

INFLUENCE OF EMPLOYEE EMPOWERMENT ON THE PERFORMANCE OF NATIONAL HOSPITAL INSURANCE FUND IN GARISSA COUNTY

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Abstract: This study investigated how employee empowerment influences the performance of National Hospital Insurance Fund in Garissa County. The study employed a descriptive research design. The study's target population was 125 employees who were sample using stratified proportionate sampling method and a sample size of 63 respondents was obtained through simple random sampling method. Data was collected using questionnaires and analysed using descriptive and regression analysis. The study revealed that employee empowerment had a positive significance on organizational performance. The study concluded that the management of the hospital emphasizes much on empowering their employees so as to improve the relationship among them at their workplace and also the hospital offers a fair treatment to all their employees so as to ensure that they lay their loyalty to their work. The study recommends that the Hospital should establish all factors that could be affecting effective empowerment of their employees, emphasize much on creating a good relationship of all their employees, carry out a monitoring and evaluation process on the laid strategies and policies on employee relations in line with the organizational goals.

Keywords: Employee Empowerment, Organizational Performance.

1. INTRODUCTION

The performance of an organization is determined by the way in which the organization achieves both their marketing and financial objectives (Cheshire & Kombo, 2015). Performance in itself is the final product of the activities that it incorporates and the actual outcome of the strategic administration. According to Harzing (2016) organizations strive to grow their business in line with what their competitors are offering fundamentally by trying to expand its market size and with increase in competition in the current market, for organization to continuously achieve set performance objective, there is need for them to get quality management practices.

Employees bring a significant influence on the performance of the organization and the system of management that are of quality influence the performance of individual employee based on their skills and how they are motivated and also how the organization is structured which allows employees on job improvement (Huselid, 2015). Maghrabi (2016) observe competence, output and non-attendance are the main factors that the organizations have come to realize influences the satisfaction of employees at their workplace. In line with this, most organizations have sought a method that could enhance a quality managing systems in their practices of quality management.

Empowerment is seen a method of employee work involvement through inclusion process and offers employees a chance to participate and implement decisions that influence their work life (Bohlander & Snell, 2014). The author further argue that empowering employees enables them become leaders of innovation and to take responsibility of managing their work and also by making employees participate during their enables them acquire more control and autonomy in making decisions effectively. This leads to employees gaining more power to set off change and how to manage it thereby encouraging them to take responsibility of their work.

2. STATEMENT OF THE PROBLEM

For organizations to achieve the objectives of today's highly competitive environment they must be strategically placed to take measures to improve their performance. However, Talib and Rahman (2010) observe that managements in public healthcare facilities in South Africa unlike those in the private sector were lacking commitment to employee involvement and the provision of adequate training programs to develop their skills and capabilities. The cornerstone of a quality organization is an effective system approach to quality. Quality management systems NHIF has put in place a quality management system to improve service delivery and to enhance service efficiency and productivity. However, according to Opiyo (2016) these reforms have not achieved the envisaged results. NHIF has gone through various reforms and changes to enable it deliver its services effectively and efficiently through the formulation and implementation of key strategic plan. In the past NHIF has not performed to the expectations of its members with many feeling that they do not get value for their money and the implementation of the strategic plans was believed will help change these perceptions and help improve its performance. According to McDowell & Newell (2016) poor service delivery such as delays in claims payments and cards processing among other complaints have often contributed to the negative image of the Fund. This study examined that influence of employee empowerment on performance of NHIF.

3. LITERATURE REVIEW

Kariuki and Murimi (2015) study examined how employee empowerment influences the performance of an organization in Tata Chemicals Magadi Limited. Using questionnaires, the study collected data from the employees which was descriptively analysed and the results confirm that training and information sharing moderately contributed to empowerment of employees. Also the study established that autonomy and decision making did not have any influence of the performance of the organization. Maina (2016) study examined employee empowerment influence on employee commitment to organization and established that technical justice was the most critical factor that influenced the commitment to organization. Kaur and Sharma (2014) study focused on effects of employee empowerment on effectiveness of the organization and found that there is need for the organization to establish the not prevailing situation that can enhance employee empowerment perception.

4. RESEARCH METHODOLOGY

The study adopted a descriptive research design because the design could allow collection of data from a large population faster and cheaper. The study's target population was 125 employees who were sample using stratified proportionate sampling method and a sample size of 63 respondents obtained through simple random sampling method. Data was collected using questionnaires and analysed using descriptive and regression analysis.

5. FINDINGS

The study objective was to establish the influence of employee empowerment on organizational performance. The findings are shown in Table 1.

Table 1: Employee Empowerment and Organizational Performance

Statement	Mean (M)	Standard Deviation (SD)
The environment at workplace recognizes the success and achievement of employees	3.91	1.321
Rewards offered by the organization enhances the work effort and provides assistance that employees require to carry out tasks better	4.08	0.930
The organization provide enthusiastic help by tuning in to them and thinking about their work-life requests	4.25	0.838
Supervisors responds to employee's work - life requests consistently or as it is required	4.24	0.747
The chance to gain new skills and knowledge on the job	4.16	1.150
Aggregate Score	4.13	0.986

The aggregate score of 4.13 indicates that the respondents strongly agreed that employee empowerment influence performance of NHIF in Garissa County with a significance variance of 0.986. Majority of the respondents strongly agreed that the organization provide enthusiastic help by tuning in to them and thinking about their work-life requests (M=4.25, SD=0.838) and that Supervisors responds to employee's work - life requests consistently or as it is required (M=4.24, SD=0.747). Kariuki and Murimi (2015) study revealed a moderate contribution of training and sharing of information on employee empowerment.

The respondents also agreed on the statement that the chance to gain new skills and knowledge on the job (M=4.16, SD=1.150), rewards offered by the organization enhances the work effort and provides assistance that employees require to carry out tasks better (M=4.08, SD=0.930) and that the environment at workplace recognizes the success and achievement of employees (M=3.91, SD=1.321). Kaur and Sharma (2014) study found that that there is need for organizations to establish the major factors leading to a positive perception on employee empowerment.

6. CONCLUSIONS AND RECOMMENDATIONS

The study concluded that the management of the hospital emphasizes much on empowering their employees so as to improve the relationship among them at their workplace and also the hospital offers a fair treatment to all their employees so as to ensure that they lay their loyalty to their work. The study recommends that the Hospital should establish all factors that could be affecting effective empowerment of their employees, emphasize much on creating a good relationship of all their employees, carry out a monitoring and evaluation process on the laid strategies and policies on employee relations in line with the organizational goals.

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