

**FACTORS INFLUENCING HEALTH WORKERS' JOB SATISFACTION IN  
PUBLIC HOSPITALS: A CASE OF KIAMBU LEVEL FOUR HOSPITAL IN  
KIAMBU COUNTY, KENYA**

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## **DECLARATION**

This research project report is my original work and has not been submitted to any other University or Institution for any academic award

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## **DEDICATION**

This research project report is dedicated to my spouse Peter Wamunyu, my sons Kevin Kamau and Ian Ngugi for their continued financial and moral support in my academic undertakings.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CHS</b>	Center for Health Resolutions
<b>KLFH</b>	Kiambu Level Four Hospital
<b>HRH</b>	Human Resource for Health
<b>ICF</b>	Intermediate Care Facility
<b>IMF</b>	International Monetary Fund
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>PHC</b>	Public Health Care
<b>W.H.O</b>	World Health Organization
<b>SPSS</b>	Statistical Package for Social Sciences

## ABSTRACT

Employees Job Satisfaction continues to be one of the key factors that determine the survival of the health sector in developing countries. Job satisfaction has been discussed widely and still continues to draw more attention. The purpose of the study was to investigate the factors influencing health workers' job satisfaction in public hospitals a case of Kiambu Level 4 Hospital in Kiambu County, Kenya. The study was guided by the following research objectives: To establish how working conditions influence health workers' job satisfaction in public hospitals a case of Kiambu Level 4 Hospital; To assess how health workers' job description influence job satisfaction in public hospitals a case of Kiambu Level 4 Hospital; To determine how remuneration influence health workers' job satisfaction in public hospitals a case of Kiambu Level 4 Hospital and to establish the influence of opportunity for personal advancement on health workers' job satisfaction in public hospitals a case of Kiambu Level 4 Hospitals. This study employed a descriptive survey research design. The target population was 389 health workers who were categorized into top level, middle level management and lower level management. The sample was 198 employees which comprised of 9 top level management, 165 middle level management and 24 lower level management. Data for the study was gathered by using a self-administered questionnaire pertaining to employee job satisfaction. The study found a positive relationship between working conditions and health workers' job satisfaction  $r = .774$ ,  $N = 151$ . Findings also revealed that there was a significant and positive relationship between job description and health workers' job satisfaction  $r = .712$ ,  $N = 151$ . There was a significant and positive relationship between remuneration and health workers' job satisfaction  $r = .711$ ,  $N = 151$ . It was also revealed that opportunity for personal advancement influenced health workers' job satisfaction  $r = .765$ ,  $N = 151$ . Based on the study, it was concluded that there was a relationship between working conditions and health workers' job satisfaction. The study also concluded that job description had an influence on employees' job satisfaction. The study also concluded that there was a relationship between remuneration and health workers' job satisfaction and that opportunity for personal advancement had a relationship with health workers' job satisfaction in public hospitals a case of Kiambu Level Four. Based on the findings of the study it was recommended that the management of the Kiambu Level Four hospital should provide better working conditions for the lower level management to increase their job satisfaction. The Kiambu County Government should look for ways of improving remuneration for the lower level management so as to increase their job satisfaction and lastly the Kiambu County Government should provide opportunity for personal advancement among the lower level management employees so as to increase their levels of job satisfaction.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to firm development (Lu and Barriball, 2010). To ensure the achievement of firm goals, the organisation creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.

Job satisfaction is defined as harmonizing the people's understanding of needs and what they receive from their jobs and is recognized as one of the most important re-search variables belonging to organizational behaviors and also as a crucial variable in the organization's researches and theories (Lu, Barriball, , 2010). Improving the quality of health services is a continuing challenge to managers in the health system (Tzeng, 2002). As a matter of fact, the job satisfaction of health care employees is a very important factor that has a pro-found impact on productivity as well as on the quality of patient care (Nikic , Arandjelovic , Nikolic , Stankovic, 2008)

The implication of health worker's job satisfaction on patient care, patient satisfaction, improved patient outcome and overall health care delivery quality cannot be overemphasized. Studies conducted to assess job satisfaction among health professionals were majorly in developed countries. Studies on this subject matter remain scanty in the African continent where shortage of health manpower and high burden of the disease are prevalent. The Millennial Development Goals sought, among other things, to reduce all the indices of poor health by various fractions by 2015 but the human resource in the

health sector needed to achieve these goals need to be motivated in order to achieve the goals.

Health service delivery is affected by a number of factors which includes human resources for health, health service delivery system and health infrastructures. Among these factors human resource is a vital component in delivering health services. Health systems cannot function effectively without sufficient number of skilled, motivated and supported health workers (Mowday, 2008). The presence of highly qualified and motivated staff is a key aspect of health system satisfaction. (Gilson, 2009) Job satisfaction of the health workers is highly important in building up employee motivation and efficiency as it determine better employee satisfaction and higher level of patients' satisfaction. Conversely job dissatisfaction would result in burn out and staff turnover which could exacerbate under staffing of health facilities. (Willis, 2008).

Job satisfaction is the affective orientation that an employee has towards his or her own work. (Price,2001). Employee's job satisfaction has an important role in helping an organization to achieve its organizational goals. Job satisfaction influences the quality of health care services. It is thus unlikely that optimal medical care can be delivered by unhappy and maladapted healthcare providers. Health workers satisfaction is associated with appropriate prescribing practices, patient adherence and greater patient satisfaction. (Abdullah, Juhani, Nahla & Kishk, 2008).

In Denmark, several companies regularly conduct their own job satisfaction surveys and an employee satisfaction index has been computed for a number of European countries. The European Union has called the attention of member states to the quality aspects of work and highlighted the importance of improving job quality to promote employment and social inclusion (European Commission, 2002). The subject of job satisfaction is particularly relevant and of interest to public health practitioners due to the fact that organizational and employees' health and well-being rest a great deal on job satisfaction(Adams & Bond (2000). The evidence from researches points to specific determinants and correlations of job satisfaction and productivity. Dissatisfaction with

one's job may result in higher employee turnover, absenteeism, slowness and grievances. Improved job satisfaction, on the other hand, results in increased productivity (White, 2000).

Kenya remains committed to making significant improvements in its human resources for health situation. However, the country will not achieve the ambitious health milestones set, including achieving the Millennium Development Goals, without improving the quality, quantity and distribution of the health workforce. Skilled providers, health workers, nurses and midwives, assist in only 44% of births, and there are great inequalities in access to health services across provinces (Kenya National Bureau of statistics 2010). Generally speaking, the Central region and Nairobi are deemed to have the best facilities, whereas the North-Eastern region is the most underdeveloped and therefore has the fewest health facilities. Poor people in rural areas who are ill and choose to seek care usually only have the option of treatment at primary care facilities. These facilities are often understaffed and underequipped and have limited drugs and other medical supplies (Okemwa, 2004).

Like most other African countries, Kenya is facing a human resource crisis in the public health sector: many of its health professionals, such as doctors and nurses, are migrating to developed countries to seek better employment prospects. Within the country itself, they are leaving rural areas to work in urban areas for the same reason. The crisis originated in the structural adjustment programmes that the government signed with the World Bank and IMF in the 1990s, which demanded a freeze on recruitment for the public health sector and mandatory staff retrenchments (Dolvo, 2003). Although the government's Economic Survey of 2007 shows greatly increased spending on public health, the sector remains severely under-funded and migration to urban areas in Kenya and overseas continues unabated.

Kenya also suffers from inequalities in skills and experience relative to need. For example, the number of experienced and specialist health workers (retained for over five years) in public health facilities is small relative to the number of newly qualified health



workers joining the workforce. So, when young and newly qualified health workers are posted to district and rural areas, they usually have to work without supervision. Lack of supervision is a push factor that encourages young health workers either to migrate internally to national, mission or private medical facilities or teaching medical institutions, or to migrate externally to other countries, where they can work under supervision (Okemwa, 2004).

Most workers posted in public facilities and district hospitals are junior cadres who have only a basic qualification. Their salaries are low and they do not qualify for responsibility allowances, acting allowances, duty allowances, subsistence allowances or travelling allowances. These workers do not qualify to represent the Ministry of Health in any capacity and therefore cannot be selected to travel on duty or participate in courses/conferences outside Kenya. Hospital supplies are limited, supervision is lacking (senior and experienced health workers are posted at the level 5 and national hospitals only) and rural communities are poor compared to urban communities. In urban areas, patients can afford the fees charged in private practice, but rural people cannot, which increases demand in rural public facilities. All health professionals in Kenya compete for limited opportunities in furthering their career paths, with poor communication. Workers in rural and hard-to-reach areas receive information on scholarships only after entry dates have expired. Most facilities have no ambulances and the terrain is difficult so, when faced with an emergency, they lose critical patients without accessing help. Staffs have to work in a poorly resourced and dangerous working environment to provide balanced and appropriate medical services (WHO, 2006).

Devolution of the health sector in Kenya is facing several challenges. The devolution of health workers to county management occurred under myriad of problems and resistance by the health workers. To date the country has witnessed several strikes by health workers in different counties as well as resignation of some health workers, especially doctors. It has also witnessed inequitable distribution of available health workforce due to health workers leaving certain counties in favor of others that have better working conditions. Other challenges include but are not limited to shortage of health care

workers, loss of skilled workers to the private sector and other countries that offer better financial packages, lack of career opportunities as well as education opportunities, the lack of clarity in the due process for the transfer of health care workers in between counties, promotion of health workers, devolving of HRH records and administration of the HRH pension among others (Transparency International, 2011).

Several factors inhibit Kenya's ability to provide adequate health care for its citizens. The most important is underfunding of the health sector. Thus, health care services in Kenya partly depend on donors. In 2002, more than 16% of the total expenditure on health care originated from donors. Center for Health Solutions (CHS) Supports health care workers throughout the country and especially in kiambu county where they capacity build to optimize their resources and provide better services. In 2014, the Kiambu county government came up with health services bill which indicates that" a health care personnel shall have the right to a safe working environment that minimizes the risk of disease transmission and injury or damage to the health care personnel". However in reality this has not been fully realized.

Human resources for health have long been recognized as the cornerstone of the health sector to produce, deliver and manage services. Inadequate staffing levels, lack of appropriate skills, poor staff attitude, low morale and weak supervision undermine the quality of health services provided especially at the rural health facilities. The shortage of health workers comprises of service delivery and eventually health and development of a nation. Kenya health sector has inadequate health staff and in addition there are regional disparities in the distribution of health workers (Health Sector Human Resource Strategy 2014-2018)

## **1.2 Statement of the Problem**

Health service delivery is affected by a number of factors which includes human resources for health, health service delivery system and health infrastructures. Among these factors human resource is a vital component in delivering health services. Health

systems cannot function effectively without sufficient number of skilled, motivated and supported health workers. The presence of highly qualified and motivated staff is a key aspect of health system satisfaction. Job satisfaction of the health workers is highly important in building up employee motivation and efficiency as it determine better employee satisfaction and higher level of patients' satisfaction. Conversely job dissatisfaction would result in burn out and staff turnover which could exacerbate under staffing of health facilities.

In Kenya, 80% of government spending in health is personnel compensation. The health sector is labour-intensive and dependent on its workforce for the precise application of the knowledge and technical skills in providing health care services. Human resources in the sector represent both strategic capital and a critical resource for the satisfaction of the health system. The country has made significant progress, including scaling up the recruitment of additional health workers, reviewing health worker salaries and benefits and strengthening human resource policies and practices. Nevertheless, despite the progress, there are still several health workforce challenges such as: inadequate and inequitable distribution of health workers; high staff turnover; weak development, planning and management of the health workforce; deficient information systems; high migration; and an inadequate satisfaction management framework at all levels. The country finds itself in a paradoxical situation: many nurses and clinical officers are unemployed and there is a desperate need for more health workers in the health facilities. At the same time, the government continues to retrench staff and freeze newly vacant positions so that they are not replaced (WHO, 2006).

Employee's job satisfaction has an important role in helping an organization to achieve its organizational goals. Job satisfaction influences the quality of health care services. It is thus unlikely that optimal medical care can be delivered by unhappy and maladapted healthcare providers. The government of Kenya has attempted to develop new standards to improve human resource conditions in the health sector and retain staff by offering salary increases, providing them with opportunities to engage in private practice and giving them training. Despite these incentives, there is a continued loss of many qualified

professionals to other occupations and to international migration, driven by ‘push’ factors such as poor pay, limited career growth due lack of educational opportunities and concerns about safety and security. This study therefore sought to establish the factors influencing health workers’ job satisfaction in public hospitals a case of Kiambu Level Four hospital in Kiambu County, Kenya.

### **1.3 Purpose of the Study**

The purpose of the study was to investigate the factors influencing health workers’ job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya

### **1.4 Objectives**

The study was guided by the following research objectives

- i) To establish how working conditions influence health workers’ job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya
- ii) To assess how health workers’ job description influence job satisfaction in public hospitals a case of Kiambu Level Four Hospital, Kenya
- iii) To determine how remuneration influence health workers’ job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya.
- iv) To establish the influence of opportunity for personal advancement on health workers’ job satisfaction in public hospitals a case of Kiambu Level Four Hospitals, in Kiambu County, Kenya.

### **1.5 Research Questions**

The following research questions were formulated

- i) How does working conditions influence health workers’ job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya?
- ii) To what extent does health workers’ job description influence job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya?
- iii) What is the influence of remuneration on job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya?

- iv) How does opportunity for personal advancement influence job satisfaction in public hospitals a case of Kiambu Level Four Hospital in Kiambu County, Kenya?

### **1.6 Significance of the Study**

The study findings would be of importance to the management in creating and facilitating the factors that promote job satisfaction among the workers and shun those that do not. Furthermore, organizations could use the findings as the direction of improvement in the work effectiveness that may lead to highly effective organization in the future. The study findings also would form a base for other scholars that would be interested in the subject area.

### **1.7 Limitations of the Study**

The study was influenced by the following limitations that were beyond the control of the researcher. The study depended on the co-operation of respondents. To ensure that this problem did not affect the results of the study, the researcher appealed to the respondents to be frank in answering questions and ensured them that their identities would be treated with confidentiality and would only be used for the purposes of the study. The researcher was in no position to control other variables that may have influence on job satisfaction in public hospitals. She however relied on respondents' opinions and responses.

### **1.8 Delimitations of the Study**

These are boundaries of the study (Best and Kahn, 2003). The study was carried out in Kiambu Level Four Hospital. Although there are many factors that affect health workers' job satisfaction, the researcher focused on working conditions, health worker job description, remuneration and opportunity for personal advancement. The data for the study was only collected from hospital employees.

### **1.9 Assumptions of the Study**

The following were the assumptions of the study:

- i) That the respondents answered questions correctly and truthfully
- ii) That the Hospital management would be willing to support the research since most of the employees work in very busy departments.

## 1.10 Definition of Significant Terms of the Study

<b>. Factors influencing employee job satisfaction:</b>	Refers to systems, processes and Policies that are put in place to govern the conduct and management of employees in an organization.
<b>Health workers'</b>	refers to employees of the hospital
<b>Job Dissatisfaction</b>	refers to the factors that employee will claim to give them unpleasant feelings in their job.
<b>. Job description</b>	a broad, general and written statement of a specific job based on the findings of a job analysis
<b>Satisfaction</b>	refers to factors that employee claim to give them pleasant feelings in their job
<b>Organizational policies</b>	these are conditions that guide and determine present and future decisions.
<b>Organizational structure</b>	the way KLFH is build, arranged and how the employees are organized
<b>Working conditions</b>	this comprises of working environment, work instruments, lighting, ventilation, working hours and resources, physical comfort and convenience

### **1.11 Organization of the Study**

This research project is on the factors influencing health workers job satisfaction in public hospitals; a case of Kiambu level four hospitals, Kenya. It is organized in five chapters. Chapter one of the study covers the background of the study, statement of the problem, purpose of the study , study objectives, research questions, significance of the study ,limitation and delimitation of the study and definition of significant terms. Chapter two covers literature review on factors influencing health workers job satisfaction in public hospitals, the theoretical framework background and the conceptual framework. Chapter three covered the research methodology that was employed in this study. It also covered the target population, the sample size, the sampling technique, the research instruments and the Operationalization of variables, list of all reference materials is given. Chapter four presents the data analysis and interpretation while chapter five presents the summary, discussion, conclusions, recommendations and suggestions for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter outlines the concept of job satisfaction, working conditions and health workers' job satisfaction, job description and job satisfaction, remuneration and employee job satisfaction, opportunity for personal advancement and employee job satisfaction. The chapter also presents the theoretical framework and conceptual framework of the study, knowledge gap and summary of literature review.

#### **2.2 Concept of Job Satisfaction**

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, satisfaction, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. Wanous & Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow (1959) suggested that human need are from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Spector, 1997).



Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Freund (2015) indicates that job satisfaction is affected by organizational commitment, perceived organization support, leadership behavior and level of education.

A study done by Mahmoud (2008) on the relationship to organization commitment of nurses in their work found out that there was a strong correlation between job satisfaction and organization commitment. The result suggested that nurses strongest attitudes towards organizational commitment and job satisfaction were their feelings of strong loyalty to their organization and satisfaction with the job itself. Hanan (2009) found that job performance was positively correlated with organization commitment, Job satisfaction, personal and professional variables. Both job satisfaction and organization commitment are strong predictors of commitment

According to Khokher (2009), he defines fairness as equal treatment, receiving the same services and benefits as other people. Fairness means different things to different people, and our view of whether or not something is fair often depends on the circumstances (Klesh, 2009). Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization (PZB, 2008). Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction (Khokher, 2009). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker

behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise.

### **2.3 Influence of Working Conditions and Health Workers' Job Satisfaction in Public Hospitals**

Working conditions refer to physical characteristics/surroundings of the job that make specific demands of an employee's capacity. They may describe physical or mental abilities required to perform the essential functions of the job. A work condition is significant factor affecting job satisfaction. The influence of hospital units in terms of whether they are open or closed has a profound impact. Employees working in open units tend to be less satisfied with their work in general and experience problems, both with their colleagues and management. On the other hand, employees who work in closed units generally tend to be more satisfied with their work, have better relations with their colleagues and also have positive cooperative relations with management (Khokher, et al. 2009).

According to business dictionary "Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training". Yumkella (2005) defined working condition as: "working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions" Therefore, working conditions refers to the working environment and aspects of an employee's terms and conditions of employment. Working conditions include equipment and supplies, infrastructure, support services, regulations at work and lines of authority and decision-making, all of which are important determinants for job satisfaction. These definitions suggest that job satisfaction is the measure of economic satisfaction, as well as resource used to produce goods and services. Organizations that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Rafferty et al., 2001; Salafsky et al., 2005).

According to Robbins (2009) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2009) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative satisfaction, since their jobs are mentally and physically demanding.

An organization should provide its employees with all necessary resources and make it possible for the employees to do a job. This will help the employee to accomplish tasks successfully and which indeed contribute to job satisfaction (kawada &otsuka, 2011). They further indicate that work environment include four dimensions namely: the working places, natural environment, working place equipments, working hours and amount of working overtime ,safety and protection.

Work environment is a factor affecting job satisfaction. Organizational culture has a positive impact on job satisfaction, and organizational culture combined with the work environment is strongly related. Gifford et al. (2002) showed that organizational culture is a powerful attribute affecting work environment. In an organization where employees share positive interaction, and meet personal satisfaction as well as organizational goals, a constructive organizational culture might help to develop job satisfaction and establish a positive working environment (Mulcahy & Betts, 2005).

Hospital health workers working conditions not only affect their own well-being, but to a large degree also the quality of care their patients receive (Wallace, Lemaire, Ghali, 2012) Work overload, workflow interruptions, time pressure, conflicting demands, limited control of work, lack of participation, problems with cooperation between various professions involved in patient care, poor leadership, and low social support have been identified as critical work conditions (Arnetz, 2011). Work stressors negatively impact work satisfaction, can lead to early career disruptions, and pose threats to health workers' well-being (Laubach & Fischbeck, 2007).

Stressors impede satisfaction in several ways, ranging from poor communication to medication errors and increased patient mortality (Murta, Sanderson, Oldenburg, 2011) There exists, therefore, a need for strategies to improve health workers' work life. In contrast to numerous studies describing health workers job stressors, there is a void of prospective interventions aimed at promoting hospital health workers working conditions (Cohen, 2013). However, working conditions are responsive to improvements, especially by changing the work organization (Wallace, Lemaire, Ghali, 2012) Organization re-design for health care workers (other than health workers) is suggested as a promising way to reduce job stressors, enhance job control, and promote patient safety conditions (Arnetz, 2011). Organization-level interventions are most likely to be successful if they follow a structured and participatory process (Murta et al, 2011). This means that the health workers' participation is a core component of the intervention process. A participatory approach makes use of local expertise, ensuring the intervention is appropriate for the specific context and enhancing health workers control (Wallace, et al, 2012).

#### **2.4 Influence of Job Description on Health Workers' Job Satisfaction**

Job descriptions clarify what an employee is responsible for and what is expected of them. A job description identifies essential and non-essential tasks that are assigned to a specific position. It also identifies reporting relationships and may also describe required qualifications, minimum requirements, working conditions, and desirable qualifications. Supervisors are responsible for developing and maintaining accurate and current job

descriptions for their staff. The duties should be appropriate for the classification and consistent with the class specification. It is not uncommon for duty statements to vary within the same classification due to the various departmental settings and organizational structures. The number of different duties depends on how specialized workers' roles are on the firm, Dolvo (2003).

Messersmith (2007) indicates that, managers can facilitate workers by empowering them in terms of given control over their activities, environment, quantity of work and considerations for work-life balance. Among all dimensions of job satisfaction, it is better predicted through the nature of job which contains work challenges, autonomy, variety and scope of job Mehmood et al (2012). Most employers add at the end of the list "other duties as assigned by supervisor" as a way of including those activities that are not routine. It may be helpful to include the approximate percentage of the worker's time that each duty will require. Work relationships are another important aspect of job description. All workers need to know where they fit in the organization. The work relationship section should clearly define who the worker's supervisor is and how the worker's position relates to other positions. Be sure that each position only has one supervisor.

Job descriptions relate to the staff organization chart each position that appears on the organization chart should have a job description associated with it. The following two categories are optional. If you use them, don't be so specific that no changes can be made in the future. Compensation and Benefits which form part of the job description include in this section all compensation that is offered. An hourly wage range, insurance, vacation, sick leave, and so on should be clearly stated. Housing, use of farm products such as milk or meat, use of equipment, and so forth are all legitimate forms of compensation and should be given a fair market value. You should also specify how much these nonmonetary benefits may be used so that there is less chance of abuse. Lastly and very important is the work schedule. This defines work hours as much as possible. Define overtime policy if one applies. If work hours vary with the seasons, make that clear in the description.

Job analysis consists of collecting data and applying it by preparing job descriptions, job specification and job standards. (Dolvo, 2003) Therefore, a job description is a result of a job analysis. Where the job analysis describes the general requirements of a certain job, the job description will explain in detail the different tasks to accomplish during the day. “The process to make a job description is to have a strong reflection on the available sources of expertise.” (Dolvo, 2003) The principle of a job description is to identify the essential function of a work. One of the main objectives of a job description is to be used as a tool during the recruiting process. The job description should be enough descriptive but also very clear to understand. Job description will give the opportunity for the team to work together and faster. It will increase also the good feeling of the employees. The job descriptions can be multipurpose tools that can be used in every aspect of the employment process (Okemwa, 2004).

The communication between employees and managers plays a very important role in the company and can have a great impact on the job performances as well (Ololube, 2005). For some employees, it is difficult to analyze and define their tasks and to discuss about it with other employees and/or managers. Managers are under high pressure with their work and do not have much time to discuss. One of the major objectives of the managers in the company is to manage the company in a profitable manner. A survey conducted by **SHRUM**, has shown that setting clear goals in the company will have a positive impact on the overall satisfaction of the employees. The financial crisis has had a negative impact on many companies and their management, as the focus has switch on the economical situation of the company rather than the well being of the employees.

In order to analyze the impact of job analysis in the company, the managers need to discuss with employees. In this particular case, the managers had the opportunity to work with the same employees before job analysis was conducted. The result of the discussions between managers and employees demonstrate that employees feel much better at work after the job analysis charts were implemented at work. If managers want good results from the job analysis, a good communication inside the company is necessary. We can explain the tasks by making and publishing the job analysis charts but, without any

discussion with employees, the results are deemed to be unsuccessful. A daily communication, meeting with employees and discussing the job descriptions will probably help and improve the efficacy (Okemwa, 2004).

Employees seem to need tasks that develop self-esteem. (Okemwa, 2004) A job should give the opportunity to employees to be themselves when they are on the work place and also a part of the group when the project needs to be many. Positive attitude at work gives good feeling to the others coworkers. Managers have to give feedback to employees on the outcomes and performances. Job analysis will help to analyze the work of each employee. It will be easy to see the development needs or the positive result of their works.

## **2.5 Influence of Remuneration on Health Workers' Job Satisfaction**

Golden (2012) argues that money does not buy happiness and neither does it buy good satisfaction. He continues to argue that money for those earning lower wages may be considered to be more important than for those earning higher pay. However, the employer has a responsibility to consider employees responsibilities, the effort they have put forth, the work they have done well and demand of their job and ensure they are fairly rewarded. Herzberg (1959) and Maslow (1959) agree on the issue that remuneration is significant as hygiene factor and unless the same is satisfied, motivators are of little use. Herzberg (1964) felt that many firms did not even satisfy the hygiene factor and therefore they have not been able to attain job motivation level.

A study conducted by Spector (1997) found a mean correlation of only 0.17 between level of pay and satisfaction in three samples representing a heterogeneous collection of jobs. This low correlation may have suggested that pay in itself is not a very strong factor in job motivation. Dessler (2012) indicates that employees pay include all compensation factors which are given to him against his work. Lai (2011) describes pay as one of those satisfying variables which if hindered reduces the dissatisfaction level of employees. Robbins(2001) describe that Hertzberg motivation-hygiene theory looks at salary as one of those factors that if not met causes job dissatisfaction.

Remuneration is an important element because it is believed to enhance job satisfaction of employees and is thought to be a fair process to reward people according to their satisfaction contribution and competence Ololube, (2005). Pay system vary from organization to organization and from industry to industry despite the external factors top management has to approve salary structure whether it arises from a collective bargaining or from a policy of paying rates so as to ensure that employees are satisfied in their places of work. Through remuneration employees are able to cater for their daily needs hence this leads to job satisfaction.

The World health report 2006 shows that in many countries the salaries of health workers are below the minimum living wage and that the pay levels of public sector workers are often unfair compared to others in similar jobs (WHO, 2006). Since equal pay will be hard to achieve in many countries, health workers will search for ways to supplement their low income. Certain principles have to be adhered to: job descriptions should be periodically checked and kept up to date; remuneration policies should be carefully developed bearing in mind the interests of the management, satisfaction of employees and the society at large.

Remuneration policy should be stated clearly in writing to ensure uniformity and stability. Efforts should be made and checked against formulated policies. If employees do not know what their colleagues earn it becomes difficult for them to be sure that their pay salary is related to their satisfaction. This can reduce the ability to work as salary is a source of job motivation among employees. To avoid go-slow there is need to have a well structured and publicized salary system. This helps the individual employees to know where they stand and what level they can aspire for. Before one can make conclusions on salary systems, one needs to know the factors which influence pay such as paying ability of an organization so as to ensure that employees have job motivation.

Employment Act CAP 226 of the government of Kenya amount of salary earned by or payable to an employee in respect of work done by him a contract of service shall be paid to him directly in the currency of Kenya. Payment of salaries shall be made on a working



day and during working hours near the place of employment or at such other place as may be agreed to between the employer and employee. It shall not be made in any place where intoxicating liquor is sold or readily available for except in the case of employee's employment to work therein.

If the employer advances to an employee a sum in excess of the amount of one month salary of the employee or in the case of an employee employed under a written contract of service a sum excess of the amount of two months. Wages of that employee shall not be removable in a Court of Law. This is in accordance to the employment and regulation of salaries of employment Act Cap 229. An employee should also be given leaves with full salary unless he/she absents from work with no apology. This should therefore be followed with a lot of care as they are part of the laws that should govern the country in salaries and the models of payment and therefore enhancing the job satisfaction of employees in their workplaces.

When employees feel that they are rewarded fairly for the work they do they are motivated. According to Spector (1997), pay is a salary or wage or money given to someone for regular work. Although pay is not an important issue, fairness in pay can be very important. Most employees are not actually concerned with the fact that people in other jobs make more than they do. They are concerned that people in the same job earn more. In a homogenous sample, people are likely to compare themselves to one another and be motivated if their salary is lower than others in the same job (Spector, 1997). Hence management needs to design remuneration system so that desirable satisfaction is rewarded and the relationship between satisfaction and reward is clear. Further, the organization needs to have procedural justice in pay policies. This means that employees will perceive the policies and procedures by which their salary is administered to be fair, even if it results in different pay. Hence the process can have a bigger impact on job satisfaction than the actual levels of pay (Spector, 1997).

Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry from the results of the survey by Kathawala et al

(2012). The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for satisfaction was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention (Zobal, 2008; Chiu et al., 2002). It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization (Zobal, 2008).

## **2.6 Influence of Opportunity for Personal Advancement on Health Workers' Job Satisfaction**

Employees are more motivated when they have challenging opportunities at work, including participating in interesting projects, jobs with satisfying degree of challenge and opportunity for increased responsibility (Odhiambo, 2005). It may also be referred as advancement, where people like to feel they are making career progress (Odhiambo, 2005). Spector (1997), carried out a study on local authorities employees in Britain and found out that employees were likely to be satisfied by their ability to harness and input into work planning, opportunity to show initiative, ability to have a say in management decisions, a feeling that their local authority kept them well informed and that any change was well communicated to them on time. Herzberg classifies advancement as satisfiers and motivators, that is, needs that rank in job satisfaction after hygiene needs are satisfied. According to Maslow, in motivation hierarchy of human needs, advancement may compare to self-actualization.

Promotions refers to a sign of assignment from a job at a lower level to another at a higher level within the organization Odhiambo (2005). According to Parvin & Kabir (2011), promotion can be defined as getting high status in the work place by doing effective work, generally increase the status, position and remuneration of the employees in the organization. It's considered as one of the most significant effect of employees satisfaction. Promotion provides an employee with an increase in pay and a vacant post by

an employee from within who possess the required skills and abilities to match the duties and responsibilities of the post and this leads to job motivation of an employee. Generally an employee anticipate promotion regardless of one's job group or type of work performed whether one has been in an organization for one year or for twenty years there if that hope of promotion which must be accompanied by increased pay status or both. Spector (1997) states that promotions if poorly administered can cause a human resource department and the entire organization more problems because if the right channel for promotion is not followed i.e. according to qualifications, skills and abilities this will lead to job dissatisfaction. Indeed in all organizations there should be well stipulated promotion policies and procedures which help in maintaining the job motivation of employees in their specific places of work.

Promotion policies and practices should ensure the following in order to enhance high job satisfaction of employees: The human resource department should be notified of the promotion vacancies. Internal promotions should be emphasized in filling position unless there is absolutely not suitable employees within the organization, the promotion should not be denied after an employee has attained the required qualification, promotion should be open to all employees irresponsive of ethnicity race, gender or marital status and if only one position is available then all the applicants objectively related and ranked and that only the best employees should be promoted to the effect on job motivation hence higher productivity within an organization.

Spector (1997) states that promotion decisions are guided by the personnel policy and internal and external policies of an organization. In most cases the department head and even the human resource manager cannot on their own promote the decision in many cases is left to the top management and the directors. When a person has been promoted three things are supposed to happen in order to enhance job motivation i.e. an employees is entrusted with more demanding responsibilities than before, the employees has to take certain decision regarding work and other operations. Promotion must also be accompanied by a pay increase in order to motivate the employee within the organization.

Training provides chances to employees' growth and enhances their knowledge and skills for effective development (Kabir, 2011). Trained workers are more satisfied with their job as compared to untrained employees (Abdullah & Djebavni, 2011). Training programs positively raises employees' development that is good for competences (hunjjira et al 2010). By getting the training programs, employees are able to get self assured and have positive thought of their organization (Kabir, 2011).

## **2.7 Theoretical Framework**

The study is based on the Maslow's hierarchy of needs and Herzberg's Motivation - hygiene theory.

### **2.7.1 Maslow's Hierarchy of Needs**

Maslow hierarchy of need is a theory in psychology proposed by Abraham Maslow in his 1943 paper 'a theory of Human Motivation' in psychology review. Maslow subsequently extended the idea to include his observations of human's innate curiosity. Physiological needs are the physical requirements for human survival. If these requirements are not met the human body cannot function properly. The safety needs include personal security, financial Security health and well being.

Different scholars have put forth different explanations on how motivation can be achieved within a company or an organization. Prominent amongst them is Maslow with the theory of "Maslow's Hierarchy of needs". Consequently, Maslow in 1943 reasoned that human beings have an internal need pushing them on towards self actualization (fulfillment) and personal superiority. Maslow came up with the View that there are five different levels of needs and once we happen to satisfy a need at one stage or level of the hierarchy it has an influence on our behavior. At such level our behavior tends to diminish, we now put forth a more powerful influence on our behavior for the need at the next level up the hierarchy. Robin (2003) described that the theory tells about the self esteem need of employees. The theory shows that recognition, status development, and growth are factors which lead to motivation and eventually to job satisfaction. In order

for health workers to function better in their jobs, these needs must be fulfilled to enhance their job satisfaction and better services.

### **2.7.2 Herzberg's Two Factor Theory**

The two factor theory (1959) also known as Herzberg Motivation-Hygiene theory and dual factor theory was developed by a psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction, acts independently of each other. Herzberg had the notion that those factors which cause job satisfaction are the opposite to those that causes job dissatisfaction. Herzberg survey was carried from a group of accountants and engineers. Herzberg in his studies came up with the conclusion that employees are influenced by two factors that are; the motivators and hygiene factors. Motivators create job satisfactions which include achievement, recognition, autonomy and other intrinsic aspects when there are fulfilled. On the other hand he came up the hygiene factors which will enhance dissatisfaction when they are not fulfilled.

Motivators are those factors which provide feeling of job satisfaction at work. These factors influence the ways of work in a company; for example giving responsibility to carry an enlarge task within an organization and providing the person with the necessary conditions will lead to growth and advancement to higher level tasks. Motivators are those factors which come from within an individual that is intrinsic. These factors could be achievements, interest in the task, responsibility of enlarge task, growth and advancement to higher level. Herzberg hygiene factors create a suitable work environment though not increase in satisfaction. For instance low pay can cause job dissatisfaction which will affect employees' satisfaction. Hygiene factors are essential to make sure that the work environment does not develop into a disgruntle situation. Typical hygiene factors are salary, working condition, status, company policies and administration (Elywood, 1999).

The theory is important for the study because the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasize

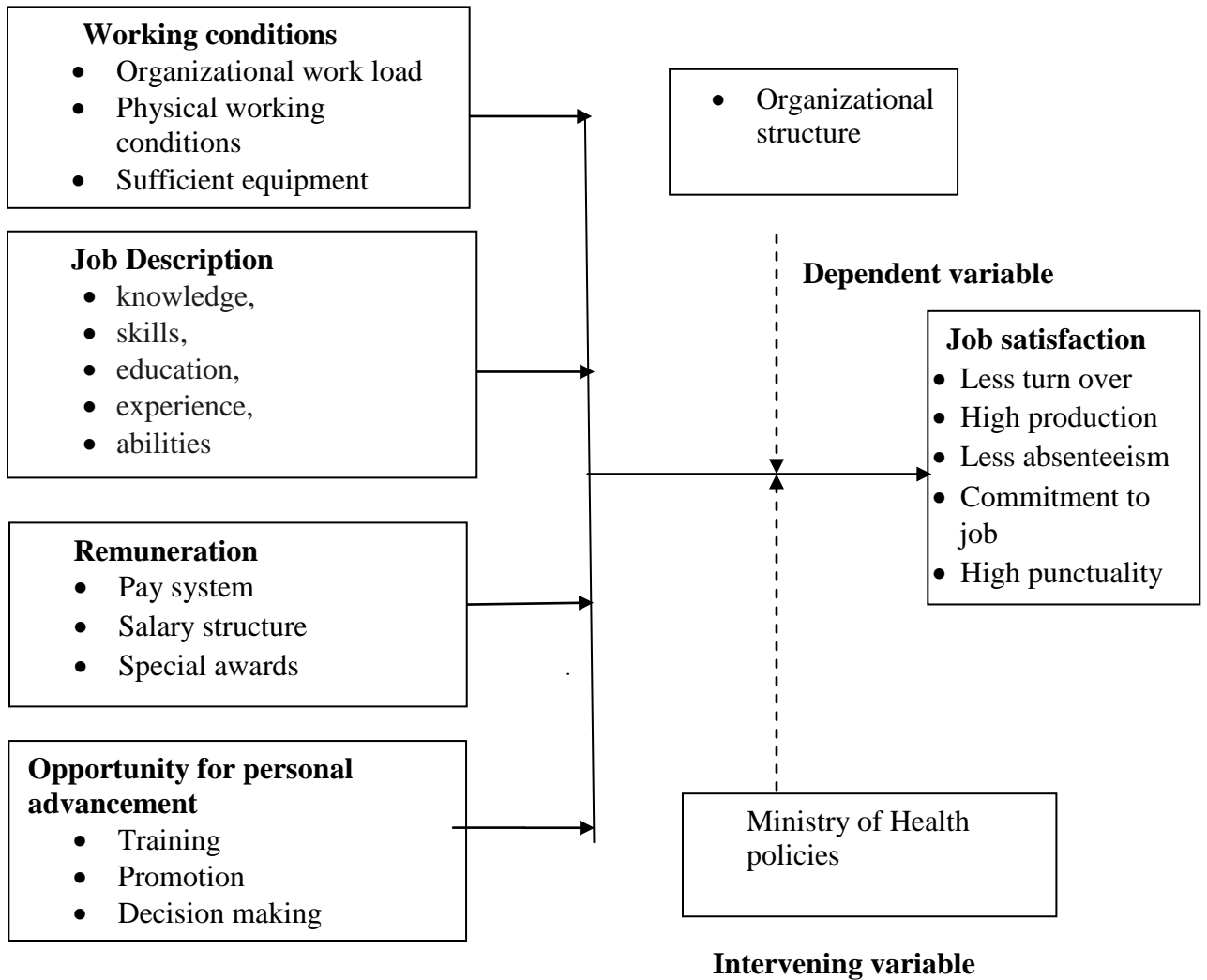
upon job enrichment so as to motivate employees. The job must utilize the employee skills and competences to the maximum. Focusing on the motivational factors can improve work quality and job satisfaction.

## **2.8 Conceptual Framework**

The conceptual framework presented in figure above shows the diagrammatical representation of the interrelationship among variables of factors influencing health workers job satisfaction. The framework shows that job satisfaction in public hospitals is affected by several perceived factors which include working conditions such as organizational work load, physical working conditions and sufficient equipment, Job descriptions such as job analysis, Job specification and task specification, remuneration such as pay system, salary structure and special awards and also opportunity for personal advancement such as training, promotion and decision making. These are the independent variables which, when manipulated would have an impact on health workers job satisfaction. The moderating factors between the independent variables and the dependent variable are organizational structure and organizational culture.

**Independent Variables**

**Moderating Variable**



**Figure 1: Conceptual Framework**

## **2.9 Research gap**

From the study, certain gaps associated with factors influencing health workers job satisfaction were identified. They included unfavorable work environment, lack of leadership skills, poor remuneration and lack of personal advancement and especially amongst the lower level of management. This is supported by the (WHO, 2006) report which indicated that staffs have to work in a poorly sourced and dangerous environment to provide balanced and appropriate medical services. Lai (2011) describe pay as one of those satisfying variables which if hindered reduces the dissatisfaction level of employees.

The study suggested how these gaps can be closed. The management of KLFH hospital should provide better working environment for the lower level management to increase their job satisfaction The county government of Kiambu should look for ways of improving remuneration for the lower level management better so as to increase their job satisfaction The county government of Kiambu should ensure that its employees are notified of promotion vacancies and they are given on merit. For successful and well performing institution, the management of KLFH should ensure that the health workers are well equipped with information and required skills for the job.

## **2.10 Summary of the literature review**

The reviewed literature has shown the theoretical arguments for job satisfaction, with an emphasis on Herzberg's two factor theory which addresses factors that cause job satisfaction and dissatisfaction. These factors include motivators and hygiene factors. Hygiene factors include salary, working conditions, organization policies and administration Elyword (1999).

Researchers have investigated factors influencing job satisfaction and over the years with a number of views and theories being generated, (Adam & Bond 2000). It is evident from various researchers that there cannot be uniform definition of job satisfaction since what constitutes job satisfaction varies among different sectors. They further in their



definitions agree that job satisfaction is determined by several factors that they agree that working conditions, job description, remuneration and opportunities for personal advancement are key to employee's job satisfaction.

The literature also sheds some light as it emerged that when health workers have challenging opportunities at work, like participating in interesting assignments, they are more motivated and also in advancement where people feel they are making career progress Odhiambo(2005). Good health services in public hospitals depend on health workers job satisfaction. This is very crucial for improvement of quality of care and enhancement of continued provision of services to the public.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents an overview of methodology and procedures applied in this study. It describes the process that was employed to collect and analyze data. It focused on research design, target population, sample and sampling procedures, research instruments, and data collection and analysis.

#### **3.2 Research Design**

The study employed a descriptive survey research design. According to Orodho (2005), descriptive survey design is used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification. (Best & Kahn, 1993) postulates that descriptive survey design is the most appropriate design in the behavioural sciences as it seeks to find out factors associated with occurrence of certain events and conditions of behaviour. Using this design the investigator does not control any variables but only describes the situation as it is at a particular point in time and gives the relationship of the variables. This design therefore enabled the researcher to explore the factors influencing health workers' job satisfaction in Kiambu Level Four hospital.

#### **3.3 Target Population**

Mugenda et al (2003) define population as an entire group of individuals, events or objects having common observable characteristics. Kiambu Level Four Hospital has a three categories of employees namely; 17 top level management who comprise the heads of the departments, 325 middle level management are the technical staff who include medical officers, nurses, occupational therapists, nutritionists, laboratory technologists, dentists, radiographers social workers and public health officers and 47 lower level management/ support who include clerical officers, subordinate staffs, drivers, cooks, tailors and secretaries. These make a total population of 389 employees.

### 3.4 Sample Size and Sampling Techniques

Sampling is a systematic selection of representative cases from the larger population Orodho, (2002). A sample can then be defined as a representative group that takes into account all the qualities or characteristics found in the population (Wambugu et al 2015) Due to lack of resources and time the whole population was not used in data collection it therefore becomes necessary to select a representative sample from the accessible population that could easily be studied and the inferences made to the larger population. The objective of sampling was to get accurate empirical data at a fraction of the cost that it would take to examine all possible cases. Simple random sampling technique was used to select the respondent. Orodho (2002) argues that no specific rules on how to obtain an adequate sample have been formulated. He suggests that in a homogenous situation a small sample would be required while a heterogeneous variable situation a large sample is required. Employees in KLFH were clustered in three strata. The strata were based on three employee categories, top management, middle level management and lower level management. Simple random was applied to select individuals in the respective strata. In determining the sample size in each stratum, Taro Yamane formula was used. Yamane (1973) depicts the formula as

$$n = \frac{N}{1 + N(e)^2}$$

**Where**

**n - Sample size**

**N- Population**

**e- Level of precision (0.05)<sup>2</sup>**

Sample Size Calculations

$$N = 389$$

$$n = \frac{389}{1 + 389(0.05)^2} = \frac{389}{1 + 9.7225} = 197.2$$

$$1 + 389 (0.05)^2 \quad 1.9725$$

$$n = 198$$

$$\text{Sample Size} = 198$$

Using the above formula helped in ensuring that a representative sample was selected for the study since the population is heterogeneous. Using the formulae the study obtained a sample that is over and above the suggested minimum sample threshold. The researcher opted for 50.9% of the employees' population; hence 198 employees from Kiambu Level Four Hospital were sampled. The selection of sample was done using simple random sampling.

**Table 3.1 Sampling Matrix**

**3.1.1 Kiambu Level Four Hospital**

<b>Category</b>	<b>Title</b>	<b>Population size</b>	<b>Sample size</b>	<b>Percentage Sample</b>
Top level management	Hospital Management Team	17	9	52.9
Middle level management	Technical Staff	325	165	50.8
Lower level management	Support staff	47	24	51.1
<b>Total</b>		<b>389</b>	<b>198</b>	

**3.5 Data Collection Instruments**

The data for the study was gathered by using a self-administered questionnaire pertaining to employee satisfaction. A questionnaire is a research instrument that gathers data over a large sample (Kothari, 1995). The questionnaire was developed by the researcher. A questionnaire is the most commonly used instrument because many respondents can be reached within a short space of time. The questionnaire must translate the research question or objectives into specific questions which will provide data for hypothesis testing (Wambugu et al 2015).

The reason why the questionnaire was used is because it enabled the researcher collect a large amount of data in a short period of time and in a relatively cost effective way. The advantages of using questionnaires are: the person administering the instrument has an opportunity to establish rapport, explain the purpose of the study and explain the meaning of items that may not be clear. Gay (1976) maintains that questionnaires give respondents freedom to express their views or opinions and also to make suggestions. The questionnaires contained two major sections. Part A contained demographic information, Part B, Part C Part D Part E and Part F had items on factors influencing job satisfaction in public hospitals. Respondents were asked to indicate their level of agreement based on five-point Likert scales ranging from 1 (“strongly agree”) to 4 (“strongly disagree”). The survey constructs (Working conditions, job description, remuneration and opportunity for personal advancement) was based on Zaim and Zaim’s (2007) measure of employee satisfaction. Demographic information, such as age, gender, and experience were collected. The participants were asked to rate their perception of satisfaction with certain aspects of the organization based on the independent variables.

### **3.6 Piloting of instruments**

Piloting of research instruments was done by administering some questionnaires to the health workers of Kiambu level four hospitals, since according to Kothari (2005), a pilot sample should constitute 10% of the study sample. The purpose of conducting the pilot study was to check on suitability and the clarity of the questions on the instruments designed, relevance of the information being sought and the language used and to test the reliability and validity of the instruments. The respondents who participated in the pilot study were not included during the actual data collection

#### **3.6.1 Reliability of the Research Instruments**

Reliability of the instruments refers to how consistent the results from a test are. Mbwesa (2006) defines reliability as the degree to which a measure supplied consistent results. Mugenda and Mugenda (2003) defines reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated tests when

administered a number of times. The questionnaire were re-tested at KILSH using the test re-test method. The Pearson's product moment correlation coefficient formula was used. According to Mugenda et al (1999) a coefficient of 0.80 or more, shows that there is high reliability of data. The following formula was used

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum(x)^2 - (\sum x)^2][N\sum(y)^2 - (\sum y)^2]}}$$

The researcher realized a correlation coefficient of 0.732 hence the instruments were regarded as reliable. According to Mugenda and Mugenda (2003), a correlation coefficient of above 0.7 renders the instrument reliable.

### **3.6.2 Validity of the Research Instruments**

A research instrument is valid depending on how data to be collected relates in terms of how effective the items samples significant aspects of the purpose of the study. Mugenda and Mugenda (2003) define validity of an instrument as a measure of the degree to which the results obtained using the instrument represents the actual phenomenon under study. This therefore translates into the accuracy and meaningfulness of inferences which are based on the research results. A pilot study was conducted to help establish content validity of the instruments. The questionnaire items were constructed using valid wordings with logical sequencing of the questions to ensure logical flow of information and thought process of respondents. The research instrument were reviewed and amended by experts in the area of study. Borg and Gall (1985) points out that validity of an instrument is improved through expert judgment. The examiners during proposal defense and the supervisors gave expert judgment which helped improve content validity. The necessary adjustments were made on the instruments to enhance their validity.

### **3.7 Data Collection Procedures**

Wambugu et al (2015) refer the data collection procedures as the protocol that must be followed to ensure that data collection tools are applied collectly and efficiently. This can be done in three steps: pre field, field work and post –field work. The researcher obtained an introduction letter from the University of Nairobi to enable her obtain a research

permit from the National Commission for Science, Technology and Innovation (NACOSTI). After this, the researcher obtained an introduction letter from the head of the hospital. The researcher then booked appointment with heads of different departments and agreed on when to collect data. The researcher collected data herself. The respondents were guided on how to respond and were assured of confidentiality in dealing with their identities.

### **3.8 Data Analysis Techniques**

Analysis of data is a process of inspecting, cleaning, transforming and modeling data with the goal of discovering useful information, suggesting conclusions and supporting decision making (Creswell, 2009). Further Wambugu et al (2015) defines data analysis technique as examining what has been collected from the field and making deductions and inferences and should be carefully thought out. This is because data is transferred into knowledge when it is properly analyzed, interpreted and interpretations give it meaning. Data Analysis has multiple facets and approaches, encompassing diverse technique under a variety of names, in different business, science, and social science domains.

In the study both qualitative and quantitative data was collected. Data was then classified according to the properties that characterize each of them. Respondents' total scores and percentages were used to analyze data. Respondents' scores were presented in a descriptive statistics using tables and percentages. Data was analyzed using computer programme, Statistical Package for Social Sciences (SPSS). This processed the frequencies and percentages which were used to discuss the findings. Analysis of data was carried out by using percentage and frequencies, mean, standard deviation and Pearson product correlation coefficient which was used to find out whether there is significant and positive relationship between the independent and dependent variables.

### **3.9 Ethical Considerations**

In research, ethics may be defined as the norm for the conduct that distinguishes between acceptable and unacceptable behaviour in a scientific investigation (Wambugu et al

2015). The considerations for ethics are very important within the course of the research process. The researcher should not embarrass, perpetrate pain, or impose other disastrous effects on the respondents. In an attempt to protect the respondents in this research, the researcher observed four ethical principles. The subjects of this study were not required to use their names or provide any form of identification. Full consent of all respondents was sought before the questionnaire was administered. All subjects were assured of total confidentiality and the data obtained would be used for research purpose only. The study did not cause any form of risk to participants or cause any form of anxiety. There was no direct benefit to the subjects but the result of the study was expected to benefit KLFH.

### **3.10 Operational Definitions of Variables**

Operational of variables of the factors influencing health workers job satisfaction in public hospitals, are defined in Table 3:2.



**Table 3.2 Operational definition of variables**

**Operational Definition of the Variables**

<b>variables</b>	<b>Operational definition</b>	<b>Indicators</b>	<b>Data collection methods</b>	<b>Measure tools</b>	<b>Scale</b>
Improved employee job satisfaction	This is how people feel about their jobs and different aspects	<ul style="list-style-type: none"> <li>• Less turnover</li> <li>• High production</li> <li>• Less absenteeism</li> <li>• Commitment to job</li> <li>• High punctuality</li> </ul>	Questionnaires	Frequencies and percentages	Ordinal scale
working conditions	The physical surroundings of the job that make specific demands of an employees' capacity	<ul style="list-style-type: none"> <li>• Organizational work load</li> <li>• Physical working conditions</li> <li>• Sufficient equipment</li> </ul>	Questionnaires	Frequencies and percentages	Ordinal scale
health workers' job description	A broad, general and written statement of a specific job based on the findings of a job analysis	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Skills</li> <li>• Education</li> <li>• Experience</li> <li>• abilities</li> </ul>	Questionnaires	Frequencies and percentages	Ordinal scale
Employees remuneration	A fair process to reward people according to their satisfaction contributions and competence.	<ul style="list-style-type: none"> <li>• Pay system</li> <li>• Salary structure</li> <li>• Special awards</li> </ul>	Questionnaires	Frequencies and percentages	Ordinal scale
Opportunity for personal advancement	Process of enabling employees acquire skills in their areas of specialization	<ul style="list-style-type: none"> <li>• Training</li> <li>• Promotion</li> <li>• Decision making</li> </ul>	Questionnaires	Frequencies and percentages	Ordinal scale

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.**

#### **4.1 Introduction**

This chapter presents data analysis and interpretation. The chapter focuses on the demographic information, how working conditions influence health workers job satisfaction in public hospitals, how job description influences health workers' job satisfaction in public hospitals, how remuneration influence health workers' job satisfaction in public hospitals and the establishment of the influence of opportunity for personal advancement on health workers' job satisfaction in public hospitals a case of Kiambu Level Four Hospitals, in Kiambu County, Kenya based on the research objectives.

#### **4.2 Questionnaire return rate**

Questionnaire return rate is the proportion of the questionnaires that are returned after administration to the respondents. In this study out of 198 respondents who were targeted, 151 of them returned the questionnaires. This represented 76.26% of the target population. This proportion was rendered effective in this study.

#### **4.3 Demographic information of the respondents**

Demographic information of the respondents refers to the personal characteristics of the population under study that the researcher intends to study. Demographic information was based on gender, age, professional experience, academic qualification and working experience of the respondents.

##### **4.3.1 Distribution of the Respondents by Gender**

Data of the respondents by gender was represented by table 4.1

**Table 4.1 Distribution of respondents by gender**

<b>Gender</b>	<b>Top level</b>		<b>Middle level</b>		<b>Lower level</b>	
	<b>management</b>		<b>management</b>		<b>management</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Male	3	42.9	48	38.7	8	40.0
Female	4	57.1	76	61.3	12	60.0
<b>Total</b>	<b>7</b>	<b>100.0</b>	<b>124</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>

Figure 4.1 shows that 3(42.9%) of the top level management employees were male while 4(57.1%) were female. 76(61.3%) middle level management employees were female while 48(38.7%) were male. 8(40%) of the lower level employees were male while 12(60%) were female. From the data above we can observe that two thirds representation of gender in public service was highly observed.

#### **4.3.2 Distribution of Respondents by Age**

The researcher also sought to establish the age of the respondents. The data is presented in table 4.2.

**Table 4.2 Distribution of respondents by age**

Age	Top level		Middle level		Lower level	
	management		management		management	
	F	%	F	%	F	%
20-30 years	2	28.6	22	17.7	4	20.0
30-40 years	2	28.6	35	28.2	7	35.0
40-50 years	1	14.3	49	39.5	5	25.0
50-60 years	2	28.6	18	14.5	4	20.0
<b>Total</b>	<b>7</b>	<b>100.0</b>	<b>124</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>

Figure above shows that 2(28.6%) of the top level management employees were aged between 20 and 30 years, 2(28.6%) were aged between 30 and 40 years, 1(14.3%) was aged between 40 and 50 years while 2(28.6%) respondents were aged between 50 and 60 years. The table further shows that 22(17.7%) of the middle level management employees were aged between 20 and 30 years, 35(28.2%) were aged between 30 and 40 years, 49(39.5%) was aged between 40 and 50 years while 18(14.5%) respondents were aged between 50 and 60 years. It is also observed that 4(20%) of the lower level management employees were aged between 20 and 30 years, 7(35%) were aged between 30 and 40 years, 5(25%) was aged between 40 and 50 years while 4(20%) respondents were aged between 50 and 60 years. As presented by the data above most of the employees are above 30 years of age hence their responses can be highly relied on in this study

#### **4.3.3 Distribution of respondents by academic qualification**

The study also sought to establish the academic qualifications of the employees. The data is presented in Table 4.3.

**Table 4.3 Distribution of respondents by academic qualifications**

Academic Qualifications	Top level		Middle level		Lower level	
	management		management		management	
	F	%	F	%	F	%
Diploma	1	14.3	49	39.5	14	70.0
Degree	1	14.3	58	46.8	6	30.0
Masters	4	57.1	14	11.3	0	00.0
PhD	1	14.3	3	2.4	0	00.0
<b>Total</b>	<b>7</b>	<b>100.0</b>	<b>124</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>

According to the table above, most of the top level management employees had university education, 1(14.3%) had degree, 4(57.1%) had masters while 1(14.3%) had PhD. 49(39.5%).the same findings were in the middle level management employees 58(46.8%) had degree, It can further be observed that 14(70%) of the low level management employees had diploma.

#### **4.3.4 Distribution of respondents by professional experience**

The study also sought to establish the professional experience of the employees. The data is presented in table 4.4.

**Table 4.4 Distribution of respondents by professional experience**

<b>Professional Experience</b>	<b>Top level management</b>		<b>Middle level management</b>		<b>Lower level management</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
	1-5 years	3	42.9	21	16.9	7
6-10 years	1	14.3	41	33.1	6	30.0
11-15 years	2	28.6	45	36.3	3	15.0
16 years and above	1	14.3	17	13.7	4	20.0
<b>Total</b>	<b>7</b>	<b>100.0</b>	<b>124</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>

According to table 4.10, 3(42.9%) of the top level management employees had been working for between 1 and 5 years, 1(14.3%) had been working for between 6 and 10 years, 2(28.6%) had been working for between 11 and 15 years while 1(14.3%) had been working for over 16 years. Further, 21(16.9%) of the middle level management employees had been working for between 1 and 5 years, 41(33.1%) had been working for between 6 and 10 years, 45(36.3%) had been working for between 11 and 15 years while 17(13.7%) had been working for over 16 years. It was also revealed that 7(35%) of the lower level management employees had been working for between 1 and 5 years, 6(30%) had been working for between 6 and 10 years, 3(15%) had been working for between 11 and 15 years while 4(20%) had been working for over 16 years.

#### **4.4 Influence of working conditions on health workers' job satisfaction in Kiambu Level Four Hospital**

This section sought to find out how working conditions influence health workers job satisfaction in public hospitals. The respondents were asked to indicate if they supported the statement that hospital environment determines workers ability to do their jobs effectively and the statement was supported by majority who agreed with the statement. Further they were asked to indicate if they agreed with the statement that design features

of the work place, ventilation, lighting, arrangement of furniture increases job satisfaction and staff turnover. The statement was highly supported by the biggest proportion agreeing with the statement. Also the respondents were asked to indicate if they strongly agreed, agreed, disagreed or strongly disagreed to the statements. Their responses are as shown in table 4.5.

**Table 4.5 Top level management employee’s responses on the influence of working conditions influence health workers’ job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
I am satisfied with work relationships with the people around me	1	14.3	4	57.1	1	14.3	1	14.3	2.29	.951
I am satisfied with the working environment of the hospital	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am satisfied with my job location	2	28.6	3	42.9	1	14.3	1	14.3	1.86	1.215
Work conditions is significant factor affecting job satisfaction	2	28.6	2	28.6	2	28.6	1	14.3	2.29	1.113
I am satisfied with relations with my colleagues	1	14.3	4	57.1	1	14.3	1	14.3	2.29	.951
I am satisfied with the organizational culture	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am satisfied with my conditions of employment	2	28.6	3	42.9	1	14.3	1	14.3	2.14	1.069

Data of the top level management employees on how working conditions influence workers job satisfaction showed that four 4(57.1) agreed that they were satisfied with work relationships with the people around them. Also four 4(57.4%) strongly agreed that they were satisfied with the working environment of the hospital, three 3(42.9%) agreed that they were satisfied with their job location. Two 2(28.6%) and the same proportion strongly agreed and agreed respectively to the statement that working condition is significant factor affecting job satisfaction. Four 4(57.4%) agreed to the statement that they were satisfied with relations with their colleagues. Also Three 3(42.9%) agreed with

the statement that they were satisfied with the conditions of their employment. Responses are as shown in table 4.5

**Table 4.6 Middle level management employees’ responses on the influence of working conditions on health workers’ job satisfaction**

<b>Statement</b>	<b>SA</b>		<b>A</b>		<b>D</b>		<b>SD</b>		<b>Mean</b>	<b>SD</b>
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>		
I am satisfied with work relationships with the people around me	63	50.8	38	30.6	13	10.5	10	8.1	1.76	.940
I am satisfied with the working environment of the hospital	69	55.6	26	21.0	18	14.5	11	8.9	1.77	1.005
I am satisfied with my job location	75	60.5	25	20.2	14	11.3	10	8.1	1.67	.969
Work conditions is significant factor affecting job satisfaction	74	59.7	24	19.4	18	14.5	8	6.5	1.67	.969
I am satisfied with relations with my colleagues	72	58.1	25	20.2	20	16.1	7	5.6	1.69	.939
I am satisfied with the organizational culture	76	61.3	26	21.0	13	10.5	9	7.3	1.64	.940
I am satisfied with my conditions of employment	66	53.2	26	21.0	16	12.9	16	12.9	1.85	1.080

Data of the middle level employees on how working conditions influence workers job satisfaction showed that majority 63(50.8%) strongly agreed that they were satisfied with work relationships with the people around them. Also majority 69(55.6%) strongly agreed that they were satisfied with the working environment of the hospital, Majority 75(60.5%) agreed that they were satisfied with their job satisfaction. Majority 74(59.7%) strongly agreed to the statement that working condition is significant factor affecting job satisfaction. Majority 72(58.1%) agreed to the statement that they were satisfied with relations with their colleagues. Majority 76(61.3%) strongly agreed that they were satisfied with the organizational culture. Also majority 66(53.2%) agreed with the statement that they were satisfied with the conditions of their employment. Responses are as shown in table 4.6



**Table 4.7 Lower level management employees' responses on how working conditions influence health workers' job satisfaction**

Statement	SA		A		D		SD		MEAN	SD
	F	%	F	%	F	%	F	%		
I am satisfied with work relationships with the people around me	5	25.0	8	40.0	4	20.0	3	15.0	2.25	1.020
I am satisfied with the working environment of the hospital	3	15.0	4	20.0	8	40.0	5	25.0	2.75	1.020
I am satisfied with my job location	3	15.0	8	40.0	5	25.0	4	20.0	2.20	.951
Work conditions is significant factor affecting job satisfaction	5	25.0	8	40.0	5	25.0	2	10.0	2.00	1.124
I am satisfied with relations with my colleagues	9	45.0	5	25.0	3	15.0	3	15.0	2.05	1.050
I am satisfied with the organizational culture	8	40.0	5	25.0	5	25.0	2	10.0	2.25	.910
I am satisfied with my conditions of employment	4	20.0	9	45.0	5	25.0	2	10.0	2.20	.894

Data of the lower level employees on how working conditions influence workers job satisfaction showed that most 8(40%) agreed that they were satisfied with work relationships with the people around them. Also eight 8(40%) disagreed that they were satisfied with the working environment of the hospital, eight 8(40%) agreed that they were satisfied with their job location. Eight 8(40%) agreed to the statement that working condition is significant factor affecting job satisfaction. Majority 9(45%) agreed to the statement that they were satisfied with relations with their colleagues. Eight 8(40%) strongly agreed that they were satisfied with the organizational culture. Also nine 9(45%) agreed with the statement that they were satisfied with the conditions of their employment.

To establish the correlation between working conditions and health workers' job satisfaction in Kiambu Level 4 Hospital, Pearson's correlation coefficient was carried out. The data is presented in Table 4.7.

**Table 4.8 Pearson’s correlation between working conditions and health workers’ job satisfaction**

<b>Variables</b>		<b>Working</b>	Health workers’ job
<b>relationship</b>		<b>conditions</b>	satisfaction
Working conditions	Pearson Correlation	1	.774
	Sig. (2-tailed)		.000
	N	151	151
Health workers’ job	Pearson Correlation	.774	1
satisfaction	Sig. (2-tailed)	.000	
	N	151	151

\*\* . Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation analysis was conducted to examine whether there is a relationship between working conditions with health workers’ job satisfaction. The results revealed that there was a significant and positive relationship between working conditions and health workers’ job satisfaction  $r = .774$ ,  $N = 151$ . The study found a positive relationship between working conditions and health workers’ job satisfaction.

#### **4.5 Influence of job description on employees job satisfaction in Kiambu Level Four Hospital**

This section tends to find out how health workers job description influence job satisfaction in public hospitals. The respondents were asked to indicate if they were aware of what is expected of them and the majority agreed that they were aware. The respondents were also asked to indicate if they strongly agreed, agreed, disagreed or strongly agreed to the statements as shown in the tables below.

**Table 4.9 Top level management response on how health workers job description influence job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
My job descriptions outlines my job title	3	42.9	1	14.3	2	28.6	1	14.3	2.14	1.215
I am satisfied with the present working hour	1	14.3	1	14.3	4	57.1	1	14.3	2.71	.951
I am happy with my work responsibilities	3	42.9	2	28.6	1	14.3	1	14.3	2.00	1.155
I am satisfied with job location	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I feel comfortable in carrying out my responsibilities	3	42.9	2	28.6	1	14.3	1	14.3	2.00	1.155
I am satisfied and think I've been awarded right set of duties, as per my ability	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215

According to the table above most 3(42.9%) strongly agreed that their job description describe their job title. Four 4(57.1%) disagreed with the statement that they were satisfied with the present working hour. Also three 3(42.9%) strongly agreed that they were happy with their work responsibilities. Four 4(57.1%) strongly agreed that they were satisfied with their job location. Three 3(42.9%) strongly agreed that that they felt comfortable in carrying out their responsibilities. Also most 4(57.1%) strongly agreed to the statement that they were satisfied with the duties set for them to carry out.

**Table 4.10 Middle level management response on how health workers job description influence job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
My job descriptions outlines my job title	74	59.7	30	24.2	13	10.5	7	5.6	1.62	.889
I am satisfied with the present working hour	72	58.1	25	20.2	17	13.7	10	8.1	1.72	.984
am happy with my work responsibilities	50	40.3	36	29.0	23	18.5	15	12.1	2.02	1.040
I am satisfied with job location	65	52.4	25	20.2	20	16.1	14	11.3	1.86	1.062
I feel comfortable in carrying out my responsibilities	62	50.0	33	26.6	16	12.9	12	9.7	2.15	3.743
I am satisfied and think I've been awarded right set of duties, as per my ability	59	47.6	29	23.4	22	17.7	14	11.3	1.93	1.053

According to the table above majority 74(59.7%) strongly agreed that their job description describe their job title. Majority 72(58.1%) strongly agreed with the statement that they were satisfied with the present working hour. Also most 50(40.3%) strongly agreed that they were happy with their work responsibilities. Majority 65(52.4%) strongly agreed that they were satisfied with their job location. Majority 62(50%) strongly agreed that that they felt comfortable in carrying out their responsibilities. Also 59(47.6%) strongly agreed to the statement that they were satisfied with the duties set for them to carry out.

**Table 4.11 Lower level management response on how health workers job description influence job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
My job descriptions outlines my job title	6	30.0	9	45.0	4	20.0	1	5.0	2.00	.858
I am satisfied with the present working hour	4	20.0	11	55.0	3	15.0	2	10.0	2.15	.875
I am happy with my work responsibilities	4	20.0	12	60.0	3	15.0	1	5.0	2.05	.759
I am satisfied with job location	6	30.0	7	35.0	5	25.0	2	10.0	2.15	.988
I feel comfortable in carrying out my responsibilities	6	30.0	8	40.0	4	20.0	2	10.0	2.10	.968
I am satisfied and think I've been awarded right set of duties, as per my ability	2	10.0	3	15.0	6	30.0	9	45.0	3.10	1.021

According to the table above 9(45%) agreed that their job description describe their job title. Majority 11(55%) agreed with the statement that they were satisfied with the present working hour. Also majority 12(60%) agreed that they were happy with their work responsibilities. 7(35%) agreed that they were satisfied with their job location. 8(40%) agreed that that they felt comfortable in carrying out their responsibilities. Also 9(45%) strongly disagreed to the statement that they were satisfied with the duties set for them to carry out.

To establish the correlation between job description job satisfactions, Pearson's correlation coefficient was carried out. The data is presented in Table 4.12

**Table 4.12 Pearson’s correlation between job description and health workers job satisfaction**

<b>Variables</b>		<b>Job description</b>	<b>Health workers’ job satisfaction</b>
<b>relationship</b>			
<b>Job description</b>	Pearson Correlation	1	.712
	Sig. (2-tailed)		.000
	N	151	151
<b>Health workers’ job satisfaction</b>	Pearson Correlation	.712	1
	Sig. (2-tailed)	.000	
	N	151	151

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results, revealed that there was a significant and positive relationship between job description and health workers’ job satisfaction  $r = .712$ ,  $N = 151$ . The correlation was strong and positive relationship in both job description and health workers’ job satisfaction.

#### **4.6 How remuneration influence health workers’ job satisfaction in Kiambu Level Four hospital**

This section examines how remuneration influence health workers job satisfaction in public hospitals. The respondents were asked to indicate the extent to which they are rewarded for working hard in the hospital. Results are as shown in table 4.13.

**Table 4.13 Extent of the rewarding on health workers' job satisfaction**

<b>Extent</b>	<b>Top level</b>		<b>Middle level</b>		<b>Lower level</b>	
	<b>management</b>		<b>management</b>		<b>management</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
<b>Large extent</b>	1	14.3	34	27.4	6	30.0
<b>Small extent</b>	4	57.1	56	45.2	9	45.0
<b>No extent</b>	2	28.6	33	26.6	5	25.0

According to table 4.13, majority of the employees responded by communicating that they were rewarded to a small extent as indicated by 4(57.1%) top employees, 56(45.2%) middle employees and 9(45%) low employees. Respondents were also asked to indicate if they strongly agreed, agreed, disagreed or strongly disagreed to the statements as shown in the tables 4.14, 4.15 and 4.16.

**Table 4.14 Top level management responses on how remuneration influence health workers' job satisfaction in public hospitals**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Employees in my organization are fairly rewarded	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am satisfied with the existing salary structure of the hospitals' works and contributions	1	14.3	1	14.3	1	14.3	4	57.1	3.14	1.215
I am happy with the recognition and rewards for my outstanding work	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am satisfied with long term benefit & insurance policies of the organization	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
Remuneration enhance job satisfaction	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am satisfied with the compensation I get and I think it matches with my responsibility	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am able to cater for my daily needs	2	28.6	3	42.9	1	14.3	1	14.3	2.14	1.069

According to table 4.9, majority 4(57.1%) strongly agreed that employees in their organization are fairly rewarded. Majority 4(57.1%) strongly disagreed that that they are satisfied with the existing salary structure of the hospitals works and contributions. Majority 4(57.1%) strongly agreed that they are happy with the recognition and rewards for their outstanding work. Majority 4(57.1%) strongly agreed that they are satisfied with the long term benefit and insurance policies of the organization. Majority 4(57.1%) strongly agreed that remuneration enhance job satisfaction. 4(57.1%) strongly agreed that they are satisfied with compensation they get while 3(42.9%) agreed that they are able to cater for their daily needs.



**Table 4.15 Middle level management responses on how remuneration influence health workers' job satisfaction in public hospitals**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Employees in my organization are fairly rewarded	72	58.1	26	21.0	17	13.7	9	7.3	1.70	.963
I am satisfied with the existing salary structure of the hospitals' works and contributions	62	50.0	34	27.4	17	13.7	11	8.9	1.81	.983
I am happy with the recognition and rewards for my outstanding work	60	48.4	31	25.0	22	17.7	11	8.9	1.87	1.004
I am satisfied with long term benefit & insurance policies of the organization	57	46.0	32	25.8	21	16.9	14	11.3	1.94	1.042
Remuneration enhance job satisfaction	65	52.4	26	21.0	19	15.3	14	11.3	1.85	1.057
I am satisfied with the compensation I get and I think it matches with my responsibility	77	62.1	22	17.7	17	13.7	8	6.5	1.65	.947
I am able to cater for my daily needs	54	43.5	29	23.4	28	22.6	13	10.5	2.00	1.044

According to table 4.10 above, majority 72(58.1%) strongly agreed that employees in their organization are fairly rewarded. Majority 62(50%) strongly agreed that that they are satisfied with the existing salary structure of the hospitals works and contributions. 60(48.4%) strongly agreed that they are happy with the recognition and rewards for their outstanding work. Majority 57(46%) strongly agreed that they are satisfied with the long term benefit and insurance policies of the organization. Majority 65(52.4%) strongly agreed that remuneration enhance job satisfaction. 77(62.1%) strongly agreed that they

are satisfied with compensation they get while 54(43.5%) agreed that they are able to cater for their daily needs.

**Table 4.16 Lower level management responses on how remuneration influence health workers' job satisfaction in public hospitals**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Employees in my organization are fairly rewarded	3	15.0	5	25.0	7	35.0	5	25.0	2.70	1.031
I am satisfied with the existing salary structure of the hospitals' works and contributions	2	10.0	4	20.0	8	40.0	6	30.0	2.90	.968
I am happy with the recognition and rewards for my outstanding work	2	10.0	4	20.0	9	45.0	5	25.0	2.85	.933
I am satisfied with long term benefit & insurance policies of the organization	4	20.0	6	30.0	4	20.0	6	30.0	2.60	1.142
Remuneration enhance job satisfaction	8	40.0	6	30.0	3	15.0	3	15.0	2.05	1.099
I am satisfied with the compensation I get and I think it matches with my responsibility	4	20.0	6	30.0	2	10.0	8	40.0	2.70	1.218
I am able to cater for my daily needs	4	20.0	10	50.0	2	10.0	4	20.0	2.30	1.031

According to table 4.16, 7(35%) disagreed that employees in their organization are fairly rewarded. 8(40%) disagreed that that they are satisfied with the existing salary structure of the hospitals works and contributions. 9(45%) disagreed that they are happy with the recognition and rewards for their outstanding work. 6(30%) agreed and the same number disagreed that they are satisfied with the long term benefit and insurance policies of the organization. 8(40%) strongly agreed that remuneration enhance job satisfaction. 8(40%)

strongly disagreed that they are satisfied with compensation they get while majority 10(50%) agreed that they are able to cater for their daily needs.

To establish the correlation between remuneration and health workers' job satisfaction, Pearson's correlation coefficient was carried out. The data is presented in Table 4.17.

**Table 4.17 Pearson's correlation between remuneration and health workers' job satisfaction**

<b>Variables</b>		<b>Remuneration</b>	<b>Health workers' job satisfaction</b>
<b>Remuneration</b>	Pearson Correlation	1	.711
	Sig. (2-tailed)		.000
	N	151	151
<b>Health workers' job satisfaction</b>	Pearson Correlation	.711	1
	Sig. (2-tailed)	.000	
	N	160	160

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results in table 4.17, revealed that there was a significant and positive relationship between remuneration and health workers' job satisfaction  $r = .711$ ,  $N = 151$ . The correlation was strong and positive relationship in both remuneration and health workers' job satisfaction.

**4.7 Influence of opportunity for personal advancement on health workers' job satisfaction in public hospitals a case of Kiambu Level Four Hospital.**

This section tends to find out the influence of opportunity for personal advancement on health workers job satisfaction. The respondents were asked to indicate if they have challenging opportunities at work and as shown by the majority they have many challenges. Also majority of the employees said that they have never received any training since they joined their work places. The researcher also sought to establish how opportunity for personal advancement influenced health workers' job satisfaction in public hospitals a case of Kiambu Level 4 Hospitals. The results of the top level management are presented in Table 4.18.

**Table 4.18 Top level management response on influence of opportunity for personal advancement on health workers' job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Fulfilling my responsibilities gives me a feeling of satisfaction and personal achievement	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I am satisfied and able to maintain a healthy balance between work and family life	3	42.9	2	28.6	1	14.3	1	14.3	2.00	1.155
Human resource department is always notified of the promotion vacancies	1	14.3	1	14.3	3	42.9	2	28.6	2.86	1.069
Promotion in the hospital is done on merit	1	14.3	2	28.6	3	42.9	1	14.3	2.57	.976
Promotion is accompanied by increased pay status	2	28.6	3	42.9	1	14.3	1	14.3	2.14	1.069

Table 4.13 shows that majority 4(57.1%) strongly agreed that fulfilling their abilities gives them a feeling of satisfaction and personal achievement. 3(42.9%) strongly agreed that they are satisfied and able to maintain a healthy balance between work and family life. 3(42.9%) disagreed that human resource department is always notified of the promotion vacancies. 3(42.9%) disagreed that promotion is done on merit. 3(42.9%) agreed that promotion is accompanied by pay rise.

The results of the middle level management on the influence of opportunity for personal advancement on health workers' job satisfaction are presented in table 4.19.

**Table 4.19 Middle level management response on influence of opportunity for personal advancement on health workers' job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Fulfilling my responsibilities gives me a feeling of satisfaction and personal achievement	71	57.3	27	21.8	15	12.1	11	8.9	1.73	.991
I am satisfied and able to maintain a healthy balance between work and family life	67	54.0	35	28.2	12	9.7	10	8.1	1.72	.942
Human resource department is always notified of the promotion vacancies	67	54.0	31	25.0	16	12.9	10	8.1	1.75	.968
Promotion in the hospital is done on merit	73	58.9	27	21.8	15	12.1	9	7.3	1.68	.950
Promotion is accompanied by increased pay status	59	47.6	34	27.4	17	13.7	14	11.3	1.89	1.030

Table 4.19 shows that majority 71(57.3%) strongly agreed that fulfilling their abilities gives them a feeling of satisfaction and personal achievement. Majority 67(54%) strongly agreed that they are satisfied and able to maintain a healthy balance between work and family life. Majority 67(54%) strongly agreed that human resource department is always

notified of the promotion vacancies. Majority 73(58.9%) strongly agreed that promotion is done on merit. 59(47.6%) agreed that promotion is accompanied by increase in pay status.

Table 4.20 presents the results for the Lower management employees on the influence of opportunity for personal advancement on health workers' job satisfaction

**Table 4.20 Lower level management employees' response on influence of opportunity for personal advancement on health workers' job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
Fulfilling my responsibilities gives me a feeling of satisfaction and personal achievement	11	55.0	4	20.0	3	15.0	2	10.0	1.80	1.056
I am satisfied and able to maintain a healthy balance between work and family life	9	45.0	4	20.0	4	20.0	3	15.0	2.05	1.146
Human resource department is always notified of the promotion vacancies	4	20.0	4	20.0	1	5.0	11	55.0	2.95	1.276
Promotion in the hospital is done on merit	4	20.0	6	30.0	6	30.0	4	20.0	2.50	1.051
Promotion is accompanied by increased pay status	3	15.0	12	60.0	4	20.0	1	5.0	2.15	.745

Table 4.20 shows that majority 11(55%) strongly agreed that fulfilling their abilities gives them a feeling of satisfaction and personal achievement. 9(45%) strongly agreed that they are satisfied and able to maintain a healthy balance between work and family life. Majority 11(55%) disagreed that human resource department is always notified of

the promotion vacancies. 6(30%) disagreed that promotion is done on merit. 12(60%) agreed that promotion is accompanied by increase in pay status.

To establish the correlation between Opportunity for personal advancement and health workers' job satisfaction in public hospitals, in Kiambu County, Kenya Pearson's correlation coefficient was carried out. The data is presented in Table 4.21.

**Table 4.21 Pearson's correlation on opportunity for personal advancement and health workers' job satisfaction**

<b>Variables</b>		<b>Opportunity for</b>	<b>health workers'</b>
<b>relationship</b>		<b>personal</b>	<b>job satisfaction</b>
		<b>advancement</b>	
Opportunity for	Pearson Correlation	1	.765
personal	Sig. (2-tailed)		.000
advancement	N	151	151
health workers' job	Pearson Correlation	.765	1
satisfaction	Sig. (2-tailed)	.000	
	N	151	151

\*\* . Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation analysis was conducted to examine whether there is a relationship between Opportunity for personal advancement and health workers' job satisfaction in public hospitals. The results revealed that there was a significant and positive relationship between Opportunity for personal advancement and health workers' job satisfaction  $r = .765$ ,  $N = 151$ .

#### 4.8 Levels of health workers' job satisfaction

This section tends to examine the levels of health workers job satisfaction in public hospitals. The respondents were asked to select the words which described the leadership of their team supervisor. The responses are as shown in the table 4.22.

**Table 4.22 Leadership styles**

Leadership style	Top level		Middle level		Lower level	
	management		management		management	
	F	%	F	%	F	%
Authoritarian	3	42.9	68	54.8	10	50.0
Democratic	2	28.6	31	25.0	3	15.0
Laissez-faire	1	14.3	16	12.9	3	15.0
Autocratic	1	14.3	9	7.3	4	20.0

According to the table 4.22, 3(42.9%), 68(54.8) and 10(50%) of the top employees, middle employees and low employees respectively said that their supervisor had authoritative leadership style. The respondents were also asked to indicate if the strongly agreed, agreed, disagreed or strongly disagreed to the statements as shown in the tables 4.23, 4.24.4.25.



**Table 4.23 Top level management levels of satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
I only do the minimum required in order to keep my job	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
Frequently I do take on additional task on my own initiative	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
I always extend a helping hand to my colleagues when they have more tasks than they can handle	1	14.3	4	57.1	1	14.3	1	14.3	2.29	.951
My supervisor provides guidance always	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
The management provides supportive supervision to individuals while maintaining a harmonious working relationship	2	28.6	3	42.9	1	14.3	1	14.3	2.14	1.069
The supervisor provides timely feedback that is correctional in nature on matters affecting my performance	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215
My supervisor delegates work to team members	4	57.1	1	14.3	1	14.3	1	14.3	1.86	1.215

According to the table 4.23, majority 4(57.1%) strongly agreed that they only do the minimum required in order to keep their job. Also 4(57.1%) strongly agreed that they frequently take an additional task on their own initiative. Majority 4(57.1%) agreed that they always extend a helping hand to their colleagues when they have more tasks than they can handle. Also majority 4(57.1%) strongly agreed that their supervisor provides guidance always. 3(42.9%) agreed that the management provides supportive supervision to individuals while maintaining a harmonious working relationship. Majority 4(57.1%) strongly agreed that the supervisor provides timely feedback that is correctional in nature

on matters affecting their performance. Also majority 4(57.1%) strongly agreed that their supervisor delegates work to team members.

**Table 4.24 Middle level management levels of job satisfaction**

Statement	SA		A		D		SD		mean	SD
	F	%	F	%	F	%	F	%		
I only do the minimum required in order to keep my job	59	47.6	37	29.8	15	12.1	13	10.5	1.85	1.002
Frequently I do take on additional task on my own initiative	49	39.5	48	38.7	21	16.9	6	4.8	1.87	.865
I always extend a helping hand to my colleagues when they have more tasks than they can handle	70	56.5	33	26.6	13	10.5	8	6.5	1.67	.908
My supervisor provides guidance always	61	49.2	37	29.8	16	12.9	10	8.1	1.80	.954
The management provides supportive supervision to individuals while maintaining a harmonious working relationship	72	58.1	35	28.2	10	8.1	7	5.6	1.61	.862
The supervisor provides timely feedback that is correctional in nature on matters affecting my performance	64	51.6	32	25.8	15	12.1	13	10.5	1.81	1.015
My supervisor delegates work to team members	67	54.0	32	25.8	15	12.1	9	7.3	1.90	2.129

According to the table 4.24, 59(47.6%) strongly agreed that they only do the minimum required in order to keep their job. Also 49(39.5%) and 48(38.7%) strongly agreed and agreed respectively that they frequently take an additional task on their own initiative. Majority 70(56.5%) strongly agreed that they always extend a helping hand to their colleagues when they have more tasks than they can handle. Also 61(49.2%) strongly

agreed that their supervisor provides guidance always. Majority 72(58.1%) agreed that the management provides supportive supervision to individuals while maintaining a harmonious working relationship. Majority 64(51.6%) strongly agreed that the supervisor provides timely feedback that is correctional in nature on matters affecting their performance. Also majority 67(54%) strongly agreed that their supervisor delegates work to team members.

**Table 4.25 Lower level management level of job satisfaction**

Statement	SA		A		D		SD		Mean	SD
	F	%	F	%	F	%	F	%		
I only do the minimum required in order to keep my job	4	20.0	10	50.0	4	20.0	2	10.0	2.20	.894
Frequently I do take on additional task on my own initiative	5	25.0	10	50.0	3	15.0	2	10.0	2.10	.912
I always extend a helping hand to my colleagues when they have more tasks than they can handle	6	30.0	8	40.0	3	15.0	3	15.0	2.15	1.040
My supervisor provides guidance always	3	15.0	10	50.0	3	15.0	4	20.0	2.40	.995
The management provides supportive supervision to individuals while maintaining a harmonious working relationship	4	20.0	8	40.0	5	25.0	3	15.0	2.35	.988
The supervisor provides timely feedback that is correctional in nature on matters affecting my performance	3	15.0	6	30.0	6	30.0	5	25.0	2.65	1.040
My supervisor delegates work to team members	9	45.0	5	25.0	4	20.0	2	10.0	1.95	1.050

According to the table 4.25, majority 10(50%) agreed that they only do the minimum required in order to keep their job. Also 10(50%) agreed that they frequently take an additional task on their own initiative. 8(40%) agreed that they always extend a helping hand to their colleagues when they have more tasks than they can handle. Also majority 10(50%) strongly agreed that their supervisor provides guidance always. 8(40%) agreed that the management provides supportive supervision to individuals while maintaining a harmonious working relationship. 6(30%) agreed that the supervisor provides timely feedback that is correctional in nature on matters affecting their performance. Also 9(45%) strongly agreed that their supervisor delegates work to team members.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the findings, discussions, conclusions reached, study recommendations and suggestions for further investigations. The objectives of the study was to: establish how working conditions influence health workers' job satisfaction , to assess how health workers' job description influence job satisfaction, determine how remuneration influence health workers' job satisfaction, establish the influence of opportunity for personal advancement on health workers' job satisfaction. Findings of the study confirm that health workers' job satisfaction is determined by institutional and individual factors.

#### **5.2 Summary of the findings**

Data collected from sampled respondents enabled the study to evaluate factors influencing health workers job satisfaction in public hospitals in Kenya, using KLFH as a case example. Factors examined by the study include; working conditions, job description, remuneration and opportunities for personal advancement. Each of these factors was assessed on the extent to which it influences job satisfaction in public hospitals. Relying on the responses given by the respondents, the researcher came up with findings which were used to make conclusions and recommendations.

##### **5.2.1 The influence of working conditions on health workers' job satisfaction**

This revealed that working conditions influence health workers job satisfaction. For example, majority 4(57.1%) of the top management health workers agreed that they were satisfied with work relationships with the people around them. Also majority 4(57.4%) of the top management strongly agreed that they were satisfied with the working environment of the hospital. Majority 4(57.4%) agreed to the statement that they were satisfied with relations with their colleagues. Further, majority 69(55.6%) of the middle level employees strongly agreed that they were satisfied with the working environment of the hospital, Majority 75(60.5%) agreed that they were satisfied with their job

satisfaction. Majority 74(59.7%) strongly agreed to the statement that working condition is significant factor affecting job satisfaction. Majority 72(58.1%) agreed to the statement that they were satisfied with relations with their colleagues. Majority 76(61.3%) strongly agreed that they were satisfied with the organizational culture. Pearson's correlation between working conditions and health workers' job satisfaction revealed that there was a significant and positive relationship between working conditions and health workers' job satisfaction  $r = .774$ ,  $N = 151$ . The study found a positive relationship between working conditions and health workers' job satisfaction.

### **5.2.2 The influence of job description on employees' job satisfaction**

It was revealed that job description influenced employees' job satisfaction. For example, Majority 4(57.1%) of the top management disagreed with the statement that they were satisfied with the present working hour. Majority 4(57.1%) strongly agreed that they were satisfied with their job location. While majority 4(57.1%) strongly agreed to the statement that they were satisfied with the duties set for them to carry out. Among the middle level employees, majority 74(59.7%) strongly agreed that their job description describe their job title. Majority 72(58.1%) strongly agreed with the statement that they were satisfied with the present working hour. Above half 65(52.4%) of the middle level employees strongly agreed that they were satisfied with their job location. In the lower management level, only 9(45%) agreed that their job description describe their job title. Eleven 1(55%) agreed with the statement that they were satisfied with the present working hour. Also majority 12(60%) agreed that they were happy with their work responsibilities. Pearson's correlation between job description and health workers job satisfaction revealed that there was a significant and positive relationship between job description and health workers' job satisfaction  $r = .712$ ,  $N = 151$ . The correlation was strong and positive relationship in both job description and health workers' job satisfaction.

### **5.2.3 The influence of remuneration on health workers' job satisfaction**

This showed that remuneration influenced health workers job satisfaction in public hospitals. For example, among the top level management majority 4(57.1%) strongly agreed that employees in their organization are fairly rewarded. Majority 4(57.1%) strongly disagreed that that they are satisfied with the existing salary structure of the hospitals works and contributions. Majority 4(57.1%) strongly agreed that they are happy with the recognition and rewards for their outstanding work. Majority 4(57.1%) strongly agreed that they are satisfied with the long term benefit and insurance policies of the organization. Majority 4(57.1%) strongly agreed that remuneration enhance job satisfaction. 4(57.1%) strongly agreed that they are satisfied with compensation they get while below half 3(42.9%) agreed that they are able to cater for their daily needs.

Among the middle employees majority 72(58.1%) strongly agreed that employees in their organization are fairly rewarded. Majority 62(50%) strongly agreed that that they are satisfied with the existing salary structure of the hospitals works and contributions. Majority 60(48.4%) strongly agreed that they are happy with the recognition and rewards for their outstanding work. Majority 57(46%) strongly agreed that they are satisfied with the long term benefit and insurance policies of the organization while 77(62.1%) strongly agreed that they are satisfied with compensation. Among the lower level management, 7(35%) disagreed that employees in their organization are fairly rewarded. Eight 8(40%) disagreed that that they are satisfied with the existing salary structure of the hospitals works and contributions. A minimum 9 (45%) disagreed that they are happy with the recognition and rewards for their outstanding work. Pearson's correlation between remuneration and health workers' job satisfaction revealed that there was a significant and positive relationship between remuneration and health workers' job satisfaction  $r = .711$ ,  $N = 151$ . The correlation was strong and positive relationship in both remuneration and health workers' job satisfaction. Higher levels of Health workers' job satisfaction was associated with higher levels health workers' job satisfaction in public Hospitals.

#### **5.2.4 The influence of opportunity for personal advancement on health workers' job satisfaction.**

The findings showed that opportunity for personal development was a factor influencing employees' job satisfaction. Among the top management, majority 4(57.1%) strongly agreed that fulfilling their abilities gives them a feeling of satisfaction and personal achievement. Among the middle level employees, majority 71(57.3%) strongly agreed that fulfilling their abilities gives them a feeling of satisfaction and personal achievement. Majority 67(54%) strongly agreed that they are satisfied and able to maintain a healthy balance between work and family life. Majority 67(54%) strongly agreed that human resource department is always notified of the promotion vacancies. Majority 73(58.9%) strongly agreed that promotion is done on merit. Among the lower management employees' 11(55%) strongly agreed that fulfilling their abilities gives them a feeling of satisfaction and personal achievement. Nine (45%) strongly agreed that they are satisfied and able to maintain a healthy balance between work and family life. While eleven 11(55%) disagreed that human resource department is always notified of the promotion vacancies. Pearson's correlation on opportunity for personal advancement and health workers' job satisfaction revealed that there was a significant and positive relationship between Opportunity for personal advancement and health workers' job satisfaction  $r = .765$ ,  $N = 151$

### **5.3 Discussions of findings**

#### **5.3.1 The influence of working conditions on health workers job satisfaction**

The study confirmed that health workers in KL4H were satisfied with their working conditions, they had good working relationship with the people around them and that they were satisfied with their working environment. As pointed out by Yumkella (2005), Working conditions include equipment and supplies, infrastructure, support services, regulations at work and lines of authority and decision-making, all of which are important determinants for job satisfaction. However, the lower management was not dissatisfied with the hospitals work environment and the hospital management team should act on it

Robbins (2009) states that, work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold



and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003).likewise, the study findings strongly suggests that working conditions is a significant factor affecting job satisfaction and if not taken care of it would lead to dissatisfaction. However, the study also found out that the health workers were satisfied with the organizations' culture and conditions of employment and this has enhanced their job performance and satisfaction

### **5.3.2 The influence of job description on employees' job satisfaction**

Dolvo (2003) point out that job description clarifies what an employee is responsible for and what is expected of them. The number of different duties depends on how specialized workers' role is on the firm. The study revealed that majority of the lower level management (45%) were not accorded right duties as per their ability .They felt the need of the hospital management team reviewing their duties according to their job description. Employees seem to need tasks that develop self-esteem. A job should give the opportunity to employees to be themselves when they are on the work place and also a part of the group when the project needs to be many. Positive attitude at work gives good feeling to the others coworkers. Okemwa, (2004) .The study found out that majority of the top management level was not satisfied with the present working hours since they felt overworked. This was contrary to the middle and lower level management who were satisfied with the current working hours. However the study revealed that majority of health workers were satisfied with work responsibilities and were happy to carry them out.

### **5.3.3 The influence of remuneration on health workers' job satisfaction**

The study established that to enhance job satisfaction for the health workers, existing salary structure must be improved. There was need to harmonize the pay disparities as

most of the lower management level felt they were not compensated and rewarded fairly unlike their counterparts in the middle and top management levels. This agrees with Khokher (2009) who states that Fairness is equal treatment, receiving the same services and benefits as other people. Remuneration is an important element because it is believed to enhance job satisfaction of employees and is thought to be a fair process to reward people according to their satisfaction contribution and competence, Ololube (2005). The study also concurs with the World health report 2006 which states that in many countries the salaries of health workers are below the minimum living wage and that the pay levels of public sector workers are often unfair compared to others in similar jobs (WHO, 2006). Remuneration policies should be carefully developed bearing in mind the interests of the management and satisfaction of employees.

#### **5.3.4 The influence of opportunity for personal advancement on health workers' job satisfaction**

The study confirmed that health workers had challenging opportunities at work. As noted by Odhiambo (2005), Employees are more motivated when they have challenging opportunities at work, including participating in interesting projects, jobs with satisfying degree of challenge and opportunity for increased responsibility. The study further established that, majority of health workers in the middle level management was satisfied with the existing opportunities for personal advancement especially in promotions. However the top and lower management level disagreed that the human resource is notified of promotion vacancies and that they were done in merit. Wallace (2012) notes that successful and well performing institutions ensure that their employees are well equipped with information, required skills, knowledge, appreciation and recognition.

#### **5.4 Conclusions of the Study**

Based on the study, it was concluded that there was a relationship between working conditions as a factors that influenced health workers' job satisfaction. This was revealed by a Pearson's correlation between working conditions and health workers' job satisfaction which showed a significant and positive relationship between working conditions and health workers' job satisfaction  $r = .774$ ,  $N = 151$ . The study also

concluded that job description had an influenced on employees job satisfaction. This conclusion was based on the results of Pearson's correlation between job description and health workers job satisfaction which revealed that was a significant and positive relationship between job description and health workers' job satisfaction  $r = .712$ ,  $N = 151$ . The correlation was strong and positive relationship in both job description and health workers' job satisfaction.

The study further concluded that there was a relationship between remuneration and health workers' job satisfaction in public hospitals. Pearson's correlation between remuneration and health workers' job satisfaction revealed that there was a significant and positive relationship between remuneration and health workers' job satisfaction  $r = .711$ ,  $N = 151$ . The correlation was strong and positive relationship in both remuneration and health workers' job satisfaction. The study also concluded that opportunity for personal advancement had a relationship with health workers' job satisfaction in public hospitals. This conclusion was based from the findings of a Pearson's correlation on opportunity which revealed a significant and positive relationship between Opportunity for personal advancement and health workers' job satisfaction  $r = .765$ ,  $N = 151$ .

### **5.5 Recommendations of the study**

Based on the findings of the study, the following were the recommendations

1. The management of KLFH hospital should provide better working environment for the lower level management to increase their job satisfaction
2. The county government of Kiambu should look for ways of improving remuneration for the lower level management better so as to increase their job satisfaction
3. The county government of Kiambu should ensure that its employees are notified of promotion vacancies and they are given on merit.

4. For successful and well performing institution, the management of KLFH should ensure that the health workers are well equipped with information and required skills for the job

#### **5.6 Suggestions for further research**

Based on the findings of the study, there is need to investigate further and establish the dynamics that surround health workers job satisfaction. The study has explored internal factors while there are some external factors that may influence health workers' job satisfaction. Hence further investigations should be done on these external factors and their influence on health workers job satisfaction.

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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

Sarah Nyambura Wamunyu  
University of Nairobi  
Department of Extra Mural  
Studies  
P.O Box 6232-001000  
Thika  
11<sup>th</sup> July, 2016

To  
The Medical Superintendent,  
Kiambu Level 4 Hospital

Dear Sir/ Madam

**RE: FACTORS INFLUENCING HEALTH WORKERS' JOB SATISFACTION IN  
PUBLIC HOSPITALS A CASE OF KIAMBU LEVEL FOUR HOSPITAL ,  
KENYA**

I am a Post Graduate Student pursuing a Masters Degree at the University of Nairobi. I am conducting research on the factors influencing health workers' job satisfaction in public hospitals: a case of Kiambu Level Four Hospital, Kenya. You have been selected for the study. I am kindly requesting your assistance in collection of data for the purpose of this study. You are assured that the information you provide will be for the purpose of this study and that your identity will remain confidential.

**Sarah Nyambura Wamunyu**

**L50/70570/2013**

## APPENDIX II

### QUESTIONNAIRE FOR THE EMLPOYEES

The purpose of this questionnaire is to solicit information on the factors influencing health workers' job satisfaction in public hospitals a case of Kiambu Level Four and Thika Level Five Hospitals, Kenya. You are asked to participate in this study by filling in the questionnaire. You are assured that your identity will be treated confidentially. Please answer all the questions provided as honestly as possible, to the best of your knowledge.

#### Section A: Demographic data

1 Please tick against your gender

Male [ ] Female [ ]

2 What is your age?

20 – 30 years [ ] 30 – 40 years [ ]

40 – 50 years [ ] 50 – 60 years [ ]

3 What is your academic qualification?

Diploma [ ] Degree [ ] Masters [ ]

PhD [ ]

Others (specify) \_\_\_\_\_

4 Indicate your professional experience in years (tick one)

1 – 5 years [ ] 6 – 10 years [ ]

11 – 15 years [ ] 16 years and above [ ]

**Section B: Working conditions and health workers' job satisfaction in public hospitals**

5. Does the hospital environment determine workers ability to do their job effectively and efficiently?

Yes [ ] No [ ]

Do the design features of the work place, ventilation, lighting, arrangement of furniture increases job satisfaction and staff turnover?

Yes [ ] No [ ]

b) If no, indicate why

.....  
 .....

6. Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree      A Agree  
 D Disagree              SD Strongly disagree

Item	SA	A	D	SD
I am satisfied with work relationships with the people around me.				
I am satisfied with the working environment of the hospital				
I am happy with my overall job security.				
I am satisfied with my job location.				
Work conditions is significant factor affecting job satisfaction				
I am satisfied with relations with my colleagues				
I am satisfied with the organizational culture				
I am satisfied with my conditions of employment				

**Section C: Health worker job description and job satisfaction in public hospitals**

7. Are you aware of what you are responsible for and what is expected of you?

Yes [     ]     No [     ]

8. Indicate the extent to which you agree with the following items using the provided key:

SA   Strongly agree     A    Agree

D    Disagree            SD   Strongly disagree

Item	SA	A	D	SD
My job descriptions outlines my job title				
I am satisfied with the present working hour				
I am happy with my work responsibilities.				
I am satisfied with job location.				
I feel comfortable in carrying out my responsibilities.				
I am satisfied and think I've been awarded right set of duties, as per my ability.				

**Section D: Remuneration and health workers' job satisfaction in public hospitals**

9. To which extent are you rewarded for working hard in the hospital?

Large Extent [     ]     Small Extent [     ]

No extent [     ]

10. When employees are highly satisfied, does the production in the organization increase?

Yes [     ]     No [     ]

Indicate the extent to which you agree with the following items using the provided key:

SA   Strongly agree     A    Agree

D    Disagree            SD   Strongly disagree

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
Employees in my organization are fairly rewarded				
I am satisfied with the existing salary structure of the hospitals' works and contributions				
I am happy with the recognition and rewards for my outstanding work				
I am satisfied with long term benefit & insurance policies of the organization				
Remuneration enhance job satisfaction				
I am satisfied with the compensation I get and I think it matches with my responsibility.				
I am able to cater for my daily needs				

**Section E: Opportunity for personal advancement and health workers' job satisfaction in public hospitals**

11. Do you have challenging opportunities at work?

Yes [     ]     No [     ]

12. Have you ever received any training since you joined this hospital?

Yes [     ]     No [     ]

13. Indicate the extent to which you agree with the following items using the provided key:

SA    Strongly agree     A    Agree

D    Disagree             SD   Strongly disagree



<b>Item</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
Fulfilling my responsibilities gives me a feeling of satisfaction and personal achievement				
I am satisfied and able to maintain a healthy balance between work and family life.				
Human resource department is always notified of the promotion vacancies				
Promotion in the hospital is done on merit				
Promotion is accompanied by increased pay status				

**Section F: Employee Job Satisfaction**

14. Which words describe your team supervisor leadership style?

Authoritarian [ ] Democratic [ ] laissez-faire [ ] autocratic [ ]

15. Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree      A Agree

D Disagree              SD Strongly disagree

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
I only do the minimum required in order to keep my job				
Frequently I do take on additional task on my own initiative				
I always extend a helping hand to my colleagues when they have more tasks than they can handle				
My supervisor provides guidance always				
The management provides supportive supervision to individuals while maintaining a harmonious working relationship				
The supervisor provides timely feedback that is correctional in nature on matters affecting my performance				
My supervisor delegates work to team members				



**APPENDIX IV**  
**LETTER OF AUTHORIZATION**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
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Email: dg@nacosti.go.ke  
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when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No.

Date:

**NACOSTI/P/16/54487/12579**

**1<sup>st</sup> August, 2016**

Wamunyu Sarah Nyambura  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on “*Factors influencing health workers job satisfaction in public hospitals; a case of Kiambu Level 4 Hospital in Kiambu County, Kenya.*” I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **29<sup>th</sup> July, 2017.**

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**DR. STEPHEN K. KIBIRU, PhD.**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Kiambu County.

The County Director of Education  
Kiambu County.