

Effects of Work Ethics Practices on Performance of Health Workers: A Case of Coast General Teaching and Referral Hospital

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Abstract

The goal of this study was to see how work ethics norms affected the performance of healthcare professionals at Coast General Teaching and Referral Hospital (CGTRH). The variables reviewed included: accountability, teamwork, commitment and interpersonal relationships and their influence on performance of health workers at CGTRH. The employee risk triangle and job design theories drove the research. The health workers in CGTRH were the target group. To arrive at a sample size of 219 health workers, the researcher utilized stratified random sampling and simple random procedures. A questionnaire was used to collect raw data that was coded into SPSS version 25. Multiple regressions and bivariate logistical analyses were employed to this study and helped to evaluate the connection that exists between the study variables. The study concluded that accountability, teamwork, employee commitment and interpersonal relationships greatly influenced the employee performance at the CGTRH. The independent variables in the study influenced 61.1% of the employee performance at the CGTRH. The study concluded that the health workers are working together towards delivering quality healthcare in the hospital and that they were steady in undertaking activities connected to their jobs. Teamwork by the health workers boosts productivity, and division of labor which allowed the employees to be placed on roles they are best in, was practiced in the facility. The health workers have a desire to remain part of the hospital, and the turnover rate in the hospital was low. Interpersonal relationships had a direct effect on the organization culture and that it was important for coaching in the hospital. From the bivariate logistical analysis, the study concluded that accountability had the least significance and influence on the employee performance with a significant value of .048, while employee commitment and interpersonal relationships had the highest, with a significant value of 0.000.

Key Words: *Coast General Teaching and Referral Hospital, Health Workers, Employees*

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1.0 Introduction

Health systems are weakened by lack of work ethics practices across many parts of the developing world, and this slows progress in management of diseases and the global health agenda for access of health care service to all. In line with the WHO (World Health Organization) six building blocks of health system, it is important to ensure work ethics practices are adhered to so as to enhance service delivery.

The World Health Organization proclaimed 2006 to 2015 a decade for the health workforce with high accentuation on the presentation of Human resources for health (Trevino & Nelson, 2016). However, experts cling to these guidelines, general society is eager to have their expert affiliations make and implement their moral codes. Clinical morals, which is the sub-part of hard working attitudes with respect to moral issues in clinical practices, consider mentalist moves toward that which are viable in dynamic cycles and practices (Tarima et al., 2014). Four such methodologies are the code of morals, weightiness, principlism and profound quality. Code of morals incorporates practices that are acknowledged as total right or outright off-base. Significance puts the moral choices on the best outcomes. Principlism utilizes moral standards to arrive at the moral choices.

The health sector in Kenya comprises the public system, which is under the devolved county governments and the private sector. In medical care industry, administration quality has gotten a basic in giving patient fulfillment on the grounds. Within the Kenyan health system and Mombasa County public hospitals, ethics and moral

issues, are of major concern (Njuguna, 2015). Ethical conduct of health workers in Mombasa County has been arousing interests among the public. For instance, the health workers have severally gone on unconstitutional strikes which have resulted in decline in hospital attendance and deaths. In the 2014, during an illegal strike for example, outpatient attendance declined by 64.4%, deliveries by 53.5% and special clinics attendance by 74.2%, while inpatient deaths increased by 26.3% (Njuguna, 2015).

“Competitive staffing, performance assessment, and remuneration collectively influence the worker performance in an organization.”

Public hospitals in Mombasa County have been characterized with low productivity, indiscipline, erosion of work ethics, regulations and procedures, blatant violation of rules, weak control and corruption (Wakaba et al., 2014).

This unstable performance and increased reports on unethical conducts by employees of public hospitals in Mombasa and Kenya in general leads to the question of whether there is a relationship between unethical conducts by employees and their individual outputs. The paper hence, aimed at investigating the connection that existed between work ethics practices and performance of health workers.

2.0 Materials and Methods

This study used a descriptive-cross sectional research design. Data was collected using both quantitative and qualitative methods. Under descriptive research design the researchers used self-administered questionnaires for respondents and an in-depth interview with special interest groups (key informants). Further, it was a cross sectional study which ensured complete coverage of the study area and the study problem on the impacts of work ethics practices on performance of health workers at coast general teaching and referral hospital. Structured questions were considered during the development of the questionnaire. Both close ended and open ended questions were utilized. According to Mugenda and Mugenda (2003) a questionnaire is an appropriate means of realizing huge amounts of raw data within a very short period of time. The study sample was 219 respondents. The study used structured Likert scale questionnaires to realize data from the field. Statistical Package for Social Sciences (SPSS) version 25 was used for evaluation. Descriptive statistics (frequencies, means and standard deviation) was used to summarize the data.

Correlation and regression analysis were employed to test the effect of independent variables on dependent variables. The regression model below was used to measure the predictive power of the independent variables on the dependent variable:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Whereby:

Y = Performance of health workers

X_1 = Accountability

X_2 = Team Work

X_3 = Employee Commitment

X_4 = Interpersonal Relationships

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficients of determination ϵ =error term.

3.0 Results and Discussion

The study achieved a response rate of 89% which was considered sufficient (Mugenda & Mugenda, 2003). The results are presented starting with interviewees' basic information such as gender, level of education, and period of time in the current position. Results showed that females represented the largest portion of the respondents accounting for 66% while males were only 34%. In addition, the findings showed that majority (53%) of the respondents had a college level as the highest education level, 35% were graduates, while 12% had a post graduate level of academic qualification. Further, results indicated that most (36%) of the respondents had served in the hospital for 1-5 years and 32% had served for 6- 10 years. Further, 20% and 12% of the respondents had served 1- 5 years, and above 16 years respectively.

Accountability

On accountability, the results showed that majority (68%) of the respondents indicated that the health workers were accountable for their work in the hospital to a very great extent, and 20% indicated that the health workers were not accountable for their work to a great extent, while 12% of the respondents indicated that the nurses were moderately accountable for their work at the coast referral hospital. On readmission rates, results showed that that

majority (74%) of the respondents indicated that the readmission rates had reduced in the hospital to a very great extent, 17% indicated that the readmission rates had reduced to a great extent, while 9% of the respondents pointed out that the readmission rates had moderately reduced in the hospital.

In regard to quality of services, the results showed that majority 91% of the respondents indicated that the quality of services had greatly improved, while only 9% indicated that the quality of services had moderately improved; and none indicated that the quality of services had not improved. On the mortality rate, results showed that 98% of the respondents indicated that the mortality rate had reduced, while 2% indicated otherwise. When it came to employee responsibility, the majority of respondents agreed that health workers are working together to provide quality healthcare in the hospital (mean=4.5258) and that they are committed in doing the right thing in all parts of their jobs (mean=4.3660).

Further, the findings show that health workers were always responsible for the specific duties that go along with their job (mean=4.1701). In addition, the results showed that the employees always completed the tasks designated to them (mean=4.0000), and that the employees were always present for their entire required shift (mean=3.8711). See Table 1

The study findings are in tandem with the study done by Hwang (2013) that accountability affects performance both directly and indirectly, and accountability management matters in the relationship between accountability and performance. Further, the results are in agreement with the findings by Tsafack (2018) that competitive staffing, performance assessment, and remuneration collectively influence the worker performance in an organization.

By applying the scale of 1 to 5 where 1 represent very low extent while 5 represent very great extents, the respondents were asked to tick their level of agreement to the following statements in relationship to employee accountability. Their responses are indicated in Table 1 below.

Table 1

Level of Agreement to statements relating to employee Accountability

Statements	Mean	Std. Dev.
The health workers are working together towards delivering quality healthcare in the hospital	4.5258	.55929
Health care personnel are dedicated to doing the right thing in all parts of their employment.	4.3660	.52411
Health personnel are constantly in charge of the unique responsibilities that come with their position.	4.1701	.73895
Workers are always on time for the duration of their shift.	3.8711	1.01741

Team work

On upholding team work, the results showed that majority (72%) of the respondents indicated that to a very great

extent the health workers adopted teamwork in the hospital, while 17% of the respondents indicated that the hospital employees had adopted teamwork to a great extent. In addition, the results showed that to a moderate extent (11%) and very low extent (1%) the team strategy was used with the aim of promoting performance. On transmission of care, the results showed that most (48%) of those interviewed indicated that the situation of transmission of care in the coast referral hospital was smooth, while 43% indicated that it was very smooth. In addition, the findings showed that 6% held that the transmission of care was moderately smooth and only 3% gave a negative response in regard to the situation of transmission of health care services at coast referral hospital.

When it comes to the existence of good communication, majority of respondents (72%) believe it had a significant impact on employee performance, while only 20% believed it had a minor impact. Furthermore, 7% of interviewees believe that good communication has a moderate impact on employee performance, while only 1% believed that it had a minor impact. The results revealed that the respondents agreed to a large extent that collaboration by healthcare professionals made work more fun, thereby assisting each other in living a stress-free work-life

(mean=4.3737) and that working in a team by healthcare professionals fosters strong work ethic and team spirit in the hospital (mean=4.3557). Furthermore, the findings revealed that health workers working in teams enhances hospital productivity (mean=4.2680) and that when working in a team, there is division of labor for each member, allowing employees to focus on their strengths (mean=4.2423). Also, the results showed that team work by the health workers allowed for sharing of the workload (mean=4.0515) and finally team work by the health workers fostered creativity and learning in the hospital (mean=3.7938). See Table 2.

The results are in line with results from a study done by Phina & Hukwuma, (2018) that relational trust among colleagues encourages participation. Further, they agree with the findings of Schmutz et al. (2019) that teamwork has a substantial positive influence on the performance. In addition, the findings of this study support the findings by Pradhan and Jena (2017) that a team is made up of individuals who mutually rely upon each other so as to realize the goals of the group, and that friendship is developed from collecting individuals' feelings, confidence as well as personal traits.

By applying the scale of 1 to 5, where 1 represent very low extent while 5 represent very great extents; the respondents were asked to tick their level of agreement to the following statements in relationship to teamwork. Their responses are indicated below in Table 2.

Table 2

Level of Agreement to Statements on Teamwork

Statements	Mean	Std. Dev.
Team work by the health workers makes work more fun, helps us live work-life stress-free	4.3737	.61724
The hospital's strong work culture and team spirit are fostered through the health employees' teamwork.	4.3557	.67700
Team work by the health workers boosts productivity in the hospital	4.2680	.66777
When working in a group, each member is assigned a specific task, allowing us to concentrate on our strengths.	4.2423	.81315
Team work by the health workers allows for sharing of the workload	4.0515	.81909
Team work by the health workers fosters creativity and learning in the hospital	3.7938	.94335

Employee Commitment

When asked about the amount of employee dedication to work, the majority of respondents (56%) believed that healthcare professionals were extremely engaged to their jobs in the hospitals. Furthermore, 19% of respondents felt that health personnel were very committed to their work in the hospital, while 11% of respondents felt that health care employees were moderately engaged to their work in the hospital. On the level of agreement to statements on employee commitment, the results show that most of the respondents to a great extent agreed that health workers go beyond the call of duty and engage in extra-role behaviors (Mean=4.4536) and that most of the health workers are always punctual in reporting to their duties (Mean=4.4021).

Also some agreed that the health workers had a desire to remain part of the hospital (Mean=4.3711) and that the turnover rate in the hospital was very low (Mean=4.3454). Furthermore, the interviewees believed that the health workers were willing to put forth a significant amount of effort on behalf of

the hospital (Mean=4.1443), and that the employees supported the hospital's vision and objectives (Mean=4.0515). This implies that irrespective of any challenges that the health workers may encounter at work, they are always committed to their work, with the aim of offering quality services. The findings are in agreement with the findings by Nirushan (2017) that there was a considerable positive relationship between employee dedication and work performance.

In addition, the findings were in line with the findings of a study by Kamau (2015) that employees work fulfillment, involvement, individual focus on organization goals, relationship with other employees, accomplishment of employment input, trust among workers and colleagues to a great extent influenced the commitment of an employee to work. By applying the scale of 1 to 5, where 1 represent very low extent while 5 represent very great extents; the respondents were asked to tick their level of agreement to the following statements in relationship to employee commitment. Their responses are indicated in Table 3.

Table 3

Level of Agreement to statements on Employee Commitment

Statements	Mean	Std. Dev.
The health workers go beyond the call of duty and engage in extra-role behaviors	4.4536	.53906
Most of the health workers are always punctual in reporting to their duties	4.4021	.56970
The health workers have a desire to remain a member of the hospital	4.3711	.64895
The turnover rate in the hospital is very low	4.3454	.62695
The hospital's employees are eager to put in a lot of effort on behalf of the institution.	4.1443	.67509
The health workers support the goals and mission of the hospital	4.0515	.86822

Interpersonal relationships

On the extent of interpersonal relationships, the results showed majority (63%) of the respondents agreed to a very great extent that health workers display interpersonal relationships in their work in the hospital. In addition, 26% indicated that to a great extent health workers display interpersonal relationships in their work in the hospital, while 11% of the respondents indicated that to a moderate extent health workers displayed interpersonal relationships in their work in the hospital.

On the level of agreement to statements, the results showed that most of the respondents to a great extent agreed that interpersonal relationships had a direct effect on the organization culture (Mean=4.3660), and that it was important for coaching in the hospital (Mean=4.3041). In addition, health workers get along well for a positive and healthy work environment at the hospital (Mean=4.2526). On the contrary, overlapping of responsibilities led to employees interfering in each other's tasks and duties (Mean=4.2371). Further, the lack of communication led to problems and misunderstandings between the health

workers (Mean=4.2216), and that healthy interpersonal relationships gave the health workers most joy and satisfaction when working (Mean=4.2010). This implies that interpersonal relationships among the health workers played a key role in the promotion of individual and institutional performance. See Table 4.

The findings were in tandem with the findings on interpersonal relationships and performance by Mohammed et al., (2018) that there is a significant link between interpersonal relationships and job performance among employees. Further, the findings supported the findings by Ngari and Agusioma (2013) that mechanical relations, work practices, business practices, and worker's communication influence the performance of an organization.

By applying the scale of 1 to 5 where 1 represent very low extent, while 5 represent very great extents; the respondents were asked to tick their level of agreement to the following statements in relationship to interpersonal relationships. Their responses are indicated below in Table 4.

Table 4

Level of agreement to statements on Interpersonal Relationships

Statements	Mean	Std. Dev.
Interpersonal relationships have a direct effect on the organization culture	4.3660	.67146
Interpersonal relationships are important for coaching in the hospital	4.3041	.71641
The health workers get along well for a positive and healthy work environment at the hospital.	4.2526	.87161
Overlapping of responsibilities lead to employees interfering in each other's tasks	4.2371	.74491
Lack of communication leads to problems and misunderstandings between the health workers	4.2216	.73924
Healthy interpersonal relationships give us the most joy and satisfaction when working	4.2010	.77913

Employee Performance

The results showed that majority of the interviewees to a great extent agreed that the health services offered by the hospital were fully utilized by the patients, the health workers completed their work on time and that work ethics enhanced the productivity of the health workers as represented by mean scores 4.4403, 4.4381 and 4.3557 respectively. Further the respondents agreed that patient/employee safety has improved in the hospital (Mean=4.3505), work quality has improved as a result of good work ethics by the health

workers (Mean=4.3457), and that preventable mortality has greatly been lowered as a result of improved work ethics (Mean=4.3299). This depicts that to a great extent the ethics and performance go hand in hand with the surety of quality services.

Bivariate Logistical Analysis

The study finally used the Pearson correlations to run a bivariate logistical analysis to test the kind and magnitude of the relationship that exists between the study independent variables. The results are tabulated in Table 5.

Table 5
Bivariate Logistical analysis

1		Accountability	Team Work	Employee Commitment	Interpersonal Relationships
Accountability	Pearson	1	.342	.391	.465
	Correlation				
	Sig. (2-tailed)		.000	.000	.000
Team Work	N	194	194	194	194
	Pearson	.342	1	.475	.514
	Correlation				
Employee Commitment	Sig. (2-tailed)	.000		.000	.000
	N	194	194	194	194
	Pearson	.391	.475	1	.563
Interpersonal Relationships	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	194	194	194	194

As per the findings, moderate positive relationships exist between accountability and team work; accountability and employee commitment; and accountability and interpersonal relationships with correlation values of .342, .391, .465 respectively. Further, the bivariate logistical analysis results indicated that strong positive relationships between team work and employee commitment; and team work and interpersonal relationships with correlation coefficients of .475 and .514 respectively. Finally, the analysis showed that employee commitment and interpersonal relationships had a strong positive connection with a correlational value of .563. The study factors had positive correlations as the variables were closely related and moving in the same direction.

The study findings agree to the findings by Han and Hong (2019) that representative

self-sufficiency will in general enhance the positive effect of responsibility on performance in the HRM capacities. In addition, the study findings agree with the findings of Hwang (2013) that accountability affects performance both directly and indirectly; and that accountability management matters in the relationship between accountability and performance.

Further, the study findings agree with the findings by Rosen et al., (2018) that teamwork significantly influences the performance of the healthcare workers. In addition, the study findings support the findings by Schmutz et al., (2019) that teamwork significantly influences the performance of the healthcare workers. The study findings also agree with the findings by Nirushan (2017) that employee commitment significantly influenced the performance of workers in the Banking

sector of India. Also, the study findings are in agreement with the findings by Folorunso et al., (2014) that employee commitment exhibited positive and significant connection with the workers' performance in Nigeria. Further, the study findings agreed with the findings by Mohammed et al., (2018) that there was a noteworthy connection between the interpersonal relationship and job output among workers. Finally, the study findings agreed with the findings of Omunakwe et al., (2018) that interpersonal relationships significantly influenced the employee performance of the representatives of Gboko Local Government Area of Benue State, Nigeria.

4.0 Conclusions

The survey concluded that the facility's health workers are working together to provide high-quality care. The health personnel are in charge of the specific responsibilities that come with their jobs. The findings reveal that teamwork makes work more enjoyable for the employees, allowing them to live stress-free work lives, and that teamwork builds strong work ethic and team spirit in the hospital. The health workers working in a team enhances hospital efficiency and that when working in a team, each member's task is divided, allowing employees to focus on their strengths.

The study also concludes that team work by the health workers allowed for sharing of workload, fostering creativity and learning in the hospital. It was noted that the health workers had a desire to remain part of the hospital and that the turnover rate in the hospital was low. Furthermore, the study reveals that the health workers were willing

to put up significant effort on behalf of the institution and that they embraced the facility's goals and mission. With regard to interpersonal relationships, the study concludes that it has a direct effect on the organization culture and that it was important for coaching in the hospital, enabling the health workers to get along well for a positive and healthy work environment. However, in instances where there was overlapping of responsibilities, it led to employees interfering with each other's tasks and duties which would bring collisions.

During the study it was noted that there was lack of communication among the departments. This led to problems and misunderstandings between the health workers; while healthy interpersonal relationships gave the health workers most joy and satisfaction when working. From the bivariate logistical analysis, the study concluded that accountability had the least significance and influence on the employee performance with a significant value of .048, while employee commitment and interpersonal relationships had the highest with a significant value of 0.000.

5.0 Recommendations

The researchers recommend that in order to promote the hospital, the management can employ the strategy of using score cards where the daily activities/achievements of the individual health workers will be entered and ranking done, and that the best ranked be rewarded. This would make the employees more committed to their duties and tasks, as they strive to realize the benefit that comes with the best performance. The study further recommends that in order to promote

teamwork, the hospital management should install a modern system of communication that reduces the movements within the operations halls/wards, but allows all the concerned individuals to fully focus on a task.

The study recommends that the hospital management should empower their

workers' commitment by being given the autonomy where the employees can make minor decisions without consulting with the management or supervisors for certain tasks. The autonomy will give the workers the ownership and power in managing a task assigned to them aiming at promoting the quality of the services offered

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