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FACTORS AFFECTING NURSES' PERFORMANCE TOWARDS HEALTHCARE IMPROVEMENT: A CRITICAL REVIEW



FACTORS AFFECTING NURSES' PERFORMANCE TOWARDS HEALTHCARE IMPROVEMENT: A CRITICAL REVIEW

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ABSTRACT

Purpose: The study, therefore, seeks to establish the factors that influence the performance of nurses towards the overall healthcare improvement.

Methodology: This study adopted a desk survey design. This involved an in-depth review of studies in relation to nurses' performance and healthcare improvement. An in-depth search of the top keywords related to nurses' performance and healthcare improvement was done in various databases. Thus, the seminar paper was purely qualitative, drawing its findings from secondary sources of information.

Findings: The study finds that workload, payment and salaries, working conditions and leadership affect the performance of nurses towards the overall healthcare improvement.

Unique contribution to theory, policy, and practice: Mismatch of human resources with workload and lack of clarity with regard to duties have maximum correlation with poor quality of care. Organizational structure and communication program categories gained the highest and lowest importance respectively. This information could be used by nursing managers and policy makers to plan programs in order to improve the quality of clinical nursing services. Clinical governance is considered as a framework for improving the quality of clinical services in nursing. Professional nursing practice standards are valid expression tasks that are expected of all nurses regardless of their roles and expertise in communities to be done with merit.

Key words: *workload, payment and salaries, working conditions and leadership and healthcare improvement*

1.0 Introduction

This chapter presents a review of literature related to the study variable. It entails literature online trading system, integrated financial management information system investment analysis system, mobile money payment system, firm size and their effect of financial performance. The section is divided into: theoretical review, empirical review, critique of literature, knowledge gap and summary.

1.1 Objective of the study

To establish the factors that influence the performance of nurses towards the overall healthcare improvement.

2.2 Theoretical Review

A theoretical framework is a collection of interrelated concepts. It guides research to determine what things to measure, and what statistical relationships to look for (Defee, Randal, Thomas & Williams, 2010). Esper, Mentzer and Stank (2008) emphasis that a good research should be

grounded on theory. This study is built on the underpinning theories, including the agency theory, contingency theory and resource-based view theory.

2.2.1 Agency Theory

Mitnick, B. (2013) states that the first scholars to propose, explicitly, that an agency theory be created were Stephen Ross and Barry Mitnick, independently and roughly concurrently. Ross is in charge of the origin of the economic theory of agency, and Mitnick for the institutional theory of agency, though the basic concepts underlying these approaches are similar. In short, Ross introduced the study of agency in terms of problems of compensation contracting; agency was seen, in essence, as an incentives problem. Mitnick introduced the common insight that institutions form around agency, and evolve to deal with agency, in response to the essential imperfection of agency relationships

The building block of agency theory is a particular social interaction, namely a relationship viewed “as a contract under which one person (the principal(s)) engages another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent” (Jensen and Meckling 1976: 308)

An agency relationship arises where one or more parties called the principal contracts/hires another called an agent to perform on his behalf some services and then delegates decision making authority to that hired party (Agent) in the field of finance shareholders are the owners of the firm. However, they cannot manage the firm because of fairly some technical reasons. Shareholders, therefore employ managers who will act on their behalf. The managers are therefore agents while shareholders are principal. Shareholders contribute capital which is given to the directors which they utilize and at the end of each accounting year render an explanation at the annual general meeting of how the financial resources were utilized. The principal-agent problem occurs when the interests of a principal and agent are conflicting. Corporations seek to minimize them through concrete corporate policy. Incentives are normally used to redirect the objective of the agent to realign the conflicting interests to match with the principals. The principal, by employing the agent to represent the principal's interests, must overcome a lack of information about the agent's performance of the task. Agents require incentives to motivate them to act in accordance with the interests of the principal.

Critiques of the Agency Theory

One of the primary assumptions of agency theory is that the principal seeks to avoid/mitigate the agency problem (Jensen & Meckling, 1976; Eisenhardt, 1989). However, it appears that the problem is not uniform through to all organizations. As a result, it is likely to vary in its usefulness in explaining the principal-agent relationship. For instance, the theory may be most pertinent in disclosing practices immediately preceding the initial investment principal makes in new venture. At that point, after the principal has put resources into the new pursuit, it gives the idea that agency concerns quickly decrease followed by some potential rises. To elucidate these contentions, a qualification is made between real objectives and perceived objectives between the principal and the agent. When the goals of the principal and agent are aligned, there is no agency problem (Eisenhardt, 1989). Thus this theory is limited to some extent of lack of the relationship.

Application of the theory

Agency theory may, therefore, be used as mechanism to design better incentives appropriately by considering what interests motivate the agent to act. In the process the objectives of the principle are, therefore, met in the long-run since there exists a good relationship between the two. Incentives encouraging the wrong behavior must be removed and rules discouraging moral hazard must be in place. Understanding the mechanisms that create problems helps businesses develop better planning strategies that consequently lead the organization to a better performance. In analysis of this theory, Managers the managent is able to understand the paramount need of the organization as according to the shareholders of the corporation. As well, the Shareholders are aware of the need to keep the organization in proper and effective management. This is by employing a well skilled group of managers who can perform the expected duties in line with the overall objectives. The then are able to motivate them appropriately according to their matching expertise and knowledge. This theory will help research on mechanisms and ways to improve on the problem associated with the relationship, and to offer viable solutions towards organizational performance.

2.2.2 Resource-Based View

RBV is a way to deal with accomplishing upper hand that came up in the 1980s and 1990s, after the significant works distributed by Wernerfelt, B., Prahalad and Hamel, Barney, J. and others. The supporters of this view contend that associations should peer inside the organization to discover the wellsprings of upper hand as opposed to taking a gander at focused condition for it. As indicated by Barney (1991), a firm has a competitive edge when they have a relative preferred standpoint over another firm and when this favorable position isn't being actualized by any rival. A firm has a managed upper hand when they have a relative favorable position over another firm and when this preferred standpoint isn't being executed by any contender and contenders can't copy the advantages of this strategy.

The resource-based view stipulates that in strategic management the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly-to-copy (Barney, J. 1991). Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime, Barney (1991) examines the link between firm resources and sustained competitive advantage. Four empirical indicators of the potential of firm resources to generate sustained competitive advantage can be value, rareness, inimitability, and non-substitutability. In Barney (1991), firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness

Since the publication of Birger Wernerfelt's original article on the 'Asset based perspective of the firm' in 1984, the key administration field has grasped the thought that organizations are generally heterogeneous regarding their assets and inward abilities. Wernerfelt is certain that the RBV is not a theory of the firm, because it does not address issues of firm presence and limits. However, there are fascinating advancements at the interface of the RBV with other theories of the firm. He contends that existing theories of the firm do not adequately explain the nature of the employment relationship. Adjustment cost theory addresses this limitation by focusing on the employment relationship, and the once-and-for-all wage negotiation between parties in a hierarchy. Particularly, the theory looks into the trading relationship between two

players in which the maximization of joint pay-offs once in a while requires that the actions of one or both players change (Wernerfelt 1997a). Firm scope is defined not in terms of the amount of buyers or suppliers a firm may have, but by how many trading relationships are governed by hierarchies. Besides, he contends that, since variable costs of change are smaller in a progressive system, a supplier who is brought into the hierarchy will be facilitated all the more as often as possible. This approach contrasts from Grossman and Hart's (1986) work on property rights, which addresses the issue of who claims the assets. Likewise, the approach contrasts from the work of Williamson (1979), who contends that disguising an exchange into a showcase mitigates the opportunistic behaviour and enhances venture motivators. Adjustment costs theory, as a theory of the firm, can be applied to the employment relationship that exists between any resource and the firm. Wernerfelt also highlights the work of Rajan and Zingales (1998) as being of particular relevance to the RBV. Rajan and Zingales argue that the ownership of non-human assets is no longer the primary source of power. Rather, a firm develops power over its employees because it commits to share the surplus generated by complementarities with the employees.

Critiques on the resource-based view

The resource-based view has been criticized for weaknesses. Kraaijenbrink et. al. (2010) assesses several critiques on the resource-based view. According to Priem & Butler (2001), the RBV lacks managerial implications or operational validity. It explains that managers have to develop and obtain strategic resources that can help the organization attain its competitiveness. However, the resource-based view does not explain how managers can do this (Connor, 2002). Priem & Butler (2001) and Collins (1994), also critique this model as it entails infinite regress. Firms who have the ability which they can best put into practice, can be overtaken by another that can develop that capability better than firm who is best in practice (Collins (1994) calls this second-order capabilities). As per Kraaijenbrink et. Al. (2010), the applicability is too limited. They argue that the resource-based view does not apply to smaller firms. This because the small firms cannot sustain competitive advantage thus sustained competitive advantage is not achievable. Therefore they fall beyond the bounds of the RBV (Kraaijenbrink et. al, 2010).

Application of the Resource Based View

The RBV has to date been a promising theory that examines how resources can drive competitive advantage, especially project management capabilities that have been customized to a specific organizational environment and developed over time. The Resource-based View of organizations has gained its reputation as a vital theory since it combines the strategic and organizational insights on the firm's competitive advantage. The application of the RBV in project management involves work that identifies resources and capabilities that shape the competitive advantage of the firm in the quest to achieve organizational competitiveness. In this paper the theory is helpful as it helps the management beware of their environment both macro and micro, and come up with effective strategic planning procedures to positively shape the performance of the organization. Through the analysis of the critics of the theory, the paper is able to recommend the best theories or combine a couple of relevant theories that can help in the solving of the research problem.

2.2.3 Mintzberg's Model of Strategy Implementation

Mintzberg (2000) is a well-known academic who writes about strategy and organizational management. In 1993, he authored a book on *The Rise and Fall of Strategic Planning* and in

1994 a Harvard Business Review article titled "The Fall and Rise of Strategic Planning". At the point when key arranging landed on the scene in the mid-1960s, corporate pioneers held onto it as "the one most ideal path" to devise and execute systems that would upgrade the intensity of every specialty unit. Consistent with the logical administration spearheaded by Frederick Taylor, this one most ideal way included isolating reasoning from doing and making another capacity staffed by experts: vital organizers. Arranging frameworks were relied upon to create the best procedures and well-ordered directions for doing those systems with the goal that the practitioners, the administrators of organizations, couldn't misunderstand them. Mintzberg first wrote about the 5 Ps of Strategy in 1987. Each of the 5 Ps is a different approach to strategy. They are alternative approaches to strategy and provide useful insights on the practical dimensions of the strategic management process (Mintzberg, 1987). The 5 Ps can be listed as Plan, Ploy, Pattern, Position, and Perspective. The main focus of this study picks out strategic planning. Planning systems were expected to produce the best strategies as well as step-by-step instructions for carrying out those strategies so that the doers, the managers of businesses, could not get them wrong. However, arranging has not precisely played out as expected. Mintzberg (2000) states that planning is a strategic programming. Planning cannot generate strategies. But given viable strategies, it can program them; it can make them operational. Plans can also be used to gain the tangible as well as moral support of influential outsiders. Written plans inform financiers, suppliers, government agencies, and others about the intentions of the organization so that these groups can help it achieve its plans. He goes on to state that planners as Strategy finders, as catalysts, as analysts, while plans are tools to communicate and control. In order to achieve organizational strategic governance planners should make their greatest contribution around the strategy-making process rather than inside it. They should supply the formal analyses or hard data that strategic thinking requires, as long as they do it to broaden the consideration of issues rather than to discover the one right answer. They should act as catalysts who support strategy making by aiding and encouraging managers to think strategically. And, finally, they can be programmers of a strategy, helping to specify the series of concrete steps needed to carry out the vision.

Critiques of the Mintzberg's Theory

According to Ansoff, H. I. (1991), it is found that the exposition is deficient methodologically and that Mintzberg's descriptive and prescriptive assertions are at variance with facts observable in the current practice of strategic management. The variance is found to be due to several factors: lack of coherence in Mintzberg's presentation; his use of a definition of strategy which is at variance with the current practice of management, his failure to differentiate between prescriptive and descriptive statements; and his failure to define the context for his prescriptions. Using recent empirical research results on strategic success behaviours, Mintzberg's model is placed in a limited but important context in which it is a valid prescription for successful strategic behaviour.

The concept of strategic management is too wide to be covered comprehensively by a single model. The Mintzberg's model paints an incomplete perspective of the planning process by failure to mention the importance of the various levels of strategic management. The organisation can have strategic management conducted at the corporate level, business unit level and the operational levels (Wheelen, 2008). The corporate level strategies deal with the overall vision of the organisation while the technical level of strategy translates these overall visions into actionable steps (Grant, 2007). The functional strategies on the other hand translate

the resultant strategies into routine activities within the organisation (Wheelen, 2008). The strategic management process which starts from the analysis of the environment to the generation of strategies and the implementation of the same has not been mentioned comprehensively.

The Mintzberg's model also makes a brief mention of the importance of evaluating the environment when coming up with strategies. However, this brief mention is insufficient in providing a reliable framework within which the organisation can thoroughly evaluate the environment and come up with corresponding strategies. The PESTEL model and the SWOT analysis models come in handy to compensate this deficiency. The PESTEL model is useful in analysing the macro environment and basically describes the conditions in the national economy (De Wit and Meyer, 2010). In the increasingly globalised world, the model can be applied to the analysis of the global economy (De Wit and Meyer, 2010). The PESTEL model analyses factors such as the Political factors (which describe issues relating to governance and the political forces in an economy); economic factors (referring to issues such as economic growth, purchasing power of customers and others); socio-economic factors (describing demographic structures, tastes and preferences, societal dominant concerns, as well societal perceptions towards organisations); technological factors (describing the level of technological advancement in an economy); environmental factors, and the legal factors-describing the existing laws that affect the conduct of business (De Wit and Meyer, 2010). The analysis of these factors enables the formulation and implementation of strategies that can easily help in the achievement of the organisational goals.

Application of the Mintzberg's Theory

Mintzberg's general appeal is enhanced by a fundamental belief that management is about applying human skills to systems, not applying systems to people - a belief that is demonstrated throughout his writing. This model helps management to clearly define their roles and responsibilities along the hierarchy of command. Each manager and staff in that respect in each level of management has a clearly defined line of work and responsibility. In planning, organizations need to focus on an all-inclusive approach towards the achievement of a strategic goal of the firm. Strategic Real strategic change requires inventing new categories, not rearranging old ones in order to drive the organizational performance into achieving its objectives.

3.0 FINDINGS AND DISCUSSIONS

Based on the extensive literature reviewed, the current paper has found considerable literature in support of corporate communication practices and how they relate to online reputation management. However, these studies after the dissection are limited in several ways as presented in table 1 below

3.1 Strategic planning and Organizational Performance

Julian (2013) conducted a study on the relationship between strategic planning and organization's performance in non-governmental organizations (NGOs). This study was conducted as a case study of ActionAid Kenya. The nature of data collected was qualitative and was therefore analyzed using content analysis technique. ActionAid has adopted multiple strategy planning approaches and a number of tools to enhance organization performance. Taking Stock and resource allocation framework are fundamental processes to aligning strategy

to implementation in ActionAid. ActionAid's organization performance evaluates impact against the Strategy Papers. ActionAid's Accountability, Learning and Planning System (ALPS) is widely recognized as an important innovations in "downward accountability, "enabling partners, funding and program participants to engage and assess its program impact. The empirical findings and analysis conducted in ActionAid Kenya shows that strategic planning directly contributes to organizational performance. The study concludes that strategy planning and organization performance in ActionAid Kenya involves drawing from national context and global plans and priorities to shape and ensure strategy alignment and relevance. The study also concludes that there is a difference between the results and approaches to measuring strategic planning effectiveness and organization performance, which confirms the case that selecting the appropriate approach to measuring relationship between strategic planning and organization performance must be done with caution.

Debrah (2012) conducted a research on the effect of strategic planning on the performance and operations of the agricultural development bank (Doctoral dissertation).The purpose of this study was to assess the effect of strategic planning on the performance of banks in Ghana with reference to the operations of the Agricultural Development Bank (ADB). The results of the study showed a fairly high level of agreement for the features of the various dimensions of an effectively managed bank. However, this study showed that structures put in place for bottom-up information flow were not known to all employees. This study also showed that employees were either ignorant about program evaluation or there was a clear disregard for program evaluation at ADB. The researcher recommends that all factors of the various dimensions should be put into the right perspective so as to help the general workforce of the bank to understand the main objectives and strategic plans in place to achieve the objectives of ADB. Lastly, it is recommended that, the bank develops quarterly meetings at the zonal level to provide employees the opportunity to be heard on matters relative to strategic planning practices at ADB.

Akinyele (2010) also did a research on impact of strategic planning on organizational performance and survival. The study analyzed the impact of strategic planning on organizational performance and survival. The effectiveness of strategic planning can be measured in terms of the extent to which it influences organizational performance, which affects its survival rate. The main objective of this study is to re-evaluate the planning-performance relationship in organization and determine the extent to which strategic planning affects performance in an organization, of which First Bank of Nigeria, Plc (FBN) will be used as case study. Based on the above objective, relevant literatures were thoroughly reviewed and three hypotheses were formulated and tested in this study. This study implies that Strategic planning improves the organizational performance, which has an impact on its survival in the long run and that the intensity of strategic planning is determined by managerial, organizational and environmental factors.

Sophia (2015) also carried out an investigation on the effects of Strategic Planning on Organizational Growth: A Case Study of Kenya Medical Research Institute, KEMRI. The main objective of this study was to determine the effects of strategic planning activities on organizational growth. The specific objectives of the study was to establish the effect of setting objectives on organization growth ,to assess the effect of budgetary allocations on organization growth, to determine the effect of organization structure on organization growth and lastly to analyze the effect of performance review on organization growth. Descriptive research design

was used which included questionnaires to be distributed and filled with various top managers, heads of department, middle level managers and general staff members of KEMRI. Target population in this research was Kenya Medical and Research Institute Management. The findings of the study revealed that strategic planning if well implemented in the organization is effective towards growth. Strategic planning was appropriate, suitable, and reasonable and accepted to the organization. It was a clear indication that strategic planning exists at KEMRI and helped the organization evaluate its business by identifying its long term goals, objectives, organized workforce, monitor performance and allocating resources thus enhancing performance in terms of growth.

3.2 Training and Organizational Performance

Al-Nuseirat (2014), conducted a study on the impact of effective training on organizational performance in Dubai's public sector. This policy brief shows how effective training mechanisms can positively affect organizational performance. It is based on a comprehensive study that assesses the effectiveness of training programs in Dubai's public sector and its impact on its overall performance. According to Al-Nuseirat (2014), the challenges governments face today are both internal and external; globalization, new technology, employee retention, and departmental growth are some of the issues affecting the human resource departments and training practices in government organizations. Government organizations are adjusting significantly due to new technology, rapid knowledge development, business globalization, and the rapid development of e-commerce. Training has now one of the most natural and reliable response that meets most of the above challenges. The study's results are that Dubai's government has managed to achieve effective training results which have positive impact on its output and effectiveness. Proper identification of training requirements is also of importance to ensure that public sector corporations are performing at their highest capacity.

Khan (2011) also conducted a study on the impact of training and development on organizational performance. Training and development, on the job training, training design and delivery style are four of the most important aspects in organizational studies. The main goal of this study is to show the impact training & development on the employee performance. Organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance, training is given to the employee of the organization. This study used the secondary data that comprised of comprehensive literature review. Four Hypotheses are developed to see the Impact of all the independent variables on the overall Organizational Performance. The Hypotheses demonstrates that all these have significant effect on Organizational Performance. Results show that Training and Development, have significant effect on Organizational Performance and all these have positively affect the Organizational Performance. It means it increases the overall organizational performance. We also test our Hypothesis through empirical data. Results reveal that Training and Development have significant effect on Organizational Performance and consequently, affecting Organizational Performance.

Amadi (2014) conducted a research on the effect of training and development on Employees' performance; at Safaricom limited Call Centre. In the human resource management field, training and development is the field concerned with organizational activity aimed at improving the performance of staff/personnel in an organizational setting. This study's goal

was to examine the effect of training and development on employee performance with a case study of Safaricom Call Center. Literature review, based on other scholars writings to the subject, discussed overview of training, methods of training, benefits of training, employee performance, evaluation of training, relationship between training and development and employee performance. Responses were analyzed using both descriptive and graphical techniques. It was observed that training and development has a positive impact on both motivations of employees as well as performance. This contributed by the variant, relevant and high quality training. The study concluded that there is need for continuous training and development taking into consideration the competition, market dynamics, customer satisfaction, and net promoter score among others. The study recommends that training needs at Safaricom should be considered on the basis of overall company objectives. In addition, the goals of the company should determine what training programs are to be organized for staff.

Mansoor (2015) also studied the impact of training and development on organization performance with mediating role of intention to quit as human resource quality cost. The study is focused on the analysis of the impact of the training and development efforts in the Small and Medium Enterprises of Pakistan on the intention of employees to leave the organization considering it as an expense and the wastage of time and resources by the organization. The study also evaluated the ultimate impact of the intentions of the employees on the performance of the organization. The relationship of training and development and organization performance has been found to be positively mediated by the intention of employees to quit the organizations. The positive relationship might exist due to the number of other factors like inflation, less job opportunities existing in the Pakistani context. The study shows significance for the practitioners in the SMEs, shifting their focus towards the increased training and development efforts.

3.3 External Environment and Organizational Performance

Jane (2014) carried out a research on the influence of external organizational environment on performance of community-based HIV and AIDS organizations in Nairobi County, Kenya. This paper examines the impact of the external organizational environment on performance of community-based HIV and AIDS organizations in Nairobi County, Kenya. The study empirically assess the predicted relationship using survey data from 163 Community Based HIV and AIDS Organizations, in Nairobi County, Kenya between January and March 2013. The study findings indicate that the external environment of an organization has an impact on an organization's effectiveness, efficiency, relevance and financial viability with higher impacts on the relevance performance indicators. External environment was evaluated from dimensions of uncertainty, domain consensus, heterogeneity, capacity and dynamism. The findings of this study indicate statistically significant positive relationship between external environment and CBOs external environment and effectiveness leading to an argument that proper scanning of external environment influences all activities of an organization from planning to implementation. However, extra attention should be paid to external environment in program identification and planning as this shapes implementation. This study has important implications for managers of CBOs on the relevance of proper scanning of external environment as it influences all activities of an organization from program conceptualization to implementation.

Adeola (2016) also conducted a study on the impact of external business environment on organizational performance of healthcare units in Osun State, Nigeria. The paper examined the

impact of external business environment on organizational performance of Micro, Small and Medium Scale Enterprises in Nigeria. It also reviewed literature on healthcare units, business environment and organizational performances. Secondary sources of data were utilized for the study. The findings from reviewed literature showed that the external business environment (economic, political, legal, socio-cultural environment, demographic, natural, technological, global and financial environment) have influence on healthcare units operators in Nigeria. It was also discovered that there exists relationship between healthcare units and the environment in which it occurs. The study concluded that SME operators should understand all these types of external business environment and their implications on organizational performance of their business activities in order to identify opportunities and threats to their businesses and update their knowledge, understanding and skills to meet the predicted changes in realm of their enterprises.

Njoroge (2016) on the other hand conducted a research on external environment influence organizational performance: the case of Kenyan State Corporations. The main objective of the study was to establish the influence of external environment on performance of Kenyan State corporations. The three dimensions of external environment namely munificence, complexity and dynamism were used to measure the variable while performance was measured along all the indicators of the sustainable balanced score card. It was established that external environment had a positive significant influence on all the indicators of performance. It was evident from the findings that the effect of external environment on organizational performance, while conventionally thought to be negative, the research showed otherwise. It is most likely that Kenya state corporations have ensured a proper environmental scanning that has led to an accurate stakeholders mapping which has most likely led to favorability of relationships hence the positive effect of external environment. External environment ought not to impact organizational performance negatively. Results also reveal that indeed the external environment has a direct relationship and influence on organizational performance. Industrial organization economics theory suggested the structure-conduct-performance paradigm which was later matched with strategic management's the environment-strategy-performance. The results of this study seem to allude to an environment-performance paradigm. More scholarly poking is therefore necessary to determine the extent to which the direct relationship exists.

4.0 RESEARCH GAPS

Geographical

Debrah (2012) conducted a research on the effect of strategic planning on the performance and operations of the agricultural development bank (Doctoral dissertation). This study was to assess the effect of strategic planning on the performance of banks in Ghana with reference to the operations of the Agricultural Development Bank (ADB), which presented a geographical gap. The current study's focus will be on Nairobi county government.

Al-Nuseirat (2014), also conducted a study on the impact of effective training on organizational performance in Dubai's public sector. The study based its findings from the Dubai's geographical point of view, thus presenting a gap. The current study focuses on strategic planning practices in Nairobi county government.

Contextual gap

Khan (2011) also conducted a study on the impact of training and development on organizational performance. The study aimed at the impact training & development on the employee performance while the current study will aim at the impacts strategic planning practices on organizational performance. This thus presents a contextual gap between the current research and the previously conducted research.

Methodological gap

Julian (2013) conducted a study on the relationship between strategic planning and organization's performance in non-governmental organizations (NGOs). The nature of data collected was qualitative and was therefore analyzed using content analysis technique. The current research uses (quantitative) descriptive technique to analyze data, thus this presents a methodological gap between the two studies.

Scope Gap

Julian (2013) conducted a study on the relationship between strategic planning and organization's performance in non-governmental organizations (NGOs). This study was conducted as a case study of ActionAid Kenya. This study focused on ActionAid Kenya thus presenting a scope gap. The current study will focus on Nairobi county government.

Amadi (2014) conducted a research on the effect of training and development on Employees' performance. This study aimed at examining the effect of training and development on employee performance with a case study of Safaricom Call Center, thus presenting a clear scope gap. The current study is based on the view of Nairobi county government.

CONCLUSIONS

Mismatch of human resources with workload and lack of clarity with regard to duties have maximum correlation with poor quality of care. Organizational structure and communication program categories gained the highest and lowest importance respectively. This information could be used by nursing managers and policy makers to plan programs in order to improve the quality of clinical nursing services. Clinical governance is considered as a framework for improving the quality of clinical services in nursing. Professional nursing practice standards are valid expression tasks that are expected of all nurses regardless of their roles and expertise in communities to be done with merit.

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