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## **Effect of Monitoring Techniques On Employee Performance at Vihiga County Referral Hospital**

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# Effect of Monitoring Techniques On Employee Performance at Vihiga County Referral Hospital

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## Abstract

The purpose of this study was to establish the effect of monitoring techniques on employee performance at Vihiga County Referral Hospital. The study adopted a descriptive survey research design. The study targeted employees of Vihiga County Referral Hospital which comprise of administration (15), technical staff (157) and subordinate staff (136). Therefore, the target population was 308 employees. The researcher obtained the sample size using Yamane formulae (1967) to arrive at 174 respondents. The study employed stratified and simple random sampling techniques. Simple random sampling technique was used to select the sample of the other employees. Stratified sampling was used to achieve desired representation from various subgroups in the population. The study used a structured questionnaire to collect the primary data. Data was then be analyzed through the use of descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 24. Presentation of the findings were done by frequency distribution tables and diagrams, pie charts, and bar graphs. The study findings revealed that monitoring techniques was found to have a positive and significant effect on employee performance. The study recommends that the hospital management to have continuous monitoring of the compliance to workplace registration in the hospital. This will ensure that employees are working comfortable in the hospital hence improving employees' performance. Monitoring of health and safety in hospital should be done in time in order to motivate employees to perform well.

**Keywords:** *monitoring techniques, employee performance, monitoring*

### 1.0 Introduction

Employee performance is paramount for achieving success within any organization. Each individual employee plays a crucial role in working towards the hospital's vision and mission. Managing, upskilling, and motivating employees are essential aspects that contribute to their performance (Gregory, 2016). Employee performance can be assessed through economic outcomes or social interactions within the workplace. In the realm of organizational behavior studies and human resources practice, there is a growing acknowledgment of the fundamental importance of employee performance (Yee & Cheng, 2018). Indeed, employee performance serves as a significant predictor of employee commitment, the delivery of service quality, organizational citizenship behaviors, and reduced intention to turnover, among other factors (Bolon, 2017).

Occupational Safety and Health (OHS) is a discipline dealing with prevention of work-related injuries and diseases, and the protection and promotion of healthy workers. It aims at the

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improvement of working conditions and environment (Pescud et al., 2015). Occupational health entails the promotion and maintenance of the highest degree of physical and mental health and social well-being of workers in all occupations (Taderera, 2018). Occupational Safety and Health has recently become a much higher priority in light of the growing evidence of great loss and suffering caused by occupational diseases and ill-health across many different employment sectors, and is of concern to managers at least partly because of increasing number of deaths and accidents occurring at work (Taderera, 2018).

Health and safety monitoring techniques encompass a range of workplace surveillance methods aimed at gathering information on employee activities and whereabouts to safeguard resources or enhance productivity (Chalykoff & Kochan, 2019). However, the constant surveillance experienced by monitored workers can be relentless and stressful, potentially harming their physical and psychological well-being (Mishra & Crampton, 2018). Advocates of business argue for their right to control the work environment and employee productivity, thereby improving efficiency and competitive positioning, while fulfilling their obligation to provide a safe workplace. It is important that monitoring techniques, while not necessarily elaborate, are purposeful, timely, and appropriate to ensure their effectiveness (Jaksic & Jaksic, 2016).

The status of occupational health and safety (OHS) conditions in Kenya is an issue of growing importance to the industrialists, practitioners, the Government and consumers. Kenya, like all other countries globally, has tried to address OSH concerns. Despite these efforts, it is estimated that 2 million work related fatalities still occur every year (ILO, 2009). In Kenya, prior to the enactment of the OSH Act, (2007), matters of OSH were covered under the Factories and Other Places of Work, Act (1972), Chapter 514 of the laws of Kenya. This chapter has since June 2008 been replaced by the OSH Act (2007). The OSH Act is an Act of Parliament that provides for the safety, health and welfare of workers and all persons lawfully present at workplaces.

### **1.1 Statement of the Problem**

Employees are undoubtedly the most valued assets in any organization, necessitating the prioritization of their health and safety. When management fails to consider this aspect, it often results in low productivity, frequent accidents, and unfortunately, loss of life. The ramifications of poor healthcare quality are significant, including loss of lives, wasted time, diminished public confidence, decreased staff morale, and the squandering of limited resources. Alarming, over the past four years, many hospitals have experienced approximately 20% of their staff unable to perform their duties due to health and safety-related issues. In Kenya, hospitals account for 2% of the working population, as reported by the World Health Organization (2019).

However, the health sector in Kenya is currently grappling with several challenges that is affecting employee's performance and service delivery to the people. These challenges include strikes and go slows, lack of equipment and proper infrastructure, lack of enough human resource among others (Dwomoh, Owusu & Addo, 2016). The health systems cannot be able to function effectively and efficiently without employees performing well. This is the case in Vihiga County Referral Hospital where Health staff went into strikes and go slows over unpaid salaries in 2020. The County Government of Vihiga has withheld salaries of nearly 300 health workers for the last five months on claims they were hired irregularly. Further, the healthcare employees at Vihiga County Referral Hospital are not satisfied in their workplace (County Public Service Board 2020). They complain of infections due to lack of enough PPEs, high stress level, low back pain, death, high medical cost and accidents. Health and safety are a cross-disciplinary area concerned with

protecting the safety, health and welfare of people engaged in work or employment. The goal of all occupational health and safety practices is to foster a safe work environment (Sorensen, Sparer, Williams & Wagner, 2018). Therefore, this research was geared towards establishing the effect of monitoring techniques on employee performance at Vihiga County Referral Hospital.

## **1.2 Objective of the Study**

The study sought to establish the effect of monitoring techniques on employee performance at Vihiga County Referral Hospital

## **2.1 Theoretical Review**

This study was based on Foucault's Theory of Panopticon as discussed herein.

### **2.1.1 Foucault's Theory of Panopticon**

The theory, originally formulated by Bentham in the mid-19th century and later expanded upon by Botan in 1975, was initially devised for prison settings. However, it was subsequently adapted by various institutions such as schools, hospitals, and businesses to elucidate how organizations are structured and organized to exert control over the activities of their members and employees through monitoring (Sheikh & Askari, 2021). With management or employers possessing knowledge gained from monitoring, individuals within the organization are often unable to resist the power wielded by these entities, consequently becoming subservient to management.

The theory assumes that the disciplinary society use discipline as a technique for monitoring and assuring the ordering of human complexities, with the ultimate aim of compliance and use in the system (Konopelskyi, Merkulova, Hrytenko, Pogrebna & Muradyan, 2021). Further the theory assumes that discipline had replaced the pre-modern society of kings, and that the panopticon should not be understood as a building, but as a mechanism of power and a diagram of political technology. Lastly, Foucault assumed that discipline had crossed the technological threshold when the right to observe and accumulate knowledge had been extended from the prison to hospitals, schools, and later businesses.

This theory is applicable to this study in that, the actions of the observers/the management toward the employees are based on constant monitoring and behavior being exhibited. This power comes from the knowledge the observer has gained through constant monitoring of the employees, therefore such power over the employees may lead to suppression of ideas and oppression on the part of the management and the same time can lead to alienation and fear of being sacked by the management essentially turning the employees to Robots. As the observed begins to think and act in terms of the observer, every action, thought, and word is analyzed before being acted upon for potential scrutiny by future or current observers due to the fear of being under surveillance; in other words, the observer does not even have to exist (Foucault, 1977).

French philosopher, Michel Foucault, was an outspoken critic of the panopticon. The theory argued the panopticon's ultimate goal is to induce in the inmates a state of conscious visibility. This assures the automatic functioning of power. To him, this form of incarceration is a cruel, ingenious cage. Foucault also compares this disciplinary observation to a medieval village under quarantine. In order to stamp out the plague, officials must strictly separate everyone and patrol the streets to ensure villagers don't leave their homes and become sick. If villagers are caught outside, the punishment is death (Mizejewski, 2021).

## **2.2 Empirical Review**

Jeske and Santuzzi (2018) did a study on the effect of monitoring techniques on employee performance, control, intentions and behaviors at work in Portugal. Using self-reports and Likert type scales, participants completed several measures on attitudes, control, intentions and behavior and responded to categorical questions about the different forms of monitoring in their workplace. The data were analyzed using means difference analyses, with attention given to several covariates. Results show that monitoring type, particularly phone recording, had a negative effect on work attitudes as well as turnover. In addition, chat response recording had similarly negative effects for OCB and use of performance feedback variables. These findings suggest that the monitoring characteristics can influence attitudes, control, intentions and behavior in both positive and negative ways.

Jeske and Santuzzi (2015) examines several monitoring characteristics associated with electronic performance monitoring (EPM) as important determinants of attitudes, perceived control, intentions and behaviors related to organizational citizenship behavior (OCB), turnover, and use of performance feedback. This study surveyed predominantly part-time workers in different monitored work settings. Using self-reports and Likert type scales, participants completed several measures on attitudes, control, intentions and behavior and responded to categorical questions about the different forms of monitoring in their workplace. Results show that monitoring type, particularly phone recording, had a negative effect on work attitudes as well as turnover. In addition, chat response recording had similarly negative effects for OCB and use of performance feedback variables.

Kehinde and Okafor (2019) studied the use of electronic monitoring and work performance of employees in the banking industry in Nigeria. The research design was both survey and exploratory. Comprehensive sampling technique was used to ascertain the number of respondents. A semi-structured questionnaire was used to elicit information. Quantitative data were analyzed using descriptive and chi-square test statistics while qualitative data were content analyzed. The results showed the existence of relationship between the use of electronic monitoring and employees' performance. The study recommended that organization should inform employees

before implementation of electronic monitoring system to produce positive reactions from employees.

### **3.0 Research Methodology**

The study adopted a descriptive survey research design. The study targeted employees of Vihiga County Referral Hospital which comprise of administration (15), technical staff (157) and subordinate staff (136). Therefore, the target population consisted of 308 employees. The researcher determined the sample size using Yamane's formula (1967), resulting in 174 respondents. The study utilized both stratified and simple random sampling techniques. Simple random sampling was employed to select a sample of the remaining employees, while stratified sampling was utilized to ensure representation from various subgroups within the population. Data collection was conducted using a structured questionnaire, and subsequent analysis was performed using descriptive and inferential statistics with the assistance of the Statistical Package for Social Sciences (SPSS) version 24. Presentation of the findings were done by frequency distribution tables and diagrams, pie charts, and bar graphs.

### **4.0 Findings and Discussions**

The study sought to establish the effect of monitoring techniques on employee performance at Vihiga County Referral Hospital. The study findings and discussions are presented in accordance with the study objectives.

#### **4.1 Descriptive Analysis**

This section represents the descriptive statistics of the study variable monitoring techniques and the dependent variable employee performance To achieve this, a five-point Likert scale was used where; 1=Strongly Disagree, 2=Disagree, 3=Undecided. 4=Agree, 5=Strongly Agree.

##### **4.1.1 Monitoring Techniques**

The fourth-specific objective of the study was to establish the effect of monitoring techniques on employee performance at Vihiga County Referral Hospital, Kenya. Table 2 presents the study results.

**Table 1: Monitoring Techniques**

Statements		SA	A	UD	D	SD	Mix	Max	Mean	Sd
1. The procedures used in monitoring health and safety in hospital has enhance employee's performance	F %	45 31.7	50 35.2	11 7.8	18 12.7	18 12.7	1	5	3.61	1.38
2. Monitoring of health and safety in hospital is done timely	F %	24 16.9	76 53.5	16 11.3	12 8.5	14 9.9	1	5	3.59	1.16
3. There standards tools used in monitoring health and safety in hospital	F %	35 24.6	80 56.3	14 9.9	6 4.2	7 4.9	1	5	3.92	0.98
4. Monitoring techniques have improved sensation of health and safety in the hospital	F %	50 35.2	45 31.7	18 12.7	11 7.8	18 12.7	1	5	3.60	1.37
<b>Valid N =142</b>									<b>3.68</b>	

Table 1 showed that that majority 95(66.9%) of the respondents agreed that the procedures used in monitoring health and safety in hospital has enhanced employee's performance. On contrary, 36(25.4%) of the respondents disagreed that the procedures used in monitoring health and safety in hospital has enhanced employee's performance. Further, majority of respondents agreed that procedures used in monitoring health and safety in hospital has enhance employee's performance as shown by a mean score of 3.61(1.31). The study finding further revealed 100(70.4%) of the respondents agreed that monitoring of health and safety in hospital is done timely. However, 26(18.3%) of the respondents disagreed that monitoring of health and safety in hospital is done timely. In terms of mean and standard deviation majority of respondents agreed that monitoring of health and safety in hospital is done timely as shown by a mean score of 3.59 and standard deviation of 1.16.

The study findings further revealed that 115(80.9%) of the respondents agreed that there are standards tools used in monitoring health and safety in hospital. However, 13(9.2%) of the respondents disagreed that there are standards tools used in monitoring health and safety in hospital. Further, in terms of mean and standard deviation majority of respondents agreed that there are standards tools used in monitoring health and safety in hospital with a mean score of 3.92 and standard deviation of 0.98.

Lastly, 95(66.9%) of the respondents agreed that monitoring techniques have improved sensation of health and safety in the hospital. However, 29(20.4%) of the respondents disagreed monitoring techniques have improved sensation of health and safety in the hospital. Further, the study results reveled that majority of respondents agreed that monitoring techniques have improved sensation of health and safety in the hospital with a mean score of 3.60(1.37).

The study results revealed that majority of respondents agreed that monitoring techniques has an effect on employee performance at Vihiga County Referral Hospital, Kenya. This implies that the procedures used in monitoring health and safeties in hospital have enhanced employee’s performance. When monitoring of health and safety in hospital is done timely will motivate employees to perform well. With standards tools used in monitoring health and safety in hospital employees are ensured safety working environment this can improve sensation of health and safety in the hospital. The study results concur with Jeske and Santuzzi (2018) whose results show that monitoring type, particularly phone recording, had a negative effect on work attitudes as well as turnover.

#### 4.1.2 Employee Performance

The study sought to establish employee performance at Vihiga County Referral Hospital, Kenya. Table 2 presents the study results. Table 3: Employee Performance

**Table 2: Employee Performance**

Statements		SA	A	UD	D	SD	Mix	Max	Mean	Sd
5. The quality of work per employee have improved	F %	50 35.2	45 31.6	11 7.7	18 12.7	18 12.7	1	5	3.64	1.40
6. There is increased work productivity per employee	F %	34 23.9	68 47.8	12 8.5	14 9.9	14 9.9	1	5	3.66	1.23
7. The employees are working in a speed with efficiency	F %	49 34.5	68 47.8	12 8.5	6 4.3	7 4.9	1	5	4.03	1.02
8. Clients are giving good feedback on the services offered in the hospital	F %	37 26.1	73 51.4	10 7	12 8.5	10 7	1	5	3.81	1.13
<b>Valid N =142</b>									<b>3.79</b>	

Table 2 showed that 95(66.9%) of the respondents agreed that the quality of work per employee has improved. However, 36(25.4%) of the respondents disagreed that the quality of work per employee has improved. Further, in terms of mean and standard deviation majority of respondents agreed that the quality of work per employee have improved as shown by a mean score of 3.64 and standard deviation of 1.40. The study findings further revealed that 108(76.1%) of the respondents agreed that there is increased work productivity per employee. However, 28(19.7%) of the respondents disagreed that there is increased work productivity per employee. In terms of mean and standard deviation majority of respondents agreed that there is increased work productivity per employee with a mean of 3.66(1.23).

Further, the study findings indicated that 117 (82.4%) of the respondents agreed that the employees are working efficiently. However, 13 (9.2%) of the respondents disagreed with this assessment.



Additionally, the majority of respondents agreed that the employees work with efficiency, with a mean rating of 4.03 and a standard deviation of 1.02.

Finally, the study findings revealed that 110(77.5%) of the respondents agreed that clients are giving good feedback on the services offered in the hospital. However, 22(15.5%) of respondents disagreed clients are giving good feedback on the services offered in the hospital. Further, the study results showed in terms of mean and standard deviation that majority of respondents agreed that clients are giving good feedback on the services offered in the hospital with a mean of 3.81 and standard deviation of 1.13. The study concluded that majority of respondents agreed that there is improvement in employee’s performance.

#### 4.2 Inferential Statistics

Inferential analyses used in this section were correlation and regression analysis. Correlation and regression analysis showed the relationship between independent variables and the dependent variable.

##### 4.2.1 Correlation Analysis

Pearson correlation analysis was carried out to show the strength and direction of the association between independent and dependent variables. Table 3 presents the results.

**Table 3: Correlation Matrix**

		<b>Employee performance</b>	<b>Monitoring techniques</b>
Employee performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
monitoring techniques	Pearson Correlation	.868**	1.000
	Sig. (2-tailed)	0.000	

The study established that there exist a strong, positive and statistically ( $r=0.868$ ;  $p< 0.01$ ) correlation between monitoring techniques and employee performance.

##### 4.2.2 Simple Linear regression model of Monitoring Techniques and Employee Performance

The objective sought to establish the effect of monitoring techniques on employee performance at Vihiga County Referral Hospital, Kenya. The results are as presented in Table 4.

**Table 4: Model Summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>.868<sup>a</sup></b>	<b>.754</b>	<b>.752</b>	<b>.40665</b>

The results of the regression in Table 5 indicated that  $R^2$  value was 0.754 and R-value was 0.868. R value of 0.868 gave an indication that there was a strong linear relationship between monitoring techniques and employee performance. The  $R^2$  indicates that explanatory power of the independent

variables was 0.754. This implied that about 75.4% of the variation in employee performance is explained by monitoring techniques. The second output of the analysis showed how well the regression equation fitted the data, that is, how well the independent variable (monitoring techniques) predicted the dependent variable (employee performance). The results are as displayed in Table 5.

**Table 5: Regression Model Fitness Results**

	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	70.910	1	70.910	428.818	.000 <sup>b</sup>
<b>Residual</b>	23.151	140	.165		
<b>Total</b>	94.060	141			

Table 6 showed that the respondents F-statistics produced (F =428.818) which was significant at p=0.000 thus confirming the fitness of the model. This indicates that the regression model significantly predicts the dependent variable (employee performance). The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable (monitoring techniques) can be predicted from the independent variable (employee performance). The summary is as displayed in Table 6:

**Table 6: Coefficients of Regression**

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
<b>(Constant)</b>	.802	.169			4.757	.000
<b>Monitoring techniques</b>	.838	.040	.868		20.708	.000

The study results in Table 6 revealed that monitoring techniques have a positive and significant effect on employee performance ( $\beta_4 = .838, p=0.000$ ). This gave an implication that an increase in monitoring techniques to increase in employee performance by 0.838 units. Thus, the regression equation becomes;

$$Y = 0.802 + 0.838X_4 \dots\dots\dots \text{Equation 4.1.}$$

**4.4 Hypotheses Testing**

From the regression model computed in Table 6, the research hypothesis was tested using the significance level of the coefficients. The research aimed to test the hypothesis with an aim of failing to reject or rejecting the relationship between independent and the dependent variables. The research hypothesis for the study was:

**H<sub>01</sub>:** Workplace Security has no significant effect on employee performance at Vihiga County Referral Hospital, Kenya. The regression results in Table 6 indicate that there is significant relationship between workplace Security and employee performance at Vihiga County Referral Hospital, Kenya with a beta coefficient of 0. 838 and significance of (p= 0.000). The study rejected the hypothesis. These results concur with Ndakwa (2018) who established that occupational health and safety practices influence job satisfaction.

## 5.0 Summary

Descriptive statistics revealed that the majority of respondents agreed that the procedures employed in monitoring health and safety in hospitals had enhanced employee performance. The study findings also showed that most respondents agreed that monitoring of health and safety in hospitals is carried out promptly. Furthermore, the majority of respondents agreed that standardized tools are used in monitoring health and safety in hospitals. As a result, monitoring techniques have improved the sense of health and safety in the hospital.

The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between monitoring techniques and employee performance. Regression results revealed that monitoring techniques positively and significantly affect employee performance. This gave an implication that an increase in monitoring techniques to increase employee performance.

## 6.0 Conclusions

The study concludes that monitoring techniques positively and significantly affect employee performance. The procedures used to monitor health and safety in hospitals have enhanced employees' performance. When monitoring of health and safety in hospital is done timely will motivate employees to perform well. With standards tools used in monitoring health and safety in hospitals, employees are ensured safety working environment. This can improve the sensation of health and safety in the hospital.

## 7.0 Recommendations

The study recommends that the hospital management to have continuous monitoring of the compliance to workplace registration in the hospital. This will ensure that employees are working comfortable in the hospital hence improving employees' performance. Monitoring of health and safety in hospital should be done in time in order to motivate employees to perform well.

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