



PARTICIPATORY LEADERSHIP STYLE AND PERFORMANCE OF KENYATTA NATIONAL HOSPITAL, KENYA

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ABSTRACT

This study sought to analyse the influence of participatory leadership style and performance of Kenyatta National Hospital and thus recommend remedial measures. The study was guided by the following specific objectives; to establish the influence of consultative participation on performance of Kenyatta National Hospital, Kenya; and to determine the influence of information sharing on performance of Kenyatta National Hospital. This study was based on the following theories: the democratic theory, and information theory. The study adopted descriptive research design. The target population for this study was 397 employees at Kenyatta National Hospital. This study used Slovin's formula to arrive at a sample size of 199. This study used stratified random sampling to select a sample of 199 respondents. The study used questionnaires to collect primary data. A total of 12 individuals participated in the pilot test which represents 10% of the target population. Data from questionnaires were coded and analyzed using the latest Statistical Package for Social Sciences (SPSS) computer software. Quantitative data collected was analyzed using descriptive statistics techniques. Qualitative data was analyzed using content analysis. Pearson R correlation was used to measure the strength and direction of linear relationship between variables. Multiple regression models were fitted to the data to determine how the independent variables affect the dependent variable. The analyzed data was presented in the form of tables and figures. The study concludes that consultative participation has a positive and significant effect on performance of Kenyatta National Hospital, Kenya. The study also concludes that information sharing has a positive and significant effect on performance of Kenyatta National Hospital, Kenya. From the findings, the study recommends that the hospital should foster a culture of open communication and collaboration among all levels of staff. It is crucial to ensure that decision-making processes involve input from relevant stakeholders, allowing the full potential of consultative participation to be realized.

Key Words: Participatory leadership style, Kenyatta National Hospital, Consultative participation, Information sharing

Background of the Study

In today's complex and changing environment, leadership is a highly valued commodity because the effectiveness of a leader is a major determinant of success or failure of an organization (Fiedler, 2019). There are varied definitions of the terminology leadership. For the purposes of this study, leadership can be defined as a social process in which the leader seeks the participation of subordinates to reach organizational goals and objectives (Omotayo, 2020). Since the success of any organization is highly dependent on the employees working effectively together, (Rennie, Meaney, Hazelwood, Kumar & Dias, 2018), aver that it is hardly surprising that leaders are always seeking ways to enhance employee performance which ultimately contributes to the overall organizational performance. An argument posed by Kerpen (2019) is that people are not necessarily managed as they would desire to be managed and this results in varying levels of performance and staff retention.

According to Mwirigi (2016), the leadership space is evolving at unprecedented speeds. The variables of leadership are also expanding and multiplying. These variables are fundamentally altering the way leaders preside over the leadership of organizations. With the evolvement of the leadership discipline, many theories have emerged. One of these theories, the path-goal theory, advocates that the style of a leader must fit with an employee and his or her work environment so that the leader can effectively guide the employees in the path to achieving the goals of the organization (House & Mitchell, 1974). Because of the wide variety of leadership styles and due to the changing nature of leadership, choosing the right leadership style is one of the most difficult issues that organizations both private and public must face. In today's changing environment, organizations are continually challenged to choose the right leadership style that can help them to increase the level of motivation, job satisfaction, and innovation of their employees (Kerpen, 2019).

The four leadership styles under the path-goal theory are the participative leadership style, the directive leadership style, the supportive leadership style, and the achievement-oriented leadership style (Northouse, 2016). The path-goal theory argues that leaders/managers motivate their employees to perform well using different behaviours that are suited to the work settings and subordinate needs and their behaviour will affect the amount of effort exerted by the employee and his or her overall performance. According to Akhigbe, Finelady and Felix, (2018) a participative leader gives opportunities to employees to share their creative ideas to improve a critical situation.

Participative leadership style is defined as deciding jointly or as the shared influence in deciding between superior and subordinate through hierarchy (Fiedler, 2019). A participative leader empowers followers and invites them to take part in decision-making, and, as a result, the leader will be able to get followers to be devoted towards goal achievement, thus increasing performance. One of the enormous benefits of participative leadership style is that it motivates employees to perform organizational citizenship behaviour because of empowerment and infatuation. From this standpoint, participative management has focused on allocating decision-making authority and sharing power. A participative leader is characterized by actions that empower subordinates and provide opportunities to perform autonomous decision-making. When employees feel they are empowered by their leader, they will reciprocate in a positive manner by putting extra effort into the accomplishment of goals delineated by the leader.

Empowerment makes employees feel positive about a leader's integrity. They believe that if they engage in citizenship behavior towards an organization, then it will be redeemed later (Huang, Iun, Liu, & Gong, 2020). An involvement in decision-making stimulates subordinates to believe that a leader has confidence in their skills and abilities. A participative leader promotes self-efficacy among employees and recognizes their self-worth. When employees gain experience, they get

recognition and the leader acknowledges their innovative ideas and skills; this self-recognition by the leader urges them to perform extra roles and tasks that contribute to the organization's growth and competitiveness (Lu, Jiang, Yu, & Li, 2017). A participative leader induces intrinsic motivation through involving subordinates in the decision-making process; this involvement makes them feel that the leader places value on the ideas and suggestions of subordinates. The autonomy of sharing ideas and the low control of a participative leader intrinsically motivates followers to exhibit citizenship behavior (Sagnak, 2016).

Participative leadership style also provides intrinsic motivation to employees by enriching the employees experience at work. The employee is given a higher level of independence at work, variety of choices to accomplish his assignments and develops a sense of empowerment. The employee feels important in an organization when they participate in decision-making processes of the organization. This enhances their connection to the organization and inspires them to reach top performance (Yukl, 2017). Therefore, participative leadership style approach fosters an organization's culture and opens an organization to more ideas. This makes the decision-making process easy for the group members in an organization and thus enhances its performance.

Statement of the Problem

Kenyatta National Hospital (KNH) is a crucial healthcare facility in Kenya, serving as the country's largest referral and teaching hospital. Despite its importance, KNH's performance has been declining over the years due to various factors, including inadequate resources, staffing shortages, and low employee morale. The hospital's performance indicators, such as bed occupancy rate and inpatient admissions, have also declined, according to the Ministry of Health in Kenya (2019) and the Kenya National Bureau of Statistics (2019). The declining performance may be attributed to several factors, including leadership style. Gallup's survey (2019) on employee engagement in the healthcare sector in East Africa, including Kenya, revealed that only 34% of healthcare workers reported being engaged in their work. This low employee engagement can negatively impact organizational performance, productivity, and patient outcomes.

Mulaki et al. (2020) conducted a study on patient satisfaction levels at Kenyatta National Hospital and found that only 31% of patients reported being satisfied with the quality of care provided. Dissatisfied patients can result in negative word-of-mouth, reduced patient loyalty, and potential financial implications for the hospital. Furthermore, the annual turnover rate among healthcare professionals in Kenya is approximately 24%, according to the Ministry of Health (2018). High turnover rates can disrupt continuity of care, increase recruitment and training costs, and impact overall staff morale and performance.

In a news article by The Standard (2022), KNH faced challenges related to management and governance, including allegations of corruption, mismanagement of resources, and lack of transparency. These issues can have a negative impact on the hospital's performance and its ability to deliver quality healthcare services. The Kenya Medical Practitioners and Dentists Council (KMPDC) report in 2020 also highlighted concerns about leadership and governance within Kenyan hospitals, including KNH, emphasizing the need for effective leadership and management practices to address the challenges faced by these institutions.

While there are several studies on various leadership styles and their impact on organizational performance in Kenya, including transformational, situational, and democratic leadership styles, there is a scarcity of published work on the influence of participatory leadership style on the performance of public hospitals, especially KNH. Nyaberi (2020) researched on leadership style and performance of 178 State Corporations of Kenya focusing on transformational, situational, and transactional leadership styles. Ondari (2019) conducted a study on the effect of transformational leadership style on organizational performance of State Corporations in Kenya.

Wachira, Karanja and Iravo (2018) undertook a study on the influence of democratic leadership style on organizational performance of commercial State Corporations in Kenya. To bridge this gap in knowledge, this study sought to establish the influence of participatory leadership style on the performance of Kenyatta National Hospital, Kenya

Objectives of the Study

The general objective of this study is to analyse the effect of participatory leadership style on performance of Kenyatta National Hospital, Kenya. The study was guided by the following specific objectives;

- i. To establish the effect of consultative participation on performance of Kenyatta National Hospital, Kenya
- ii. To determine the effect of information sharing on performance of Kenyatta National Hospital, Kenya

LITERATURE REVIEW

Theoretical Review

Democratic Theory

The democratic theory is the anchor theory of this study because it is linked to consultative participation. The theory is informed by the works of classical and neo-classical theorists such as Aristotle, Plato, Thomas Hobbes, John Locke, Jean Jacques, Rousseau, Edmund Burke, James Madison, John C. Calhoun to mention a few (Khan & Adnan, 2014). The democratic theory postulates that participation can create an asset in morale so that, when necessary, orders are given, people will respond more co-operatively because they are participating in the affairs of the organization (Iscana, Ersarib & Naktiyok, 2014). Though this theory has been largely associated with government, it has become inevitable to relate it to organizations for proper conduct and effectiveness. As Besse (1957) puts it, the theory is informed two thousand years ago, participation in the religion which has come to dominate the World. Two hundred years ago, this essential element was put in our political and social structures. We are just beginning to realize that we ought to put participation in business as well and especially organizations be it in the public or private sector.

This theory will therefore guide this study in finding out the effect of consultative participation and participative decision making on performance of Kenyatta National Hospital. The core issue about democracy is the importance it attaches to human personality. It assumes civic capacity on the part of individuals. This capacity involves intelligence, self-control, and conscience. Its essence is the right of every man bound by the decision of a government (organization) to contribute (whatever is in him/her) to the making and remaking of those decisions (Uchenwamgbe, 2013). This right is integral to democracy because it makes possible free discussion and the continuous participation of the people (individuals) in the government (organization). This implies the obligation to respect the other man, to listen to his arguments and to consider his point of view. It is through participation that individuals (subordinates) contribute ideas towards the solution of problems affecting their organization and jobs. Participation is ego-and task involvement of an individual in his group. It includes not only the physical contribution of the person but also his intellectual and emotional involvement in the affairs of the organization (Koech & Namusonge, 2018). When leaders establish means for obtaining help from subordinates in the making of plans and decisions, they are making them to know that their contributions are sought and appreciated, and this creates great benefits and harmony in the organization.

The major drawback of participatory/democratic processes in an organization is that it can also absorb significant time and other organizational resources and bog down decisions, which may lead to

reduced efficiency (Harrison & Freeman, 2004). Therefore, this theory is applicable in this study as it will guide this study in establishing the influence of consultative participation on performance of Kenyatta National Hospital.

Information Theory

The theory was originally proposed by Shannon in 1940s as mathematical theory of communication to deal with problems of transmission in electrical engineering. According to Beckstead and Beckie (2011), the central issue of focus in this theory is quantities information and uncertainty. According to Budd (2010) anything that would be information is communicative and inherently includes exchange. Budd (2010) posit that exchange requires real language, signs, and the act of communicating entails as an intentional purpose and connects human and organizations intentionality to the construction of informative actions for the benefit of all players. The interdependence nature of tasks performed by supply chain participants and interactions among organizations creates uncertainties to which organizations must respond (Cegielski, 2012).

Among organizations that participate in supply chain management, there is a requirement for information sharing, collaboration, and connectivity if firms are to perform at an optimal level (Sanders et al., 2011; Tokar et al., 2011). Uncertainty is a major factor among organization employees as it creates a gap of disconnect between information available and the information available for decision-making in the organizations. Uncertainty being a state of limited knowledge in which it is not possible to exactly describe possible future outcome with certainty (Hubbard, 2010) creates a fertile ground for bullwhip effect. Information sharing is critical in any organization's co-ordination and integration (Faisal et al., 2006) to eliminate supply disruptions by enhancing the ability to produce dependable plan and forecast. The theory will inform this study by providing an understanding of how information sharing as an important aspect of participatory leadership style affects performance of Kenyatta National Hospital.

Conceptual Framework

A conceptual framework is a diagrammatic representation showing the hypothesized associations among key factors, variables, and concepts. Figure 2.1 shows the hypothesized associations between consultative participation, information sharing, and performance of Kenyatta National Hospital.

Independent Variables

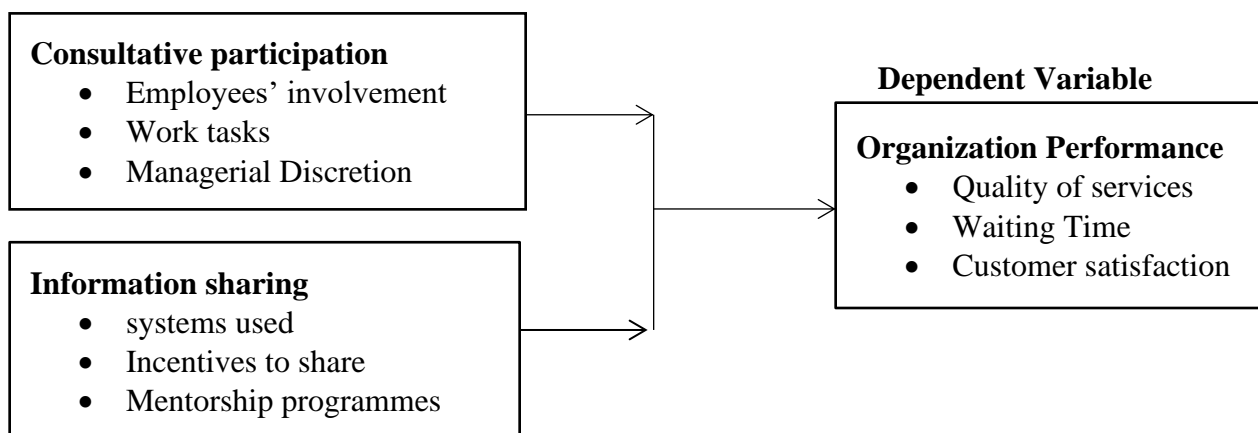


Figure 1: Conceptual Framework

Consultative Participation

In the context of an organizational environment, consultation involves seeking opinion or advice of employees on matters affecting their job (Bhatti & Qureshi, 2018). Leaders and managers consult with their employees to encourage them to think about issues and contribute their own ideas before decisions are made. It would also mean briefing the employees on decisions that have been taken and explaining why such decisions have been taken to gain their co-operation (Bhuiyan, 2017). The implication, however, is that employee's suggestions are subject to approval and disapproval of managers or leaders within an organization. In consultative management, employees' involvement is emphasized, requiring employees to understand a recent problem and later decide on its solution (Davis & Newstrom, 2002). There are three concepts arising from this approach and they are: (1) emotional and mental involvement; (2) motivation in contributing to the organizational performance, and (3) accepting responsibility (Kim 2018). Rosidi (2019) states that consultation plays a vital role in organizational performance since employees in all levels of the organization supply necessary information.

Consultative management has the advantage of managers consulting with employees at any time without having to go through the red tape required by committee procedures. Also, the manager can consult with any number of employees ranging from one to a whole group. Consultative participation can potentially touch all workers directly in relation to their work tasks, work organization and working conditions. Such consultation is strongly contingent on a voluntary management decision and can be seen as HRM practices (Kuye & Sulaimon, 2017). Consultative participation appears to have an impact on organizational performance in two basic ways. First, employees can influence organizational performance directly by offering suggestions leading to more efficient processes or better product quality (Koech & Namusonge, 2018). In doing so, employees can contribute to higher labour productivity and process innovation.

Secondly, like other HR policies and practices, consultation influences employee attitudes which in turn support employee behaviour that is beneficial for organizational performance such as, reduced turnover and absenteeism, improved productivity, and product quality (Mutua, et al. 2018). Recent findings support the assumed relationships: Looise, Torka and Wigboldus (2019) found that consultative participation is significantly connected to affective organizational commitment, and Meyer et al.'s (2020) meta-analysis shows that this form of commitment strongly influences employee health and well-being, turnover, absenteeism as well as task- and extra-role performance. These outcomes eventually have effect on the organizational performance.

Following the above literature on the relationship between consultative participation and organizational performance, this study focuses on determining the presumption by researchers that by listening to employee needs through consultative participation, only when meeting their needs will desired outcomes be gained (Mutua, et al. 2018; Looise, Torka & Wigboldus, 2019; Meyer et al.'s, 2020).

Information Sharing

Within the context of an organization, information sharing (also known as information exchange) is the voluntary act of making organization's information available to all the stakeholders within the organization to enable them execute their duties. Vlachos (2018) observes that information sharing is a key ingredient for organizations seeking to remain competitive. As customers demand faster, higher quality responses from organizations, firms have embraced the use of information technology to make this possible. Information management is a major factor that contributes to organization's objectives and goals. Without information, people cannot act responsibly, and trust is built by sharing information. Furthermore, employees will take risk only in a culture of trust.

According to Coffey *et. al.*, (2018) the manager who shares information, authority, resources, and accountability within employees and treats them as partners is likely to register positive performance.

Moberg *et al.*, (2018) observes that information sharing is a key ingredient for organizations seeking to remain competitive. The free flow of information relates to the movement of information or data between members of an organization. Most discussions on information sharing, and knowledge management makes a distinction between data, information, and knowledge. Sharing information may have a dual effect. First, it conveys to employees the positive meaning in that the company trusts them (Cook & Brown, 2019). Secondly, to make informed decisions, employees should have access to critical information. Communicating performance data on a routine basis throughout the year help employees to improve and develop. Employees presumably want to be good at their jobs, but if they never receive any performance feedback, they may perceive to have a satisfactory performance when in fact they do not. Furthermore, information sharing fosters organizational transparency which reduces turnover and forges synergistic working relationship among employees.

Developing positive information sharing behaviours will lead to increased productivity among workers (Teece, 2020). An organization can speed up information flow, improve efficiency and effectiveness, and respond to customers' changing needs faster when information sharing is encouraged. Organizations that encourage information sharing have been found to gain competitive advantage in the long term (Wagner, 2016). When information sharing leads to alignment of goals, employee productivity is also expected to be higher since employees are less likely to shirk and may be motivated to work harder (Burgess, 2017). In addition, labor costs will be further reduced since firms may be able to spend less on monitoring employee behavior and motivating employees.

Performance of Kenyatta National Hospital

Organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Kombo *et al.*, 2018). Stewart (2020) is of the opinion that performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results. Generally, a firm's performance is very essential to management as it is an outcome which has been achieved by an individual or group of individuals in an organization related to its authority and responsibility in attaining the goal legally, not against the law and conforming to the morale and ethics. In this study, since we are focusing on Kenyatta National Hospital which are not profit driven, we will focus on non-financial measures of performance. Non-financial performance includes measure of customer or employee satisfaction, quality, organization's reputation, market share and competitiveness (Stewart, 2020).

There is growing evidence that organizational performance rests increasingly on the participation and involvement of workers in decision-making (Dundon *et al.*, 2018; Looise *et al.*, 2019). Scholars have argued that employee participation and involvement contribute to organizational efficiency because it has the capacity to enhance the quality of decision-making by increasing the inputs and promotes commitment to the outcomes of the decision-making process in the workplace (Markey, 2017). Dede (2019) avers that when employees participate in decision-making, implementation of the decisions is made easy and a good working environment is created. Furthermore, it enhances commitment and satisfaction on the decisions taken. It also increases the morale of the organization's employees because they feel recognized as part of the team in the organization and the direct consequence of all this is improved productivity.

Also, as Spreitzer et al. (1997) explained, workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. A significant relationship between frequency of employee's consultation and organizational commitment has also been established. Additionally, since every organization focuses to achieve the main goal of earning profit and reducing expenses, Stone (2018) advises for the adoption of employee participation since organizations can improve their profit and reduce their expenses by improving employee participation. According to Looise et al. (2019), the level of progress and participation is different in every organization. Many organizations delegate authority and power to their employees and due to that authority, organization's performance also increases. Additionally, an organization which gives authority to their employees to make decisions also enhances their own skills (Stone, 2018).

Empirical Literature Review

Consultative Participation on Organizational Performance

Hussain (2018) researched on the effect of direct participation on perceived organizational performance: a case study of banking sector of Pakistan. The purpose of this study was to find out the association between the human resource practices and perceptions of firm performance and to know, understand and investigate the scope of relationship among different types of employee participation (Delegative & Consultative) and organizational performance in the banking sector of Pakistan. To investigate the relationship that exists between employee participation and firms' performance, cross sectional survey design was used for collecting data based on subjective measures. Data was analyzed through Microsoft Excel 2007 and SPSS (17.0), then descriptive, correlations and regression analysis were applied to find out the result for describing empirical and statistical relationship between dependent and independent variables. Correlation results shows that the direct participation (Consultative) have weak, positive, and significant impact on organizational performance. Whereas regression model results also depict that employee participation has significant impact on organizational performance. The variation in organizational performance is explained about 23% by the independent variables e.g., consultative participation, which is very minor so, we can conclude that contribution of other human resource management variables towards organizational performance is comparatively high. These results are consistent with (Singh, 2018) for the same variable.

Parasuraman, Kelly and Rathakrishnan (2021) conducted a study on employee participation in the Malaysian private sector. The results revealed that there was no genuine participation by employees in most organizations in Malaysia. Mostly, management-imposed employee participation scheme without consultation with unions. The results of the study also indicated that increased employee participation fostered better service delivery. This study was however conducted in a developed economy and therefore the findings may not be replicated in Kenyan situation.

Dede (2019) undertook a study on employee participation in decision-making and organizational productivity: case study of cross river state board of internal revenue, Calabar, Nigeria. The outcome of her study shows that consultative participation is seen to have a positive impact on the performance of an organization through job satisfaction, commitment, and productivity. Furthermore, consultative employee participation leads to better information sharing within the organization but with limited employee involvement in final decision-making whereas substantive involvement increases employee autonomous control on decision-making which improves the service delivery within the firm. Stouten, Rousseau, & De Cremer, (2018) opine that managers need to build trust by formulating human resource practices that promote open and honest

communication and create opportunities for employees to participate in decision-making processes that might affect their work.

Brunt and McCourt (2017) determined that Non-Governmental Organizations operating in Kenya have found out that employee control is unrealistic due to pressure or directives from donors and management environments. Therefore, according to Ontiri and Minja (2018) preference is given to consultation, especially where the management uses works councils or handpicks workers representatives into the management boards. The intention of individuals or group participation goes beyond democratic purpose. Apart from serving as an expansion of democratic space, it also includes bringing efficiency, and the right to influence decisions.

Information Sharing on Performance of Kenyatta National Hospital

Somjai and Jermstittiparsert, (2019) researched on the mediating impact of information sharing in the relationship of supply chain capabilities and business performance among the firms of Thailand. The study's purpose was to explore the relationship between supply chain capabilities and information sharing towards the business performance. Data was drawn from 220 food companies in Thailand and the measurement scale was validated using Structural Equation Modelling (SEM). Findings showed that supplies chain management capabilities have positive and significant association with business performance. Similarly, information sharing also has positive and significant association with business performance and has mediating impact. Thus, proposed model could also provide causal-effect determinants affecting supply chain performance to enhance the supply chain strategies to meet supply chain goals and to guide decision makers with the pertaining information for implementation of such strategies.

Imam and Amrik (2017) studied the impact of information sharing in supply chains on organisational performance: an empirical study. This study conceptualises and assesses several factors that influence the degree of information sharing in supply chains, namely integrated information technologies, internal integration, information quality and costs–benefits sharing. The relationship between the degree of information sharing and organisational performance is then tested. Data from 150 manufacturing companies were collected and proposed relationships examined using structural equation modelling. The results showed that integrated information technologies and information quality have positive influence on the intensity of information sharing. However, internal integration and costs–benefits sharing do not relate to the intensity of information sharing. This study finds that information sharing does not directly relate to organisational performance. Its relationship is mediated by collaboration practices with supply chain partners. This suggests that information sharing is essential but insufficient by itself to bring significant performance improvements.

Okore and Kibet (2019) carried out a study to examine the Influence of Information Sharing on Supply Chain Performance in the Tourism Industry in the County Government of Kakamega, Kenya. An explanatory survey design was used with the target population comprising of 459 employees working in 4 licensed tour companies and 5 licensed hotels in Kakamega County. The findings of the research revealed that information sharing is critical as it has a positive influence on the supply chain performance of tourism industry in Kakamega County. Furthermore, information sharing was strongly related to performance objectives namely, enhanced customer satisfaction, supply chain efficiency and increased access of information about the suppliers. Moreover, the study found out that using advanced information technology systems helps proper flow of information hence increasing supply chain performance. The study further found out that several challenges influence information sharing. They comprise of; structural, cultural, individual as well as medium of transmission. The study concluded that information sharing should be encouraged for long term competitiveness and improved performance.

RESEARCH METHODOLOGY

The study adopted descriptive research design. Cooper and Schindler (2006) stated that this study is conducted once. A research design assists the researcher to establish whether there exists a significant association between the variables at a particular point in time (Mugenda & Mugenda, 2008). The unit of analysis was the Kenyatta National Hospital while the unit of observation which defines the independent elements in a population was the management level employees within the institution. The management level employees were targeted because they are highly involved in running the institution; hence they were instrumental in having an understanding on the effects of participatory leadership style on performance. Therefore, the target population for this study was 167 management level employees at KNH. In this study, the target population was 397 employees at KNH. The sample size was determined using Slovin's Formula. Slovin's formula is used in statistical analysis as a tool to determine the sample size of a population that must be taken for a specific study. This study used stratified random sampling to select a sample of 199 respondents. Stratified random sampling technique is a method of sampling that involves the division of a population into smaller groups known as strata (Jolivette, 2015).

The study used questionnaires to collect primary data from the respondents. A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. According to Saunders, Lewis and Thornhill (2007), a questionnaire is an overall term that generalizes all other techniques that are used in collection of data where the respondents are asked questions in a manner that is already determined. A total of 19 individuals from selected randomly from target population participated in the pilot test which represents 10% of target population. The pilot test was conducted in Mama Lucy Kibaki hospital. Findings of pilot test was not included in the actual study. Data from questionnaires were coded and analyzed using the latest Statistical Package for Social Sciences (SPSS) computer software. Quantitative data collected was analyzed using descriptive statistics techniques (Mugenda & Mugenda, 2008).

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression model was used to measure the effects of participatory leadership style on performance of KNH. The findings were presented in Tables and figures.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

From the 199 questionnaires 189 were completely filled and returned hence a response rate of 94.5%. The response rate was considered as suitable for making inferences from the data collected. Smith (2011) indicates that a response rate that is above fifty per-cent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations

Descriptive Statistics Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage (Baggio & Klobas., 2017). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

Consultative Participation and Organization Performance

The first specific objective of the study was to establish the effect of consultative participation on performance of Kenyatta National Hospital, Kenya. The respondents were requested to indicate their level of agreement on statements relating to consultative participation and performance of

Kenyatta National Hospital, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that consultation in their organization involves seeking opinion or advice of employees on matters affecting their job. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.926 (std. dv = 0.850), the respondents agreed that managers consult with their employees to encourage them to think about issues and contribute their own ideas before decisions are made. Further, the respondents agreed that in their organization, employees are briefed on decisions that have been taken and why they were taken. This is shown by a mean of 3.911 (std. dv = 0.914).

The respondents also agreed that consultative management allows managers to consult with employees at any time without having to go through the red tape required by committee procedures. This is shown by a mean of 3.896 (std. dv = 0.947). With a mean of 3.889 (std. dv = 0.856), the respondents agreed that consultative participation touches all workers directly in relation to their work tasks and working conditions. The respondents agreed that consultation influences employee attitudes towards their tasks which reduces turnover and absenteeism, improves productivity, and product quality. This is supported by a mean of 3.876 (std. dv = 0.694). In addition, as shown by a mean of 3.764 (std. dv = 0.892), the respondents agreed that listening to workers opinion develops their loyalty and trust towards the organization and have a positive impact on their productivity. The respondents also agreed that managers consider employee concerns pertaining accomplishment/execution of tasks. This is shown by a mean of 3.712 (std. dv = 0.873).

Table 1: Consultative Participation and Organization Performance

	Mean	Std. Dev.
Consultation in our organization involves seeking opinion or advice of employees on matters affecting their job	3.943	0.981
Managers consult with their employees to encourage them to think about issues and contribute their own ideas before decisions are made	3.926	0.850
In our organization, employees are briefed on decisions that have been taken and why they were taken	3.911	0.914
Consultative management allows managers to consult with employees at any time without having to go through the red tape required by committee procedures	3.896	0.947
Consultative participation touches all workers directly in relation to their work tasks and working conditions	3.889	0.856
Consultation influences employee attitudes towards their tasks which reduces turnover and absenteeism, improves productivity, and product quality	3.876	0.694
Listening to workers opinion develops their loyalty and trust towards the organization and have a positive impact on their productivity	3.764	0.892
Managers consider employee concerns pertaining accomplishment/execution of tasks	3.712	0.873
Aggregate	3.898	0.873

Information Sharing and Organization Performance

The second specific objective of the study was to determine the effect of information sharing on performance of Kenyatta National Hospital, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to information sharing and performance of

Kenyatta National Hospital, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the organization has embraced technology in information sharing. This is supported by a mean of 3.968 (std. dv = 0.905). In addition, as shown by a mean of 3.959 (std. dv = 0.885), the respondents agreed that information systems assist in disseminating information by allowing managers to store data in folders and documents that can be seamlessly shared with the appropriate employees. Further, the respondents agreed that management Information Systems (MIS) help firms realize maximum benefit from investment in personnel, equipment, and business processes. This is shown by a mean of 3.900 (std. dv = 0.605). With a mean of 3.875 (std. dv = 0.981), the respondents agreed that incentives that link pay to specific performance measures encourage knowledge sharing.

From the results, the respondents agreed that employees are less likely to provide help that involves sharing their knowledge, but they're more likely to share knowledge when they can expect a reward. This is supported by a mean of 3.854 (std. dv = 0.897). In addition, as shown by a mean of 3.842 (std. dv = 0.862), the respondents agreed that mentoring enables those that need to explore their areas for improvement to share knowledge with people that could be crucial for career growth. Further, the respondents agreed that gaining a broader skillset and invaluable knowledge is possible through mentoring. This is shown by a mean of 3.764 (std. dv = 0.783). With a mean of 3.725 (std. dv = 0.683), the respondents agreed that flash mentoring is a much faster way of communicating information between two or more people without the on-going formalities of a standard mentorship.

Table 2: Information Sharing and Organization Performance

	Mean	Std. Dev.
The organization has embraced technology in information sharing	3.968	0.905
Information systems assist in disseminating information by allowing managers to store data in folders and documents that can be seamlessly shared with the appropriate employees	3.959	0.885
Management Information Systems (MIS) help firms realize maximum benefit from investment in personnel, equipment, and business processes.	3.900	0.605
Incentives that link pay to specific performance measures encourage knowledge sharing	3.875	0.981
Employees are less likely to provide help that involves sharing their knowledge, but they're more likely to share knowledge when they can expect a reward	3.854	0.897
Mentoring enables those that need to explore their areas for improvement to share knowledge with people that could be crucial for career growth.	3.842	0.862
Gaining a broader skillset and invaluable knowledge is possible through mentoring	3.764	0.783
Flash mentoring is a much faster way of communicating information between two or more people without the on-going formalities of a standard mentorship	3.725	0.683
Aggregate	3.819	0.867

Performance of Kenyatta National Hospital, Kenya

The respondents were requested to indicate their level of agreement on various statements relating to performance of Kenyatta National Hospital, Kenya. A 5 point Likert scale was used where 1

symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that service delivery in their organization has improved over the years. This is supported by a mean of 3.984 (std. dv = 0.997). In addition, as shown by a mean of 3.907 (std. dv = 0.831), the respondents agreed that there are few customer complaints concerning the quality of services delivered. Further, the respondents agreed that the waiting time for patients has greatly decreased. This is shown by a mean of 3.828 (std. dv = 0.563). The respondents also agreed that by comparing actual achievements against set goals, the organization has been efficient. This is shown by a mean of 3.821 (std. dv = 0.851).

From the results, the respondents agreed that the organization has been able to balance its expenditures against returns. This is supported by a mean of 3.812 (std. dv = 0.892). In addition, as shown by a mean of 3.798 (std. dv = 0.823), the respondents agreed that their organization has been successful in adhering to time-schedule and cost estimates. Further, the respondents agreed that they are satisfied with the general performance of the organization. This is shown by a mean of 3.743 (std. dv = 0.745).

Table 3: Performance of Kenyatta National Hospital, Kenya

	Mean	Std. Dev.
Service delivery in our organization has improved over the years	3.984	0.997
There are few customer complaints concerning the quality of services delivered	3.907	0.831
The waiting time for patients has greatly decreased	3.828	0.563
By comparing actual achievements against set goals, the organization has been efficient	3.821	0.851
The organization has been able to balance its expenditures against returns	3.812	0.892
Our organization has been successful in adhering to time-schedule and cost estimates	3.798	0.823
Am satisfied with the general performance of the organization	3.743	0.745
Aggregate	3.829	0.818

Inferential Statistics

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (consultative participation and information sharing) and the dependent variable (performance of Kenyatta National Hospital, Kenya) dependent variable. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4: Correlation Coefficients

		Organization Performance	Consultative Participation	Information Sharing
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	189		
Consultative Participation	Pearson Correlation	.836**	1	
	Sig. (2-tailed)	.002		
	N	189	189	
Information Sharing	Pearson Correlation	.856**	.185	1
	Sig. (2-tailed)	.000	.078	
	N	189	189	189

From the results, there was a very strong relationship between consultative participation and performance of Kenyatta National Hospital, Kenya ($r = 0.836$, $p \text{ value} = 0.002$). The relationship was significant since the $p \text{ value} 0.002$ was less than 0.05 (significant level). The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between consultative participation and organization performance.

The results also revealed that there was a very strong relationship between information sharing and performance of Kenyatta National Hospital, Kenya ($r = 0.856$, $p \text{ value} = 0.000$). The relationship was significant since the $p \text{ value} 0.000$ was less than 0.05 (significant level). The findings are in line with the results of Zimmermann, *et al* (2015) who revealed that there is a very strong relationship between information sharing and organization performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (consultative participation, and information sharing) and the dependent variable (performance of Kenyatta National Hospital, Kenya)

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940	.884	.885	.582

a. Predictors: (Constant), consultative participation, and information sharing

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.884 . This implied that 88.4% of the variation in the dependent variable (performance of Kenyatta National Hospital, Kenya) could be explained by independent variables (consultative participation, and information sharing).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.027	4	3.018	83.83	.000 ^b
1 Residual	6.568	184	.036		
Total	18.595	188			

a. Dependent Variable: performance of Kenyatta National Hospital

b. Predictors: (Constant), consultative participation and information sharing

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 83.83 while the F critical was 2.421 . The $p \text{ value}$ was 0.000 . Since the F-calculated was greater than the F-critical and the $p \text{ value} 0.000$ was less than 0.05 , the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of consultative participation, and information sharing on performance of Kenyatta National Hospital, Kenya.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.311	0.082		3.793	0.003
consultative participation	0.387	0.091	0.388	3.593	0.003
information sharing	0.392	0.102	0.393	3.843	0.001

a Dependent Variable: Performance of Kenyatta National Hospital

The regression model was as follows:

$$Y = 0.311 + 0.387X_1 + 0.392X_2 + \epsilon$$

According to the results, consultative participation has a significant effect on performance of Kenyatta National Hospital, Kenya ($\beta_1=0.387$, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between consultative participation and organization performance.

In addition, the results revealed that information sharing has significant effect on performance of Kenyatta National Hospital, Kenya ($\beta_2=0.392$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Zimmermann, et al (2015) who revealed that there is a very strong relationship between information sharing and organization performance.

Conclusions

The study concludes that consultative participation has a positive and significant effect on performance of Kenyatta National Hospital, Kenya. Findings revealed that employees' involvement, work tasks and managerial discretion influences performance of Kenyatta National Hospital, Kenya

The study also concludes that information sharing has a positive and significant effect on performance of Kenyatta National Hospital, Kenya. Findings revealed that systems used, incentives to share and mentorship programmes influences performance of Kenyatta National Hospital, Kenya.

Recommendations

This study recommends the following;

The hospital should foster a culture of open communication and collaboration among all levels of staff. Regular meetings, forums, and feedback mechanisms should be established to facilitate the exchange of ideas, concerns, and suggestions between employees and management. It is crucial to ensure that decision-making processes involve input from relevant stakeholders, allowing the full potential of consultative participation to be realized.

The hospital should also focus on fostering strong ties with the local community through outreach programs, health education initiatives, and community involvement. Seeking feedback from patients and their families can provide valuable insights to continually improve the hospital's services.

Suggestions for Further Studies

This study focused on analysing the effect of participatory leadership style on performance of Kenyatta National Hospital, Kenya. Having been limited to Kenyatta National Hospital, Kenya, the findings of this study cannot be generalized to other hospitals in Kenya. The study therefore suggests further studies on the effect of participatory leadership style on performance private hospitals in Kenya.

Further, the study found that the independent variables (consultative participation

and information sharing) could only explain 88.4% of performance of Kenyatta National Hospital, Kenya. This study therefore suggests research on other factors affecting performance of Kenyatta National Hospital, Kenya

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