



LJMU Research Online

Thirikwa, P, Mwangi, E and Njoroge, K

Influence of Short-Term Employment Contracts on Performance of Health Care Workers at Nakuru County Level 4 and 5 Public Hospitals

<http://researchonline.ljmu.ac.uk/id/eprint/25051/>

Article

Citation (please note it is advisable to refer to the publisher's version if you intend to cite from this work)

Thirikwa, P, Mwangi, E and Njoroge, K (2024) Influence of Short-Term Employment Contracts on Performance of Health Care Workers at Nakuru County Level 4 and 5 Public Hospitals. International Journal of Health, Medicine and Nursing Practice. 6 (6). pp. 31-51. ISSN 2710-1150

LJMU has developed **LJMU Research Online** for users to access the research output of the University more effectively. Copyright © and Moral Rights for the papers on this site are retained by the individual authors and/or other copyright owners. Users may download and/or print one copy of any article(s) in LJMU Research Online to facilitate their private study or for non-commercial research. You may not engage in further distribution of the material or use it for any profit-making activities or any commercial gain.

The version presented here may differ from the published version or from the version of the record. Please see the repository URL above for details on accessing the published version and note that access may require a subscription.

For more information please contact researchonline@ljmu.ac.uk

<http://researchonline.ljmu.ac.uk/>

International Journal of Health, Medicine and Nursing Practice

(IJHMNP)

Influence of Short-Term Employment Contracts on Performance of Health
Care Workers at Nakuru County Level 4 and 5 Public Hospitals



CARI
Journals

Influence of Short-Term Employment Contracts on Performance of Health Care Workers at Nakuru County Level 4 and 5 Public Hospitals

 **¹Purity Thirikwa, ²Dr. Mwangi Eunice, ³Dr. Njoroge Kezia**

¹Post Graduate Student: Kenya Methodist University

<https://orcid.org/0000-0002-7564-4316>

²Lecturer: Department of Health Systems Management, Kenya Methodist University

³Lecturer: Department of Health Systems Management, Kenya Methodist University

Accepted: 13th July, 2024, Received in Revised Form: 29th July, 2024, Published: 26th Aug, 2024

Abstract

Purpose: The study investigated the impact of short-term employment contracts on the performance of health workers at Nakuru County public hospitals, focusing on 490 contracted workers from PGH Nakuru and Naivasha Referral Hospital.

Methodology: Using stratified random sampling and a sample size of 220 respondents, data was collected through structured questionnaires and analyzed with SPSS version 25 using descriptive and inferential statistics.

Findings: The analysis revealed that employment continuity had a minimal and statistically insignificant effect on performance ($p=.923$), whereas benefits award significantly improved performance ($p=.025$). Increased supervision had the most substantial impact, significantly enhancing performance ($p=.000$). Employment relations also positively influenced performance but was statistically insignificant ($p=.060$). The results suggest that supervision is the most critical factor affecting the performance of short-term contract workers, followed by benefits award. In contrast, employment continuity and employment relations were less influential.

Unique Contribution to Theory, Policy and Practice: The study recommends that hospitals should invest in mentorship programs to enhance employment continuity and job satisfaction, thereby improving performance. These programs would support personal and career development, contributing to better overall performance for contracted health workers.

Key Words: *Short-Term, Employment Contract, Health Workers, Performance, Employment Continuity, Benefits Award, Supervision, Employment Relations*

Introduction

In developing nations, strengthening health systems and increasing capacity are crucial for sustaining public health programs. A health system encompasses all organizations, institutions, resources, or people dedicated to improving health, and is based on six pillars: service delivery, human resources for health (HRH), medical supplies, financing, management, and governance (World Health Organization, 2018). Qualified and motivated HRH are essential for effective healthcare delivery, yet many resource-poor settings, including Kenya's rural districts, face severe HRH shortages (Nyikuri et al., 2015). Despite progress, such as the increase in temporary health worker hires, the shortage remains a significant challenge.

Kenya's public health sector and non-profit organizations have addressed this by employing health professionals on short-term contracts to meet demand (Jivetti, Alcántara, & Rhatigan, 2018). The "Emergency Hiring Plan (EHP)" of 2005 is a notable example of this approach, aimed at rapidly deploying various healthcare workers (Vindigni et al., 2014). Healthcare services in Kenya are delivered through a decentralized system, with national policy oversight and county-level management of service delivery (Ministry of Health, 2018). Contracting practices vary based on facility type and autonomy, with healthcare workers in Nakuru County being hired by either the county government, individual facilities, or through third-party agencies (Mwanzia & Mwangi, 2019; County Government of Nakuru, 2021). Contracts differ in terms of duration, salary, benefits, and responsibilities. Understanding the impact of temporary workforce hiring on healthcare worker performance in Nakuru County's public hospitals is crucial for improving healthcare service quality and availability throughout Kenya.

Statement of the Problem

The uncoordinated and diverse hiring practices for contracting health workers in Kenya have created challenges in fulfilling the original purpose of providing healthcare services to citizens. As short-term contracts near their end, health workers often shift their focus toward job searching, leading to reduced commitment and performance (Omondi, 2016). Additionally, future work discussions are less common with short-term employees, which can hinder organizational information flow and negatively impact performance. Contracted health workers frequently experience job insecurity, leading to anxiety and stress due to uncertainty about contract renewal. When employees anticipate contract extensions, they may not actively seek new opportunities, which supports findings that longer contracts improve job performance (Fatoni, Prihatini & Suryaningsih, 2018). Despite the global rise in short-term employment, research on job performance in the healthcare industry has largely focused on permanent employees. This study seeks to address this gap by examining the impact of short-term employment contracts on health workers' performance in Nakuru County public hospitals.

Purpose of the study

The study aims at establishing the influence of short-term employment contract on health workers' performance at Nakuru county public hospitals.

Specific Objectives

- i. To establish the influence of employment continuity on short term contract health workers' performance at Nakuru county public hospitals
- ii. To determine the influence of benefits award on short term contract health workers' performance at Nakuru county public hospitals
- iii. To examine the influence of supervision on short term contract health workers' performance at Nakuru county public hospitals
- iv. To establish the influence of employment relations on short term contract health workers' performance at Nakuru county public hospitals

Literature Review

Performance of Health Care Workers

Public healthcare employees are essential for achieving universal health coverage and ensuring health equity and social justice. However, despite their importance, healthcare workers often receive lower benefits, including reputation and income, compared to other health employees. Motivation is crucial for maintaining healthcare quality (Haso, Seid, & Ibro, 2018). Tabrizi et al. (2017) identified insufficient funding and a lack of human resource incentives as significant weaknesses in the primary healthcare (PHC) system in Iran. Additionally, a study by Nekoei Moghadam et al. (2017) highlighted poor personnel performance appraisal as a key factor contributing to low morale among healthcare workers. Given these challenges, interventions like performance evaluation and management support are cost-effective ways to boost productivity, starting with an assessment of the current performance evaluation system to identify areas for improvement.

Employment Continuity and Employees' Performance

Ahmed, Ahmad, and Jaaffar (2017) explored the relationship between job security and employee performance, using PLS regression analysis to assess connections among job security, employee involvement, and productivity in Bangladesh's ready-made garment (RMG) industry. Surveying 392 employees, they found that job continuity positively impacts employee performance and involvement, with the latter mediating the link between job continuity and performance. Amaechi, Eneh, and Festus (2015) examined job security's effect on performance within marketing service organizations in Calabar, Nigeria, concluding that job security is crucial for boosting performance and fostering positive relationships between employees and management. Karama (2017) conducted a study at Kyusa Uganda's Kalerwe office, finding a positive correlation between job

stability and employee performance. The study advocated for formal contracts that protect employees from premature termination. Lastly, Nzuve and Njambi (2015) studied factors affecting performance at Kenya's Independent Electoral and Boundaries Commission, identifying job security, incentives, and training opportunities as key motivators that enhanced employee satisfaction and performance.

Benefits Award and Employees' Performance

Feraro-Banta and Al Shaikh (2017) investigated the impact of salary and perks on employee performance in Bahraini audit firms, analyzing compensation, allowances, promotions, and incentives. The study found a significant link between remuneration and employee efficacy. Employees in Bahraini audit firms expressed concerns about salary issues, including mismatches between wage increases and inflation, pay disparities among different roles, and inequitable allowance distribution. Additionally, promotion criteria were unclear, and there was a lack of transparency in incentives. In Port Harcourt, Nigeria, Ekere and Amah (2014) studied the effects of rewards on job satisfaction and performance in private medical enterprises. They found that both mandatory and non-mandatory benefits positively influenced employee commitment and organizational success, with fringe benefits having a stronger impact. As benefits increased, so did employee loyalty and focus on organizational success, leading to higher performance levels. Waititu, Kihara, and Senaji (2017) examined employee welfare programs at Kenya Railways Corporation, finding that pay practices, occupational health, succession planning, developmental training, and employee referral systems positively influenced employee performance. The regression model highlighted pay practices as having the most significant impact on staff performance.

Supervision and Employees' Performance

Tesfaye (2018) explored the components of supervisory administration in companies and its benefits. The study found that supervision positively influences job performance, though organizational culture did not explain employee performance. Supervisors play a crucial role in updating employees with new skills, enabling quick adaptation to changes, as they closely monitor employees' knowledge, skills, and capacities. Nasution (2017) examined the effects of supervision and job discipline on employee performance, both separately and together. The results showed that both supervisory and discipline factors significantly and positively impact job performance. Magda, Ahmed, and Hashem (2019) investigated the impact of supervisory practices on staff nurses' quality of work life at Sohag University Hospital using a descriptive correlational design. The study involved 240 nurses and revealed that nurses' quality of work life was high, with a significant connection to the working environment. The study also found an inverse relationship between supervisory strategies and work satisfaction, while head nurse supervisory practices directly influenced the quality of nurses' work life.

Employment Relations on Employees' Performance

Calvin (2017) conducted a study at Abdul Gusau Polytechnic, Talata-Mafara, and State College of Education Maru in Zamfara State, Nigeria, examining the relationship between employment conditions and worker performance. The research found a significant positive correlation between employee performance and compensation, including pay, bonuses, and incentives. It highlighted the importance of prompt remuneration, additional benefits, and involving employees in pay-related decisions to boost motivation. Similarly, Ongera and Juma (2015) studied the impact of short-term contracts on workforce performance at Safaricom Limited, using mean scores and standard deviations for analysis. They found that coaching, job autonomy, and contract renewal were key factors in improving employee performance and continuity. Additionally, Kemboi (2015) explored the relationship between performance contracting and employee commitment at Sikri Vocational Training Institution in Kenya. Using a cross-sectional survey approach, the study reported that performance contracting positively influenced employee commitment and productivity, with a strong and significant association between these factors and overall employee commitment.

Theoretical Framework

Equity theory

Individuals assess the appropriateness of rewards by evaluating the rewards received by others for the similar labor or to another dedication they encounter (Chiekezie, Nzewei, & Orogbu, 2009). Emotions, perceptions, and a comparing process are all part of it. Equity theory argues that those who believe they are under- or over-rewarded would feel pain, and this suffering will motivate them to try new things. As a result, equity assesses each person's contribution and advantages (Idemobi, 2010). Negative situations happen once individuals accept as true that other people have received or receive higher remunerations for similar work done. Positive inequalities happen when individuals trust that they have received or receive higher benefits for similar jobs compared to others. The two situations motivate the employees. The reduction or increment of inputs for performance are the behaviours by individuals in attempting to reestablish equity for instance the behaviours would be raising the wages or salaries for uniformity across the board (French, Rayner, Rees, & Rumbles, 2011).

Social Exchange Theory (SET)

Social Exchange Theory holds that commitments are formed via a sequence of encounters between persons who are mutually reliant on one another. In other words, an exchange demands a bidirectional transaction in which something is given and something is repaid, which may be viewed as a mutual collaboration existing between the hired and the employer (Robinson, 2004). Saks (2006) highlighted that one way for individuals to repay their employer is via their level of participation. According to Saks (2006) employees are more willing to barter their allegiance for

inputs and perks offered by the organization. Workers are more likely to be engaged when they are self-sufficient, get assistance, and have opportunities for progress. Social Exchange Theory provides a theoretical foundation for explaining why employees' engagement varies, i.e. why people engage more or less in their work.

Methodology

The study employed a cross-sectional research approach, utilizing quantitative data. It targeted 490 contracted health workers from Nakuru County's Level 4 and 5 public hospitals. A stratified random sampling technique was used to select a sample, with simple random sampling for healthcare professionals. A total of 220 healthcare workers, representing 45% of the target population, were sampled from Naivasha Referral Hospital and PGH Nakuru Referral Hospital, using Yamane's (1967) formula. Primary data was collected through structured questionnaires.

The data was coded and entered in SPSS version 25.0. The study used descriptive statistics to analyze the quantitative data and further presented it in the form of tables, charts and bar graphs while the interpretation was done by the use of prose. An ordinal regression was used in the study to evaluate the link between the dependent variable and independent variables. The necessity for variable correlation motivates the usage of multiple regressions. The regression equation was: **logit**

$$P(Y \leq j | X) = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$P(Y \leq j | X)$ = Performance of Contracted Healthcare Workers;

X_1 = Employment continuity;

X_2 = Benefits award;

X_3 = Level of supervision;

X_4 = Employment relations

β_0 = Constant

β_1 β_2 and β_3 = coefficients of variables & ε = error term

Results and Discussion

The study achieved a response rate of 173(78.6%) which was considered sufficient (Mugenda and Mugenda, 2009). The results are presented starting with respondents' basic information. **See Table 1.**

Table 1: Demographic Information

Gender	Frequency(N)	Percent(%)
Male	71	41
Female	102	59
Total	173	100
Age bracket	Frequency(N)	Percent(%)
18-29 years	135	78
30-39 years	30	17
40-49 years	8	5
Total	173	100
Level of Education	Frequency(N)	Percent(%)
Certificate	16	9
Diploma	112	65
Degree	45	26
Total	173	100
Duration of service in the Facility	Frequency(N)	Percent(%)
1- 5 years	112	65
6- 10years	61	35
Total	173	100
Length of current contract	Frequency(N)	Percent(%)
Below 1 year	133	77
3 years	40	23
Total	173	100

Employment Continuity

The results show that majority 137(79%) of the respondents agreed that the assurance of career stability motivated contracted workers to perform; 137(79%) agreed that the communication on changes of employment terms was done in advance and 144(84%) of the respondents agreed that

promise for permanent employment affects their morale and productivity. Moreover, 141(82%) agreed that they were given the sense of belonging once they started working with the health organizations. In addition, 128(74%) agreed that they anticipated long-term employment with the hospital at the point of employment. On the contrary 90(52%) disagreed that they were actively engaged in other duties outside official responsibility. The results imply that the respondents were aware of all the aspects that would lead to employment continuity as contracted employees. **See Table 2.** The findings agree with Ahmed, Ahmad and Jaaffar (2017) that job continuity influences performance and involvement of the employees which arbitrates the link the exists between job continuity and performance and therefore the concept was expected to be used in poor countries to improve employee performance. The study found that contract duration influenced the performance of health care workers.

Table 2: Employment Continuity

	Disagree n(%)	Moderately Agree n(%)	Agree n(%)
Assurance of career stability motivates me to perform	4(02)	32(19)	137(79)
The communication on changes of employment terms is done in advance	18(10)	18(10)	137(79)
Promise for permanent employment affects my morale and productivity	13(08)	16(09)	144(84)
I am given the sense of belonging once I started working with the organization	15(8)	17(10)	141(82)
I anticipate long-term employment with the hospital at the point of employment	24(14)	21(12)	128(74)
I am actively engaged in other duties outside official responsibility	90(52)	47(27)	36(21)

Benefits Award

The results show that 129(75%) of the respondents agreed that continuity of employment gave a sense of job security and is a source of motivation and 129(75%) agreed that financial awards influence their performances. In addition, 120(69%) disagreed that there was inclusion of retirement plans in employment contracts that influenced their performance and 111(64%) agreed that employees with short-term contracts have right to maternity leave. Moreover, 130(75%) of the respondents agreed that their contracts have a health insurance cover. Further, 83(48%) of the respondents agreed that short term contracted employees were paid lower than long and 104(60%)

disagreed that short-term employees were not paid for days they have been absent from work. The results imply that the respondents were aware of the role played by the rewarding in their personal and collective performance within the health organisations. The study found that health insurance influenced the performance of health care workers. **See Table 3.** The findings agree with Liu and Zhang (2018) that retirement plans that offer generous benefits and early retirement options can have a positive impact on job satisfaction and retention among healthcare workers. However, the study also found that retirement plans that do not offer early retirement options can have a negative impact on job satisfaction and performance, particularly among older workers who may be more likely to experience burnout and fatigue.

Table 3: Benefits Award

	Disagree n(%)	Moderately Agree n(%)	Agree n(%)
Employment gives a sense of job security and is a source of my motivation	17(10)	26(15)	129(75)
Financial awards influence my performance	25(14)	19(11)	129(75)
Inclusion of retirement plans in employment contracts influence my performance	120(69)	11(6)	42(25)
Employees with short-term contracts have right to maternity leave	32(19)	30(17)	111(64)
My contract has a health insurance cover.	42(24)	0(0)	130(75)
Short term contracted employees are paid lower than long.	42(24)	48(28)	83(48)
Short-term employees are not paid for days they have been absent from work	104(60)	20(12)	49(28)

Level of Supervision

The results show that 114(66%) of the respondents agreed that their supervisors offered technical support which helped in the achievement of performance targets. Further, 67(39%) of the

respondents agreed that their supervisors gave them freedom to make constructive decisions at my work station and 86(50%) disagreed that supervisors always recommended their rewarding when performed optimally. **See Table 4.** The study found that tracking results influenced the performance of health care workers. The study found that rewarding workers influenced the performance of health care workers. The findings agree with Hsieh and Hsieh (2019) that financial incentives were effective in increasing the quantity and quality of care provided by healthcare workers. The study found that technical support influenced the performance of health care workers.

Table 4: Level of Supervision

	Disagree n(%)	Moderately Agree n(%)	Agree n(%)
My supervisor offers technical support which helps in the achievement of performance targets	15(8)	44(25)	114(66)
My supervisor gives me freedom to make constructive decisions at my work station	51(29)	54(31)	67(39)
Supervisors always recommend my rewarding when I perform optimally	86(50)	25(15)	62(36)
Tracking results by the supervisor enables planning for my rewards	86(50)	19(11)	67(39)
I receive constructive feedback from my manager	79(45)	24(14)	70(41)
I relate well with my supervisor	117(67)	16(9)	40(24)

Employment Relations

The outcomes show that 101(58%) of the respondents agreed that the hospitals had incorporated safety issues in the employment contract. In addition, 81(47%) of the respondents disagreed that the contract of their employment had incorporated mandated break times and 85(49%) agreed that

short term employments were used as recruitment channel of potential employees. Moreover, 79(45%) of the respondents agreed that their minimum wage had been well captured in the employment contract and 89(51%) moderately agreed that short term contracted employees were hired as backup labour. **See Table 5.** The findings are in line with Ongera and Juma (2015) that Safaricom Limited was encouraged employee employability through coaching and job autonomy, as well as enhancing their employment continuity through contract renewal. The study found that safety issues influenced the performance of health care workers. The findings agree with Gerberich et al., (2015) that exposure to workplace violence lead to increased rates of depression, anxiety, and post-traumatic stress disorder (PTSD) among healthcare workers. Also the findings are in line with Liu et al. (2020) that the COVID-19 pandemic has highlighted the importance of protecting healthcare workers from exposure to infectious diseases. Lack of personal protective equipment (PPE) and other safety measures has led to increased rates of infection and mortality among healthcare workers during the COVID-19 pandemic.

Table 5. Employment Relations

	Disagree n(%)	Moderately Agree n(%)	Agree n(%)
The hospital has incorporated safety issues in the employment contract	12(7)	60(35)	101(58)
The contract of my employment has incorporated mandated break times	7(4)	85(49)	81(47)
Short term employments are used as recruitment channel of potential employees	25(15)	60(35)	85(49)
My minimum wage has been well captured in the employment contract	20(12)	74(43)	79(45)
Short term contracted employees are hired as backup labour	18(10)	89(51)	66(38)
Short term contracted employees are paid lower than long term employment contracts	8(5)	56(32)	109(63)
Short term contracted employees are hired as unskilled labour	38(22)	82(47)	53(31)

Healthcare Employees' Performance

Results shows that majority 131(76%) of the respondents agreed that they performed their work with a lot of accuracy and 98(56%) worked under minimum supervision. In addition, 106(61%) of the respondents agreed that they got support from their teams whenever they needed it and 116(67%) agreed that they performed their duties in a timely manner. **See Table 6.** The study found that short-term employment contracts influenced the productivity of health care workers. The findings agree with García-Sierra et al. (2016) that healthcare workers with short-term contracts had lower job satisfaction and were more likely to experience burnout than those with permanent contracts in Spain. Also agree with Bayram et al. (2017) that temporary contracts were associated with lower levels of job satisfaction and higher turnover intentions among healthcare workers. Further agreed with Campanini et al. (2016) that temporary contracts were associated with a higher level of job strain among healthcare workers. The study found that short-term employment contracts influenced the innovation of health care workers. Also agree with Hesselink et al. (2015) that temporary nurses in the Netherlands were less likely to engage in quality improvement activities than permanent nurses. The study found that short-term employment contracts influenced the punctuality of health care workers. The findings agree with McInerney and Mellor (2011) that nurses on short-term contracts were significantly more likely to be late for work than those on permanent contracts.

Table 5: Healthcare Employees' Performance

	Moderately Agree		
	Disagree n(%)	Agree n(%)	n(%)
I perform my work with a lot of accuracy	6(4)	36(21)	131(76)
I work under minimum supervision	10(6)	65(38)	98(56)
I get support from my team whenever I need it	13(8)	54(31)	106(61)
I perform my duties in a timely manner	22(13)	35(20)	116(67)
I consistently adhere to set work schedules	18(10)	44(25)	111(64)

I arrive to work on time and are present at my workplace on a daily basis	13(7)	78(45)	82(47)
I explore and suggest new approaches and methods of completing my tasks	32(19)	51(30)	90(52)
I contribute innovative ideas that benefit the organization	12(7)	90(52)	71(41)
My team is an inspiration for me to do my best at the job	11(6)	91(53)	71(41)
I proficiently use work related equipment, tools and technology	44(25)	63(36)	66(38)

Ordinal Logistical Regression

In modeling the predictive power of the independent factors influencing the performance of contracted health care workers at Nakuru County public hospitals, the researcher adopted an ordinal logistical regression to determine the Case Processing Summary, Model Fitting Information, Goodness-of-Fit and Pseudo R-Square.

Model Fitting Information

The outcomes show that the model was statistically significant as the significance value was below .05. In this case there is a significant improvement of the final model over the null model $\{X^2(4) = 27.332, p=.000\}$. Therefore, the model was significant in determining the relationship between the study variables. **See Table 7.**

Table7: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	818.096			
Final	790.764	27.332	4	.000

Link function: Logit.

Goodness-of-Fit

The goodness-of-fit is aimed at testing the null hypothesis. The Pearson and deviance significance value are above .05 the which rejects the null hypothesis (short-term employment contracts had no significant influence on the performance of health care workers) with values .236 and 1.000 respectively. Therefore, the alternative hypotheses (short-term employment contracts had significant influence on the performance of health care workers) approved thereby implying that that the employment continuity, benefits award, level of supervision and employment relations were significant determinants of performance of health care workers. **See Table 8.**

Table 8: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	2266.648	2219	.236
Deviance	789.377	2219	1.000

Link function: Logit.

The non-significant outcomes in Table 8 indicates that the model fits the data well. The Pearson Chi-Square test $\{X^2(2219) = 2266.648, p=.236\}$ and the deviation test $\{X^2(2219) = 789.377, p=1.000\}$. The outcomes suggest a good model fit.

Cox and Snell R-squared and Nagelkerke R-squared

The study considered measures that are similar to R^2 in ordinary least-squares regression, which is the proportion of variance that can be explained by the model. In multinomial ordinal logistic regression, however, these are the pseudo R^2 measures. SPSS Statistics calculates the Cox and Snell, Nagelkerke and McFadden pseudo R^2 measures. **See Tables 9.**

Table 9: Cox and Snell R-squared, Nagelkerke R-squared and McFadden

Pseudo R-Square	
Cox and Snell	.377
Nagelkerke	.380

McFadden .100

Link function: Logit.

Nagelkerke value is more complete compared to Cox and Snell. The range of values for Nagelkerke fall between 0 and 1. It measures the proportion of the total variation of the dependent variable can be explained by independent variables (Employment Continuity, Benefits Award, Level of Supervision and Employment Relations) in the current model. Therefore, Nagelkerke R-squared was preferred in this study as it is more complete compared to Cox and Snell and it explained 38% of the variance of the dependent variable (Performance of Health Care Workers).

Parameter Estimates

The study employed the parameter estimates in determining and understanding the relationships between the independent and dependent variables. **See Table 10.**

Table 10: Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Threshold	[HCWP = 4.903 3.00]	4.903	2.305	4.525	1	.033	.385	9.420
	[HCWP = 5.752 3.10]	5.752	2.284	6.340	1	.012	1.275	10.229
	[HCWP = 6.818 3.20]	6.818	2.282	8.930	1	.003	2.346	11.290
	[HCWP = 7.584 3.30]	7.584	2.289	10.974	1	.001	3.097	12.071
Location	Employment Continuity	-.036	.371	.009	1	.923	-.763	.691
	Benefits Award	.646	.288	5.008	1	.025	.080	1.211
	Supervision	1.261	.286	19.440	1	.000	.701	1.822
	Employment Relations	.832	.443	3.526	1	.060	-.036	1.701

Link function: Logit.

The regression equation was: $\text{logit} (P (Y \leq j | X)) = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

It became $\text{logit} (P (Y \leq j | X)) = -.036 X_1 + .646 X_2 + 1.261 X_3 + .832 X_4 + \epsilon$

Results in Table 10 show that a unit increase in employment continuity would lead to a .036 decrease in short term contract health workers' performance at Nakuru county public hospitals. Employment continuity did not significantly influence the performance of health workers on short

term contracts ($p=.923>.05$). Further the outcomes show that a unit increase in benefits award would lead to .646 increase in short term contract health workers' performance at Nakuru county public hospitals. Benefits award significantly influenced the performance of health workers on short term contract ($p=.025<.05$) Nakuru county public hospitals. In addition, the results show that a unit increase in level of supervision would lead to 1.261 increase in short term contract health workers' performance at Nakuru county public hospitals where it significantly ($p=.000<.05$) influenced the short term contract health workers' performance at Nakuru county public hospitals. Finally, the outcomes show that a unit increase in employment relations would lead to .832 increase in short term contract health workers' performance at Nakuru county public hospitals where it insignificantly ($p=.060>.05$) influenced the short term contract health workers' performance at Nakuru county public hospitals.

The results imply that the level of supervision was the most significant influencer of short term contract health workers' performance at Nakuru county public hospitals with significance values of .000. The finding agrees with Tesfaye (2018) that the organization can keep employees updated with new skills and knowledge, allowing them to swiftly adjust to changes in their primary duties as supervisors are capable of immediately know the employee's knowledge, skills, and capacities. Also in line with findings of Bradley et al. (2013) that effective HRM and supervision necessitates monitoring which in turn promotes the performance and retention of staff. Further, the results imply that the benefits award was significant influencer of short term contract health workers' performance at Nakuru county public hospitals with significance values of .000 and .025 respectively. The findings are in line with Feraro-Banta and Al Shaikh (2017) that there was a significant link between employee remuneration and benefits in staff efficacy.

Test of Parallel Lines

The outcomes for the test of parallel lines (assumptions of proportional odds) indicate a non-significance ($p=.458>.05$) implying that the assumption has been satisfied. This means that the coefficients for each predictor variable are the same across all levels of the dependent variable, and that the relationship between the predictor variables and the dependent variable is constant across all levels of the dependent variable. Further, suggests that the ordinal regression model is appropriate for the data, and that the relationship between the predictor variables and the dependent variable does not vary significantly across different levels of the dependent variable. **See Table 11.**

Table 11: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	790.764			
General	742.403 ^b	48.361 ^c	48	.458

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

b. The log-likelihood value cannot be further increased after maximum number of step-halving.

c. The Chi-Square statistic is computed based on the log-likelihood value of the last iteration of the general model. Validity of the test is uncertain.

Conclusions

The study concludes that employment continuity insignificantly influence performance of short term contract health workers at Nakuru county public hospitals. Further, the study concludes that the workers were not always actively engaged in other duties outside official responsibility and that the communication on changes of employment terms was rarely done in advance. Also, the study concludes that benefits award significantly influenced the short term contract health workers' performance at Nakuru county public hospitals. In addition, the study concludes that employees with short-term contracts have right to maternity leave.

The study established that level of supervision significantly ($p=.000<.05$) influenced the short term contract health workers' performance at Nakuru county public hospitals. The study further concludes that the supervisors offered technical support which helped in the achievement of performance targets. Further, the study concludes that the supervisors did not give them freedom to make constructive decisions at the work station and that the supervisors did not always recommended their rewarding when performed optimally.

The study established that employment relations insignificantly ($p=.060>.05$) influenced the short term contract health workers' performance at Nakuru county public hospitals. The study concludes that the hospitals had incorporated safety issues in the employment contract. In addition, the study concludes that the contract of employment incorporates mandated break times and that short term employments were used as recruitment channel of potential employees. Moreover, the study concludes that the minimum wage had been well captured in the employment contract and that short term contracted employees were not hired as backup labour. Also, the study concludes that short term contracted were not hired as unskilled labour.

Recommendations

The study recommends that hospitals should invest in mentorship programs to enhance contracted workers' personal and career growth, promoting job satisfaction and performance. It suggests implementing a performance-based reward system and improving supervision quality through better evaluation and monitoring approaches to boost individual and organizational outcomes. The study also advises the county government and hospitals to explore ways to improve remuneration for contracted healthcare workers. Finally, it recommends abandoning the authoritative leadership style in favor of a horizontal approach, which simplifies communication and hierarchy in employment relations.

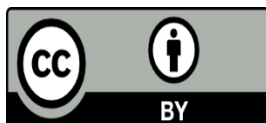
References

- Ahmed, S., Ahmad, F. B., & Jaaffar, A. (2017). Employee job security and performance relationship in developing economy through employee engagement: Critical analysis with PLS-SEM. . *International Journal of Economic Research*, , 14, 133-147.
- Ahmed, S., Ahmad, F. B., & Jaaffar, A. (2017). Employee job security and performance relationship in developing economy through employee engagement: Critical analysis with PLS-SEM. . *International Journal of Economic Research*, , 14, 133-147.
- Amaechi, A. J., Eneh, S. I., & Festus, A. N. (2015). The impact of job security on employees' performance, job satisfaction and management-employee relations of selected service marketing firms in Calabar Metropolis. . *Journal of Global Economics, Management*.
- Bayram, N., Baysal, Z. N., & Bilgel, N. (2017). The effect of job security, job satisfaction, and turnover intention on the performance of customer-oriented health workers: a cross-sectional study. *Journal of Nursing Scholarship*, 49(4), 438-446.
- Bradley, S., Kamwendo, F., Masanja, H., de Pinho, H., Waxman, R., Boostrom, C., et al. (2013). District health managers' perceptions of supervision in Malawi and Tanzania. . *Human resources for health*, , 11(1), 43.
- Calvin, O. Y. (2017). The impact of remuneration on employees' performance: A study of Abdul gusau polytechnic, Talata-Mafara and State College of Education Maru, Zamfara State. Nigerian Chapter of Arabian . *Journal of Business and Management Review*, 62(139).
- Campanini, P., Battistelli, A., Raggi, A., & Argentero, P. (2016). Job strain and work engagement among Italian nurses: An exploratory study. *Nursing & Health Sciences*, 18(1), 59-66.
- Chiekezie, O. M., Nzewei, N. H., & Orogbu, O. L. (2009). *Management: A practical approach*. Lagos: Adroit Global Concept Ltd, .

- County Government of Nakuru. (2021). Health Services. Retrieved from <https://nakuru.go.ke/health-services/>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: an interdisciplinary review. *Journal of Management*, 31 (6), 874-900.
- Ekere, A. U., & Amah, E. (2014). Staff Benefits and Organizational Performance. A study of Private Hospitals in Rivers State, Nigeria. *IOSR journal of business and management*, , 16(2), 24-28.
- Fatoni, M., Prihatini, D., & Suryaningsih, I. B. (2018). The role of OCB in mediating the effect of employee engagement and organizational commitment on employee performance: contract vs permanent employees.
- Feraro-Banta, L., & Al Shaikh, S. (2017). Relation of compensation and benefits on employees' performance: A study of audit firms in Bahrain. *Relation*, . 4(5). .
- French, R., Rayner, C., Rees, G., & Rumbles, S. (2011). *Organizational Behavior*. John Wiley.
- García-Sierra, R., Fernández-Castro, J., & Martínez-Zaragoza, F. (2016). Temporary work and employee well-being: A Spanish case study. *Journal of Occupational Health Psychology*, 21(1), 102-114.
- Goudreau, J., & Lapierre, L. M. (2014). Job insecurity, psychological contract breach, and work performance. *Journal of Occupational Health Psychology*, 19(1), 71-80.
- Haso TK, Seid SS, Ibro SA, et al. (2018). Factors affecting motivation of primary health care workers in west Arsi Zone, Oromia region, south east of Ethiopia. *Adv Practice Nurs.*;3:146
- Hesselink, G., Schoonhoven, L., Barach, P., Spijker, A., Gademan, P., Kalkman, C., & Liefers, J. (2015). Improving patient handovers from hospital to primary care: a systematic review. *Annals of internal medicine*, 163(1), 59-68.
- Hsieh, H. M., & Hsieh, Y. H. (2019). The effects of financial incentives on the performance of health workers in low- and middle-income countries: A systematic review and meta-
- Idemobi, E. I. (2010). *Theory and Practice of Management*. Gostak Printing and Publishing Co. Ltd.
- Jivetti, B., Alcántara, A. N., & Rhatigan, R. (2018). Financing health care in kenya: are kenyans willing to pay higher taxes for better health care?.
- Karama, R. R. (2017). Job security, employee motivation and performance among employees in organizations . *Doctoral dissertation*.

- Kemboi, A. (2015). Performance Contracting As a Strategy for Enhanced Employee Commitment: A Case of the Vocational Training Centre Sikri, Kenya. . *Journal of Business and Social Research*, 5(12), 56-67.
- Kim Liu, S., & Zhang, L. (2018). Retirement plans and healthcare worker retention: a case study of the Chinese public health system. *Human Resources for Health*, 16(1), 24.
- Magda, A., Ahmed, A. O., & Hashem, O. (2019). Impact of Head Nurses' Supervision Practices on Quality of Work Life as Perceived by Staff Nurses. *The Medical Journal of Cairo University*,, 2531-2537.
- Magda, A., Ahmed, A. O., & Hashem, O. (2019). Impact of Head Nurses' Supervision Practices on Quality of Work Life as Perceived by Staff Nurses. *The Medical Journal of Cairo University*,, 2531-2537.
- McInerney, P., & Mellor, N. (2011). The impact of short-term contracts on health care professionals in the UK. *Journal of Health Services Research & Policy*, 16(1), 29-34.
- Ministry of Health. (2018). Health Sector Human Resource Strategic Plan II 2018-2023. Nairobi, Kenya: Ministry of Health.
- Mwanzia, T. M., & Mwangi, J. (2019). Health workforce contracting practices in Kenya: A review of the literature. *International Journal of Health Policy and Management*, 8(5), 264–274. doi:10.15171/ijhpm.2018.117
- Nasution. (2017). The Influence of supervision and work discipline on performance of state civil apparatus. . *In Proceeding 3rd Sriwijaya Economics, Accounting, and Business Conference 2017*.
- Nekoei Moghadam, M., Amiresmaili, M., Sadeghi, V., Zeinalzadeh, A. H., Tupchi, M., & Parva, S. (2018). A qualitative study on human resources for primary health care in Iran. *The International journal of health planning and management*, 33(1), e38-e48.
- Nyikuri, M., Tsofa, B., Barasa, E., Okoth, P., & Molyneux, S. (2015). Crises and resilience at the frontline—public health facility managers under devolution in a Sub-County on the Kenyan Coast. *PloS one*, 10(12).
- Nzuve, S. N., & Njambi, M. P. (2015). Factors perceived to influence employees' performance: A case of the independent electoral and boundaries commission. *Problems of Management in the 21st Century*,, 10(2), 88-99.
- Omondi, M. A. (2016). Perceptions and practices of health workers on monitoring & evaluation of hiv interventions at Mbagathi Hospital, Nairobi County.

- Ongera, R. M., & Juma, D. (2015). Influence of temporary employment on employee performance: A case study of Safaricom Limited. . *International Journal of Business and Commerce*, 4(4), 1-37.
- Robinson, D. P. (2004). *The drivers of employee engagement*. Brighton: Institute for Employment Studies.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600-619.
- Tabrizi JS, Pourasghar F, Gholamzadeh Nikjoo R. (2017). Status of Iran's primary health care system in terms of health systems control knobs: a review article. *Iran J Public Health*. 46(9):1156–1166.
- Tesfaye, S. (2018). The effect of supervision on employees' performance: the case of fine general service share company .
- Vindigni, S. M., Riley, P. L., Kimani, F., Willy, R., Warutere, P., Sabatier, J. F., et al. (2014). Kenya's emergency-hire nursing programme: a pilot evaluation of health service delivery in two districts. *Human resources for health*, , 12(1), 16.
- Waititu, F., Kihara, P., & Senaji, T. (2017). Effect of employee welfare programmes on employee performance: A case study of Kenya Railways Corporation. . *International Academic Journal of Human Resource and Business Administration*, 2(3), 611-631.
- World Health Organization. (2018). *Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies*. Geneva, Switzerland: WHO, 2010.



©2023 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)