

Effect of Work Planning on Employee Performance in Private Hospitals in Uasin-Gishu County, Kenya

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Cite this article in APA

Kandie, D., & Kipkelwon, S. K. (2022). Effect of work planning on employee performance in private hospitals in Uasin-Gishu county, Kenya. *Journal of policy and development studies*, 1(1), 42-50. <https://doi.org/10.51317/jpds.v4i1.252>



A publication of Editon Consortium Publishing (online)

Article history

Received: 16.07.2022

Accepted: 18.08.2022

Published: 21.09.2022

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Abstract

This study aimed at examining work planning's effect on employee performance in Private Hospitals in Uasin-Gishu County, Kenya. An Explanatory research design approach was adopted. The study population consisted of all 2,298 employees of 31 private hospitals in Uasin-Gishu County, Kenya. A sample of 317 was utilised for the study. The data was collected with the aid of a self-administered questionnaire. Descriptive and inferential statistics did the data analysis with the aid of SPSS software. The hypothesis was tested through the entry regression analysis technique. Evidence obtained from the analysis confirmed work planning ($\beta = .483, p < 0.05$) had a positive and significant effect on employee performance. Based on the findings, the study recommends that private hospitals consider work planning to enhance employee performance and overall organisation performance. The framework builds on the important themes of employee performance and shows their relevance in practice through work planning. Thus, the study partly contributes to the inconclusive debate on time management practices and employee performance nexus by arguing that work planning, a dimension of time management practices, has a direct effect on employee performance which is more important in enhancing organisational performance.

Key terms: Work planning, organisation performance, time management practices.

INTRODUCTION

Employees' performance is termed as the individual (employee) identification and involvement in a particular task of the organisation. According to Mwita (2000), employees' performance can be a major factor of multi-dimensional aspects that have a strategic and strong linkage to the organisation's objectives. Organisational productivity and efficiency at the workplace can be measured by the real performance of the employees (Cascio, 2006). Performance can also be explained as to how employees in an organisation carry out rules and policies in their job discretion, assignment or task. It defines the accomplishment of work or tasks that employees complete on their job. It explains how employees work in an organisation, set up and accomplish tasks according to the organisation's policies and procedures. Employees' performance is related to Job performance which can be defined as the final productivity of the employees achieved by modification in their skills and abilities (Jones, 2003; Porter et al., 1974). In addition, employees' performance includes the desire to work in the organisation for a long time, working enthusiastically from their own will and believing in the acceptance of the goals and tasks of the organisation. Therefore, employees' performance is their effectiveness against their tasks and assignments (Medly & Shannon, 1994). According to Hughes (2007), employee performance can be achieved when the employees feel secure at their workplace. However, employees' performance mainly depends on performance appraisals, salary, trust, motivation, job satisfaction, compensation, training and development, organisational structure and coaching (Tzafrir et al., 2004).

Hence, employees' performance can be operationally referred to as the typical level of output an individual (employee) delivers in a normal way to fulfil the role of his job. Employee performance can also be operationalised as that which shapes and conditions the value of learning new skills for employees' perception at the workplace. If employees' perceptions are positive, their psychological state will be positive, and as a result, they will feel secure in an organisation. Moreover, if the employees in an organisation have trust within and out of the organisation, it would improve their capacity (Barney & Wright, 1998). The performance of employees is

related to their motivation at the workplace. Most organisations are working for the improvement of Job security and better employee performance. Without an element of human resources, it is believed that an organisation can neither grow nor develop. Storey (2001) stated that Human Resource Management creates "the ability to attract and hold on to talented employees is the single most reliable predictor of overall Excellence". From this, it can be observed that employee selection, training and retention are vital for a successful organisation. According to Harley et al. (2019), the performance of an individual's task implies the accomplishment of given activities within the available time; the set goals of the job within the available time. Rahman and Mansor (2018) propose that organisations can improve employees' performance by effectively utilising time management tools such as checklists or work plans. Organisations that are more concerned about each employee's job performance in their units increase productivity in the long run. According to Kuzey (2021), job performance is the most significant element in psychology research of industrial organisations and practices and a reliable variable too.

Ahmad et al. (2012) found that individuals could not control the results of their actions due to factors beyond their reach. Several scholars have linked employee performance to time management practices, including work schedules employed by organisations. A work schedule generally refers to the days per week and the hours per day an employee is expected to be at their job (Doyle, 2018). As Hurley (2003) observed, performance may be referred to as the persistent capacity to produce outcomes within a time frame and through the accomplishment of each activity. An organisation is said to achieve high performance when it excels in many areas and constantly outweighs its competitors on productivity bases for a long time frame. Also, performance is the accomplishment of work over the available and a work schedule to produce results. Hence, organisations can improve their performance only through effective work planning techniques, practices, skills and strategies.

Globally, managers are unable to achieve and maintain high-level performance. Keeping a healthy business environment is a difficult role to achieve. Although

organisational performance stimulation is always a priority for private and public sectors, its realisation has proved impossible. In a modern corporate environment, competencies are employee-driven, not machines or financial resources (Hallberg & Schaufeli, 2006). Human resource is a vital contributor to corporate performance. Hence it is important that business organisations strategise on ways of improving the contribution of their employees to enhance and sustain effective performance, short of which a lot of problems will surface, including the risk of closing down the business. Organisations engaged in providing services, especially hospitals, experience increased competition in providing services to their customers.

Consequently, private hospitals have been accused of charging exorbitant fees, turning away people injured in accidents for not being able to pay fees besides not telling the patients the full extent of the final bill before agreeing to treatment. This problem can be traced to the poor performance of their employees and may result in loss of business. However, employee job satisfaction, productivity and customer satisfaction levels have been shown to be influenced by time management practices (work planning, work organisation, goal setting and work schedule) and the use of a biometric authentication system. Hence this research sought to establish the effect of work planning on employee performance.

LITERATURE REVIEW

Employee performance measures how well an employee meets the objective of his or her role as set normally in his or her role profile. Employee performance refers to effectively discharging one's duty for good results. It is how well an employee fulfils the job's requirements (Rue & Byars, 2003). According to Cascio (2006), employee performance is working effectively in how somebody does a job, judged by its effectiveness. Organisational performance is a complex and multi-dimensional construct; there is little agreement on measuring organisational performance (Neely et al., 1995; Henri, 2004). According to Henri (2004), organisational performance reflects "a construct perspective in which the focus is on the definition of the concept in terms of assessment and conceptualisation". In addition, Chakravarthy (1986) identifies the conceptions of

assessment, including profitability, financial market, multi-stakeholder satisfaction, and quality of firm's transformations.

Hence, Employee performance is of high relevance for organisations and individuals alike. Showing high performance when accomplishing tasks results in self-efficacy, satisfaction, and mastery (Kanfer et al., 2005). Mahapatra (2010) stated that performance management is a tool designed to establish a shared understanding of what should be achieved and an approach to developing and leading people to ensure it is achieved. Therefore, employee performance is based on understanding what should or should not be done between employer and employee. According to Salemi (2009), once employees have been selected, trained and placed, it becomes essential for management to conduct performance appraisals to see whether the employees are effective in their job. The aim of performance appraisal is to help the manager observe their subordinates more closely and be able to provide coaching, motivate the employees, support feedback, achieve better appraisal results, identify developmental needs, provide information for human resource planning, provide data for back up in the event of compensation discussions, reduce favouritism, and also support succession planning among many other important decisions which the management can make.

Moreover, high-performing individuals get promoted, awarded and honoured. Career opportunities for persons who perform well are much better than those for moderate or low-performing individuals (VanScotter et al., 2000). Researchers admit that performance has to be considered a multi-dimensional concept. On the key level, one can distinguish between a process aspect, such as behavioural and an outcome aspect of performance (Roe, 1999). The behavioural aspect is what people do while at work, the action itself. Performance encompasses specific behaviour, for example, sales conversations with customers, teaching statistics to undergraduate students, programming computer software, and assembling parts of a product. This conceptualisation implies that only actions that can be scaled are regarded as performance. Moreover, this performance concept explicitly only describes goal-oriented behaviour, such as behaviour in which the organisation

hires the employee to do well as performance (Parker, 2006).

Often it is not enough to comply with the formal employee requirements, and one needs to go beyond what is required formally (Parker et al., 2006; Sonnentag, 2002). Contextual performance consists of behaviour that does not directly contribute to organisational performance but supports the organisational, social and psychological environment. Frese's (2002) taxonomy of work performance did not initially include adaptive performance. However, due to changing and dynamic work environments, the need for adaptive employees has become increasingly important (Pulakos et al., 2000). Numerous authors refer to adaptability using different names. An employee can be satisfied relatively with one aspect of their employment and dissatisfied with one or more other aspects, thus influencing employee performance (Kreitner & Kinicki, 2004).

Most employees want interesting and significant employment, allowing them to succeed progress and grow. However, they want responsibility, autonomy, role clarity, feedback from managers and lack of role conflict. Friendly and supportive co-workers lead to an increase in employee performance (Robbins, 2000). Employees enjoy considerate, honest, fair and competent supervisors. They also want to be acknowledged and rewarded for good performance and participation in decision-making. Although there may be some exceptions, such as individual differences, participative decision-making leads to increased employee satisfaction (Robbins, 2000). Employees want their organisation to respect them and their values and to be managed effectively. Pay affects the overall level of employee performance (Oshagbemi & Hickson, 2003). Employees want fair and enough payment to meet their needs. Pay fairness refers to a comparison between what people believe they deserve to be paid and what others deserve to be paid (Jackson & Schuler, 2000).

It was founded by Goldsmith and Underhill (2011), who referred to it also as multi-rater feedback, multi-source feedback, or multi-source assessment theory. The theory relates to the second objective on human resource competency because to be competent; one

must be able to be open to criticisms from all quarters to enhance performance. Indeed this theory was complemented by Dimitriou (2018), who defined it as a theory reminiscent of a process utilised by organisations to solicit information from a variety of workplace sources on an employee's work-related behaviour and/or performance. The 360-degree performance appraisal process is used as a tool that provides an evaluation of employees' performance. It is given on the basis of the opinion of different groups of reviewers who socialise with evaluated employees. Many criteria must be considered in a performance appraisal that may have different natures and usually present uncertainty.

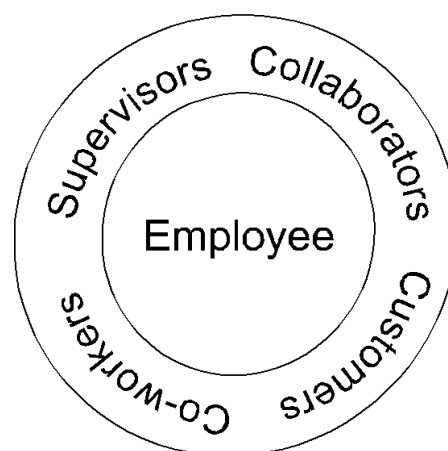


Figure 1: Points of View in 360-Degree Performance Appraisal

Planning is the key process in effective time management, depending on the worth of the time available (Bindra, 2017). Without proper planning of what to do at a time, an employee cannot coordinate their activities within the limited available time. Planning involves the pattern of an act that adds the company's main goals, actions, systems and policies that are unified into a whole (Kabiru et al., 2018). Aldehayyat and Khattab (2011) noted that planning methods empower managers to convert data into valued decisions and appropriate actions. Kinemo (2020) advocates for planning to involve developing objectives or organisational strategic plans and looking for resources best suited to achieving the organisational goals outlined. Each goal should have financial and human resource projections associated with its completion to become successful. The planning process also creates timelines for when the plans should be achieved. According to Bryson and Alston

(2010), planning involves developing the tracking and assessment method that will be used to monitor the project process. Planning is normally where the direction of the business is made through a multiplicity of activities comprising the making of goals. Management's planning function symbolises numerous decision-making points (Schraeder & Reid, 2015).

According to Daft and Marcic (2016), the third effect of planning on organisational performance is its pervasiveness. The entire managers, from every superintendent to the utmost officer, the Chief Executive Officer (CEO) of a business, are supposed to engage in planning. At the lower levels, it may be termed operational planning; whilst at the highest levels, it is termed strategic planning. The time spent in planning at any level depends on the level type. The CEOs may be involved more in activities such as organising and planning, whilst heads of departments are more involved in leading people, acquiring resources in the respective departments and controlling performance in the departments. The more efficient the plans are, the more they contribute to improved employee performance.

According to Awino et al. (2012), positive change is caused by effective planning. The efficiency of plans must be aligned to add to the business's aims and promote the analysis and improvement of strategies. Koontz and O'Donnell (2011) particularly viewed that the efficiency feature has to be used not only in monetary terms for numerous resources used in service and production actions but also for group and individual gratification of human resources. Sosiawani et al. (2015) state that each dimension of strategic planning contributes to organisational performance. Employees contribute to planning by giving suggestions and test-driving the different strategies to get the best fit in an organisation's strategy, resulting in increased performance (Ramirez et al., 2017). Whenever employees participate in crafting the plan development for a business, their motivation and attachment to the project are high, thus making them more effective while running the project.

However, Mirvis and Googins (2018) showed that applying strategic planning correctly would contribute to companies achieving better performance.

Consequently, creating assignments with timelines considering the ability of individual employees the completion of task time horizon is also considered a key element of strategic planning, which is capable of advancing the performance of the business. Mitchelmore and Rowley (2013), through their study, assert that businesses need to lengthen their time horizon of strategic planning to achieve better performance. Since enough time allocated will allow employees to work efficiently without the pressure that time is running out on them, their performance would be greatly improved. There are various implementation strategies that management in different organisations can adopt.

It offers improved attentiveness to needs and the facilitation of related environmental issues. This aids in defining the general mission of the business and emphasises the objectives, providing a sense of continuity and direction, which leads to effective leadership and staffing, connecting everybody into the structure and offering standards of liability for individuals, allocated resources and programs. It is the key to assisting stakeholders jointly and supportively to gain control of the future and the purpose of the business (O'Regan & Ghobadian, 2002). Chletsos & Saiti (2019) recommended that strategic planning entails a set of fundamental procedures envisioned to make or manipulate a situation to create more favourable outcomes for a company. This is quite different from traditional strategic planning, which is extra defensive based and contingent on the move of competition to initiate the business's move.

Having a good vision, objective, and strategy is no guarantee that the project performance will be good. The management's creative planning can help improve the project's performance outcome. Nevertheless, on the other side, without a vision, good plan, or strategy, the performance of a project is sure to fail or, at best, be poor. Planning concerns formulating methods or practical techniques to achieve planned objectives. The activities that would help in achieving desired goals are considered. Planning is the first step to take to complete the intended results. It could be said that conceptual skills are a requisite ability for psychological aspects; the same can be said about planning, which creates the opportunity to design and maintain a plan. Performance and potentials are two separate things

that make a gap in the realisation of set goals; one can achieve the goals of his life when he stays committed to a plan. Everyone should cultivate the habit of effectively managing time. Plans have been categorised into four types; Operational plans, Strategic plans, Tactical plans and Contingency plans. Tips for effective planning include; being specific about goals, establishing attainable goals; Designing time-bound and quantity fox goals; associating yourself with the right company; taking a step with what you have; being honest about the course; Involving others in the plan; not being rigid in dealings and moving plans to appraise results. As a result, the hypothesis of this study is stated as follows:

Ho; There is no significant relationship between work planning and employee performance in private Hospitals in Uasin-Gishu County, Kenya.

FINDINGS AND DISCUSSION

Response Rate of the Study

Three hundred and seventeen (317) questionnaires out of the 341 distributed were filled and returned, giving a response rate of 92.96 per cent. This response rate is an excellent representative and conforms to Mugenda and Mugenda's (2003) stipulation that a response rate of 50 per cent and above is adequate for analysis and reporting; a rate of 60 per cent is reasonable, while a response rate of 70 per cent and over is excellent. Based on this assertion, the response rate of 92.96 per cent was, therefore, ideal.

Table 1: Response Rate of Questionnaire

	Number of questioners	Percentages
Administered Questionnaires	341	100.00
Returned Questionnaires	317	092.96
Usable Questionnaires	317	100.00

Source: Research Data (2020)

Relationship between Work Planning and Employee Performance

Multiple linear regression analysis was conducted to regress work planning with employee performance. Work planning accounted for approximately 36.4 per

cent of the overall variance in employee performance ($R^2 = .364$, Adjusted $R^2 = .362$). The ANOVA method showed that the combined estimation of all independent variables, as shown in Table 2 below, was statistically significant ($F = 180.000$, $p < 0.05$).

Table 1: Regression Analysis for Work Planning on Employee Performance

	Un-standardised coefficients	standardised coefficients		Sig.
	B	Beta	T	
(Constant)	1.957(.152)		12.906	.000
Predictor Variables				
Work planning	.483(.036)	.603	13.416	.000
Model Summary				
R	.603			
R Square	.364			
Adjusted R Square	.362			
F Change	180.000**			
Durbin-Watson	1.568			
^a Dependent Variable: Employee performance				
Note: N= 317, Level of significance, * $p < .05$, ** $p < .01$. Standard errors are given in parentheses. From the table above, all numbers are rounded to three decimal places				

Source: Survey Data, 2020

The model was thus fit to predict employee performance through work planning. To test the research model's suitability, the distribution F-statistic test was used, using the following two testable hypotheses:

H₀: The model is inappropriate when the independent variables do not affect the dependent variables.

H₁: The model is appropriate; when the independent variables do affect the dependent variables.

Study findings in ANOVA table 2 indicate that the above-discussed coefficient of determination was significant as evidence of (Sig. F) ratio of 180.000 with p value $0.000 < 0.05$ (level of significance), and the study accepted the alternative one and therefore, the models used is appropriate. The following are the hypothesis for the direct relationship;

H₀, predicted no significant effect of work planning on employee performance.

However, the results presented in Table 2 above showed a positive and significant association between work planning and employee performance ($\beta = .483, \rho = .000$). Therefore, the null hypothesis was rejected. This implies that the more a hospital adopts or engages in work planning as a way of time management aspect, the more they contribute to influencing employee performance through new ways of achieving the organisational goals by enhancing social goals. This implies that employee performance in private Hospitals in Uasin-Gishu County is positively linked to working planning. The results of the study in Table 2 are consistent with the findings of the study done by Maina and Kwasira (2015) on the role of human resource planning practices on employee performance in county governments in Kenya, where the finding of their study established a significant relationship between planning and employee performance.

The study results reported a positive and significant effect between Work Planning and Employee Performance ($\beta = .483, \rho < .05$). Generally, these findings suggest that work planning plays a positive and significant role in employee performance in private Hospitals in Uasin-Gishu County. Without proper planning of what to do at a time, an employee cannot coordinate his or her activities within the

limited available time. Generally, planning involves a pattern of the act that makes the company's main policies, goals and action systems unified into a whole. Therefore, planning methods empower managers to convert data into valued decisions and appropriate actions. However, Kinemo (2020) advocates for planning to involve developing objectives or the organisational strategic plans and looking for resources that would best suit the organisational goals outlined in strategic plans. Each goal should have financial and human resource projections associated with its completion so that it becomes successful. The planning process creates timelines for when the plans should be achieved. Planning also involves developing tracking and assessment methods that will be used to monitor the project process

CONCLUSION AND RECOMMENDATIONS

Conclusion: Hospitals which practice work planning and prioritise as part of time management practice enhance employee performance, specifically private Hospitals in Kenya. Work planning enables human resource departments in private hospitals to identify the need that requires attention and action to improve employee performance. Private hospitals need to enhance work planning initiatives to enable employees to achieve institutional goals which enhance employee performance. Private Hospitals which embrace work organisation as a time management practice enhance employee performance which culminates in organisational performance. Therefore, for effective time management to take place there must be a proper organisation of activities within the workplace. Hence, the absence of proper organisation may result in the wastage of business time. Therefore, there should be unity of command which means that employees should receive orders from one superior at a time to enhance employee performance which culminates in organisational performance. The reverse brings conflict, which is a time waster, and as a superior, one is expected to set daily targets, maintain a time log, and avoid attempting too much at once.

Recommendations: The study was not without limitations, some of which provide an avenue for future research. First, the study focused only on one aspect of time management practice linking it to employee performance. Other factors that influence time management should be looked at in the future.

Second, future studies may examine various methods of measuring time management dimensions. Lastly, even though not included in our study, environmental variables and firm characteristics could affect employee performance. Future research should engage other top management staff, such as the CEOs and the owners of the private hospital, using a three-sixty approach.

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