



The Joint Effect of Employee Rewards, Engagements, Competence and Job Demands on Job Performance of Nurses in Kenyan National Referral Hospitals

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Abstract

The severe shortage of nurses, increase workload, rising out- migration, inadequate facilities and persistent industrial action undermining nurses' ability to provide dignified and competent healthcare. To guarantee quality and safe patient centered treatment, health professionals including nurses must have broad and deeper competences, be optimally deployed and adequately rewarded. The study was thus motivated by the need to establish the relationship between employee rewards, engagement, competence, job demands and job performance of nurses in national referral hospitals in Kenya. This study adopted a descriptive cross-sectional survey research design. The study was carried out in all the four National Referral Hospital in Kenya namely Kenyatta National Hospital, Moi Teaching and referral Hospital Mathare Teaching and Referral Hospitals and National Spinal Injury. The target population for this study was 2,757 nurses in all the four national hospitals obtained through data query by the Human Resource department at the Ministry of Health and preliminary visit to HR departments of respective hospitals for data verification. A sample of 296 respondents was selected using Cochran formula (1963). Primary data was collected through semi structure questionnaires that were administered to the nurses. During data analysis, the study utilized both descriptive and inferential statistics. Descriptive statistics provided percentages, mean, standard deviation and coefficient of variation of the demographic characteristics and inferential statistics illustrated the regression analysis. The results revealed that the joint effect of employee rewards, engagements, competence and job demands on job performance of nurses is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals. From the foregoing, the study concluded that several antecedent variables predict job performance. The study recommended that managers to evaluate potential leverage of each variable affecting job performance based on organizational context and improve

them. In addition, the managers to determine the direction and strength of the relationship between predictor variables of job performance for some have negative effects.

Keywords: *Employee Rewards, Engagements, Competence, Job Demands, Job Performance, Nurses & Kenyan National Referral Hospital.*

1.1 Introduction

The high cost of healthcare and persistent shortage of nurses has been increasing globally. The ageing population and people living with chronic conditions of hypertension, cancer, diabetes, HIV Aids has also been on the rise leading to need for long term health care and nursing homes Chen *et al.* (2015). To guarantee quality and safe patient centered treatment, health professionals including nurses must have broad and deeper competences, be optimally deployed and adequately rewarded (Obaigwa 2015). The study was thus motivated by the need to establish the relationship between employee rewards, engagement, competence, job demands and job performance of nurses in national referral hospitals in Kenya.

Rewards compensate workers for their services, value and commitment to organizational goals (Chen *et al.*; 2015). Rewards include pay, employee benefits and welfare programs (Anitha, 2014). However people work for more than monetary benefits and total rewards approach incorporate intrinsic factors of provision of feedback, training and development, praise, recognition, status, listening and addressing staff issues of enriching jobs, moving from lower to higher level in organizational hierarchy and work-life balance to be part of total rewards mix (Sejen, 2011).

Employee engagement occurs when one employs and expresses themselves physically, mentally and emotionally when performing tasks and disengagement is the withdrawal of employees from doing their duties (Kahn, 1990). Engaged workers contribute to the firm success, whereas disengaged workers are disillusioned, potentially exhausted, very bitter, totally disconnected to the company goals, underutilized, are involved in contagious negativity and they sleep walking through the work day complaining as they wait to collect their pay cheque (Blessingwhite, 2014).

Competence is the utilization of knowledge, skills and behaviours to achieve predefined goals; it is the effective and efficient execution of tasks (Peters & Zelewski, 2007). A study by Heinen (2011) found out that competence is being good in values, standards, cognitive ability and skills for successful job performance in a specialized work context. Competence is the ability to effectively demonstrate personal characteristics, knowledge, skills, professional attitudes and values to provide safe and effective output (Takase & Teraoka, 2015).

Job Demands (JD) are sets of psychological pressures in the working environments that include working faster than normal, conflicting job assignments, intensive workload and pressures related to inadequate time (Chen *et al.*; 2015). JD is the intensity of the task that requires maintained physical and passionate efforts which exert mental, emotional as well as physical pressure on the employee and has a negative influence on work outcome (Bakker & Leiter, 2010).

Job performance refers to task proficiency, efficient communication skills, demonstration of superior effort, good interpersonal relations, peer and team performance that contribute to attainment of firm's goals (Campbell, 1993). Job performance is one's potential to achieve work target objectives, fulfill expectation, attain job targets and attain set standards prescribed by the organization that has a direct link with the firm's success (Mensah, 2015). Job performance plays a crucial role in firm ability to compete, its sustainability and uninterrupted improvement and thus

fuel unending debate and research (Koopman *et al*; 2014). Job performance is an outcome of many specific, environmental and structural factors which include but not limited to employee rewards, engagement, job demands and competences. Human resource managers today aim at optimizing employee output while cutting down on labour cost which has contributed to increased workload, perception of inadequate employee rewards and poor service delivery.

1.2 Research Problem

The Kenya health sector has experienced myriad of challenges. From the nurse's perspective reports indicate severe shortage of nurses, increase workload, rising out- migration, inadequate facilities and persistent industrial action undermining nurses' ability to provide dignified and competent healthcare (Obaigwa, 2015). The social-economic vulnerability of patients in the public health facilities has made instances of poor service delivery remain unreported and thus patients continue to suffer in silence. Maru *et al.* (2013) study on selected job characteristics and nurse performance indicate that 87% of nurses work long hours, 89.7% have high intention to quit and 82 percent are not satisfied with their job delivery. The effect of high workload and predictive role of rewards on job performance were not investigated. Maru *et al.* (2013) study also measured job satisfaction and not job performance as undertaken by this study.

A large number of nurses between 21- 40 years with more than two years' experience apply to out migrate every year in search of better terms and conditions of work (Wakaba *et al*, 2014). Hospitals therefore are losing highly competent nurses who are replaced mostly by new graduates, thus it is important to establish the effects of rewards and competences on service delivery of the existing nurses. The nurse: patient ratio also stands at 103.4 against 100,000 persons compared WHO recommendations of 250 to 100,000 persons (Kenya Nursing Workforce Report, 2012). The doctor patient ratio stands at 1 doctor for every 10,000 population when WHO recommends 23 doctors for 10,000 populations (Ministry of Health HR Strategy, 2014-2019) forcing nurses to do physicians work whereas health care assistances with varied training are doing nurse work to allow them focus more on professional issues. The extension of role boundaries and role blurring is likely to undermine job performance in respect to competences and job demands. The national referral hospitals are relatively large facilities that often operate beyond capacity and have critical patients that overstretched both human and physical resources. Such settings require nurses to have in-depth competences and appropriate workload and therefore this context was suitable for establishing the interaction of the conceptualized models of this study. Thus, this study investigated the conceptual, contextual and methodological gaps in the relationship between employee rewards and job performance.

1.3. Research Objectives

To examine the joint effect of employee rewards, engagements, competence and job demands on job performance of nurses in Kenyan national referral hospitals.

1.4 Research Hypothesis

H₀₁.The joint effect of employee rewards, engagement, competence, and job demands on job performance of nurses is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals.

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Expectancy Theory

The expectancy theory is associated with Victor Vroom's (1964). The theory explains why individuals prefer to assume one behavioral option over others and assert that worker motivation is contingent on the predicted association between task execution and anticipated outcomes. Individuals change behavior based on aggregate of expected results; effort exerted by individuals is based on belief that they will attain favorable compensation; and that favorable performance results in a desirable rewards which will satisfy an important need that make the effort worthwhile (Chen & Fang, 2008).

A study by Redmond (2010) expounds expectancy theory as a function of expectancy, instrumentality and valence components. He asserts that a worker is challenged to perform to the extent that he appreciates that hard work will lead to the desired level of performance (expectancy); performance will be rewarded (instrumentality); and the importance of the rewards is highly positive (valence). Instrumentality assumes that if one does well, then benefits will be received by that individual and Valence on the other hand means desirability of expected outcome. Therefore expectancy theory is relevant to this study in that, if nurses expect better rewards then they will increase effort which definitely yields better job performance in terms of quality service delivery (Lunenburg, 2011). However expectancy theory has failed to justify why some of the highly paid individuals are not the best performers in many companies today.

2.2 Empirical Literature

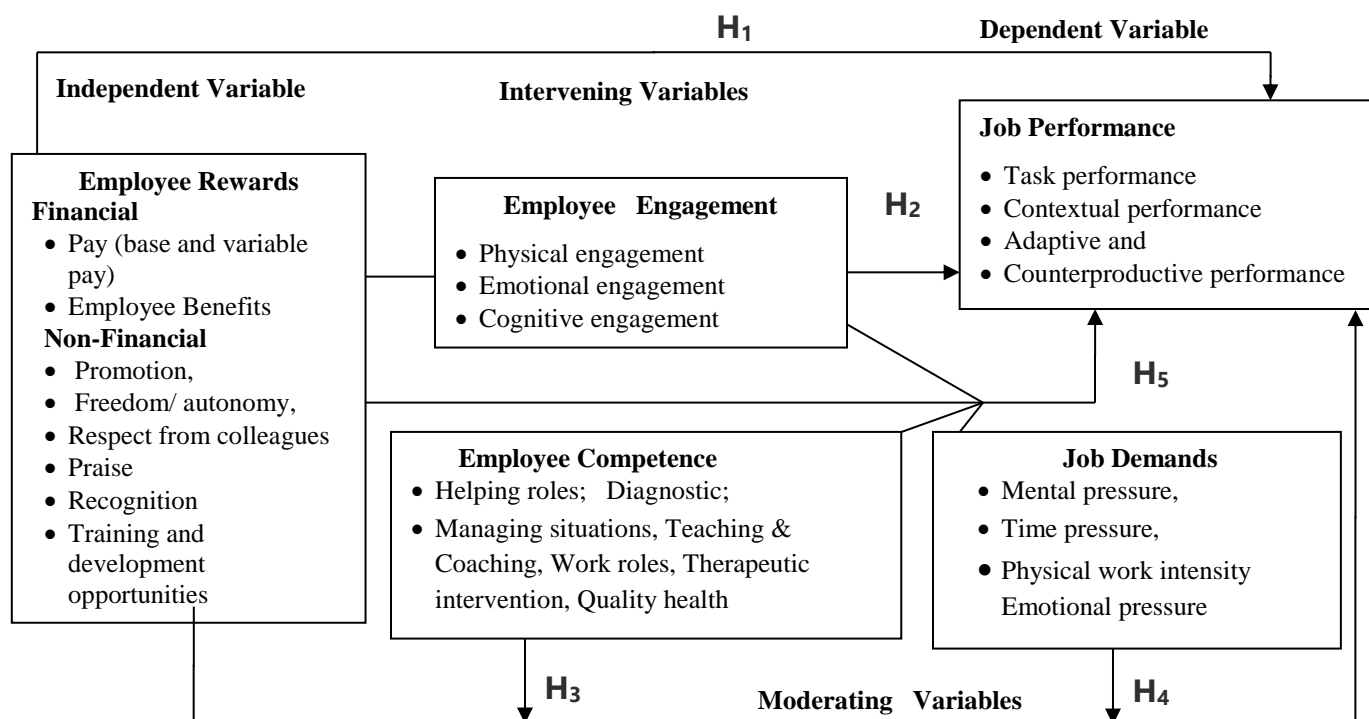
Christian *et al.* (2011), investigation of work engagement and job performance, linked employee rewards to task performance, productivity, discretionary effort, organizational commitment, quality customer care and business success. A study by Kahn (1990), indicated that valued and rewarded workers become engaged in their roles, offer creativity, authenticity; ethical behavior and speak positively about the workplace, invest a lot of their energy, are more attached and absorbed in their work roles. A study on coalesced framework of total management and employee performance confirmed competence to be strategically aligned to organizational requirements for competitive advantage (Mensah, 2015). While studying the link between employee engagement, training, career development and productivity, Sang *et al.* (2014) encouraged HR managers to focus on drivers of employee engagement for greater benefits. However these previous studies study have not shown the extent to which employee engagement predicts influence the interaction between employee rewards and job performance.

A study done in Kenya by Smith (2016), on identifying loopholes in nurse training, competency and practice in HIV care and treatment show that acute shortage of healthcare personnel exist, this has denied 21 percent eligible adults and 57 percent eligible children access to quality healthcare and that 53 percent of nurses felt incompetent in handling HIV care and treatment. In Nigeria Ugwu *et al.* (2014), study on organizational trust, employee engagement and psychological empowerment indicate that employees reciprocate trust and positive work environment by being engaged in their roles. Workers involve themselves in a give-and- take type of engagement which makes both parties feel confident and enhances job performance. In Italy a study conducted by Portoghese *et al.*; (2014) on burnout and workload among healthcare workers demonstrate that overworked employees experience a host of health problems which are the root causes of their

exhaustion, cynicism, inefficacy and inferior job performance. It was important therefore to establish the joint effects of employee rewards, employee engagement, JDs and competence on job performance of nurses in Kenyan national referral health facilities.

2.3. The Conceptual Framework

The conceptual model presented in figure 1 depicts the relationship between the five variables of the study namely employee rewards as the independent variable, employee engagement as the mediating variable, job demands and employee competence as moderator variables and job performance as the dependent variable. The model proposes that employee rewards have direct influence on job performance. The model also assumes that the effect of employee rewards on performance is mediated by employee engagement. Other interaction proposed by the model is that of the moderating effect of employee competence and job demands on the relationship between employee and job performance. The model established the joint effect of employee rewards; engagement; competence and job demands on job performance.



Source: Researcher (2019)

Figure 1: Conceptual Model

3.0 Research Methodology

This study was guided by the positivist approach since it's anchored on theory and, further because it intends to test hypotheses. Positivism philosophy is objective, deductive with an aim of falsifying the research hypothesis and theory testing; it assumes that the researcher is independent from what is being studied and that those observable and measurable phenomena can validly be regarded as knowledge; positivism is concerned with truths, objective reality, impartiality, conformity, consistency, dependability and production of credible data. This study adopted a descriptive cross-

sectional survey research design. The study was carried out in all the four National Referral Hospital in Kenya namely Kenyatta National Hospital, Moi Teaching and referral Hospital Mathare Teaching and Referral Hospitals and National Spinal Injury. The target population for this study was 2,757 nurses in all the four national hospitals obtained through data query by the Human Resource department at the Ministry of Health and preliminary visit to HR departments of respective hospitals for data verification. A sample of 296 respondents was selected using Cochran formula (1963). Primary data was collected through semi structure questionnaires that were administered to the nurses. During data analysis, the study utilized both descriptive and inferential statistics.

4.0 Data Analysis, Results and Interpretations

4.1 Descriptive Statistics

4.1.1 Measures of Employee Rewards

Respondents were asked to respond to specific statements posed by indicating the extent to which employee rewards influenced job performance. Responses were given on a five-point Likert scale ranging where 1: Very low extent, 2: low extent, 3: Moderate extent, 4: Large extent, 5: Very large extent. The scores for 'very low extent' and 'low extent' was lumped together, the scores for moderate extent were explained individually while the scores for 'large extent' and 'very large extent' are summed together. The mean score for low extent was equivalent to a mean score of 0 to 2.4. The score for 'moderate extent' is equivalent to a mean score of 2.5 to 3.4. The score of 'large extent' and 'very large extent' were considered to represent a statement affirmed to as equal to a mean score of 3.5 to 5.0. The extrinsic financial rewards subscale was made up of 4 items and the intrinsic subscale composed of 8 items. Respondent's opinion about these sub-constructs was requested and the ratings are presented in Table 1.

Table 1: Means and Standard Deviations for Measures of Employee Rewards

Statement	Mean	Std Dev	CV (Percent)
Extrinsic Financial Rewards			
A good pay	3.65	0.99	27
Annual pay increases	4.15	1.16	28
Allowances (risk, transport et cetera)	3.58	1.14	32
Additional pay for good work	4.07	1.24	30
Overall mean	3.86	1.13	29
Intrinsic/ Non-Financial Rewards			
Employment on permanent and pensionable terms	4.37	1.38	32
Increase in pay associated with promotional opportunities based on merit	3.54	1.19	34
More freedom and autonomy in performing ones work.	3.87	1.13	29
Praise for good work.	3.54	1.11	31
Availability of training and development opportunities.	3.75	1.21	32
Job that is interesting and challenging work assignments.	3.94	1.17	29
Some form of public recognition (examples is employee of the month).	4.39	1.32	30
Respect and appreciation by the employer.	3.78	1.29	34
Overall mean	4.02	1.23	31
Grand mean	3.95	1.19	30

Source: Survey Data 2019

As presented in Table 1 above, the finding shows that intrinsic rewards have a higher mean of 4.02 compared to extrinsic rewards with a mean of 3.86. Employee recognition gave the highest mean of 4.39. This therefore implies that organizations can still achieve their objectives by focusing on intrinsic rewards in these hard economic times. This study confirms findings of Ten Hoeve *et al*, (2017) that indicates high number of nurses are inclined to intrinsic motivation and hospital managers therefore should consider focusing attention and implementing practices that promote employee intrinsic motivation.

4.1.2 Measures of Employee Engagement

Respondents were asked to give their views on important statements posed by selecting the degree to which employee engagement mediate the relationship between employees rewards and job performance of nurses in Kenyan national referral hospitals. Respondent's views about these sub-constructs were requested and the ratings are shown in Table 2.

Table 2: Means and Standard Deviations for Measures of Employee Engagement

Statement	Mean	Std Dev	CV (Percent)
Physical Engagement			
I work with intensity on my job	3.80	1.13	30
I exert my full effort to my job	4.13	1.07	26
I devote a lot of energy to my job	4.19	1.04	25
I try my hardest to perform well on my job	4.30	1.05	24
I strive as hard as I can to complete my job	4.31	0.96	22
I exert a lot of energy on my job	4.17	0.99	24
Overall mean	4.15	1.04	25
Emotional Engagement			
I am enthusiastic in my job	4.10	0.96	23
I am interested in my job	4.24	0.96	23
I am proud of my job	4.22	1.11	26
I feel positive about my job	4.14	1.15	28
I am excited about my job	4.01	1.09	27
Overall mean	4.14	1.05	25
Cognitive Engagement			
At work, my mind is focused on my job	4.17	1.00	24
At work, I focus a great deal of attention on my job	4.08	1.06	26
At work, I am absorbed by my job	3.96	1.04	26
At work, I concentrate on my job	4.18	0.97	23
At work, I devote a lot of attention to my job	4.05	1.05	26
Overall Mean	4.09	1.02	25
Grand Mean	4.13	1.04	25

Source: Survey Data 2019

As presented in Table 2, physical engagement had a mean of 4.15, emotional engagement had a mean of 4.14 while cognitive engagement had a mean of 4.09. Overall, indicators of engagement and job performance had an overall mean score of 4.13 and an overall Coefficient of Variation (CV) = 25 percent. For purposes of this study, the coefficients of variation ratings were determined

as 0 to 25 percent very good, 26 to 50 percent good, 51 to 75 percent fair and 76 to 100 percent poor. From the CV results of 25 percent the variation is therefore low hence regarded as very good. The finding implies that nurses have a high level of engagement towards their jobs; nurses are physically and enthusiastically attached to their jobs compared to cognitive engagement. Research findings support earlier empirical studies by Singh (2012) which established that comparatively nurses are more engaged than physicians in public health facilities.

4.1.3 Measures of Employee Competence

Respondents were expected to respond to statements indicating the extent of their competences in doing their jobs. Respondent's opinion about these sub-constructs was established and the ratings are shown in Table 3.

Table 3: Means and Standard Deviations for Measures of Employee Competence

Statement	Mean	Std Dev	CV (Percent)
Helping Role Competencies			
Planning patient care according to individual needs	4.01	1.00	25
Supporting patient's coping strategies	3.89	0.92	24
Decision making guided by ethical values	4.14	0.92	22
Application of nursing philosophy	4.06	0.88	22
Developing the treatment culture of my unit	4.00	0.88	22
Overall mean	4.02	0.92	23
Teaching and Coaching Competence			
Taking active steps to maintain and improve my professional skills	3.98	0.97	24
Providing individualized patient education	4.05	0.92	23
Coaching others in duties within my responsibility area	3.95	0.95	24
Developing orientation programmes for new nurses in my unit	3.81	1.02	27
Evaluating patient education outcomes with family	3.74	0.99	26
Overall mean	3.91	0.97	25
Diagnostic Competence			
Analyzing patient's well-being from many perspectives	3.96	0.94	24
Able to identify patient's need for emotional support	4.06	0.96	24
Arranging expert help for patient when needed	3.98	0.95	24
Coaching other staff members in patient observation	4.02	0.94	23
Overall mean	3.97	0.96	24
Managing Situations Competence			
Planning care consistently with resources available	4.05	0.97	24
Prioritizing my activities flexibly according to changing situations	4.05	0.98	24
Promoting flexible team co-operation in rapidly changing situations	3.93	1.02	26
Arranging debriefing sessions for the care team when needed	3.75	1.07	28
Coaching other team members in mastering rapidly changing situations	3.82	1.05	28
Overall mean	3.92	1.02	26
Therapeutic Interventions Competence			
Making decisions concerning patient care taking the particular situation into account	3.93	1.03	26
Planning own activities flexibly according to clinical situation	3.93	1.01	26

Coordinating multidisciplinary team's nursing activities	3.71	1.07	29
Contributing to further development of multidisciplinary clinical paths	3.76	0.97	26
Recommending for updating of written guidelines for care	3.72	0.94	25
Overall mean	3.81	1.00	26
Ensuring Quality of Health Care Practice Competence			
Evaluating systematically patient's satisfaction with health care service provision	3.84	1.03	27
Applying new research findings in improving patient care	3.73	0.98	26
Able to identify areas in patient care needing further development and research	3.73	1.08	29
Making proposals concerning further development and research	3.70	1.01	27
Overall mean	3.75	1.03	27
Work Roles Competence			
Familiar with my organization's policy concerning division of labour and co-ordination of duties	3.85	1.06	28
Mentoring new employees and student nurses in my unit	3.94	1.04	26
Overall mean	3.89	1.05	27
Grand mean	3.90	0.99	25

Source: Survey Data 2019

As illustrated in Table 4, helping role competencies had a mean of 4.02, teaching and coaching competence had a mean of 3.91, diagnostic competence had a mean of 3.97, managing situations competence had a mean of 3.92, therapeutic interventions competence had a mean of 3.81, ensuring quality of health care practice competence had a mean of 3.75 and work roles competence had a mean of 3.90. The grand mean of 3.90 implies that national hospitals appreciate the value of competent workers and majority of nurses employed are fully and extremely competent in various areas of their work roles which enable them handle complex cases referred to their facilities. This results collaborates previous findings by Nilsson *et al.*, (2014), which established that nurses have significantly higher competences in their areas and inconsistent with Smith (2014), findings that established that nurses lack necessary training and have insufficient competences to handle HIV, tuberculosis related illness and patient counseling skills. The helping role competence scored the highest mean of 4.01 whereas ensuring quality of healthcare practices scored the lowest compared to other nursing competence domains and conclusions of this research support Lima *et al.* (2016) study results that showed nurse competences in ensuring quality is low. This therefore implies provision of quality healthcare is relatively low and the health practitioners and policy makers must ensure measures are put in place to promote nurse provision of quality healthcare services.

4.1.4 Measures of Job Demands

Respondents were asked to fill questionnaires by marking statements regarding influence of job demand on the relationship between employee rewards and job performance of nurses in Kenyan national referral hospitals. Respondents' views about these sub-constructs were sought and the ratings are shown in Table 5.

Table 5: Means and Standard Deviations for Measures of Job Demand

Statement	Mean	Std Dev	CV (percent)
Cognitive/ Mental Demands			
My job requires me to make very complex decisions at work	3.75	1.15	31
My job requires me to solve difficult work related problems	3.63	1.11	31
I am sometimes assign tasks that I don't even understand how to go about	3.03	1.40	46
Overall mean	3.47	1.22	36
Emotional Demands			
In my job I am asked by different people to do things that are contradictory	3.05	1.44	47
I do a lot of emotionally draining work	3.52	1.32	37
Overall mean	3.29	1.38	42
Physical Demands			
I have too much / excessive work to do in my work station	3.53	1.31	37
I always have to deal with backlog at work	3.25	1.38	43
My job requires me to do things very quickly/fast	3.68	1.21	33
My job requires me to work extra hard to finish my tasks	3.68	1.28	35
Overall mean	3.54	1.30	37
Time Pressures			
I don't have enough time to accomplish my work comfortably	3.43	1.30	38
I always have to rush to finish my work	3.42	1.26	37
I constantly work under time pressures	3.51	1.27	36
Overall mean	3.45	1.28	37
Grand mean	3.46	1.29	38

Source: Survey Data 2019

As presented in Table 5, cognitive/ mental demands had a mean of 3.47, emotional demands had a mean of 3.29, physical demands had a mean of 3.54 and time pressures had a mean of 3.45. Indicators of job demand and job performance had an overall mean score of 3.46 and an overall Coefficient of Variation (CV) = 38 percent. For purposes of this study, the coefficients of variation ratings were determined as 0 to 25 percent very good, 26 to 50 percent good, 51 to 75 percent fair and 76 to 100 percent poor. From the CV results of 25 percent the variation is therefore low hence regarded as good. In general, the study reveals that job demands among nurses range from moderate to high extent and that physical and emotional demand are high compared to cognitive demand. The findings are consistent with Smith *et al* (2016), Khamisa *et al.* (2015) and Demerouti and Sanz Vergel (2014) studies which argue that nurses in public facilities are overburdened and confronted on a daily basis by extreme job demands and high job strains leading to exhaustions and poor public health sector performance.

4.1.5 Measures of Job Performance

Job performance refers to resourcefulness of an individual to contribute behaviours and take actions to achieve work goals, meet expectations and attain work set targets (Viswesvaran and Ones, 2002). Respondents were requested to answer statements regarding job performance of nurses in Kenyan national referral hospitals. Respondent's understandings of these sub-constructs were obtained and the ratings are presented in Table 6.

Table 6: Means and Standard Deviations for Measures of Job Performance

Statement	Mean	Std Dev	CV (Percent)
Task Performance (In-role Performance Items)			
I manage to plan my work so that I adequately complete assigned duties on time.	3.84	1.14	30
I engage in activities that directly affect my performance evaluation.	3.66	1.17	32
I focus at doing the main and essential duties in my work	3.80	1.13	30
I always fulfill responsibilities specified in job description.	3.94	1.05	27
I meet and sometimes exceed performance requirements of my job.	3.96	1.05	27
I don't neglect aspects of the job I am obliged to perform.	3.96	1.07	27
I perform tasks that are expected of me well with minimal time and effort.	3.85	1.13	29
Overall mean	3.86	1.11	29
Contextual Performance			
I always go beyond what is assigned to me when I have extra time	4.00	1.04	26
I frequently encounter and solve new challenges in my job.	3.95	1.01	26
I normally take on extra responsibilities.	3.97	1.06	27
I sometimes come up with creative solutions to new problems	3.92	0.97	25
I frequently take on challenging work tasks when available.	4.03	1.00	25
I am always customer oriented	4.10	0.99	24
I actively participated in work meetings.	3.92	1.02	26
Overall mean	3.98	1.01	26
Adaptive Performance			
I ensure that my job knowledge is always up-to-date.	3.98	0.96	24
I ensure my job skills are always up to-date.	3.91	0.96	25
I always demonstrated flexibility in doing my job.	3.93	1.00	25
I am always able to cope well with difficult situations and setbacks at work.	3.85	1.04	27
I recover very fast, after difficult situations or setbacks at work.	3.81	1.01	26
I always come up with creative solutions to new problems	3.84	1.03	27
Overall mean	3.89	1.00	26
Counterproductive Performance			
I don't complained about unimportant matters at work	3.73	1.19	32
I don't exaggerate problems at work place	3.89	1.10	28
I don't normally focused on the negative aspects of a work situation, instead I focus on the positive aspects	3.95	1.13	29
I don't speak with colleagues about the negative aspects of my work	3.71	1.18	32
I don't speak with people from outside the organization about the negative aspects of my work.	3.98	1.15	29
Overall mean	3.86	1.15	30
Grand mean	3.90	1.06	27

Source: Survey Data 2019

As presented in Table 6, task performance (in-role performance items) had a mean of 3.86 contextual performance had a mean of 3.98, adaptive performance had a mean of 3.89 and counterproductive performance had a mean of 3.86. The indicators of job performance had an

overall mean score of 3.90 and an overall Coefficient of Variation (CV) = 27 percent. For purposes of this study, the coefficients of variation ratings were determined as 0 to 25 percent very good, 26 to 50 percent good, 51 to 75 percent fair and 76 to 100 percent poor. From the CV results of 27 percent the variation is therefore low hence regarded as very good. The studies indicate that job performance is good as the mean ranged from 3.86 to 3.90 showing above average performance. This revelation is consistent with Kokwaro *et al.* (2019) and Mokhtar and Mohamed (2016) who found out that job performance was average or slightly above average and inconsistent with (WHO, 2006), which claimed that job performance of healthcare workers in 3rd world countries including Kenya is below par. The study established that national referral hospitals are relatively adequately staffed unlike other tiers of hospitals in Kenya.

4.2 Hypothesis Testing

The Joint Effect of Employee Rewards, Engagements, Competence and Job Demands is Greater than the Individual Effect of Employee Rewards on Job Performance

The objective was to determine whether joint effect of employee rewards, engagement, competence and job demands is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals. The following hypothesis was formulated and tested.

H₀₁: The joint effect of employee rewards, engagement, competence, and job demands on job performance is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals.

The hypothesis was tested using multiple regression analysis (for joint effect). In the regression model, job performance was the dependent variable; employee rewards, engagement, competence, and job demands were predictor variables. To determine the joint effect, job performance was regressed on employee rewards, engagement, competence, and job demands. The summary is presented in Table 7.

Table 7: Regression Results for the Joint Effect of Employee Rewards, Engagements, Competence and Job Demands on Job Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
Employee rewards	.861	.741	.740	.38028		
Employee rewards, engagement, competence and job demands	.920	.846	.844	.29470		
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
Employee rewards	Regression	100.822	1	100.822	697.182	.000
	Residual	35.286	244	.145		
	Total	136.108	245			
Employee rewards, engagement, competence and job demands	Regression	115.177	4	28.794	331.541	.000
	Residual	20.931	241	.087		
	Total	136.108	245			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.661	.125		5.293	.000
	Employee rewards	.861	.033	.861	26.404	.000
		B	Std. Error	Beta		
	(Constant)	-.097	.115		-.845	.399
	Employee rewards	.477	.040	.476	11.906	.000
	Employee engagement	.152	.036	.157	4.177	.000
	Employee competence	.226	.048	.212	4.736	.000
	Job demands	-.187	.039	-.199	-4.820	.000

Source: Survey Data 2019

The regression results presented in Table 7 depicts that the effect of employee rewards on job performance of nurses is significant ($R^2=.741$, $F=697.182$, $\beta=.861$, $t= 26.404$, $p<0.05$). The results imply that 74.1 percent of the change in job performance is accounted for by employee rewards.

A separate test was done for the joint influence of employee rewards, engagement, competence, and job demands on job performance. Regression results in Table 4.31 show that the joint influence of employee rewards, engagement, competence, and job demands on job performance was significant ($R^2 =.846$, $F= 331.541$, $p<0.05$). This means that jointly, employee rewards, engagement, competence, and job demands explain 84.6 percent of variation in job performance. The F statistic (331.541) indicate model fitness for the regression of job demands on employee rewards, engagement, competence, and job demands. The joint effect of employee rewards, employee engagement, employee competence, and job demands on job performance ($R^2 =.846$, $F= 331.541$, $p<0.05$) is greater than the individual effect of employee rewards on job performance ($R^2=.741$, $F=697.182$, $p<0.05$). These results conclude that the joint effect of employee rewards,

employee engagement, employee competence and job demands on job performance is greater than the individual effect of employee rewards alone on job performance. The hypothesis that the effect of employee rewards, engagement, competence, and job demands on job performance of nurses is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals was thus confirmed.

4.3 Discussion of the Research Findings

The objective was to determine whether the joint effect of employee rewards, engagements, competence and job demands is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals. From this objective, it was hypothesized that the joint effect of employee rewards, engagement, competence, and job demands on job performance of nurses is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals. Simple linear regression analysis was used for independent effect of employee rewards on job performance, while multiple regression analysis was performed to test the joint effect of employee rewards, engagement, competence and job demands on job performance.

Results of regression test for the effect of employee rewards on job performance indicate that employee rewards explained 74.1 percent change in job performance. The simple regression model was also statistically significant. Employee rewards, engagement, competence and job demands explain 84.6 percent of the change in job performance as shown by table 4.31. The joint regression model is also statistically significant. The hypothesis that the joint effect of employee rewards, engagement, competence and job demands on job performance of nurses is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals was supported.

The results support Christian *et al.* (2011) assertions that employee rewards is related to task performance, productivity, discretionary effort, organizational commitment behaviour, quality customer care and business success. Also, Kahn (1990) findings that valued and fairly rewarded workers become engaged in their roles, offer creativity, authenticity, ethical behavior and speak positively about the workplace. They also invest a lot of their energy, are more attached and absorbed in their work roles. The research findings further supports Mensah, (2015) suggestion that strategic competences be aligned to organizational requirements for competitive advantage. Other previous studies with relatively similar conclusions include: Sang *et al.* (2014) study on the link between employee engagement, training, career development and productivity. The study recommend that HR managers focus more on drivers of employee engagement for greater benefits, Smith, (2016) study findings which established that acute shortage of healthcare personnel denies 21 percent eligible adults and 57 percent eligible children rights to quality health care. Also, Ugwu *et al.* (2014) findings on organizational trust, employee engagement and emotional empowerment, the study indicate that employees reciprocate trust and positive work environment by being engaged in their roles. Alongside, a study done in Italy on burnout and workload among healthcare workers espoused that overworked workers experience a host of health problems which are the root causes of employee exhaustion, cynicism, inefficacy and inferior performance (Portoghese *et al.*; 2014).

5.1 Conclusion

The results revealed that the joint effect of employee rewards, engagements, competence and job demands on job performance of nurses is greater than the individual effect of employee rewards on job performance of nurses in Kenyan national referral hospitals. From the foregoing, the study concluded that several antecedent variables predict job performance. For this reasons, managers should consider totality of predictor variables of job performance and put in place effective HR strategies to achieve corporate goals. This study illustrate that employee competence moderate relationship between employee rewards and job performance by 82.6. Therefore, it is not right for organizations to hire, train and develop competent workers who will not perform due to ineffective rewards and engagement strategies and practices.

6.1 Recommendation

The statistical results revealed that employee rewards explain 74.1 percent of the change in job performance. The cumulative effect of predictor variables explain 84.6 percent of variation in job performance. These results imply that job performance is caused by several factors. The following suggestions are given:-

- i. Job performance is driven by complex interrelated factors that managers need to identify.
- ii. Managers to evaluate potential leverage of each variable affecting job performance based on organizational context and improve them.
- iii. The managers to determine the direction and strength of the relationship between predictor variables of job performance for some have negative effects.

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