive nature of FGD also allow researchers to capture participants' reactions to the comments and perspectives shared by other participants, and are thus a way to capture similarities and differences in viewpoints (Paradis et al. 2016).

In addition to offering qualitative researchers an efficient method of collecting the views of many participants at one time, FGD allow discussion of the same topic together, enhancing the level and magnitude of the debate and allowing the group to engage into an easy flowing and profound discussion (Barrett & Twycross, 2018; Busetto et al. 2020). Akyıldız & Ahmed (2021) speaks of a provision of a more authentic environment and the creation of a synergistic effect on participants in which they influence one another and are influenced. FGD are therefore valuable in bringing together homogeneous groups of participants with relevant expertise and experience on a given topic on which they can share detailed information among themselves (Barrett & Twycross, 2018). Researchers however ought to be cautious and pay attention to the possible emergence of "groupthink" as well as power dynamics within the group (Busetto et al. 2020).

To generate collective views and anticipating relatively broad and quality open-ended participant's responses which as expressed by Zacharia et al. (2021) have more depth and variety, the researcher chose FGD to gather information. In view of the topic, the researcher considered FDG potential to generate substantive high-quality information in the social context and in a relatively short time

(Zacharia et al. 2021) compared to methods such as interviews. Another factor considered by the researcher was as cited by Akyıldız & Ahmed (2021), the opportunity for open thinking and confidence in participants expressing their beliefs, sharing arguments with each other and modifying their personal views. The researcher hoped that through her engagement with the different groups, the organizations in question would gain valuable feedback that will enhance the creation of better OC.
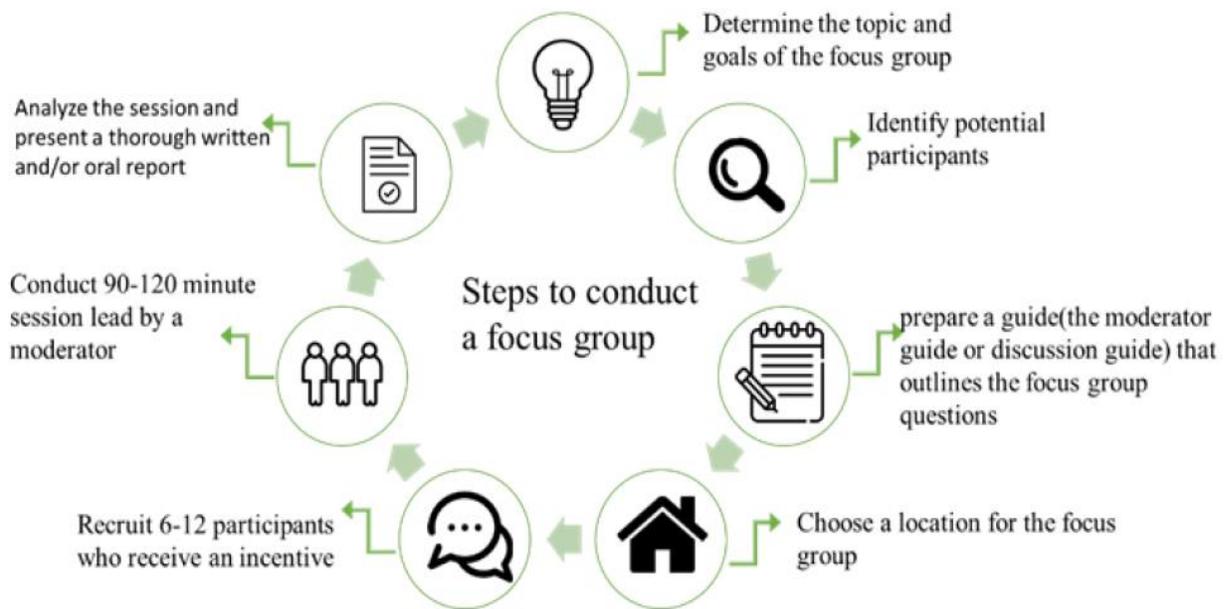
Figure 3.1: Steps to conduct a focus group. Retrieved from (Akyıldız & Ahmed 2021)

Six FGD sessions were caried out in accordance with the format developed by the researcher and on a date and time determined by both the researcher and the participants. For the enhancement of group success, each SDG had 10 participants having been formed following due consideration to the impact of the mix in the group and the need for open interaction among group members. Two

groups comprised of clinical staff (nurses, doctors, clinical officers); two groups considered staff in non-clinical departments, while two groups included managers and heads of sections mandated with supervisory roles. To enable establishment of rapport between the researcher and the participants and among the participants, vital information needed by the participants was availed ahead of time. Privacy and comfort of the participants was taken into account to avoid interruptions and facilitate ease of the FDG sessions. In addition to taking notes on the views of the participants, voice recording was done.

3.6.2. Observation

This unique and powerful way of gathering information involves the use of senses - vision, hearing, touch and smell – and enables researchers to investigate and document what people do, so that they can understand people's behaviors or actions (Bushiri, 2014; Paradis et al. 2016). Understanding why people behave the way they do is quite significant because it deters the researchers from focusing on their own perceptions and recollections (Paradis et al. 2016). As well as allowing researchers to collect a wide range of information including verbal and non-verbal communication, actions and associated environmental factors, observation is instrumental in enabling researchers to gain a first-hand picture of what actually happens within the study setting (Barrett &Twycross, 2018). It important for researchers to understand the unique methodological (the act of being observed may change the behavior of the participant, impacting on the value of findings) and ethical (consideration of when and how they should intervene in situations of poor practice) challenge presented by observation (Barrett & Twycross, 2018).

In this study, the researchers adopted this method and took a participant observation role as she was part of the observed setting. As indicated by Busseto et al. (2020), this enabled the researcher to discern and get an accurate and deep understanding of the setting in which the study took place and the actual behavior of participants. The method also both directly and indirectly enabled the assessment the employee's work environment from differing perspectives. During the process, the researcher took note of certain predetermined aspects of what was happening around her including noting the interactions and communication among employees and between employees and herself. Observation took place both within and without the FGD sessions. Observation findings were documented and later transcribed as field notes.

3.7. Data Analysis and Management

Sutton & Austin (2015) suggest that qualitative researchers put themselves in the shoes of the research participants and see the world from the participant's perspective. This implies that the most important part of data analysis and management is for researchers to be true to the participants – to listen to and reflect on participants voices so that those voices can be interpreted and reported for others to read and learn from.

The transcription of audio files was enriched by use of field notes taken during the process of data gathering. The analysis of the transcripts was done to code the important information and to identify important or interesting emerging pattens or themes. Thematic analysis as denoted by Javadi & Zarea, (2016); Maguire & Dalahunt, (2017) goes beyond the simple summary of the data collected. It includes examining data in a discerning manner and finding meaning and concepts from the data

so the data is interpreted in a sensible way and recorded according to the emerging themes or patterns. The researcher commended this flexible method of analyzing qualitative information that as implied by Javedi & Zarea (2016), is more systematic, more explicit and does not threaten the depth of the process.

Braun & Clarke (2006) six phase thematic analysis of data as described by Maguire & Delahunt (2017) was adopted.

Step 1: Become familiar with the data	Step 4: Review themes
Step 2: Generate initial codes	Step 5: Define themes
Step 3: Search for themes	Step 6: Write-up

Table 3.1: Braun & Clarke's six-phase framework for doing a thematic analysis

Reading and re-reading the transcribed information aided the researcher to *familiarize* herself with the data and to pay attention and focus on participants expressions. This was done in the light of the specific research questions that needed to be addressed and was instrumental in *generating the initial codes* in a way that is meaningful and systematic. This was followed by the examination of the codes to *search for the emerging themes* relating to similar perspectives and to determine whether or not some of the codes could be collated to fit together into a theme. The themes that emerged underwent *further review and modification* as appropriate to gather together all the data related to each theme and to determine whether or not the themes were coherent and/or distinct from each other. The essence of what each theme was about was *determined and defined* by considering what the theme was communicating; whether or not sub-themes were emerging and

how these interacted or related with each other and with the main theme. The researcher thereafter *wrote up* the report.

3.8. Research Ethics

Permission to conduct the research was granted by the Health Coordinator's Office, Catholic Diocese of Kitui, mandated with the overall responsibility over ethical and other health concerns. According to Okoya (2013), researchers need to address two main issues to obtain the cooperation of the respondents. These are confidentiality and definition of the benefits that the organization will derive from the proposed study. The researcher therefore had the responsibility of conducting ethical research and strictly safeguarding the confidentiality and dignity of all participants and therefore carried out this research in a safe and ethical manner. The identities of the research participants were concealed and kept confidential. The researcher also sought clearance from the CEOs of the two participating hospitals who gave approval for the logistical arrangements to gather data. Prior to data collection, the researcher interacted with the participants and provided them with sufficient information regarding the objective of the study and data confidentiality to avoid raising expectations and to offer affirmation and assurance that information collected served the sole purpose of the research. Informed consent was obtained from all the selected participants and information obtained coded to protect the identity and confidentiality of all participants.

CHAPTER FOUR: PRESENTATION OF FINDINGS

The overarching aim of this study was to determine the role of leadership in modelling OC and improving performance as experienced by FBHCF in KCK. The study sought to answer or discover the following: the attributes of a positive work climate, the influence that work climate has on EP and OP, and the level of engagement of employees.

This chapter presents the analysis and findings of the study. The findings are derived from the researcher's observations as well as the FGD questions and discussions revolving around the participants sharing of real-life experiences which offered the researcher the opportunity to assess the participants over a number of foundational elements of OC.

4.1. Participants' Information

The study included 60 participants from two hospitals. Gender representation was impartial, with 25 (41.7%) male participants and 35 (58.3%) female participants. The participating departments included: Medical 6 (10%); Nursing 12 (20%); Theater 4 (6.67%); Pharmacy 4 (6.67%); Laboratory 4 (6.67%), CCC 3 (5%); Finance 3 (5%); Administration 3 (5%); Attendants 3 (5%); College 3 (5%) and other support departments 12 (20%). In regard to the years of service, 24 (40%) had served the organization for 1 – 3 years, 15 (25%) for 4 – 6 years, 11 (18%) 7 – 9 years, 7 (12%) 10 – 12 years, and 3 (5%) over 12 years.

Three cohorts of employees participated in the FGD. The clinical cohort, the non-clinical cohort and the supervisors' cohort. To create a friendly and easy environment, all FGD sessions began

Table 4.1. Participants' Information

#	Category	Number of Participants	Percentage of Participants
1.	**Gender**		
	Male	25	41.7%
	Female	35	58.3%
		N = 60	**N = 100%**
2.	**Department**		
	Medical	6	10%
	Nursing	12	20%
	Theater	4	6.67%
	Pharmacy	4	6.67%
	Laboratory	4	6.67%
	CCC	3	5%
	Finance	3	5%
	Administration	3	5%
	Attendants	6	10%
	Other support departments	12	20%
	College of health Sciences	3	5%
		N = 60	**N = 100%**
3.	**Years of Service**		
	1 - 3 years	24	40%
	4 - 6 years	15	25%
	7 - 9 years	11	18%
	10 - 12 years	7	12%
	Over 12 years	3	5%
		N = 60	**N = 100%**

with introduction of the participants and the researcher. The background to the study and the purpose of FGD was clearly explained to each group of participants with the aim of achieving an environment in which each participant felt free to talk and express their honest opinion, thoughts and/or feelings. Each participant was encouraged to speak their truth as they knew and experienced it. Participants were also encouraged to be as interactive as possible and to be open to agreeing or disagreeing with each other.

4.2. Researcher's Observations

The researcher served as the facilitator of the FGD and noted some evidence of social desirability bias which differed depending on the FGD cohort. Some FGD resulted in frank and illuminating discussions while others were guarded, with some participants giving short responses, making them perceived to be cautious not to make their thoughts or feelings known. The level of openness of the participants differed as some participants were more interactive and confident than others. For example, when one participant in one FGD boldly shared his personal experience, he encouraged and gave confidence to the other participants to open up and share their experiences. Some FGD had great energy, with episodes of laughter and amusement, sharing of jokes, being inquisitive, asking probing questions, and challenging each other. The argument by Akyıldız & Ahmed, (2021) that speaks of a provision of a more authentic environment and the creation of a synergistic effect on participants in which they influence one another and are influenced can be said to be true of how discussions flowed in some FGD. Emotional moments were also experienced as well as moments of intense silence that invited the researcher to listen to the silent participants. By Listening and actively observing what was going on during the FGD, including interactions and

communication patterns and the participants' actual behavior, the researcher, as determined by Busseto et al. (2020), took the opportunity to discern and get an accurate and deep understanding of the setting in which the study took place.

4.3. Emerging Themes

The themes that emerged were identified during the engagement with FGD questions (by listening, observing and actively interacting with the participants) as well as during the thematic analysis process that was applied to the transcripts. Six (6) essential themes were elicited as shaping the work climate and determining the understanding and attitude of the participants. These included - Employee Involvement and Participation; Communication; Team Collaboration; Stress Management and Health; Challenging Tasks; and Job Satisfaction. Under the theme of Job Satisfaction, the following sub themes emerged: *Service Offerings; Employee Recognition; Performance Appraisal; Remuneration; and Employee Training and Development.*
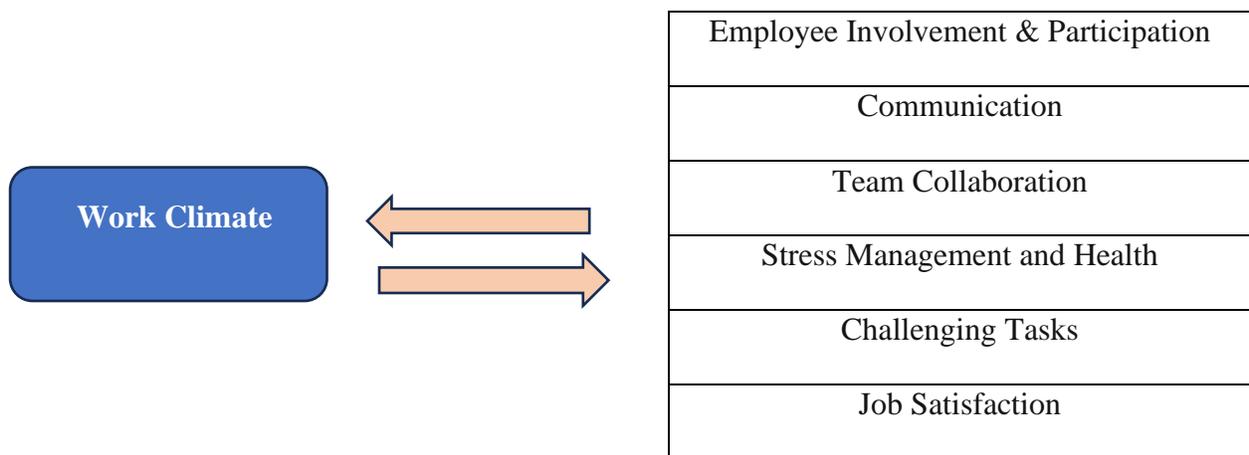

Figure 4.1. Themes elicited as shaping the work climate

4.3.1. Employee Involvement and Participation

Employee involvement and participation came out strongly as a factor influencing work environment.

4.3.1.1. Organizational Direction

Leaders can influence the performance of employees indirectly by actions such as creating an environment that allows all employees to work effectively and to develop a climate that enhances their commitment to organizational goals and formulation of strategy (Okoya, 2013). Participants in all FGD were happy with the level of employee involvement in setting the direction of their organization. They agreed that they were clear regarding the strategy and objectives of their organization. The participation of the HOD in the development of the SP and subsequent involvement of junior employees in the development of departmental and individual objectives was deemed instrumental in influencing the employees to feel part of the organization and to take ownership of the organizational roadmap. Individual and departmental objectives were derived from organizational goals and objectives. This was underpinned by the availability of copies of SP in departments, offering the foundation from which the individuals, departments and organization at large could progress, and the affirmation by the participants that their organization was on the right track.

> *"One of the things that Management did was to get the contribution of each department through the HOD, meaning that most of the points in the SP came from the staff. This common knowledge has made it easy for us to own the strategy and support it".*
> *Supervisor FGD*

> *"Our departmental objectives as the clinical team are very clear and each one of us was*

involved in developing them and so we own them and are working towards achieving them. Our objectives are anchored on the SP" Clinical FGD

"Management is already implementing some activities in the SP and we are kept informed" Non-clinical FGD

There were a few voices, suggesting that they were not so clear regarding the direction of their organization and were therefore uncertain about the SP.

"I am not sure of the SP. I have no access to it" Non-clinical FGD

"If the strategic plan is there, it is for Management to implement" Non-clinical FGD

4.3.1.2. Decision Making

Decision making was deemed by participants not to be as involving and participative as it was considered mainly carried out at Management level. There was however an acknowledgement by some FGD that the involvement was not direct, but through HOD. Participants views also indicated that sometimes decisions are made and implemented and not communicated to employees as they ought to be.

"Not all employees are involved in decision making. Mostly, the administration makes the decision and then we are informed what has been decided". I would like to be involved, especially if it concerns me" Clinical FGD

"We are involved in decision making, but through HOD" Non-clinical FGD

"We just see policies being implemented. Sometimes we hear there are changes in policies and we are not involved. We need to be considered because they affect us". Non-clinical FGD

4.3.2. Communication

There was consensus by the study participants that communication processes were poor and that this has been a recurring concern. On that account, communication was considered as having a very big gap. Terms such as "*the thorn*", *"the biggest monster", "threatening others"* and *"messy channels",* expressed by participants implied that the magnitude of the challenge in communication was enormous. The concerns in communication revolved around; lack of respect of communication hierrachies; communication inadequacy; delays in communication; inaccuracy of information communicated; and delayed and/or lack communication feedback.

Though the reporting structures appeared to be clear, communication hierrachies were reported not to be followed particulalry by junior employees, who bypass their supervisors and seek audience with *"higher offices"* – the administration offices. It was also pointed out that some employees get instructions from different people and this creates commotion and confusion. In such instances, employees would need stuctures clarified to help them know whom to seek help from for different things. There were suggestions that both Management and employees acknowledge this problem and work together towards making things better.

> *"Comminucation has a big gap, especially with the junior employees. Communication channels are not followed. Staff go to higher officers wthout the knowledge of their supervisors. They should be referred back to their supervisors" Clinical FGD*

> *"There is where the thorn is. The people I supervise get instructions from someone else. It is an issues that is even making us not to deliver our services because the channel of communication from the bottom and from the top is a mess. If we stop burryning our heads under the sand and say it, we will go far" Supervisor FGD*

It was commented that sometimes information shared is inadequate and not timely. This challenge is further aggraveted when information does not reach the intended recipients or when when communication is done in a humiliating and threatening manner. These situations can turn out to be emotive and can cause bad feelings. Occassionaly it appeared as if employees are ambushed, for example when the plan for medical camps does not materialize because of delayed receipt of required information, it is intepreted to mean that employees are not supportive of Management. There was an appeal for communication to reach all concerned and in a timely manner, and to have a transparent environment where information is freely shared. Reference was made to the daily prayer assemblies at the start of the day as forums for sharing pertinent departmental and organizational information and new developments with all employees. Concern was also raised regarding communicating information that is not accurate, and action being taken without determining the authenticity of the information. This was believed to even contribute to some employees leaving the organization.

> *"People need prior communication so that they can re-organizae and replan. Where participation of staff is required, let communication be done in good time so that they are not blamed for not supporting Management. Updates on on-going activites/events should also be given in good time" Clinical FGD*

> *"Sometimes changes are made and are not communicated. We appeal to our supervisors to improve on this" Non-clinical FGD*

> *"We have daily prayer gatherings at the start of the day. Management can use this as a forum to share information relevant to departments and the organization. This way the same information can reach everybody at the same time" Supervisort FGD*

"Communcation is made worse by some of us threatening to report others to Management. This is uncalled for" Non-clinical FGD

"Some staff may have left the organization because communication going on is not true. If this is sorted out, things will be better" Clinical FGD

Participants regarded listening and feedback essential parts of communication. Cohn (2007) alluded that effective listening is the starting place for effective communication and suggested the creation of an environment in which listening can be accommodated. Bushiri (2014) highlighted the importance of leaders understanding what their employees communicate so that the can respond constructively and give specific feedback. Although the participants upheld the value of listening by their leaders, they affirmed that most of the time feedback is delayed and sometimes not given at all.

"Our leaders are available and ready to listen and assist employees. When our leaders listen to us, we feel supported, engaged and committed to them and to the organization. This is encouraging and motivating as well. But sometimes the challenges facing the department are not addressed and no feedback is given" Non-clinical FGD

"You can go to the Administrator's office and be listened to. In other institutions you cannot even see the Administrator or any member of Management, Even if nothing is done, you will be listened to" Non Clinical FGD

"I have noted that we are not good at giving feedback, yet this is a critical element of improving employee and organizational performance. As HOD I ought to provide feedback to employees under me. Similarly, I expect feedback from them for the tasks assigned. Delayed feedback is not useful" Supervisor FGD

4.3.3. Team Collaboration

Team collaboration experienced by the participants was commendable and was identified as the pillar to achieving organizational success. Considering the health care environment within which the study took place, the participants were quick to note the need for leaders to continue creating an environment of teamwork and collaboration so that performance can be improved and organizational success achieved.

> *"Patient's well being is our objective. The patients need all of us to get well. All of us must work together because most of what we do for the patient requires team effort, otherwise we have no business" Clinical FGD*

> *"I have worked in different organizations. One of the most stiking things are systems and structures that Management has put in place in terms of what we need to do our work and the support of teams and of the supervisors. This support is a key in helping us achieve our objectives" Supervisor FGD*

The spirit of collaboration and teamwork (both within departments and across departments) as expressed by the participants was assumed to yield cooperation, companionship, a sense of belonging and a focus on achieving results. Flexibility of employees and managers and their willingness to let go for the sake of the organization was identified as one of the organizational strengths. Management's view of team building and the readiness to avail opportunities for team building initiatives was perceived to be motivational and aiding in building teams and/or restoring relationships.

> *"We work well in my department and are free to talk about our issues, sometimes even with top leadership. We can brainstorm, share knowledge with each other and solve our problems together. This has created a bond that makes us respect one another" Supervisor FGD*

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"I have found cooperation and companioship in the people I collaborate with here. They care about me and support me. They make me want to stay on and work in the facility. I feel a great sense of belonging. I have worked with some for many years and they encourage me" Non-clinical FGD

"I like the flexibility of my collegues. When we have staff shortage and one is called in to assist, they are flexible. Even with less staff numbers than previous and more patients, we are able to prioritize our work and do it well together" Clinical FGD

When one department is overwhelmed with work and the less busy departments are requested to help, there is a willingness to do so" Clinical FGD

"Sometimes Management allow us to go out of the facility for meetings and team building exercises. This move has created an environment of teamwork, collaboration, social interaction and motivation and has has helped us to achieve some of our objectives"Supervisor FGD

Though the discussions acknowledged occassional misunderstanding within and across departments, causing friction and ill relationships, these situations are successfully managed because there are opportunities for employees come together and hold meaningful conversations, encourage each other and continue with their work as a team. In regard to overall team performance participants agreed that collaboration among employees was instrumental and that the performance of each employee either reinforces or weakens team performance. It was also pointed out that there are those who take advantage of others good will and "sit back" and choose not to become involved, dragging the team behind. Such employees need to be managed effectively.

"Sometimes there is "war" between the clinical officers and the nurses. But at the end of the day, we come together, understand each other, do our work as a team and achieve our objectives" Clinical FGD.

"*Some people are burdened because they work very hard while others ride on them. They sit back and watch, but appear to be very busy. The HR should quantify the work of each employee and make them accountable. The imput of each one of us determines how strong or weak we are as a team* " Supervisor FGD.*

4.3.4. Stress Management and Health

Though the discussion around this theme was not as profound, the researcher appreciated that there was some level of awareness among the participants of the impact that work pressure can have on the general health and performance of employees and the organization. This theme was thus thought out by the researcher to be an instrumental component of HRM. One participant made reference to the opportunities that were previously given to employees to come together and be expressive of their thoughts and feelings and emotions. These opportunities were found very supportive and helpful as they allowed the employees occasions to speak out and let go what they held inside. Additionally, it was also noted that the well being of employees both psychological and otherwise can influence the performance both at individual and organizational level.

"We use to have forums when we all came together – Management and staff – so that we can vent and be expressive of our thoughts and feelings. I found these forums very helpful and healthy and making me feel less stressed. A problem shared is half solved" I would be grateful if we can revive the sessions" Clinical FGD

"When leaders show interest in the well-being of staff – physical, psychological and emotional – they feel supported and become more productive and loyal" Supervisor FGD

"Our plan talks of the "care for the care". We need to think about this and develop a program to support employees particularly when they experience difficult situations at work. This way we can ease the anxiety levels and work better" Supervisor FGD

"By nature of our work we become attached to our patients, especially the long staying patients. Sometimes we loose our patients and this can be a very draining and traumatic expereince particularly for nurses. We need time, space and support network to let go emotional drain, refocus and forge ahead" Clinical FGD

There was also a mention of employees freedom to speak being curtailed making employees feel intimidated and lacking the confidence to speak out, for fear of being *"labelled"*. The challenge of lack of confidentiality was voiced as compromising the trust employees have for each other and having potential to influence employees psychologically. The following sentiments were expressed.

"*We need to be listened to without bias and fear of being labelled or judged. Employees should be able to clearly communicate their issues. Labelling can create a toxic and hostile environment and can reduce one's self esteem and in worse case scenario lead to anxiety and depression" Supervisor FGD*

"Lack of confidentiality of information shared is very dangerous and can lead to mistrust. It is damaging to the reputation and character of a person and can affect his mental well being" Clinical FGD

4.3.5. Challenging Tasks

Participants mentioned that they often find themselves in situations that challenge them and stimulate them to be creative, innovative and to probably device different or new ways of managing emerging issues.

"For instance, when laboratory equipment stops functioning, and we have patients waiting to be served. I do my best to get in touch with the engineer through a phone call. I am instructed what to do for the equipment to work. Such instances have allowed me opportunities to learn ways of resolving emerging issues and I feel good about it"
Supervisor FGD

"When I go to Management for answers to a problem, the ball is thrown back to me to suggest ideas or solutions. This keeps me engaged at a deeper level instead of depending on others for answers. It is a way of sharpening my problem-solving skills" Clinical FGD

"When the department experiences stock outs, everybody counts on me and so I am kept on my toes as I can not rest until the stock is replenished and patients are served. I have been "forced" to learn how to forecast fairly accurately. I since increased the stock re-order levels to avoid future stock outs. The situation is not as bad as it used to be" FGD Supervisor

Participants admitted that high expectations stretching them beyond their level of competence and confidence are opportunities for growth, enhancing their knowledge as well as their skill. This also instills some sense of value and meaningfulness in employee's work and generate lessons for learning. Accomplishing complex and challenging tasks gives a sense of purpose and a reason to take pride in the achievement and was considered an intrinsic motivator, deserving the time and energy invested to the course.

"I find it challenging working here. As the lead clinician, everything that is seen as impossible and hopeless is channeled to me. Sometimes I feel helpless because I have nobody to consult but everybody waits for me to act. The challenge however makes me feel appreciated, valued and motivated. Knowing that I play a big role in the organization and that people value me motivates me and keeps me going" FGD Clinical.

"Our remote location presents a unique challenge considering that we are far from technical expertise (in terms of distance and time) and are limited in budgets. Our computers frequently break down at a time when the budget does not allow the purchase of a new computer. I am "forced" to think outside the box so that services do not stall. I have learnt to get parts from older computers so that I can repair the broken one before a new one is procured. This has enhanced my level of knowledge, skill and competence" Supervisor FGD

Some attributed their success in managing challenge to difficult assignments given by Management from time to time

"We are only two in our department. We see different situations each day and some of these are beyond us, yet we have to serve the client. Emerging challenges drives us to read and consult further and wider. When we get around the patient, we feel happy and motivated. Initially we used to go to Management for help, but we know that we have the potential to demonstrate leadership skills" FGD Clinical

4.3.6. Job Satisfaction

JS was viewed from differing perspectives. Sub-themes elicited under the theme of JS included: service offering, employee recognition, performance appraisal, remuneration and employee training and development.

4.3.6.1. Service Offering

Some participants considered service offering a motivator and expressed the following sentiments.

"*I feel good, not because I am paid well, but because of the positive feedback from patients. Job satisfaction is not about money. What drives me is that helpless patient who comes in and goes home satisfied. This makes me feel fulfilled" Clinical FGD*

"I feel satisfied when the client I offer services to appreciates me and the service provided" Non-clinical FGD

"The hospital provides quality services and has a good image and reputation. This makes me feel happy working in the organization" Non-clinical FGD

"It is important for the patient to get the right diagnosis and the right treatment, bearing in mind the cost implication on the patient. Then the patient can choose to come back for treatment and/or recommend the hospital to others" Clinical FGD

"I am happy working here since the environment is good. I get so much experience in health care" Non-Clinical FGD

Sometimes we manage near death patients. It is quite encouraging to see them bounce back to life, get better and leave the hospital" FGD Clinical

4.3.6.2. Employee Recognition

Recognition can have a positive impact on the satisfaction and performance of both individaul employee and the organization. Participants sought to be recognized as this was an instrument of determining their worth and value. They were very practical in the manner in which they sought to be recognized acknowledging that every employee feels important when recognized.

> *"When I am appreciated and recognized for the work I have done, I become motivated and energized and feel quite important. The word thank you from my supervisor gives me positive energy"* Non-clincal FGD

> *"There is growth in the facility. It is good to see some of us growing skills and performing well. Management has recognized and promoted some of us. This raises our self esteem"* Clinical FGD

"The word of thank you, a smile or even a pat on the back from the supervisor or Management is enough. It shows that Management values our work. We need to expereince such frequently" Non-clinical FGD

4.3.6.3. Performance Appraisal

Participants believed that employee appraisal is an instrumental exercise in the performance of both the individual and the organization. They felt that the excercise is a learning opportunity during which employees supported by their supervisors can identify areas of strength and weaknesses, develop related action points and determine objectives for the subsequent period. Though there was some recognition that employees have been promoted on the basis of the appraisal, the overall sense was that the outcome of the appraisal was unsatisfactory.

"Perfromance appraisal is meaningful. It help us to determine our strengths and weaknesses and to know how we are performing, as well as receive our next assignment. But the recommended payrise never comes" Clinical FGD

"It is good that staff appraisal is done annually. But it has become such are routine that some of us fill in the appraisal form without understanding what we are doing. This is because the outcome of the appraisal is never forthcoming" Clinical FGD

"Appraisal develops you as a person, informs your growth, shows your weaknesses and you can learn from that. "If payrise is recommeded, and it does not come, the appraisal is not useful" Non-clinical FGD

*"Though the payrise is not certain, we learn from the exercise. Some of us have received new assignments and promotion as a result of appraisal"*Supervisor FGD

4.3.6.4. Remuneration

Remuneration is a vital theme because organizations use it as a tool to attract and retain talented employees. It is also a motivational factor for employees to perform at their best in order to achieve organizational goals (Thapa, 2023). Participants appreciated Managment for their consistency in paying their monthly salaries. What was considered key to good employee performance was a good pay package and rewarding good perfromance. There was a dissatisfaction with the pay package which was linked to lack of motivation and staff turnover.

> *"Even if we are paid little money, we need to be grateful to Management. There is not a single month we have not been paid. In other institutions employees work without being certain of their payment" Supervisor FGD*

> *"Staff turnover is high and needs to be managed. It is saddening to see staff coming in, being mentored, and then leaving. It is important for Management to recognize employees, understand their financial expectations and determine how they can be supported so that they stay longer" Supervisor FGD*

> *"I am not comfortable with the salary I earn here. The hospital should partner with the County government because if I am seconded by the County government to work here, the environment will be good since I will earn more money. If I get an opportunity elsewhere, I will go" Clinical FGD*

> *"This is not a good place. There are many challenges and therefore the need to be offered more money and incentives so that we stay motivated. One of the things Management can do to improve performance from us is to improve our pay package. This will make me happy and I will stay" Clinical FGD*

" Appreciation and compensation are very important. We do work hard. The policy on remuneration and benefit needs review. Salary increment does not need to be much, it can even be KES 500. This will make us feel appreciated and motivated" Non-clinical FGD

The best way to get good performance from employees is to have a good salary package and to reward performance. These can stimulate good employee behaviour and elicit a feeling of a good place to work where employees feel valued for their contributions" FGD Supervisor

4.3.6.5. Employee Training and Development

Participants laid emphasis on ongoing education and skills development through a structured program of training and development. They agreed that investing in employees makes them competitive, improves their performance and makes them stay in employment for longer periods. The need to give training opportunity to all staff was stressed. Considering the on-going reforms in health care, employee development is important to enable them meet the demands of a more participatory work environment.

"Career development especially for the young employees is paramount" It motivates them to stay longer in the organization. The longer they stay, the more the organization benefits. The organization needs to consider career development program" Clinical FGD

"Training and mentorship would make the environment comfortable for me, offering training programs, mentorship opportunities and career growth paths can boost employee moral and improve perfromance" Non-clinical FGD

"It is important to give employees equal training opportunities. Employees in some hospital programs receive repeated trainings while others are not offered any training. This is not fair. Gaps cannot bridged if some are trained and others are not" Clinical FGD

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"We used to have budgets for training offerings for different staff. A list of available courses where staff could choose from was made available. Different staff went for training each year and gave training feedback at CME sessions. Employee skills development should receive the attention it deserves" Supervisor FGD

Benchmarking with other institutions was reckoned to be a unique opportuntity for employees' growth and development.

"Benchmarking with growing institutions can be a good learning expereince for us. We can compare our performance with other istitutions, get to know the areas we are performing well and borrow ideas for areas that we are not doing well. This will help us improve our performance" FGD Supervisor

CHAPTER FIVE: DISCUSSION

The main aim of this study was to understand the role of leadership in modelling OC and improving performance in FBHCF in KCK. In this light, the researcher hoped to identify the elements in the work environment that would elicit the engagement of HCM and employees and encourage a positive work climate. The study assumed that health care leaders and managers have a pro-active role to play in shaping OC and that a positive work climate is correlated to EC to the organization. This commitment leads to EP which is key to the overall performance of the organization.

This chapter presents a discussion of the key findings of the study, highlighting the relationship between leadership, OC and performance in the light of the context and setting in which the study took place. It also makes effort to link these finding with literature. The analysis and findings of the study elicited vital themes linked to both EP and OP - Employee involvement and participation; Communication; Team Collaboration; Stress Management and Health; Challenging Tasks; and Job Satisfaction.

5.1. Employee Involvement and Participation

Involving employees in setting up the goals for their organization motivates them, and allows managers to influence them and lead them towards the achievement of the set goals (Pervaiz et al. 2021). It also allows employees to comprehend the key performance indicators fundamental to their performance (Okoya, 2013). The study results under the theme "employee involvement and participation" showed that employees at all levels were happy to have been involved in setting the direction of their organization (development of SP). The availability of SP provided the basis for

individuals, departments and organization at large to move together as a unit, a certainty that the organization was on the right track. McNutt et al. (2014) emphasized the need for a clear organizational direction which portrays a sign of strong governance and leadership practices, without which general performance of health care programs cannot be enhanced. The participation of employees therefore intensified awareness creation and clarity of organizational goals and objectives, instilling a sense of belonging and influencing employees to own and support organizational agenda. This is in line with the finding by Pervaiz et al. (2021), indicating that participation in goal setting makes the goals more acceptable and leads to more employee involvement and in a proactive manner. Additionally, this inner drive and desire by employees to achieve organizational goals improves OP. The on-going implementation of the strategic activities insinuates the ability of Management, as cited by Nabella et al. (2021), to connect with the existence of vision and mission as well as implementation and achievement of organizational goals. The realignment of the individual and departmental goals to the organizational goals received the support of Alagaraja & Shuck (2015), who confirmed that aligning organizational goals to departmental and individual goals links different actors within the organization and offers the opportunity for synergistic effect in achieving shared organizational goals.

The dissatisfaction by employees for not having been optimally involved in decision making is a gap needing the review by Management. According to Okoya, (2013), not fully involving employees in decision making impacts negatively on EP and OP because it retards employees' empowerment and ability to function independently and effectively in their roles. This opinion is shared by Kok et al. (2014), who noted that an environment where employees are not involved in decision making negatively affects employees' JS, motivational level and relationships. On the

same page, Kosydar-Bochenek et al. (2023), in analyzing a number of studies deduced that overlooking employees in decision making significantly affect their working climate. In clinical practice for example, emphasis was laid on the necessity of collecting information necessary for patient care to make logical and reasonable clinical decisions.

On the contrary, Mambula et al, (2021) assets that involving employees in decision making is of great benefit because it enhances employee's performance, increases their productivity and efficiency, offers them a chance to contribute their opinion and share their knowledge with their colleagues. This not only leads to an improved relationship among employees and between employees and their supervisors but also strengthens teamwork. The importance of employee participation and involvement in decision making is further proved by studies conducted by Bushiri et al. (2014), who correctly identified the positive association between employee participation with positive work attitudes and EC; Paz (2019), adding that organizational leaders that involve employees in the decision-making processes have higher performance and goal alignment between organization and employee; Kok et al. (2014), and Singh, (2019) who discovered that involving employees in decision making is a boost to participatory management, increasing employee productivity, encouraging JS and yielding higher quality staff motivation and working capabilities. Further, Singh, (2019) makes reference to the positive effects on employee attitude and commitment. Involving employees is also one of the variables that determine their focus and a key characteristic of high performance (Okoya, 2023). This provides a positive OC, increases performance, satisfaction, and commitment thus reducing employee turnover.

5.2. Communication

Ghiasipour et al. (2017), laid emphasis on the reality that most of the problems of health care systems are due to poor communication and leadership and that communication goes beyond the mere content of the message and requires paying attention to the entire process. This means all the elements of communication: the source, message, channel, receiver, feedback, environment, context and interference must be considered. Communication processes in this study were found to be poor and a recurring concern, revolving around lack of respect of communication hierrachies; communication inadequacy; delayed and/or missing communication; innaccuracy of information communicated; and delayed and/or lack of communication feedback. These have a negative influence on EP as well as relationships among employees and between employees and leaders.

A number of studies have illustrated challenges in communication and their impact on EP and OP. The study by Campbell et al.[2] (2020), acknowledged that communication challenges between Management and employees affects the performance of organizations, and pointed out that strategies can be developed and implemented to manage or rectify or avoid such challenges. This may explain why the phrase *"If we stop burying our heads under the sand and say it, we will go fa*r" used by one study participant may imply a desire to manage the poor communication environment and identify strategies to improve communication and subsequently enhance OP. As identified by Bushiri et al. (2014), there exists a strong relationship between organizational communication, organizational commitment, job performance and productivity. Bahrain et al. (2023), determined that poor workplace communication results in discontented workers who doubt their own abilities leading to lack of interest and poor performance. Moreover, employees who lack access to good workplace communication may feel unappreciated, disengaged, and reluctant to go

above and beyond their scope. Such situations must never be taken lightly, as employees are the backbone of an organization, keeping it operating smoothly and contributing significantly to its success.

Lack of respect for communication channels was found to interfere with the delivery of services. This finding underpins the determination by Bahrain et al. (2023), that inadequate upward and/or downwards communication tends to produce individuals with competing goals and a poor understanding of organizational strategy. Furthermore, a disconnect can exist between Management and employees particularly when developing plans or engaging in broad conversations about ideas, resulting in decreased understanding and commitment and lack of feedback. The concern relating to delayed feedback and/or lack of feedback was viewed from the perspective of feedback from Management or HOD to employees. Longweni & Kroon (2018), underscored objective feedback on performance as a basic rule of motivation and viewed it broadly, suggesting the importance of both managers and employees giving and receiving feedback and integrating this feedback with the tasks assigned. In addition to being techniques that inspire people, Chakraborty & Ganguly (2019), depicted communication and employee feedback as mechanisms of reinforcing employee loyalty, aligning goals and increasing EP and OP.

Suggestions for improving the timeliness of communication included the use of the daily morning prayer gatherings to pass relevant departmental and organizational information. Campbell et al.[2] (2020), drew attention to regular meetings as well as review of communication channels as means to ensure effective communication flow and proposed technological advancement e.g. use of emails

and other electronic devices as a means for open communication keeping the organization connected and conveniently saving time and energy.

5.3. Team Collaboration

Team spirit is the essential attitude to perform in a collaborative way in an organization (Chakraborty & Ganguly, 2019). Despite the evident challenges in communication, this study recognizes the existence of a climate of collaboration, support and teamwork among employees and between employees and Management. This enabling environment is instrumental in achieving organizational objectives, creating companionship and a strong bond among employees, and motivating employees to carry out their tasks. Such an environment has the backing of Kosydar-Bochenek et al. (2023), who observed that good communication and collaboration within the health care team are basic aspects necessary for production of safe, emotional and professional environments for members of the team and for exceptional healing. Given the aforementioned context particularly in regard to inadequate involvement in decision making, the challenge for Management in this study setting would be as advised by Okoya (2013), to determine the level of autonomy enjoyed by the teams particularly in decision making and link this with the degree of impact on organizational objectives.

The support by Management to enhance team building initiatives was a great opportunity of building and/or restoring relationship and enhancing motivation that drives each employee to give their best for the common good. This finding reinforces the basis of the belief by Abun et al. (2021), that team dimension of OC measures the feeling of everyone working cooperatively and

experiencing team commitment so that as a team they can accomplish organizational goals. The freedom to engage in meaningful conversations affecting departments even with leadership seemed to have created a bond that enabled *respectful* relationships, a virtue that Kosydar-Bochenek et al. (2023) valued as the foundation of relationships across hospital departments. The social interaction revealed among the employees and between employees and managers serves as a boost to EP and promotes the improvement of OC. This can be an opportunity for managers to capitalize on this relational strength to enhance areas of weakness in the organization such as communication. The theme of team collaboration has brought out the co-relation and balance between leadership and teamwork which according to Perez-Vallejo & Fernandez-Muhoz (2020), the two synergize for optimal OP towards successful outcomes.

5.4. Stress Management and Health

"Safe and healthy working environments are not only a fundamental right but are also more likely to minimize tension and conflicts at work and improve staff retention, work performance and productivity" (WHO, 2022). Shintri & Bharamanaikar (2021) alluded to the increasing level of stress among employees, that can lead to mental disturbance and subsequent mental ill-health and emotional disturbance. This study has made evident the awareness of the importance of employees remaining healthy and safe at work (considering the nature of work and employee relationship with patients) and a yearning for opportunities to moderate stress levels so that employees can remain focused on their work perfromance. This thought, opinioned by both Chakraborty & Ganguly, (2019) and Joy, (2020), imply that a moderate amount of stress is positive for functioning of any employee, whereas the stress level rising above the threshold level creates distress amongst the

employees. Studies by Kaluza et al. (2019); Putra et al. (2021); Dartey et al. (2023); have pointed out the need for leaders and managers to understand the factors which uphold the well-being of employees which if affected negatively can not only lead to personal suffering but are also costly for organizations and society at large. Panigrahi (2017), revealed both internal factors arising from an individual mindset and external factors such as job security, working hours, control at work, managerial style, workload, and situations requiring behavioral changes.

There is no denying that unfavorable environment may generate substantial stress and personal unhappiness in employees, which can influence the quality of health care delivery, raise a sense of fatigue, lack of interest and discomfort at work, and reduce the productivity of employees. This finding by Kosydar-Bochenek et al. (2023), further justifies the reason why the participants may have wished to have opportunities - cited as *"forums to vent"* and *"care of the carer'* program - to reduce work related stress. Such opportunities can also be avenues of taking care of emotional well-being of employees and can create a positive work climate by fostering experiences where care, compassion and patience can flourish (Vriesendorp, 2009). A positive work climate in which leaders show interest in employees well-being makes employees more productive and loyal to the organization. Such work climate, according to Bronkhost et al. (2014), is instrumental in preventing anxiety and depression among health care professionals; while at the same time influencing the quality and quantity of work done (Berberoglu, 2018).

Stress is known inhibit employee happiness and satisfaction. Organizations with growth mindset-orientatation such as HCF encourage healthy competition that support moderation of stress levels among employees. Chakraborty & Ganguly (2019), recommend life management initiatives as a

way of reducing stress level of employees, and work-life balance which is a very important characteristic to motivate employees and maintain a positive work environment. The finding on stress management and health is an invitation to Management to support employees in applicable work-life balance activities for their well-being and the health of the organization.

5.5. Challenging Tasks

From the results of this study, employees often found themselves in situations that are challenging. Challenging tasks helps them to be creative and innovative, to develop new ways of managing emerging issues and to sharpen their problem solving skills. This finding conforms with the opinion of Sijbom et al. (2019), that challenging tasks are often a relatively fixed part of the working environment and that they fulfil a crucial and important role for individual skills development. This is because challenging job experiences put employees in dynamic situations for which existing routine ways of doing things cannot adequately address the emerging sitiations – requiring new ways of dealing with challenges at work. Abun et al. (2021) and Preenen et al. (2012), affirmed that providing challenging tasks creates a positive OC since it is one way of managers instil stimulation, creativity, motivation and responsibility in the performance of employees' tasks. Preenen et al. (2012) and Kim et al. (2020) further clarified that employees have new learning demands, with increased responisbilities and are therefore required to work very hard and make decisions independently.

This study also declares that challenging work stretches employees beyond their level of competence and confidence allowing them to grow and enhance their knowledge and skills. An

innovative climate as outlined by Sulistiyorini & Zahra (2023), promotes creativity, psychological safety, experimentation and risk-taking and opportunities for learning which are key elements for organizational success. Managers should therefore encourage innovative climate that challenge employees to take their own initiative and allow them more opportunities for growth. This tend to keep employees longer in the organization (Preenen, 2012). Employees can then gain managerial development, career development and future job performance that is crucial for the performance and flexibility of organizations (De Pater et al. 2009; Preenen, 2012). De Pater et al. (2009) further acknowledges the abilities, insights, knowledge and values that increase employees' capacities for effective managerial action, adding that employees performing challenging tasks are appraised more favorably than their counterparts performing simple tasks.

Oftentimes, challenging tasks are complex and decisions need to be made under conditions of uncertainty and risk. Although execution of challenging tasks may be stressful, it may result in positive feelings. If employees successfully handle challenging job experiences, they can feel a sense of achievement and/or they might receive tangible motivation such as promotion and pay raises (Sijbom et al. 2019). This was echoed by a participant in one FGD who expresed that managing the challenge made him feel appreciated, valued, motivated and made him aware that he plays a big and important role in the organization. High employee expectations instill some sense of value and meaningfulness in the work, generating lessons for learning. Kim et al. (2021) adviced that such meaningfulness is part of intrinsic motivation because when work demands are viewed as meaningful and significant, they are worth the time and energy required to accomplish them.

5.6. Job Satisfaction

Motivating employees to achieve organizational goals requires leaders to create a strong environment that enhances respectful and supportive relationships between the organization and employees, and to focus on genuine expressions of appreciation for employee achievements and performance (Amoatemaa et al. 2016). Motivation therefore becomes the driving force for an employee to pursue and satisfy his/her needs. And so there exist a strong relation between OC, motivation for staff to perform and JS (Bushiri, 2014). Providing a positive OC therefore influences the comfort of employees so that they can apply their energy and their full attention in the performance of their tasks. This study identified several motivational factors that determine action and behavious and energy of employees leading to both EP and OP.

Instrinsic motivation is the most optimal form of motivation and is associated with benefits such as enjoyment, persistence and psychological well-being (Legault, 2016). It is quite encouraging that the core business (health care) termed as *"service offering"* under the theme of JS was expresses as a motivator by some participants. According to Kosydar-Bochenek et al. (2023), employee satisfaction arising from the outcome of care provided to the patients, is an incentive to managers, to focus on such tactics that support employee's intrinsic motivation. Further, individuals who are intrinsically motivated find meaning and satisfaction in their work, often driven by interest and a sense of achievement or personal growth (Pandya, 2024).

Employee recognition is a highly effective motivational instrument that can have significant positive impact on both JS and performance. The expression of *employee recognition* in this study was simple and practical – and in the view of the researcher, equated to picking the "low lying

fruits". According to Perez-Vallejo & Fernandez-Muhoz (2020), recognition of achievement is best when it comes from the dirent manager/supervisor of an employee. It can also come from the organization, colleagues, clients, patients, etc. Recognizing the perfromance of employees is thus a key pillar of a positive work climate (Martinez-Aroyo & Velenzo-Jimenez, 2020), and an important leadership role that propels the actions and behaviours of employees (Perez-Vallejo & Fernandez-Muhoz, 2020). Using the term "thank you", giving a smile or a pat on the shoulder and considering promotions based on performance of employees were highlighted in this research as powerful gestures that can draw positive energy among employees. However, Perez-Vallejo & Fernandez-Muhoz (2020), ascertained that the most two underused words in any organization are simple words "Thank you" or "Good work". In addtion to keeping the employees nurtured and retained in the work environment (Chakraborty & Ganguly, 2019), recognition is essential for giving employees a sense of belonging, reviving their energies, improving their morale, boosting their cooperation and enhancing their loyalty to the organization (Amoatemaa & Kyeremeh, 2016). A similar finding is presented by Brun & Dugas (2008), who opinioned that recognition of work performance tend instill in employees an elated sense of esteem and personal competency, and manifest when employees feel recognized for their expertise, skills, creativity and professional credentials in the manner in which they perform their tasks and solve problems.

From the results obtained in this study, employees value ***performance appraisal*** and consider the exercise an opportunity for them to identify their strengths and capitalize on them, know their weaknesses and learn from them, and subsequently set objectives and/or receive assignments for the following period. Acknowledging the strengths of employees and encouraging them to work on their weaknesses in pursuit for both individual and organizational goals can make them to be

more accountable (Siddiqui et al. 2014). Fulk et al. (2011) emphasized that defining goals help workers stay motivated and engaged, particularly if the goals are interesting, relevant and compelling. Hamidi (2023), further argued that setting objectives is a crucial step in the performance review process since organizational targets and goals are a measure against which success is monitored and evaluated. Though the study employees were grateful for receiving appraisal feedback which anchors well with the finding by Hamidi (2023), that employees' appraisal feedback boosts learning, enhances performance, maximizes retention and helps change the behavior, the post appraisal employee expectations were not adequately met. Bushiri (2014), negates this behavior, and submits that appraisal, as a formal and mutual management process for leaders and mangers to evaluate EP ought to consider rewarding the results of the process in meaningful ways. Therefore, as hinted by participants during FGD, appraisal recommendations for good performance such as pay rise should be implemented. This would make the appraisal process less routine, more interesting, more meaningful, and possibly as alluded by Cera & Kasaku (2020), objective, dynamic, inclusive and transparent.

The study verified that employees were happy that Management was consistent in paying their monthly salaries. However, employees were concerned that their *remuneration* package was inadequate. This contributed to their lack of motivation, with a resultant staff attrition in some instances. Sardjana et al. (2018) noted remuneration as a variable that has significant effects on employees' job motivation, and that as a motivator, it improves their capability and quality of performance. Hamidi (2023) study, stated that well-compensated employees are eager and willing to put into their performance more time and effort. On the contrary, poorly motivate employees are likely to reciprocate by showing hesitancy and reluctance in the performance of their tasks. Paz

(2019), postulated that organizational leaders who have poor compensation packages or incentives have employees who perform poorly and are unproductive within the organization. For this reason, leaders are advised to navigate employees out of the negative attributes by developing suitable compensation packages since remuneration was regarded by participants as a factor of OC and was attributed to staff turnover. In line with this finding, Mujtaba & Jamal (2018), agreed that OC performs important role of improving the performance and retention of employees in the organization. This opinion is also demonstrated by Igbinoba et al. (2022), who further considered incentives a motivating factor for employees to improve their performance, urging organizations to use compensation policies that attract, retain and encourage employees to promote behaviours that are likely to achieve organizational goals. Paz, (2019) expressed the view that in 70% organizations, destructive trunover intentions account for negative finances which can cause an organization three times an employees' salary, and upholds that a competitive remuneration package can enhance employee committment and loyalty. By providing better remuneration package, leaders may be able to reduce turnover and attract new committed and motivated employees, thereby growing satisfied teams for better service delivery (Kalemba, 2018).

For an organization to accomplish its objectives and targets, the employees must be prepared and improved (Chakraborty & Ganguly, 2019). The sub-theme *employee training and development* featured key issues crucial in enhancing employee performance and retention including career development, training opportunities for all staff, and benchmarking. Paz, (2019) noted that in addition to receiving financial compensation and salaries, employees tend to desire more benefits, that would further increase their commitment and retention. Bushiri, (2014) and Cera & Kasuku, (2020) also agreed that having a clear organizational career development path helps in employee

performance outcomes and increases organizational productivity. Cera & Kasaku, (2020) further valued training for improving relationships within the organization, the overall image, high degree of professionalism, and job security. This study mentions Benchmarking as a robust and accepted method of employee training and development and an avenue to learning from others. Goncharuk & Monat (2015), demonstrated that benchmarking can maximize organizational productivity as well as minimize wastage. By employees learning from similar or different organizations, Alosani, et al. (2016), recommended benchmarking as a best practice technique for enhancing performance, attaining competitive advantages and maintaining continuous quality improvement. Kahuria, et al. (2018) supported benchmarking initiatives as a learning experience, citing that employees acquire useful skills such as innovation and resource optimization from other institutions and so that they can employ them in their own institutions and make a positive change.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

This chapter gives a synopsis of the results from this study and practical implications for HCM. Recommendations for the organizations are put forward.

6.1. Restating the Agenda of the Research

The main aim of this research was to investigate the role of leadership in modelling OC and improving performance in FBHCF in KCK. FBHCF are recognized for the substantial effort they make in the health sector. In the Kenyan context, they supplement the efforts of the government by providing 40% of health care services especially in low resource settings (Kiliko, 2015; Ndege et al. 2022).

Specifically, the study sought to:

i) Identify the relationship between organizational work climate and EP;

ii) Recognize the elements in the work environment that encourage a positive organizational work climate;

iii) Understand how work climate can be improved by motivating employees, strengthening communication, and sustaining EC.

This research therefore aimed at improving the understanding of the relationship between leadership and OC and between OC and EP by identifying the role of organizational factors that shape OC and engender optimal OP.

The research also sought answers to the following questions;

RQ1: What is the role of health care leadership in FBHCF in KCK, in modelling the work climate?

RQ2: What are the attributes of a positive work climate?

RQ3: What does work climate in FBHCF in KCK, look like, and how does it influence EP?

RQ4: What is the level of engagement of employees in FBHCF in KCK?

The organizational climate of two FBHCF was considered. A total of six FGD sessions were conducted. The FGD fields notes and audio recordings were analyzed using thematic content analysis. While chapter four presented the narrative of findings of the study, the discussion chapter clarified these findings by comparing them with findings from related studies. Six organizational factors were identified as influencing the OC - Employee Involvement and Participation, Communication, Team collaboration, Stress Management and Health, Challenging Tasks and Job Satisfaction. The vital role played by each of these factors in influencing EP was determined.

Though a number of studies – even in the Kenyan context - (Gaunya, 2016; Kahuria et al. 2018; Kalemba, 2018; Kamanja et al. 2019; Khalid, 2020; Kin'gola et al. 2022) have investigated one or two of the organizational factors identified or indeed pointed out the relationship between the factors and OP, this research uniquely directed its' focus on FBHCF often known for rootedness in the spirit of service, providing care in underserved areas and working with community leaders to promote healthy lifestyles.

6.2. Conclusions

This research has made clear the significant impact of leadership in modelling OC and improving performance in FBHCF in KCK. The research results highlight the key role of leadership and the

desired positive OC that can motivate employees to improve their task performance. The valuable insight provided by this research can guide organizations on strategies to employ to improve both EP and OP.

6.2.1. Role of Leadership

According to Sulistiyorini & Zahra (2023), the nature of OC is greatly influenced by how well or poorly the manager/leader fulfils his/her role of planning, organizing, controlling and the leadership style applied, which defines the mood with which employees interact with each other in the organization. This coincides with the discovery of this study which considered the role of leadership in formulation and modification of OC vital and noted that organization create its' own climate with the support of the leader. This means that leaders can directly influence the climate through their observable actions, as echoed by Okoya (2013) who demonstrated the ability of leaders to influence the performance of employees indirectly by actions such as creating an environment in which all employees can work effectively, enhancing their commitment to organizational goals. The study brings out an explicit relationship between OC and leadership styles and between OC and leadership and management practices, and a significant positive association between them. Leaders therefore have a great influence on employees' attitude, behaviors, emotions, morale and perceptions and can potentially create and develop a positive and thriving OC. Leadership role therefore has been deemed to be a trigger to EP through construction of good OC that involved employees in setting organizational direction, allowing employees to own and drive organizational plans and programs. Leadership has also been noted to encourage the development of teams through supporting team initiatives, instilling in employees a sense of

belonging and a focus on achieving results and challenging employees to take on difficult tasks that allow growth in the areas of problem solving and performance.

The study has challenged leadership to draw special attention to certain aspects of operations needing improvement. These include:

i)   Communication, a key leadership competency and an important element of a Manager' success

ii)   Involvement in decision making, requiring optimization.

iii)   Supporting and managing employees stress levels.

iv)   Employee satisfaction,   including recognition, remuneration and training and development.

6.2.2. Attributes of a positive work climate

A *positive OC* is rewarding as it provides circumstances under which employees can pursue their goals, while striving towards organizational objectives (MSH 2005). As defined by this study, a positive OC demands good leadership that involves employees, fosters teamwork, encourages employee motivation and drives the success of both OP and EP. From health care perspective, this is particularly important because one of the determining factors to improving HRH outcomes and effecting patient satisfaction with care is the creation and sustenance of a positive OC (Kosydar-Bochenek et al. 2023).

Providing an environment where employees' can participate in defining the direction of their organization, allowing opportunities to build teams and restore relationship and providing challenging tasks made the employees motivated, happy and satisfied. This would, as determined by Abun et al. (2021); MSH (2005), make employees eager to prove their capabilities at work, pay attention to the quality of their work and even put more effort in their work to surpass their job expectations and improve their performance. The study also acknowledged that OC free from undue stress is instrumental in fostering role clarity and helping employees to refocus; building social relationships and teams; as well as improving EP. Showing interest in the well-being of employees – physical, psychological and emotional – makes employees feel supported and more productive and loyal. This is reinforced by Berberoglu, 2018; Mutjaba & Jamal, 2018; Lubis et al. 2023, who identified that supportive OC coupled with good leadership behavior and practices encourage loyalty among staff and make them perform better.

6.2.3 Work Climate and its influence on Performance

Employees work environment is crucial and must be appealing, supportive and welcoming to motivate them to be efficient and effective in performance of tasks and to allow them integrate their skills, abilities and knowledge to achieve organizational success (Zhenjing et al. 2022). In studying the impact of OC on performance, this research investigated the relationship between OC and the organizational factors that emerged as contributing to and impacting performance in FBHCF in KCK: Employee Involvement and Participation, Communication, Team Collaboration, Stress Management and Health, Challenging Tasks and Job Satisfaction. The success of the organization therefore is determined by the outcome of EP which is driven by the ability of

leaders/manager to exercise leading and management practices aligned to building and sustaining a positive OC.

6.3. Recommendations

For employees to perform to their optimal potential, organizations need to motivate them, and thus the need to provide work environment that fosters and builds engaged employees capable of driving the objectives of the organization and of creating positive change for the organization.

6.3.1. Decision Making

Involving employees in decision making is beneficial, as it offers an opportunity for employees to contribute their opinion and share their knowledge with others thereby improving relationships and teamwork (Kok, et al. 2014; Singh, 2019), enhancing productivity and efficiency and increasing EP. Bearing in mind the employee's sense of inadequately being involved in decision making, Management need to recognize the contribution of each employee to achieve the objectives of the departments and the organization and affirm their aspiration and active participation and engagement so that in being motivated, they can support the organizational plans and programs. As advised by Singh, (2019), Management should focus on creating and fostering *participative decision making* to enable employees to identify areas in which they can creatively offer their suggestions and opinion.

Employees carry out the main operative work and are better placed to know what happens in their areas of operation. For this reason, more effort should be put in encouraging them to come up with

suggestions of useful decisions so that these can be incorporated into the organization's decisions and policy. While it is appreciated that not all employees can be involved in every decision made, the researcher recommends that as appropriate and necessary employees be allocated adequate time to participate in decision making. This means that a select cadre of employees will be involved in the decision making process depending on the subject for which the decision is required, making the decision relevant and meaningful to them so that they can appreciate the importance and benefit of their participation in the decision made and take ownership of the decision outcome. This recommendation is in alignment with the leadership transformational role of enabling an environment of creativity and sharing of new ideas that contribute to increased performance, improved employee morale, organizational employee, JS and overall growth.

6.3.2. Communication

One of the manageable problems identified not only by this study (Anoke, et al. 2021; Bahrain, et al. 2023; Campbell, et al.[2] 2020; Ghiasipour, et al. 2017; Longweni & Kroon, 2018), is communication. This challenge invites Management, to develop/review and focus more on an effective **Employee Induction Program** in general. Specifically, and in details the induction program should address organizational mission, vision and values; organizational organogram; communication structures and reporting lines including introduction of key people in the organization and line managers; challenges relating to nonconformity to reporting lines; and handling sensitive and confidential information. The program should also emphasize various aspects of communication such as communication timeliness and feedback at all levels. Introduction and implementation of a formal employee post induction feedback is also

recommended as a useful strategy to help the organizations improve their induction processes based on the feedback and to make future inductions better experience for new employees. In addition to being an inspiring technique, employee feedback underpins their loyalty to the organization and increases productivity (Chakraborty & Ganguly, 2019). A *review of existing organizational structure* is recommended to ensure that it depicts clear organizational hierarchies and shows the roles and responsibilities of each task and/or department. This recommendation conforms with elimination of uncertainties and confusion and improvement in communication processes for the enhancement of organizational performance.

To further strengthen communication, Managers can integrate *quarterly face to face meetings* with the HOD and encourage HOD to similarly meet their staff regularly to allow for free flow of organizational communication at all levels. This recommendation will allow HOD to conform and interact with employees and create an environment that places employees in positions for success, motivation, satisfaction and commitment. It will also free employees, allowing them to be comfortable in voicing their thoughts, concerns and feedback and to build trust and confidence with each other and with their leaders thus fostering a sense of belonging and a healthier work environment.

6.3.3. Care of the Carer Program

While it is acknowledged that moderate amount of stress is positive for functioning of employees, Chakraborty & Ganguly, (2019); Joy, (2020), noted that rising stress levels above the threshold can inhibit employee's happiness and satisfaction. Managers need to understand particularly the

organizational factors that uphold the well-being of employees which if affected negatively can cause agony to the employee and the organization (Kaluza, et al. 2019; Putra, et al. 2021; Dartey, et al. 2023).

In view of the aforementioned reality and the expressed need by employees to be allowed opportunities to "vent" in order ease stress, Managers must prioritize physical, emotional as well as the mental well-being of their employees. Caring for employees particularly in the health care environment is necessary to provide quality and safe care to patients. When employees feel supported and valued, they experience increased levels of satisfaction and an enhanced ability to cope with the pressures of providing regular care. The researcher recommends a comprehensive *"care for the carer program"* instrumental in offering integrated support services to help HRH manage the mental, emotional and physical challenges that accompany provision of health care. Such a program should offer employees a sense of purposes in their work and a sense of belonging to an organization that cares for them, so that they can be helped to fit in and focus on their tasks. Additionally, the program should address factors that lead to HRH strain, distress and burnout and to a feasible extent be implemented collaboratively with partners in order to increase available resources for caregivers. Activities for consideration should include but not limited to the following:

- Life management workshops for reduction in stress level of the employees.
- Peer support programs specifically for employees to listen to shared experiences, build a sense of community and improve coping skills
- Annual staff get together meetings at the end of the year – to celebrate achievements

acknowledge challenges and map way forward together

- Periodic offsite meetings preferably team building meetings where employees can be themselves, have fun and bond with each other.

This recommendation supports the formation of healthy, happy, productive and engaged employees and a leadership aiming at enhancing OP

6.3.4. Employee Recognition and Appreciation

As a highly effective motivational instruments, employee recognition and appreciation have a positive impact on employee JS, attitude, commitment and performance, with a resultant positive impact on the overall OP (Amoatemaa & Kyeremeh, 2016; Chakraborty & Ganguly, 2019) and a tendency for employees to be retained in their work environment (Chakraborty & Ganguly, 2019). It is recommended that Management view employee recognition as a vital investment demanding reliable and adequate resources so that an effective, clear and simple *reward and recognition program*, open to all employees can be developed and effectively executed. The program should clarify behaviors and attitudes warranting recognition and be practical in recognizing and rewarding those actions in a consistent, timely and transparent manner. Periodic monitoring and evaluation of the program is paramount to ensure it remains relevant, viable, current and in harmony with the goals of the organization and the needs of the employees. As indicated by Pax (2019), rewarding empowered behavior and exceptional performance greatly improves and positively influences OC. Employees can then feel valued, recognized and compensated especially for extra effort and/or high involvement. By drawing in and holding onto these employees, leaders can also be enabled to meet their organizational objectives. This recommendation is instrumental

in improving the commitment and productivity of employees and reducing employee turnover. Such a situation can yield stronger team cohesion due to longer experience within the organization which beneficial to both employees and the organization.

Although financial compensation owes higher satisfaction on JS and EP (Thapa, 2020), ***non-financial*** or intangible forms of compensation are equally important and can arouse positive feelings of contentment by employees. It is therefore recommended that Management builds up non-financial staff motivation strategies such as;

   i)   Publicly recognizing and celebrating individual and/or departmental achievements/awards, for instance, employee of the month/quarter/year, best department, most improved department, etc. Certificates for example can be issued to individuals and/or departments. This strategy can boost employees' confidence and inspire others to strive for excellence.

   ii)   Recognizing and rewarding employee talents.

   iii)   Peer to peer recognition shifts the focus from top-down acknowledgement model to one where employees acknowledge each other's effort(s), allowing a sense of mutual respect within teams.

   iv)   Supervisor/manager – employee meetings. One on one meeting with employees can boost morale, provide constructive feedback, allow coaching and open communication.

The appreciation by employees that small and ***positive gestures*** by the leader, such as a pat on the back or a smile and the use of the word "thank you" can serve as a great source of appreciation for

many employees must not be ignored. HCM in FBHCF in KCK can be effective leaders if they understand and practice these readily available gestures.

6.3.5. Compensation

According to Mulyani, et al. (2019), compensation plays an imperative role in motivating employees and is taken as the crucial factor for EP. Considering that compensation and EP are strongly connected to bring efficacy in OP, Management has a responsibility of ensuring that the work of the employees is more satisfying and to align the motivation of the employees with the goals of the organization (Thapa, 2020).

This study has viewed *salary* as an important factor for employee increased performance and has brought out employee motivation as playing a crucial mediating role between compensation and performance. To this effect, creating a positive work OC would foster employee motivation. The researcher's related recommendation in regard to compensation is for Management to develop *suitable grading structure* that provides clear and consistent job classification, compensation and salary progression and thereafter work towards performance based payments to stimulate and motivate employees to be more creative in generating more effort. This recommendation will provide an appropriate, sound and effective compensation system and benefit package that connects to organizational effectiveness through influencing individual behavior and motivating employee to enhance their performance for organizational success.

Linked to compensation is the value of performance appraisal and of defining interesting, relevant

and compelling goals to help employees stay motivated and engaged (Fulk et al. 2011). Setting objectives is a crucial step in the performance review process during which organizational targets and goals are measured against which success is monitored and evaluated (Hamidi, 2023). To make the appraisal process less routine, more interesting, more objective, dynamic and transparent, the researcher recommends the development of a meaningful ***performance reward program.*** The program should clearly illustrate the purpose of the performance appraisal and link any reward to be given to the performance of individual employee. This recommendation will help address the identified challenge of *"some employees working very hard while others watch"*. Quantifying the work of employees makes them accountable and strengthens the output of work teams. Rewarding good performance can include but not limited to the following:

i)   Monetary rewards such as salary increment, bonuses and other financial incentives.

ii)   Intrinsic rewards aimed at increasing productivity and motivation such as promotions, and opportunities for personal and professional growth.

This recommendation viewed positively can foster an open and valuable conversation regarding employees' performance making them feel valued, motivated and connected to the organizational values and goals.

6.3.6. Employee Training and Development

Investing in training and development is a source of increasing employee commitment and improving organizational growth and performance. It is imperative for organizations to invest monetarily on training and development of employees. The researcher's recommendation revolves around carrying out ***employee training needs assessment*** on an annual basis in order to identify

the knowledge and skills needed to achieve the performance required. This will help Management develop a ***training program*** based on fairly recent information and relate it to an acceptable training budget. The training program should encompass both onsite and offsite trainings, and should consider each cadre of employees. To reap the positive effect of training on EP, each employee trained should be compelled to give the training feedback at an organized continuous professional development session and develop and share with the supervisor post training action plan for implementation, monitoring and evaluation. Recommendation on employee training and development corresponds to empowering employees to increase their job autonomy making them more motivated, committed and productive.

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APPENDICES

Appendix I: Research Request Letter

Sr, Monica Mukui
Medical and Ethics Coordinator
Catholic Diocese of Kitui
P. O. Box 119 - 90200
Kitui
22nd March 2024

Dear Sr. Monica,

RE: PERMISSION TO CONDUCT A RESEARCH AT OUR LADY OF LOURDES MUTOMO HOSPITAL AND MUTHALE MISSION HOSPITAL ON THE ROLE OF LEADERSHIP IN MODELLING ORGANIZATIONAL CLIMATE AND IMPROVING PERFROMANCE:

I am currently on a study program for the award of a PhD degree. My research topic is titled: The role of leadership in modelling organizational climate and improving performance: The experience of Faith Based Health Facilities in Kitui County.

I have limited the research two the two main faith-based health facilities in the County – Our Lady of Lourdes Mutomo Hospital and Muthale Mission Hospital. I am requesting to be allowed to carry out the research in these two health facilities.

I trust that my request will be admissible.

Yours Faithfully,

MOkumu

Sr. Mary Okumu.

Appendix II: Research Authorization Letter

CATHOLIC DIOCESE OF KITUI

Office of the Medical Coordinator

P.O Box 119 - 90200 Kitui   Tel: 0722605970

Email: cdokmedical@gmail.com

23rd May 2024

Rev. Sr. Mary Okumu
Our Lady of Lourdes Mutomo Hospital
P. O. Box 16 – 90201
MUTOMO

Dear Sr. Mary,

RE: PERMISSION TO CONDUCT A RESEARCH AT OUR LADY OF LOURDES MUTOMO HOSPITAL AND MUTHALE MISSION HOSPITAL ON THE ROLE OF LEADERSHIP IN MODELLING ORGANIZATIONAL CLIMATE AND IMPROVING PERFROMANCE:

I am in receipt of your request seeking permission and support in conducting research on the role of leadership in modelling organizational climate and improving performance at Our Lady of Lourdes Mutomo Hospital and Muthale Mission Hospital.

The Diocesan Health and Ethics Committee has reviewed your request and considered it admissible.

The Committee therefore has allowed you to carry out the research in the said health facilities, and trust that the findings and recommendations of the research will impact greatly on the quality of services offered in the diocesan health facilities. You will be expected to share the research findings and recommendations with the Diocesan Health Coordinator's Office.

Yours Faithfully,

Rev. Sr. Monica Mukui,
Health Coordinator
Catholic Diocese of Kitui.

"We treat but Christ Heals"   1

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Appendix III: Consent to Participate in Research

Research Topic: The Role of Leadership in Modelling Organizational Climate and
improving Performance: The Experience of FBHCF in Kitui County, Kenya.

Participating Institutions: Our Lady of Lourdes Mutomo Hospital
Muthale Mission Hospital

Participant's Name: ……………………………………………………

I have received information regarding the nature of the research and the topic as indicated. I agree that this research is useful to the growth of the organizations and employees.

I am aware that data collected will be documented through field notes and audio recording and coded with anonymity. As such information collected will be treated with utmost respect, privacy and confidentiality.

I am therefore willing to participate in the research.

Participants Signature………………………….   **Date:** ………………………………

I attest that I have explained the purpose of the study to the participant and indicated that participation in the study is voluntary.

Researcher's Name: …………………………………….

Researcher's Signature: ………………………………………………….

Date: …………………………………………………….

Appendix IV: Focused Group Discussion Questions

1. Do you agree that the strategic direction of your organization is clear?

2. What are your departmental objectives and were you and the rest of the employees involves in developing them?

3. How does it feel like to work in your organization and what drives this feeling?

4. What challenges at work enhance your knowledge, skill and level of competency?

5. Do you receive clarification and guidance from your supervisor that help you carry out your tasks?

6. What do you think of the communication processes in your organization?

7. What kind of work situations motivate you?

8. Is your evaluation by your supervisor meaningful to you and to your organization?

9. What kind of relationship exist between organizational leadership & employees, and among employees?

10. In your view, and considering the situation at work, what three things can your leaders do to improve your performance and the performance of your organization?