

Employee Recognition Programs and Employee Output as Moderated by Workers' union Activities: Evidence from Kenyatta National Hospital (KNH), Kenya

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Abstract

This study sought to determine the influence of recognition benefits on medical employees output at Kenyatta National Hospital (KNH) as moderated by workers' union activities. The study was guided by Reinforcement theory. The study employed both descriptive and explanatory research design and pragmatism philosophy. The target population of the study comprised of 2175 employees drawn from Kenyatta National Hospital. Stratified and purposive sampling techniques were used to select a representative sample of 328 respondents. The primary data for the study was collected using closed ended questionnaires and structured interview schedule. Quantitative data was analyzed using both descriptive statistics (frequencies, percentages, means, standard deviation) and inferential statistics (Regression, Correlation and ANOVA). The findings indicated that recognition programs had a positive and significant relationship with employee output at KNH. It was also established that workers' union activities significantly moderate the relationship between recognition programs and employee output among medical employees at KNH. The study concludes that recognition programs enhance employee output in hospitals. In addition, under high level of worker union activities, recognition programs had a positive and significant relationship with employee output at KNH. The study recommends that organizations need to work towards recognizing their staff appropriately so that they can exhibit improved employee output.

Keywords: Hospital, Employee Output, Recognition Programs.

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INTRODUCTION

Background to the Study

In the modern world, organizations are compelled to contend and behave in a competent way in such a tough era; as such, it is very crucial to have a qualified team that are reliable in service delivery [1]. To ensure quality service there is high need for hospitals to consider enhancing employee's output which is also an important tool for organizations performance [2]. Above all, service organizations are discovering that people really are the most important assets hence the need to make them participate in issues related to their welfare [3]. Pak et al., [4] asserts that native organizations maintain unparalleled traditional methods by managing employees as a clerical function generating significant distinctions on HRM practices

causing variance in employees' output. Considering this and putting in mind the emerging issue of employees' output, it is paramount that managers adopt several strategies in order to attain notable employees' output [5]. While the American practitioners and scholars are adopting the major concepts of human resource that are geared in promoting employees output practices in their organizations, the non-monetary employee benefit are being given major emphasizes. One of the non-monetary financial incentives is recognition programs.

Employee recognition is depicted as a unique method which ensures motivation in organizations of which they make good with commitment. Harrison 2012 attests to this and confirms that acknowledgement of employees connote an intentional appreciation of

behavior that contributes towards attainment of organizational objectives that surpass normal demands. According to Nolan [6], organizations may acknowledge their employees in various ways such as; gift cards, professional promotions, certificates, capacity building and development, accolades, credentials, get-togethers or expressing appreciation for their innovation and creativity. A good number of expositions on employee output recapitulates that employee recognition explicitly motivates human resource which consequently leads to worker attrition reduction. According to Naveen [6] employees' recognition impacts directly on one's motivation and performance. Bustamam *et al.*, [7] posit that an inefficient reward framework will affect employees' satisfaction and de-motivate them, hence negatively influence their performance outcome. He further suggests that recognition may be the best ways of rewarding to upscale output.

Problem Statement

Recognition benefits increase intrinsic motivation within employees through levitation of their self-esteem and actualisation thereby increasing output [8]. Recognition programs motivate employees and make them feel valued and a part of the organisation in which they are working and that their input is appreciated by the management. In addition, Workers' unions are there to embody their affiliation in contentions and championing enhanced Recognition benefits such as rewards [9]. Workers' unions mould the appropriate links between employers and staff in any institution, Management acceptance or resistance to unions shapes the professional relationship [10]. Besides, the worker's level of commitment to either union or employer shapes the mutual relationship [11]. Thus, workers union activities might moderate the relationship between non-monetary employee benefits and employee output among medical Employees at Kenyatta National Hospital (KNH) in Kenya. However, the interaction between workers' union, employee recognition and employees' output has not been empirically proven especially in Kenyatta National Hospital (KNH) which suffering from low employee output [12] thus, questioning the effectiveness of monetary benefits as the only focused incentive for improving employee output. This calls for the advanced investigation on other alternative incentives on non-monetary benefits and how they influence employee's output. Thus, the overall objective of the study was to establish the influence of employee recognition programs on employee output among medical Employees at Kenyatta National Hospital (KNH) as moderated by workers' union activities.

STUDY HYPOTHESES

Thus, the study hypothesized that

H₀₁: Recognition programs do not statistically significantly influence Medical Employees output at KNH

H_{02a}: Workers' Union activities do not significantly statistically moderate the relationship between employee recognition programs and employee output at KNH

LITERATURE REVIEW

Theoretical Review

This study was anchored on reinforcement Theory by B.F. Skinner in 1938 [38] to justify human behaviour. Reinforcement theory barely considers the relationship between behaviour and its aftermaths. It focalizes on how to adjust or transform the employees' tendencies in the work setting by use of recognition benefits [13]. According to Daft and Samson [14], Reinforcement refers to anything that triggers a particular behaviour to be repeated or inhibited. Positive reinforcement is rewarding the person with a charming outcome following wanted behaviour. A genuine case of positive reinforcement is recognizing an employee for showing up on schedule or accomplishing additional work. Offering the employee a reward will improve the probability of that behaviour happening once more. The theory is relevant to the study by the fact that reinforcement theory has significant ramifications for the inspiration of employees. It shows that behaviours' of employees that are positively fortified are probably going to be rehashed and adversely strengthened and are not liable to be rehashed. At that point, it is likely to encourage employees by strengthening them each time they play out an ideal behaviour [13].

Empirical Literature Review

The study reviewed empirical literature on the relationship between recognition programs and employee output and workers' union activities.

Recognition Programs and Employee Output

A study by Güngör [15] on the relationship between reward management system and employee performance with the mediating role of motivation in Turkey, avers that Intrinsic motivation is not influenced by financial or monetary benefits, but by opportunities for promotion thus reiterating reward as a tool-kit that motivate workers to achieve goals. The research design for the study was descriptive by utilizing a questionnaire. The questionnaires had been contrived with closed ended questions. Mailing and interview methodologies were used in differing scenarios. The survey had 116 samples. Findings showed that connection between worker output and recognition is significant. However, this study was majored on employees in manufacturing sectors which is a different setting from hospitals.

In Malaysia, Bustamam *et al.*, [7] carried a study on reward management and job satisfaction among frontline employees in hotel industry. The study was conducted to investigate the relationship between rewards and job satisfaction as well as to examine the types of rewards that will affect employees' job

satisfaction. Base salary raises (financial reward) and recognition (non-financial reward) was discussed in this research. Frontline employees working as Front Desk Assistants in four-star and five-star hotels in Klang Valley, Malaysia were taken as sample for this study. 150 questionnaires were distributed and 132 were collected for analysis. Four hypotheses were assumed and had been tested in this research. The data was analyzed using correlation. The results revealed that rewards are positively and significantly associated with job satisfaction. These findings however, majored on both financial and non-financial rewards. Moreover, the study findings showed on relationship but not causal effect relationship.

In Ghana, Kyeremeh and Amoatema [16] studied the recognition as tool for improved employee performance. Using simple random to sample 512 employees from Ghanaian universities, the study regression results suggests that employee recognition stimulate staff to perform well in Ghanaian universities. Therefore, it was suggested that the management of Ghanaian universities should dedicate reliable funds to the design and implementation of employee recognition programs to produce the best results. The study however, focused on objective measure of employee output rather than subjective measure of employee output.

In Nigeria, Emerole [17] conducted a study on consequence of non-monetary rewards on employees' productivity with specific focus on ABIA State. The study adopted simple random sampling technique, regression together with Pearson correlational statistical values. The study found better delivery among state workers could be achieved if the Government motivated its staff in better personal improvement schemes and pay, and incentivized inducements that signpost employer's need of the employees' personal outputs. The study findings, however, lacked clarity on non-financial rewards that affected output of the employees.

Ndungu [18] conducted a study on the effects of rewards and recognition on employee performance in Public Educational Institutions using descriptive research design. The research was a case study of Kenyatta University, teaching and non-teaching staff. Information was gathered from 332 respondents using questionnaires and results received were examined through SPSS 20.0. Inferential statistics and multiple regressions was used Findings showed existence of significant relationship between recognition rewards and employee productivity, although this study revealed a positive connection among remuneration and acknowledgment, with worker execution, it does not offer quantifiable findings on how remuneration and acknowledgment contributes to employees output. The present investigation explores the influence of other non-money related rewards notwithstanding acknowledgment on worker output at KNH.

Waiyaki [19] conducted a study on the effects of motivation on employee performance at PAM Golding properties limited Nairobi, using descriptive research design. The findings demonstrate that organizations in part utilized acknowledgment and reward programs yet they were not viable in motivating workers to perform. However, the available recognition and reward programs were seen by the workers as being biased and out of line, subsequently findings provided inadequate results on motivating the employees as results demonstrated that majority of the employees like to be recognized formally by top management for a job well done.

Workers' Union activities, Employee Recognition and Employee output

Workers' Unions have been known to assume critical significant role in initiating compensation practices that enhance the working conditions. One other manner by which unions are expected to impact (or possibly impact) profitability is through the making of rules and strategies that empower them to adjust their work force practices in the administration of HR [20]. All the more critically, the structures and methods that unions make are frequently not lined up with management performance. Moe [2] contends that, workers union are at the centre interests that are established seeking worker accomplishment. Others have made comparative contentions, recommending that impediments on administrative attention and overhead control looked for by union are basically intended to draw in and hold individuals, instead of advance better [21]. Trade union on their aggregate negotiations meetings should guarantee the workplace is favourable for working.

Uys [22] studied factors influencing the future existence of trade union in South Africa. The study did an empirical literature review. The common factors that influence trade unions in both the European Union and South Africa include unemployment levels and job insecurity, changes in the employment relationship, work relationships outside the traditional employment relationship and finally the reasons why people join trade unions. An interesting finding that emerged was that certain factors influencing trade unions as organizations are unique to specific countries. The study was limited to desktop analysis but did not provide empirical evidence of workers union and employee performance.

Ibrahim [23] did a study on impact of trade union on improving employees working conditions. Questionnaire, personal interview and examination of current record were the basic study design employed to collect the relevant data. The analysis was carried out at Tanzania Union of Government and Health Employees (TUGHE) and Communication and Transport Workers Union (COTWU) owing to the fact that most trade

union headquarters, institutions and business operations are found in Dar es Salaam. The study demography highlighted issues experienced by workers in their working stations entail unavailability of remuneration, dearth in formal contract, trade unions failing to support employees and the roles of trade unions on enhancing workers circumstances are negotiating wholesome agreement acting on behalf of , workers at grievance and disciplinary, informing and consulting, wedging basic labour standards The research did not employ regression analysis to demonstrate causal effect of trade union activities and workers condition.

From the literature reviewed on recognition programs and employee output, it was indicated that recognition programs such as reward and prize positively affect employee output [15, Alam, et al., [24]; Bustamam et al, [7]; Kyeremeh and Amoatema,

[16]; Akafo and Boateng [25]. These studies indicated that perceived recognition programs are important in improving output. However, the available recognition and reward programs were seen by the workers as being biased and out of line, subsequently making them inadequate in motivation. Employees as results demonstrated that majority of the employees like to be recognized formally by top management for a job well done. In addition, these studies were not carried out in health care facility and majority of these studies used more of qualitative approach and descriptive design. Further, in previous studies recognition programs were used as a measure of motivation factors.

Conceptual Framework

The study conceptualised the relationship between the independent, dependent and moderating variables as shown in figure. 1 below:

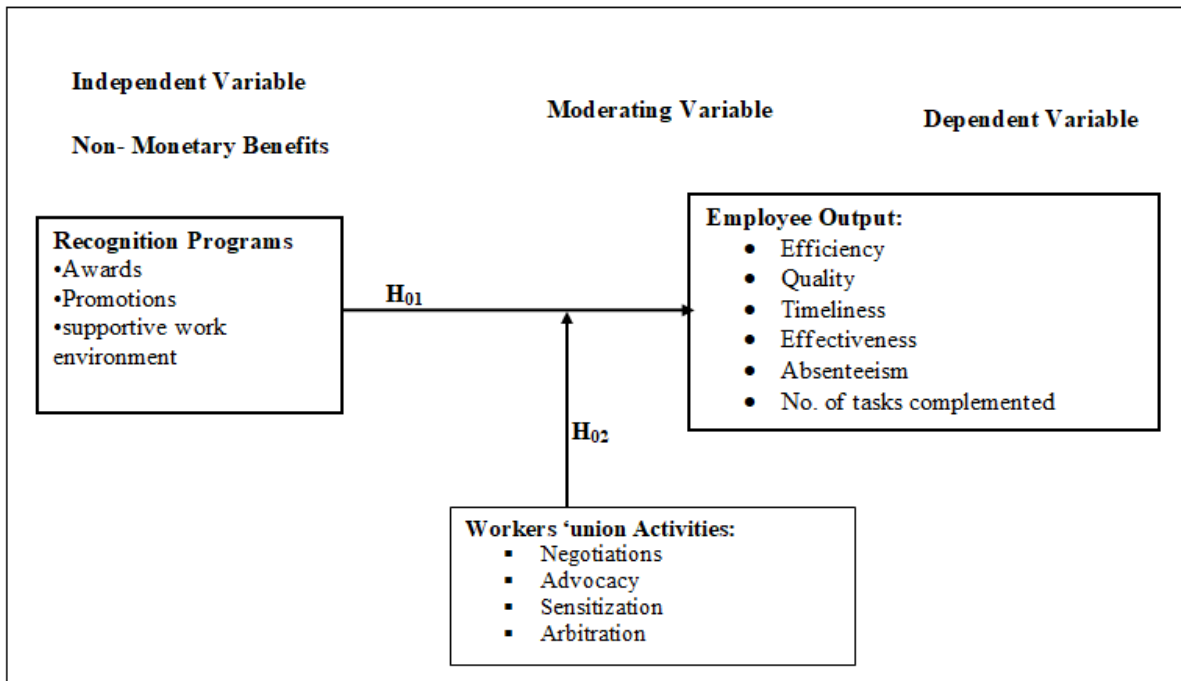


Fig- 2.1: Conceptual Framework

Source: Researcher, 2020

The framework suggests an interrelationship among the independent variable (recognition) with the dependent variable of medical Employee output. It is conceptualized that the independent variable had an influence on employee output. Recognition practices (awards, promotions and supportive work environment) are all significant predictors of employee output. The independent variable if present and adopted results to employee output as shown in the above figure. The workers trade unions are seen to have a role in moderating the availability of recognition Programs.

This study employed pragmatic research philosophy while adopting both descriptive and explanatory research design. Explanatory design was used to establish causal relationship between Recognition (X) and Employee Output (Y). The explanations argued whether phenomenon Y (Employee output) is affected by variable X (recognition programs) as moderated by workers union actions and strove to show the extent of the effect.

Target Population and Sample Size

The target population of the study was 2175 medical employees of KNH [26]. The study used stratified random sampling technique to select samples that were representative of the entire KNH Medical workforce. The workforce was stratified into 13 stratas

MATERIALS AND METHODS

Research Design

according to the specialities of medical employees. Cochran [27] formula modified by Hitesh [28] was used to obtain a sample of 328 respondents who were randomly selected. To cater for non-response, the study increased sample by 10% to 361 sample size in line with Jones [26] advice who recommends that in order to reduce non-response bias, there is need to do oversampling by 10%.

Data Collection Instruments

The study employed questionnaires as instrument for capturing data that were used to analyze the study objectives. The researcher employed closed ended questions using 1-5 likert type statements to collect data. For this study, the questionnaire was shared with two supervisors and experts from Research and Ethics Committee (IREC) in KNH to review the content validity. The Content Validity Index (CVI) was used to quantify the content validity. The items that had CVI over 0.6 were retained [29], while the rest were modified, based on the experts' opinions. Further, for interviews face to face validity was used. This was done by giving out the interview to supervisors and panel of expert whose suggestion helped in improving the validity of the questionnaire. Data captured through the questionnaire were input into the SPSS statistical analysis software Version 25 that was used to compute the Cronbach’s alpha where recognition had Cronbach alpha value of .901 while Employee output had 0.946 and Workers union activities had 0.947. This confirmed the reliability of the questionnaire.

Data Analysis and model specification

Before undertaking data analysis, collected data was sorted, coded and input into the SPSS statistical analysis software Version 25 that was used to produce tables, descriptive statistics including frequency, percentages, mean and standard deviation of the study variables. Inferential statistics was analyzed using correlation and regression analysis. To determine how independent variable influence medical employee output, and how workers union activities moderate effect of recognition program on employee output the study regressed each of the transformed variables on employee output as given in the following equations (i) and (ii) for recognition using linear regression and Hierarchical multiple regression analysis.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots\dots\dots (i)$$

$$Y = \beta_0 + \beta_1 X_1 m_1 + \epsilon \dots\dots\dots (ii)$$

Where,
 β_0 = constant
 X_1 is recognition
 m is Workers Union activities is a moderating factor.
 Y is the employee output
 β_1 is the coefficient relating the moderator variable, X_1 , to the outcome when $X_1 = 0$,
 β_0 is the intercept in the equations and
 ϵ is the residual in the equations.

RESULTS AND DISCUSSION

Response Rate

The researcher distributed 361 questionnaires to medical personnel at KNH. Notably, out of the total questionnaires administered three hundred and thirty one (331) questionnaires from 361 were filled and returned. This represents 91.69% of the total questionnaires administered. However, of the 331 questionnaires returned, a total of 64 questionnaires representing 17.72% were either incomplete or had outliers thus could not be used for further scrutiny of the data. Therefore, 267 questionnaires from the medical personnel at KNH were realistically and sufficiently completed. Thus, the response rate of this study was approximately 73.96% way above the conventionally accepted rate of 30% [30].

Sample Characteristics

The survey results revealed that there were more female medical personnel as compared to male medical personnel. Male respondents represented 39%, on the other hand 61% were female. These findings indicate that there were slightly more female respondents as compared to the males. This is as a result of high numbers of female employed nurses. A huge proportion (71.1%) of the medical personnel comprises those between the ages of 21 to 40 years. These findings imply that KNH workforce has fair share of youthful employees who are likely to actively participate in the study as they anticipate benefiting from the study findings. The study indicated that majority (92.1) of the respondents had a diploma and degree level of education thus they were able to understand the concept of recognition programs benefits. The distribution of experience at work indicated that 28.8% had work experience of less than 2 years, 29.2% had an experience of between 2 and 5 years, 12.7% had between 6 to 10 years of work experience and 29.2% had more than 10 years of work experience. Majority of the medical personnel had served for above 2 years. This implies that respondents in this study were conversant with issues of non-monetary benefits.

Exploratory Factor Analysis

The study tested validation of data for recognition programs using exploratory factor analyses. Using SPSS, the results of this factor analysis, with the assumption of extracting via principal components method and rotating via varimax were presented in table 1 below. The Kaiser-Meyer-Olkin Measure values were exceeding the recommended value of 0.6 [31] and Bartlett’s Test of Sphericity [32] were significant with p value less than 0.000) indicating the manifestation of factorization of factors for recognition program. Principal components analysis revealed the presence of three components with eigenvalues exceeding 1, explaining 61.77 and 67.75 of the variance of recognition programs and workers union activities respectively. An item is considered to belong to a factor

component if its factor loading corresponds to that particular component and is relatively higher than its

factor loadings in the other factor components.

Table-1: Exploratory Factor Analysis

	Loadings	Cum %	KMO	Bartlett's Test
Recognition Programs		61.77	0.85	2274.54*
Awards are given to employees who are high fliers	0.78			
The recipients of the employee awards are adequately publicized	0.74			
I can select an award, if recognized, that will have value to me	0.69			
Employee(s) of the Month awards are issued	0.74			
It doesn't take much time and effort to nominate employees for an award	0.73			
Employee recognition initiative has a positive impact on employee	dropped			
Employees receive recognition for both individual and team	0.73			
Relevant people are utilized in the right positions	0.59			
The employer provides growth and promotion opportunities	0.73			
Everyone has an equal chance to be promoted	0.8			
Staff are promoted in a fair and honest way	0.77			
The hospital identifies and prepares capable high potential employees	0.69			
Employees are provided with working tools and resources to do their jobs	0.66			
There is proper succession planning policy in the hospital	0.73			
There is no outsourcing in the hospital	0.8			
Employees receive constructive criticism	0.64			
workers union activities		67.75	0.91	3537.49**
Workers' Unions negotiate for desirable retirement plans	0.691			
Workers 'Unions are involved in negotiations regarding education, training	0.762			
Arbitration by workers' union is recognized whenever conflicts arises a	0.619			
Workers 'Unions are involved in advocacy for recognition and merit awards	0.591			
There is representation of workers union during dispute resolution.	0.678			
Representation on employees' working conditions is felt in the hospital	0.704			
There is Workers' union members representation on employees' benefits	0.702			
Workers' union educate, inform and advice on employees' recognition	0.889			
The worker's union educate, inform and advice on employees' t&d programs	0.895			
Workers/ unions educate, give information and advice on employees' wellness	0.866			
workers' unions are involved in negotiations of non-monetary benefits	0.527			
Collective bargaining is instrumental in enhancing employees' benefits	0.567			
Advocacy for policies in the hospital affect employees' wellness programs	0.844			
Advocacy for policies in the hospital affect employees' T and D programs	0.874			
Advocacy for policies in the hospital affects employees' working conditions	0.82			
Extraction Method: Principal Component Analysis.				

Univariate Analysis

The mean scores (M), standard deviations (SD), skewness, and kurtosis summarized for all the measurement items or statements related to employee output, workers union activities and recognition programs were computed and analyzed. From the findings, employee output had the highest mean (3.78) followed by worker union activities (mean = 3.37) and finally recognition (mean = 3.19). The standard deviations for the variables were less than 1 indicating less variations in the responses. Finally, the independent variable and the dependent variable were normally

distributed with kurkosis and Skewness less than ± 1.98 . Further, before running the regression analysis, the researcher ran the correlation matrix in order to check whether there was a relationship between variables. The study findings depicted that there was a significant perfect positive relationship between employee output at KNH and recognition program ($r=.699$, $p<.01$). The study findings also showed that there was a significant positive relationship between the workers union activities and the employee output at KNH ($r =.547$, $p<.01$).

Table-2: Univariate analysis

n=267	Mean	Std. Deviation	Skewness	Kurtosis	EO	ER	WUA
Employee output (EO)	3.78	0.79	-0.94	1.45	1		
Employee recognition (ER)	3.19	0.81	0.02	-0.01	.699**	1	

Workers union activities (WUA)	3.37	0.86	-0.23	-0.2	.547**	.618**	1
** Correlation is significant at the 0.01 level (2-tailed).							

Testing of Hypotheses

Simple linear regression was used for testing the direct effect of recognition against employee output. Hypothesis (H_{01}) stated that there is no statistically significant influence of recognition programs on Medical Employees output at KNH. Findings showed that recognition programs had coefficients of estimate which was significant basing on $\beta_1 = 0.681$ (p -value = 0.000 which is less than $\alpha = 0.05$). The null hypothesis was thus rejected and the alternative hypothesis upheld and it was concluded that recognition programs had a significant effect on employee output at KNH. Based on the above results the results derived the following simple linear regression model as shown below.

$$Y = 1.609 + 0.681 X_1 + \varepsilon$$

In line with the findings, Welsh, et al. [33] alluded that employees who feel appreciated often go above and beyond the organizational expectations, are likely to be more productive and essentially more likely to stay in the organization. The authors further noted that such employees become positive about themselves, and as a result of their positive self-esteem, they end up becoming the best and reliable employees in the organization. The findings are also in support of those of Allen and Kilmann [34] which concluded that employees who receive recognition at their place of work end up with a higher self-esteem, self-confidence and an induced feeling and willingness to take up new challenges while embracing innovativeness.

Table-3: Linear Regression for Effect of Recognition Programs on Employee Output

Model Summary					
R	0.699				
R Square	0.489				
Adjusted R Square	0.487				
ANOVA results					
ANOVA (F stat)	253.563				
ANOVA (F prob)	0.000				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.609	0.141		11.444	0.000
Recognition Programs	0.681	0.043	0.699	15.924	0.000
b Dependent Variable: Employee Output					

Results in table 3 showed that recognition programs had ($R^2 = .489$), meaning that, recognition programs, explain up to 48.9% of the changes in the employee output (dependent variable). The ANOVA model showed model fitness for effect of recognition programs on employee output was statistically significant ($F = 253.563$, $p = .000$). Thus, the model was fit to predict employee output using recognition programs.

The Moderating effect of workers union activities on the relationship between recognition programs and employee output was tested using hierarchical regression.

Hypothesis H_{02} Stated that workers union activities did not significantly statistically moderate the relationship between recognition programs and employee output. Findings in table 4 showed that workers union activities improves the relationship between recognition programs and employee output by 21.6% ($R^2\Delta = .216$). The ANOVA model showed that recognition and workers union activities were statistically significant ($F = 636.301$, $p = .000$). Thus, the model was fit to predict employee output using workers

union association moderating recognition programs. The model showed that a unit increase of recognition programs moderated by workers union activities would result to an increase of employee output by 0.156. Findings showed workers union moderates the relationship between recognition programs and employee output. The implication is that, workers' union activities compel the hospitals to offer recognition programs to the employees which in turn encourage them to increase their output. Workers' union activities moderated the relationship between recognition programs and employee output. Based on the above results the study derived the following simple linear regression model as shown below.

$$Y = -.0036 + 0.840 RP * WUA + \varepsilon$$

The implication is that workers' union activities strengthen the relationship between recognition programs and employee output. With workers' union activities, efforts are directed towards ensuring that employees receive recognition for their accomplishments within the organization. With this in place, the employees are motivated to improve on their individual performance. Consistent with the results,

Dale-Olsen, Bryson and Barth [35] established that increments in union density lead to considerable

increments in complete factor productivity.

Table-4: Moderating Effect Workers Union Activities on recognition programs and Employee Output

Model Summary Statistics					
R	0.706				
R Square	0.705				
R square change	0.216				
ANOVA for Goodness of Fit					
ANOVA (F stat)	636.301				
ANOVA (F prob)	0.000				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	-0.036	0.033		-1.086	0.279
RP*WUA	0.854	0.034	0.840	25.225	0.000
b Dependent Variable: employee output					

Source; (Field data, 2020)

Key: RP=Recognition Programs, WUA=Workers Union Activities

Modgraphs

To show antagonistic and enhancing moderating effect, the study used modgraph as recommended by [36]. In order to understand the nature of the interaction of workers’union activities on the relationship between recognition programs and employee output, Aiken & West [37] suggest that the moderated results be presented on a moderation graph. Furthermore, it is insufficient to conclude that there is interaction without probing the nature of that interaction at different levels of the moderator. Therefore, the significant of the coefficient of workers’ union activities was assessed at low, medium and high levels of

recognition programs. Figure 1 demonstrated that higher levels of workers’ union activities brought about a steeper slope between recognition programs and employee output, hence, the null hypothesis 4a was not supported. This implied that worker union activities positively and significantly moderate the relationship between recognition programs and employee output. The findings in figure 1 indicate an enhancing moderation effect where increased levels of workers’ union activities result to increased effect of recognition programs on employee output.

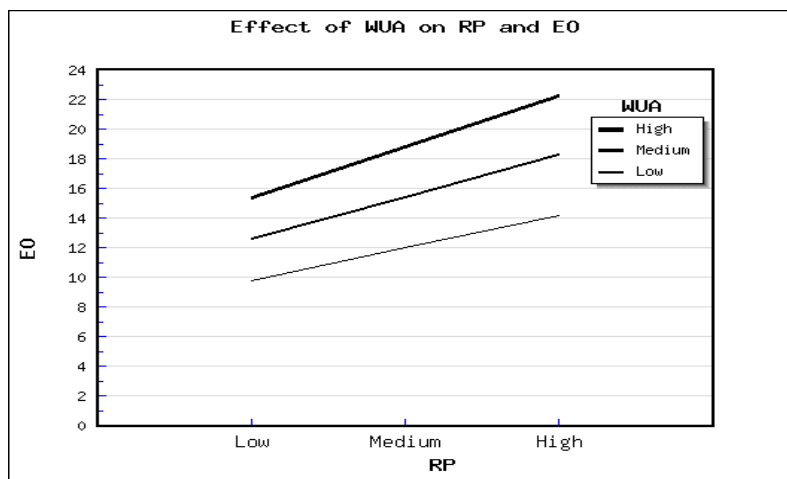


Fig-1: Modgraph for Moderating Effect of worker union activities on the Relationship between recognition programs and employee output

Key: RP=recognition programs, WUA=workers union activities, EO=Employee Output
Source ;(Field data, 2020)

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, recognition programs are instrumental in enhancing employee output at KNH.

This means that if more focus is placed in recognition programs by KNH management, there could be a resultant positive impact on the hospital staff and hence result in higher levels of output. Despite the role of

recognition programs in enhancing employee output, the hospital is yet to fully capitalize on it. For instance, there are gaps in the promotion and award procedures at the workplace. In actual fact, there are doubts whether relevant medical personnel are utilized in the appropriate position. Consequently, the hospital is yet to optimally benefit from recognition programs. Finally, based on the findings the study inferred that presence of workers union activities such as negotiating of recognition improves medical employee output in Hospitals. Collective bargaining and advocating for policies that ensure better non-monetary benefits ensure employees adhere to the stipulated standards in place (SOPs), employees give personal and individual attention to patients and ensure employee promptly respond to patients' requests.

The theoretical implication of this study therefore, is that, it supports reinforcement theory and it casted more insights on the role of non-monetary employee benefits in influencing employee output. As proposed by Skinner in the Reinforcement theory, the hospital has made use of positive reinforcement to encourage their employees to do better as they know when each desired behaviour is exhibited, they will be rewarded accordingly. Particularly, recognition programs such as the provision of awards and promotion opportunities to employees has been instrumental in empowering and motivating employees.

Evidence from the study suggests that employee recognition programs are key in enhancing employee output. Therefore, organizations need to work towards recognizing their staff appropriately so that they can exhibit improved employee output. Other than that, it is instrumental for organizations to provide their employees with awards and promotion opportunities. Specifically, emphasis should be on the provision of working tools and resources to enable employees perform their duties well. In addition, there should be a clearly laid out guideline on the promotion and awarding of employees in a bid to motivate them towards exhibiting exemplary performance. Similarly, it is important to identify and prepare high potential employees within the organization to ensure there is continuity of talent in the critical positions.

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