

**FACTORS INFLUENCING MOTIVATION AND JOB SATISFACTION AMONG
HEALTHCARE WORKERS AT GARISSA COUNTY REFERRAL HOSPITAL**

BULLE RUKIA ADEN

**A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN
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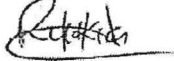
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Name of CandidateBulle Rukia Aden

Signature..... 

Date..... November 4, 2021

Approval

The thesis/dissertation of Bulle Rukia Aden was reviewed and approved for examination by the following:

Name of Supervisor: Dr. Pratap Kumar

School/Institute/Faculty: Strathmore University Business School

Signature: 

Date: 19th Nov 2021

Dr. George Njenga

Executive Dean

Strathmore University Business School.

Dr. Bernard Shibwabo

Director, Office of Graduate Studies

ABSTRACT

Motivation of healthcare workers is as important as is in other organizations, to be able to provide quality care to patients and ensuring better productivity of staff especially in public sector institutions. Low motivation has led to migration of health workers from low income countries to developed countries, being particularly grave in conflict zones among LMICs. An example in Kenya is the counties bordering Somalia such as Garissa and Mandera. The major challenges in providing health care services in Garissa County are the vastness of the county, poor road networks, insecurity including terrorist threats and frequent diseases outbreaks. Moreover, severe shortage of health personnel coupled with high level of staff quitting is a major hindrance to service delivery. The aim of this study was to identify factors which contribute to job satisfaction and job dissatisfaction among healthcare workers at Garissa County Referral Hospital. It determined which of Herzberg's motivation-hygiene factors are given greater value by healthcare workers at Garissa County Referral Hospital. The study focused on two medical professions namely; medical doctors, and nurses. Herzberg dual-factor theory was used as the framework for this study. The design of the study was based on a quantitative analysis approach using a survey methodology to determine factors that workers see important to their job satisfaction. In this study out of 189 respondents who were targeted, 171 of them responded to the online questionnaire. This represented 90.5% of the target population. From the findings, 18(62.1%) of the medical doctor employees were male while the 37.9% female. On the other hand, 99(69.7%) of the nurse employees were male while 43(30.3%) were female. Majority of the respondents were satisfied with these motivators; responsibility, advancement, possibility for growth with a mean score of 4.15, 4.08 and 4.06 respectively. However, most of the respondents were highly dissatisfied with the motivator factor recognition. Concerning the hygiene factors, majority of the respondents were highly satisfied that their job is permanent and pensionable (Job security) - 4.74. They were neutral with on Interpersonal relations-peers (3.73), status (3.69), working conditions (3.54) and company policies and administration (3.51). From the analysis of coefficient of determination (R^2); it was concluded that job satisfaction explained 83% of the intention to leave the organization among healthcare workers at Garissa County Referral Hospital.

TABLE OF CONTENTS

DECLARATION.....	ii
ABSTRACT.....	iii
TABLE OF CONTENTS	iv
ACKNOWLEDGEMENTS.....	vii
DEDICATION.....	viii
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
CHAPTER ONE:	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Motivation	2
1.1.2 Job Satisfaction	3
1.2 Garissa County Referral Hospital.....	4
1.3 Problem Statement	4
1.4 Research Objective	6
1.5 Research Questions	7
1.6 Scope of the Study.....	7
1.7 Significance of the study	8
CHAPTER TWO:	9
LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Theoretical Review	9
2.2.1 Herzberg’s Two-Factor Theory/Motivator-Hygiene.....	9
2.3 Empirical Studies.....	13
2.4 Determinants of Motivation.....	14
2.5 Relationship between Job Satisfaction and Employee Retention	15
2.6 Research Gap.....	16
2.7 Conceptual Framework	18

CHAPTER THREE:	18
RESEARCH METHODOLOGY	19
3.1 Introduction	19
3.2 The Research Design	19
3.3 Population and sampling	19
3.4 Research Instrument	20
3.5 Data Collection Methods	22
A descriptive cross-sectional design was employed, adopting a quantitative approach of data collection. Primary data refers to data that is original and collected for the first time. Primary data was collected from respondents using self-administered questionnaire. Due to the Covid-19 pandemic it was not safe to deliver questionnaires physically to the respondents, instead an online survey was conducted. This allowed data to be captured immediately, and data analysis performed easily and quickly. A short introductory message was sent to respondents and their consent sort. Thereafter a link to the online survey was sent via text message and/ WhatsApp to nurses and medical doctors currently stationed at the Garissa County Referral Hospital. The questionnaire consisted of two parts. The first part was designed to collect respondents' demographic data including and the second part was designed to gather respondents' motivation characteristics. It was designed in a way that respondents were only able to respond once, they had to log in to the survey through an email. The data was stored in a password protected computer and results accessible only to the principle investigator and the statistician doing analysis.	22
3.6 Data analysis	22
Research ethics	22
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS	23
4.1 Introduction	23
4.2 Response Rate	23
4.3 Demographic Characteristics of the Respondents	24
4.3.1 Gender of the Respondents	24
4.3.2 Age Bracket of the Respondents	24
4.3.3 Marital Status of the Respondents	25
4.3.4 Profession of the Respondents	26
4.3.5 Education Level of the Respondents	27
4.3.6 Work Experience	27
4.4 Motivational and Hygiene Factors which Contribute to Job Satisfaction and Job Dissatisfaction among Healthcare Workers	29
4.4.1 Motivational Factors' Contribution towards Job Satisfaction and Job Dissatisfaction	29
4.4.2 Hygiene Factors' Contribution towards Job Satisfaction and Job Dissatisfaction	30

4.5 Herzberg's motivation-hygiene Factors	31
4.6 Employees' Intention to Leave the Organization.....	32
4.6.1 Voluntarily Quitting.....	32
4.6.2 Plans to Quit.....	33
4.7 Relationship between Health Worker Job Satisfaction and Intention to Leave	34
CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	37
5.1 Introduction	37
5.2 Summary of findings.....	37
5.3 Conclusion of findings	38
5.4 Recommendations.....	38
5.5 Suggestions for Further Research	39
REFERENCES.....	40
APPENDIX.....	43
Appendix 1: Cover Letter.....	43
Appendix 2: Questionnaire.....	44
Appendix 3: Participant Information Sheet and Consent Form	51

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DEDICATION

This project is dedicated to my mother, Duba Ibrahim for her constant encouragement throughout this research process. I also dedicate it to my three sons Muad, Maahir and Imail for their trust and endless love.

LIST OF TABLES

Table 4.1: Response Rate	23
Table 4.2: Gender of the Respondents.....	24
Table 4.3: Age Distribution of Respondents	25
Table 4.4: Marital Status of Respondents.....	26
Table 4.5: Profession of the Respondents.....	26
Table 4.6: Academic Qualification of Respondents.....	27
Table 4.7: Work experience.....	28
Table 4.8: Effect of Motivational Factors on Job Satisfaction and Dissatisfaction.....	29
Table 4.9: Effect of Hygiene Factors on Job Satisfaction and Dissatisfaction.....	30
Table 4.10: Statements on Hygiene and Motivator Factors	31
Table 4.11: Model Summary	34
Table 4.12: ANOVA.....	34
Table 4.13: Coefficients.....	35

LIST OF FIGURES

Figure 4.1: Voluntary Quitting	32
Figure 4.2: Plans to Quit.....	33

CHAPTER ONE:

INTRODUCTION

1.1 Background of the Study

The delivery of health services is complex and often demanding. Health workers usually account for the largest share of public expenditures on health and the presence of motivated staff is a key aspect of health system performance, one of the most difficult inputs to ensure (Peters, Chakraborty, Mahapatra, & Steinhardt, 2010).

Health sector performance is critically dependent on worker motivation, with service quality, efficiency, and equity, all directly mediated by workers' willingness to apply themselves to their tasks (Miller, Bennett, & Kanfer, 2002). To provide good quality health care services, it is important to develop strategies influencing staff motivation for better performance (Dieleman, Cuong, Anh, & Martineau, 2003). It is therefore the responsibility of the management of a hospital to ensure their staff is motivated in order to deliver excellent service to their patients (Hasenfeld, 2010).

Prior literature has proven that the ability to understand what employees "want" and their individual various needs is the first step in designing a strategy to engage them to create a hospital experience that results are not just in great outcomes, but in a positive patient experience (Stanowski, 2009). It is important for a service oriented organizations like hospitals, to know and understand the motivating needs of its employees (Miller et al., 2002).

Management of a hospital, its respective leaders in the organization act as an important factor and their style translates into motivational levels hence their effectiveness (Bansal & Malhotra, 2016). Competition as a result of globalization, information technology and industrialization has compelled managers all over the world to seek to motivate their employees in order to get the best out of them and to stay competitive (Author, K. D. C. 2011). This has led managers to employ all sorts of techniques to motivate and satisfy their employees.

1.1.1 Motivation

Motivation can be defined as the processes that account for an individual's willingness to exert and maintain intensity, direction and persistence of effort toward attaining organizational goal (Mathauer & Imhoff, 2006). In most cases motivation stems from a need which must be fulfilled, and this in turn leads to a specific behavior. Fulfillment of needs results in some type of reward, which can be either intrinsic or extrinsic.

Motivation of staff is determined by factors at various levels: At an individual level, factors such as a person's job expectations, his or her self-esteem to be able to do a certain job and his/her own goals compared to the goals of the organization; At an organizational level, at which two types of motivation can be distinguished according to Herzberg's theory of motivation at the workplace (Dieleman, Cuong, Anh, & Martineau, 2003).

Psychologists have studied human motivation extensively and have formulated a variety of theories about what motivates people. Needs-based theories include Maslow's hierarchy of need, Aldersfer's theory Alderfer C: Existence, Relatedness and Growth, Herzberg's two factor theory (1966) and McClelland's acquired needs theory.

The purpose of this quantitative study is to determine the levels of motivation and job satisfaction among the Garissa County Referral Hospital staff. The study shall focus on two medical professions namely; medical doctors and nurses considering their highest number in primary care.

To understand employees' needs, managers should understand key theories that help them learn the basic needs of people. Maslow's theory (1943), is one of many theories that pointed out the basic sorts of needs. They are Physiological needs, Security needs, Belongingness needs, Esteem needs, and Self-actualization needs. The lower level needs must be satisfied before the next higher level. Another theory, Hertzberg's theory (Herzberg, Mausner, Snyderman 1957) states that two set of factors affect employees' job satisfaction. One is "hygiene" which consists of pay, benefits, leadership, supervision and relationship with workers. Herzberg (1957) classified the second as "motivator" and they are growth, achievement, recognition, responsibility and work-

itself. He further said motivator encourage job satisfaction as well. Herzberg dual-factor theory was used as the theoretical framework for this study.

1.1.2 Job Satisfaction

Job Satisfaction is the way a person feels about the job relating to the tasks and performance of the job situation (Herzberg et al., 1959). Job satisfaction describes how much extent an individual is pleased, comfortable or satisfied with his or her job. In current organizations Job Satisfaction is an important subject of attention considered by higher authorities, policy makers and top executives especially now when organizations are faced with many types of employee-related challenges like organizational performance, organizational commitment, employee quitting and employee productivity.(Ali, 2016)

Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. The global approach and the facet approach can be used to get a complete picture of employees' job satisfaction. According to Werner, job satisfaction has five facets, which can be put together to measure a job descriptive index (JDI) as follows: The work itself – responsibility, interest, and growth; Quality of supervision – technical help and social support; Relationships with co-workers – social harmony and respect; Promotion opportunities – chances for further advancement; Pay – adequacy of pay and perceived equity vis-à-vis others (Bosire, 2018).

Herzberg's Two factor theory revealed that job satisfiers were linked with the job content and job dissatisfaction were associated with job context. Job Dissatisfaction is the status of an individual's morale and job attitude at any particular time resulting mainly from the environmental conditions or other affective factors surrounding the job (May, 1978). The satisfiers were named as motivators while dissatisfiers were termed as hygiene factors. While hygiene factors were responsible for preventing dissatisfaction, motivators were essential to keep employees satisfied. Factors such as achievement, recognition and responsibility are satisfiers, the presence of which causes satisfaction but their absence does not result in dissatisfaction. On the other hand, factors such as supervision, salary and working conditions are dissatisfiers, the absence of which causes dissatisfaction. Their presence however, does not result in job satisfaction.

Herzberg et al., (1959) have claimed that job satisfaction and dissatisfaction considerably depend on different sets of work related conditions and therefore job satisfaction and dissatisfaction are affected by different factors. Job dissatisfaction influences actual quitting indirectly through its direct effect on quitting intention (Ranjithkumar, 2019).

1.2 Garissa County Referral Hospital

Garissa County is located in the former North Eastern province of Kenya and covers an area of 44,175.5 Kms. It borders Wajir County to the North, Tana River County to the West, Isiolo County to the North West, Lamu County to the South and federal republic of Somalia to the East (Wikipedia.org). The hospital is located in Garissa town along Kismayu Road.

The hospital is a referral facility for Mandera, Wajir and neighboring counties. The hospital's vision is to be an efficient and high quality health care system that is accessible, equitable and affordable for every Kenyan. The mission is: To promote and participate in the provision of integrated and high quality promotive, preventive, curative and rehabilitative health care services to all Kenyans. Services offered include: Inpatient; maternal newborn care, paediatric wards, male medical & surgical, female medical & surgical, intensive care unit, renal/dialysis unit and theatre. The bed occupancy is about 90%. Outpatient services include: Casualty, outpatient department, Specialized clinics, Laboratory, X-ray, MRI, Rehabilitation departments, oncology, VCT/PMCT/ART, TB clinics and pharmacy (Ahmed, 2015).

Garissa County Referral Hospital has a total of 468 employees. There are a total of 32 medical doctors (15 medical officers and 17 consultants/specialists) and 157 nurses in this hospital. This study focuses on this population.

1.3 Problem Statement

The Kenya health policy 2012-2030 demonstrates the health sector's commitment, under government stewardship, to ensuring that the country attains the highest possible standards of health, in a manner responsive to the needs of the population. The major challenges in providing health care services in Garissa County are the vastness of the county, poor road networks and frequent diseases outbreaks. Moreover, severe shortage of health personnel coupled with high level of staff quitting is a major hindrance to service delivery. For instance, the doctor to

population ratio is currently 1:41,538 while the nurse to population ratio is 1:2,453. This compares with the World Health Organization (WHO) recommended norms of 1:10,000 and 1:1000, respectively. The County faces challenges with staff retention due to high staff quitting caused by insecurity. To counter this, the department of health has put in place retention mechanisms, which include; allowances, recognition awards, capacity development, study leave, scholarships and induction programs. For example; housing is provided for officers working in rural areas (Garissa County Capacity Assessment Report - January 2018)

In general, the county has an estimated 606 technical health workers working in the 80 public health facilities. There is inadequate human resource leading to the intermittent closure of health facilities, or sometimes facilities manned by a single staff. This is coupled by high staff attrition rate due to lack of attractive and retention package for human resource, poor working condition. There is high quitting of staff, low morale with lots of dissatisfaction. Since 2015, the county through resignation has lost 37 nurses, 16 clinical officers, 6 medical officers, 5 lab technologists and 6 pharmaceutical technologists (Human resource file, Garissa).

There is no harmonization in salaries or terms and conditions of service (transfer, promotion, training opportunities etc.) between contract and government staff, leading to inequity and possible loss of motivation. This inequity is confounded by the fact that the terms of service for some contract staff are not clear, leaving health professionals and their managers in a state of uncertainty about their future (Garissa County Health Strategic Plan 2013-2018).

In the Garissa County Health Strategic Plan 2013-2018, the key areas of proposed investments areas are: financial incentives, personal and professional support, career advancement, public recognitions and improving the working environment through different mechanisms. However, while the time period has elapsed for the plans above, they have not been implemented.

To understand employees' needs, managers should understand key theories that help them learn the basic needs of people. Maslow's theory (1943), is one of many theories that pointed out the basic sorts of needs. They are Physiological needs, Security needs, Belongingness needs, Esteem needs, and Self-actualization needs. The lower level needs must be satisfied before the next higher level. Another theory, Herzberg's theory (Herzberg, Mausner, Snyderman, 1957) states that two set of factors affect employees' job satisfaction. One is "hygiene" which consists of pay,

benefits, leadership, supervision and relationship with workers. Herzberg (1957) classified the second as “motivator” and they are growth, achievement, recognition, responsibility and work-itself. He further said motivator encourage job satisfaction as well. Herzberg dual-factor theory was used as the theoretical framework for this study.

The two-factor job satisfaction theory of Herzberg et al., (1959) has affected many organizations to build opportunities for personal growth, enrichment, and recognition for their employees and that is why nowadays many managers use job promotion and entitlement techniques to motivate their employees rather than the conventional salary and benefit tools (Golshan, Kaswuri, Aghashahi, & Amin, 2011).

Employees do expect more motivation other than salary to get contentment in their job for example benefits, allowances, allocation with different projects to avoid monotony, work planning, and improved physical working conditions (Ranjithkumar, 2019). Besides, a large-scale investigation on the problems relating to job satisfaction issues targeted on the employees of international service providers, found that the factors of work group interactions and co-workers' support have significant positive correlation to job satisfaction. (Fauziah, Yusoff, Kian, Talha, & Idris, 2013)

This quantitative might have helped to increase our awareness and knowledge of the influencing motivational attributes of a referral hospital in Garissa County. It helped to examine the motivational attributes that hospital employees take important to their job satisfaction. The study was beneficial to high and mid-level healthcare managers in addressing employee motivation hence efficient and quality services provision. Strategies can be developed keeping in mind the unique nature of the geographic location, terrain and situational factors including security and housing.

1.4 Research Objective

The research objective was to determine the factors influencing health worker retention in conflict zones in LMICs, using Herzberg’s motivation-hygiene theory and the case of the Garissa County Referral Hospital. The specific research objectives of the study was summarized as follows:

- i. To identify factors which contribute to job satisfaction and job dissatisfaction among healthcare workers at Garissa County Referral Hospital within the bounds of Herzberg's motivation-hygiene theory.
- ii. To determine which of Herzberg's motivation-hygiene factors are given greater value by the healthcare worker at Garissa County Referral Hospital.
- iii. To understand the relationship between health worker job satisfaction and intention to leave the organization among healthcare workers at Garissa County Referral Hospital

1.5 Research Questions

- i. Which factors contribute to job satisfaction and job dissatisfaction among healthcare workers at Garissa County Referral Hospital within the bounds of Herzberg's motivation-hygiene theory?
- ii. Which of the Herzberg's motivation-hygiene factors are given greater value by the healthcare worker at Garissa County Referral Hospital.
- iii. Is there a relationship between health worker job satisfaction and intention to leave the organization among healthcare workers at Garissa County Referral Hospital?

1.6 Scope of the Study

The population of study was limited to two health professionals, namely medical doctors and nurses. This is due to the fact that these cadres constitute the largest health workforce. The study was conducted at Garissa County Referral Hospital, the only referral hospital in Garissa County. This means a greater number of employees are based at this hospital. However, the survey results may not have been a representative of the entire county health workforce, especially those deployed to rural health facilities. The Herzberg's Two Factor Theory was utilized as a framework in conducting this study. This theory explained the factors that employees found satisfying and dissatisfying about their jobs.

1.7 Significance of the study

This study increased our understanding on what factors cause satisfaction or dissatisfaction among healthcare personnel working in remote areas in LMICs. It was beneficial in analyzing personnel needs in regions prone to insecurity and terrorist attacks. Garissa County is known for poor terrain, distant geographical location, and harsh climate, vulnerability to terrorist attacks since it borders Somalia and most of the populations are nomadic and illiterate.

It might have also shed light on the motivating factors (satisfiers or dissatisfiers) that are highly ranked in significance by the Garissa County Referral Hospital employees. It analyzed how job satisfaction resulting from the motivators, affects intention to leave organization and hence retention of employees. This is especially important to policy makers and health administrators considering it is a unique area faced by harsh climate and terrorist attacks from time to time. Although Herzberg's Two-Factor theory has been used much in literature both in Africa and other parts of Kenya in evaluating health worker motivation, there is no study conducted in Garissa County so far.

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

This chapter is significant in developing a basis for this study. It dissects the relevant literature in regards to health worker motivation. It shall focus on existing literature in research as well as theoretical frameworks on motivation and job satisfaction. It shall also develop the conceptual framework for this study.

2.2 Theoretical Review

The factors affecting worker satisfaction and motivation have an extensive literature and many theories. These theories of motivation can be divided into two, to explain behavior and attitude of employees: Content and process. Content theories also called needs theories, because they are generally associated with a view that concentrates on the importance of determining 'what' motivates people. In other words, they try to identify what peoples' 'needs' are and relate motivation to the fulfilling of these needs. They include Maslow's Hierarchy of Needs, ERG Theory, McClelland's Need for Achievement, Affiliation and Power and Herzberg's' Two Factor Theory. The process theories on the other hand address more the issues relating to how the process works and sustains itself over time, such as factors that determine the degree of effort, the continuation of effort, and the modification of effort. These include: Equity theory, Expectancy theory, The Porter-Lawler Model. This study however shall focus on Herzberg's two factor theory.

2.2.1 Herzberg's Two-Factor Theory/Motivator-Hygiene

Herzberg's dual or two-factor theory has been one of the most prominent theories since the 1959 to describe motivation and job satisfaction. Herzberg's motivation hygiene theory has received widespread attention as having a practical approach toward motivating employees. It emanated from a study conducted among accounts and engineers to determine what makes an individual feel good or bad about their job (Badubi, 2017). Regarding 'satisfiers', Herzberg noted that there were five features of work that bring about satisfaction, namely achievement, recognition, the job

itself, responsibility and advancement. At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees. The motivation-hygiene theory states that job satisfaction is primarily related to one set of factors (motivation factors) and that job dissatisfaction is primarily related to a separate set of factors (hygiene factors).

Motivation Factors

According to Herzberg's theory, motivation factors lead to positive attitudes towards the job because they satisfy the 'need for growth or self-actualization' (Herzberg, 1966). Motivation factors directly influence an employee's motivation and satisfaction. The following is a brief explanation of each of the motivation factors (Herzberg, 1966; Adair, 2006).

Advancement. Advancement is defined as the upward and positive status or position of the person or employee in the workplace. A negative or neutral status at work is considered negative advancement.

The work itself. The actual content of job tasks and assignments has either a positive or a negative effect upon employees. Whether the job is too easy or too difficult, interesting or boring, can impact satisfaction or dissatisfaction of employees in the workplace.

Possibility for growth. Possibilities for growth are the actual opportunities for a person to experience personal growth and be promoted in the workplace. This allows for professional growth, increased chances to learn new skills, undergo training in new techniques and gaining new professional knowledge.

Responsibility. This factor includes both responsibility and authority in relation to the job. Responsibility is related to gaining satisfaction from being given the responsibility and freedom to make decisions. Gaps between responsibility and authority negatively impact job satisfaction leading to dissatisfaction.

Recognition. Positive recognition happens when employees receive praise or rewards for reaching specific goals at their job, or when they produce high quality work.

While negative recognition at work includes criticism and blame for the job done.

Achievement. Positive achievement includes achieving a specific success, such as completing a difficult task on time, solving a job-related problem, or seeing positive results of one's work. Negative achievement involves failure to make progress at work or poor decision making on the job.

Hygiene factors

According to Herzberg and colleagues, the term 'hygiene' is used in reference to 'medical hygiene' that operates to remove health hazards from the environment (Herzberg, 1966). Disease from health hazards or hygiene is preventable; similarly, employee dissatisfaction from hygiene issues at work is preventable. Hygiene factors are the variables correlated with reducing the level of job dissatisfaction and when present, lead to prevention of job dissatisfaction (Herzberg, 1966). The following is a brief summary of the hygiene factors (Herzberg, 1966; Adair, 2006):

Interpersonal relations. These relationships are limited to the personal and working relationships between the worker and her/his superiors, subordinates and peers. This includes job-related interactions and social discussions in the work environment and during break times.

Salary. This includes all forms of compensation at one's place of work, such as wage or salary increases, or unfulfilled expectations of wage or salary increases or decrease. Organizational policies should be clear regarding salary increases and bonuses in the workplace.

Company policies and administration. This includes descriptions of adequate or inadequate company organization and management policies and guidelines. This factor involves good or poor organizational policies that affect the employee. For example, they may include a lack of delegation of authority, poor policies and procedures and poor communication.

Supervision. Supervision is associated with the competence or incompetence, and fairness or unfairness of the supervisor or supervision. This includes the supervisor's willingness to delegate responsibility or to teach, fairness and job knowledge. A good supervisor, or access to supervision, is important to enhance the employee's level of job satisfaction. Poor leadership or management may decrease the level of job satisfaction in the workplace.

Working conditions. These factors involve the physical surroundings of the job, and whether there are good or poor facilities. Working conditions may include the amount of work, space, ventilation, tools, temperature and safety. A good environment, as opposed to a poor environment, makes employees satisfied and proud.

Hygiene and motivator factors can result in some scenarios namely: High Combining the hygiene + high motivation = the ideal situation where employees are highly motivated and have few complaints. High hygiene + low motivation = Employees have few complaints but are not highly motivated. The job is then perceived as a paycheck. Low hygiene + high motivation = employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not. Low hygiene + low motivation = the worse situation, unmotivated employees with lots of complaints.

This theory sought to encourage managers not to be one-sided in considering factors to motivate employees but rather consider all the two factors in order to optimally motivate and satisfy employees to get the best out of them. Of objective significance to the researcher is the importance of motivation factors to healthcare workers and be able to apply this theory in determining which factor is rated highly.

According to Herzberg (1987) managers need to eliminate the dissatisfaction by doing the following: Fix poor and obstructive institution policies; Provide effective, supportive and non-intrusive supervision; Create and support the culture of respect and dignity for all team members; Ensure that wages and salaries are competitive; Provide job security; Build job status by providing meaningful work for all positions.

The above actions help in eliminating job dissatisfaction in organizations and there is no point trying to motivate people or employees until these issues are addressed. Addressing the above issues should not be an end in itself but rather managers are to be aware that just because someone is not dissatisfied does not mean one is satisfied either. It is crucial in the work environment to identify conditions for job satisfaction (Badubi, 2017).

Herzberg's Theory is based on Maslow's theory. However, while Maslow's Theory revolves around employees' needs and the factors that bring them a reasonable degree of satisfaction,

Herzberg concludes that people became motivated when challenged in the work place with more responsibilities (Herzberg, 1959). The Two-factor theory has however drawn its share of criticism. (Golshan et al., 2011) point out that it fails to distinguish between physical and psychological aspects and to precisely explain what motivators are and how they differ from hygiene factors. It also fails to express the degrees of satisfaction and dissatisfaction as a measure instead of using numbers. Another criticism leveled against it is that it makes assumptions that every individual will react in the same way in the similar situation.

2.3 Empirical Studies

It is critical to remove the dissatisfying factors that can potentially contribute to unhealthy attrition, although this may not necessarily help motivate employees, a different set of strategies may be required for motivation (Youn, Chyung, & Vachon, 1932). A study that examined the relationship between motivator and hygiene factors of the two-factor theory and job satisfaction of Gen-Y concluded that employees' motivators are related significantly to their intrinsic job satisfaction. However, employees' hygiene factors are not significantly related to extrinsic job satisfaction which and supports Locke's (1976) criticism of Herzberg's theory (Golshan et al., 2011). In a bid to assess if Herzberg's two factor theory really works in today's environment (Fauziah et al., 2013) concluded that it is wiser to combine the two groups of Intrinsic and Extrinsic factors as one set of determinants. Hence this remodeling of Two-Factors Theory should be used to determine employees' job satisfaction factors in order to maximize their job performance.

Employees are not dissatisfied yet motivation is needed to improve their satisfaction level, satisfaction is not associated with any of the demographic factors and so they expect more motivation other than salary to get contentment in their job (Ranjithkumar, 2019). It is also found some motivational factors such as recognition and praise for job performance is a hygiene factor to some population of employees but a motivational factor to others and sometimes there might be need to put more emphasis on the hygiene factors (Usugami, Park, Usugami, & Park, 2007).

2.4 Determinants of Motivation

In a study conducted by (Kaoje et al., 2019) on predictors of job motivation among doctors and nurses in a tertiary hospital in Sokoto, Nigeria , showed that motivation was influenced by both financial and non-financial incentives. The study has revealed that the highest ranked job motivating factor among doctors and nurses was achievements.

Similar study at KwaZulu-Natal, South Africa, revealed that financial rewards, while important, were not ranked high as an important aspect that motivates workers. It was also noted that the employees would want to feel valued and included by their managers and leaders at work (Mbhele & Matsiliza, 2019).

A study conducted in Kenya, Baringo county (County, Komen, Too, Kandagor, & Kimeli, 2018) concludes that non-financial factors had significant relationship with health worker motivation. However, three factors jointly pointed out very strong relationship with health worker motivation: Career and skills development, recognition and appreciation and fair departmental resource allocation.

Job satisfaction and self-perceived conscientiousness, are consequences of motivation, and it significantly increased as strategies to improve health was implemented (Hotchkiss, Banteyerga, & Tharaney, 2015). This suggests that with improvement of service delivery parameters comes with improvement of health worker motivation.

When fewer communication channels available in an organization between managers and junior staff; managers tend to exclude their staff as the doers of the work in decision making, which in turn leads to demotivation. It is important for an organization to practice openness in order to build trust between employees and managers, and for employees to be able to receive constructive feedback from their seniors and manager (Dieleman et al., 2003)(Mbhele & Matsiliza, 2019).

The role of supervision is an important finding that exposes the potential for positive supervisory relationships in improving motivation and performance. Recognition, training, and logistics and salaries are also other motivating factors (Rabbani et al., 2016).

As Frederick Herzberg explained in his theory, it does not take only the motivators factors to motivate employees neither does it take the hygiene factors to remove dissatisfaction. To motivate and satisfy employees, managers need to effectively blend the factors well to suit the special needs of their employees. It would be more prudent for managers to strike a balance between the motivator factors and hygiene factors with more emphasis on the hygiene factors. This is because it appears to motivate the African worker better as concluded by a study in Ghana (Kwasi Dartey-Baah, 2011).

2.5 Relationship between Job Satisfaction and Employee Retention

To identify the relation between job satisfaction and intention to leave of IT professionals in Sri Lanka, (Gamage & Buddhika, 2013) concludes that there is a significant negative relationship in job satisfaction and intention to leave of IT professionals.

A study by (Terera, 2014) examining the impact of rewards on job satisfaction and employee retention among nurses revealed that employee rewards lead to employee retention but however, they do not result in job satisfaction. Similar study in India on driving factors of motivation and hence retention for government medical officers, indicated that job security was the most important factor related to motivation, closely followed by interesting work, respect and recognition (Purohit & Bandyopadhyay, 2014).

It was suggested by (Adzei & Atinga, 2012) that salary supplement, adequate remuneration, compensation for working in peripheral district hospitals and benefits such as opportunities for professional development constitute very strong significant factors influencing motivation and retention of health workers in remote district hospitals. On the other side of the spectrum, the non-financial factors such as leadership skill and supervision, opportunities for continuing professional development and infrastructure and resources are significant determining factors of motivation and retention. It is apparent that while salary is important, it is career development priorities that are keeping doctors in urban centers. Therefore, short-term service in rural areas would be more appealing if it were linked to special mentoring or training that will lead to career advancement.

It is clear from many past studies that there are no set answers to the problem of attraction and retention. It is only through learning about what works in terms of fit between problem analysis, strategy and effective navigation through the politics of implementation that any headway will be made against the almost universal challenge of staffing health service in remote rural areas (Lehmann, Dieleman, & Martineau, 2008).

Ojaka, Olango and Jarvis (2014) examined actors affecting motivation and retention of primary health care workers in three disparate regions in Kenya (Turkana, Machakos and Nairobi). Adequate training, job security, salary, supervisor support, and manageable workload were identified as critical satisfaction factors. Family health care, salary, and terminal benefits were rated as important compensatory factors. However, in terms of work environment, inadequate access to electricity, equipment, transport, housing, and the physical state of the health facility were cited as most critical, particularly in Turkana.

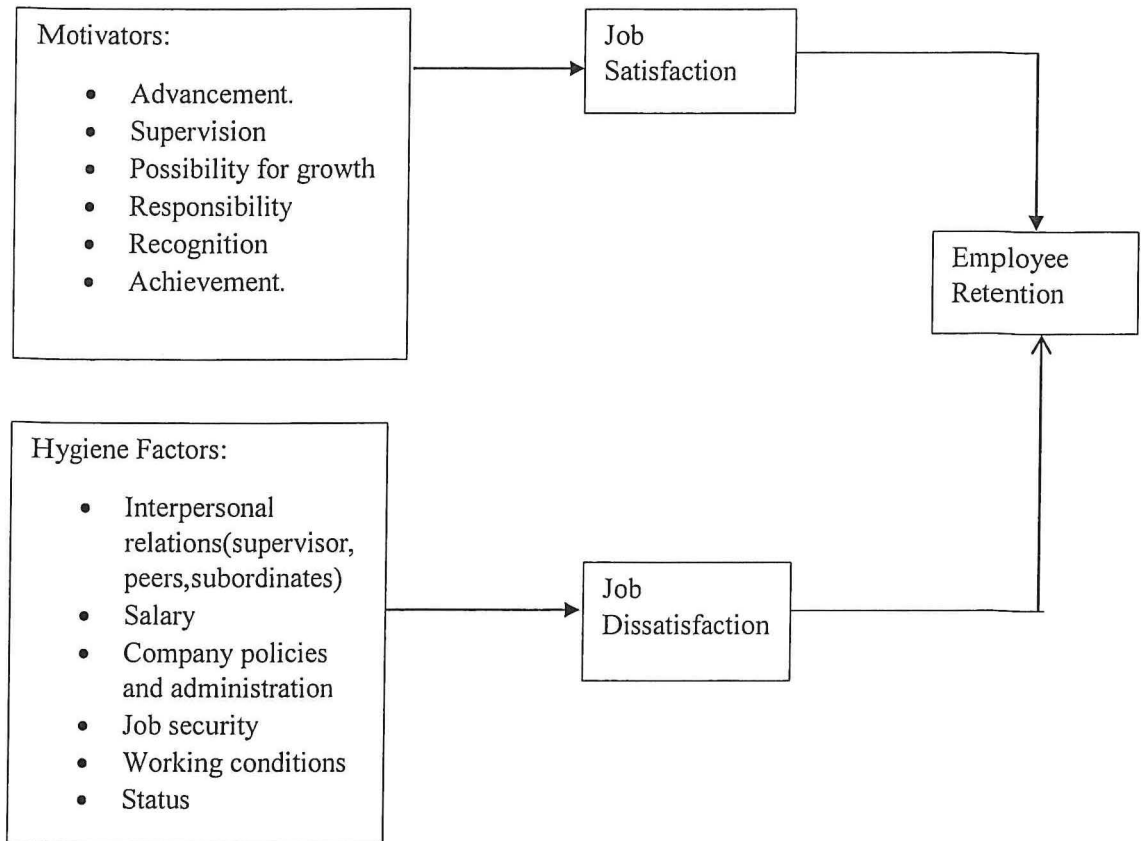
2.6 Research Gap

There is a vast literature on motivation, job satisfaction and retention of employees. However, there is no 'one-size-fits-all' solution to the issues deduced from literature. Different societies, cultures, professionals, work environments and geographical areas do affect which of the motivators are ranked the highest in significance. There are also no set answers to the problem of attraction and retention. It is only through learning about what works in terms of fit between problem analysis, strategy and effective navigation through the politics of implementation that any headway was made against the almost universal challenge of staffing health service especially in remote rural areas.

This study added to the existing knowledge and literature on health worker motivation, job satisfaction and retention of employees especially in a terrorist prone area within a LMIC. The study site was particularly important in terms of evaluating similar remote and hardship areas in the country and worldwide. Garissa County is known for poor terrain, distant geographical location, and harsh climate, vulnerability to terrorist attacks since it borders Somalia and most of the populations are nomadic and illiterate.

This study shed light on the motivating factors that are highly ranked in significance by the Garissa County Referral Hospital employees. It also analyzed how job satisfaction resulting from the motivators, affects retention of employee. This is especially important to policy makers and health administrators considering it is a unique area faced by harsh climate and terrorist attacks from time to time.

2.7 Conceptual Framework



CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This is the study of the assessment of employee motivation at Garissa County Referral Hospital, in Garissa County, Kenya. This chapter outlines the research design, population, sample selection, instrumentation, data collection and data analysis.

3.2 The Research Design

The design of the study was based on a quantitative analysis approach using a survey methodology to determine factors that workers see as motivators. Descriptive design was used for this study: to describe the assessment of motivation in the Garissa County Referral Hospital employees by using a questionnaire. It addressed three major concerns of this research: How satisfied or dissatisfied health workers are in terms of provision of the hygiene and motivator factors, establish which of the hygiene/motivator factors are ranked highest among healthcare workers in Garissa County Referral Hospital and to deduce how job satisfaction affects intention to leave the organization hence retention. There were two key parts which were utilized as independent variables for this study: hygiene factors (leadership, supervision, pay, benefits, relationship with co-workers), and motivator factors (achievement, recognition, growth, work itself, connectedness to organization), an intermediate variables of job satisfaction and dissatisfaction, and retention of employees as the dependent variable. This survey was used to gather data relating to the intrinsic and extrinsic features of the staff in Garissa County Referral Hospital, that is the only referral hospital in the entire Garissa County. These features were important if job satisfaction is relevant to fulfillment for them at work and in life.

3.3 Population and sampling

The target population was health workers in Garissa County Referral Hospital, a total of 468 employees. The researcher specifically chose medical doctors and nurses in this hospital. This was due to the fact that they make a bulk of the health workforce and the hospital is the referral facility for the entire county. There are a total of 32 medical doctors (15 medical officers and 17

consultants) and 157 nurses in this hospital. The study aimed to reach entire population of medical doctors and nurses working in this hospital, as in a census.

3.4 Research Instrument

A questionnaire was used in this study to describe the assessment of motivation of health workers at Garissa County Referral Hospital. The questionnaire was developed by the researcher but was based on the resources of the literature review, a previous study conducted by Chirarak Sithiphand, 1983; it blends Herzberg's hygiene-motivator factors with job satisfaction questionnaire. The questionnaire consisted of four parts. The first part was designed to collect respondents' demographic data, the second part was designed to gather respondents' levels of job satisfaction in terms of the hygiene and motivator factors, the third part addressed how important each of the hygiene and motivator factors are rated by the employees and the fourth part addressed employees' intention to leave the organization. The second question consisted of 2 parts: First part was designed to gather respondents' motivator characteristics and how it affects their job satisfaction. The question sought to learn about the following reasons; achievement, recognition, advancement, works itself, possibility of growth and responsibility. Second part gathered respondents' hygiene characteristics and how it affects their job satisfaction. This include: company policy and administration, supervision, interpersonal relations, salary, job security, personal Life, working conditions and status.

The third question was to determine the most significant motivational factors for employees. The question wanted opinions on both hygiene and motivator factors. Respondents were asked to rate the motivation factors that they like on the five-point Likert scale (1 = less important, 2 = somewhat important, 3 = important, 4 = very important, 5 = the most important). The Likert scale is the method most commonly used by researchers to measure motivation factors, and proved to yield more consistent results than some of the other methods. This is why the scale was selected for this study. And the researcher interpreted employees' opinions on motivation. Both hygiene and motivators shall be analyzed in combination to get clear information on the specific factors that are given greater value by employees of Garissa County Referral Hospital.

Reliability

One of the famous method to analyze internal reliability is Cronbach's Alpha test which was used in this research. Cronbach's alpha is the most common measure of internal consistency that is reliability, especially when having multiple Likert questions in a questionnaire that form a scale and you wish to determine if the scale is reliable. It was calculated for each independent variable (hygiene and motivator factors) with job satisfaction/dissatisfaction to ensure the internal consistency of the instrument. In this study, Cronbach's alpha was found to be more than .70, thus ensuring that the results were reliable. Commonly, a Cronbach's alpha in the range of .70 to .79 is considered adequate, a value in the range of .80 to .89 is considered good, and a Cronbach's alpha in the range of .90 to .99 is considered excellent (an alpha of 1.00 is most likely an error or an indication that something is wrong with your data).

Validity

Validity is the extent to which an instrument, a survey, measures what it is supposed to measure: validity is an assessment of its accuracy. A survey has **face validity** if, in the view of the respondents, the questions measure what they are intended to measure. A survey has **content validity** if, in the view of experts (for example, health professionals for patient surveys), the survey contains questions which cover all aspects of the construct being measured. The results of this research cannot be assumed to be generalizable to the population. It may be unique to the sample selected or the geographical location.

Pilot Test

To maximize the reliability and validity of the questionnaire, the researcher conducted an initial survey of ten healthcare workers at Garissa County Referral Hospital. This comprised of five nurses and five medical doctors. The participants were asked to fill out the initial surveys based on their motivation factors. The time taken to complete the initial survey and any difficulties encountered was assessed. The questionnaire was then modified based on the pilot test and the final version of the questionnaire was completed after review by the Strathmore University Business School and the thesis supervisor.

3.5 Data Collection Methods

A descriptive cross-sectional design was employed, adopting a quantitative approach of data collection. Primary data refers to data that is original and collected for the first time. Primary data was collected from respondents using self-administered questionnaire. Due to the Covid-19 pandemic it was not safe to deliver questionnaires physically to the respondents, instead an online survey was conducted. This allowed data to be captured immediately, and data analysis performed easily and quickly. A short introductory message was sent to respondents and their consent sort. Thereafter a link to the online survey was sent via text message and/ WhatsApp to nurses and medical doctors currently stationed at the Garissa County Referral Hospital. The questionnaire consisted of two parts. The first part was designed to collect respondents' demographic data including and the second part was designed to gather respondents' motivation characteristics. It was designed in a way that respondents were only able to respond once, they had to log in to the survey through an email. The data was stored in a password protected computer and results accessible only to the principle investigator and the statistician doing analysis.

3.6 Data analysis

Both inferential and descriptive statistics was used to analyze collected data. The researcher used the Statistical Program for the Social Science (SPSS) version 10.0 to analyze the completed questionnaire. The analysis of the survey results combined with the statistical applications allowed the researcher to draw conclusions regarding to the objectives of the study.

Research ethics

Ethical approval to carry out the study was obtained from Strathmore University – Institutional Ethics Review Committee as well as the National Commission for Science, Technology and Innovation (NACOSTI). Informed consent was obtained from all research subjects prior to administration of questionnaires. Respondents were assured of confidentiality and were assured that they were free to withdraw from the study at any point. The data obtained from response to the online questionnaires were stored in password protected laptop accessible to the principal investigator only.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents data analysis and interpretation. The purpose of the study was to establish the factors influencing health worker retention in conflict zones in LMICs, using Herzberg's motivation-hygiene theory and the case of the Garissa County Referral Hospital. The chapter focuses on the demographic information. It also attempts to identify the factors which contribute to job satisfaction and job dissatisfaction among healthcare workers, Herzberg's motivation-hygiene factors are given greater value by the healthcare worker at Garissa County Referral Hospital and understand the relationship between health worker job satisfaction and intention to leave the organization among healthcare workers at Garissa County Referral Hospital. The findings were presented in form figures, frequency distribution tables with percentages, means and standard deviations. The analysis was done in line with the study objectives.

4.2 Response Rate

In this study out of 189 respondents who were targeted, 171 of them returned the questionnaires. This represented 90.5% of the target population. Mugenda & Mugenda (2003) point that a response rate of more than 80% is sufficient for a study. This proportion was therefore rendered effective in this study.

Table 4.1: Response Rate

Response Rate	Medical doctors		Nurses	
	Frequency	Percent	Frequency	Percent
Responded	29	90.6	142	90.5
Did not respond	3	9.4	15	9.5
Total	32	100	157	100

4.3 Demographic Characteristics of the Respondents

Demographic information was based on gender, age, marital status, profession, academic qualification and working experience of the respondents. The responses are as shown in the tables below.

4.3.1 Gender of the Respondents

The study requested the respondents to indicate their gender composition as shown in the table 4.2 below.

Table 4.2: Gender of the Respondents

Gender	Medical doctors		Nurses	
	Frequency	Percent	Frequency	Percent
Males	18	62.1	99	69.7
Females	11	37.9	43	30.3
Total	29	100	142	100

From the findings, 18(62.1%) of the medical doctor employees were male while the female respondents who participated in the study made 37.9%. On the other hand, 99(69.7%) of the nurse employees were male while 43(30.3%) were female. From the data above we can observe that two thirds representation of gender in public service was highly observed.

4.3.2 Age Bracket of the Respondents

The study sought to find out the age brackets of the respondents in the study and the results were as shown in table 4.3 below.

Table 4.3: Age Distribution of Respondents

Age Distribution	Medical doctors		Nurses	
	Frequency	Percent	Frequency	Percent
Under 25 years	1	3.4	9	6.3
25 – 29 years	4	13.8	27	19
30 – 39 years	12	41.4	46	32.4
40 – 49 years	7	24.1	32	22.5
50 – 55 years	3	10.3	19	13.4
Over 55 years	2	6.9	9	6.3
Total	29	100	142	100

The table shows that majority of the population (medical doctors) that participated in the study was between ages 30 – 39 years making 41.4%, 7(24.1%) 13.8% were aged between 40 – 49 years, 4(13.8%) were aged between 25 – 29 years, 3(10.3%) 13.8% were aged between 50 – 55 years, 2(6.9%) were over 55 years while 1(3.4%) were under 25 years. The table further shows that 46(32.4%) of the nurse employees were aged between 30 and 39 years, 32(22.5%) were aged between 40 and 49 years, 27(19%) was aged between 25 and 29 years, 19(13.4%) was aged between 50 and 55 years while 9(6.3%) respondents were under 25 years and over 55 years respectively. 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 Marital Status of the Respondents

The study also sought to establish the marital status of the respondents. The data is presented in Table 4.4.

Table 4.4: Marital Status of Respondents

Marital Status	Medical doctors		Nurses	
	Frequency	Percent	Frequency	Percent
Married	18	62.1	107	75.4
Single	7	24.1	30	21.1
Other	4	13.8	5	3.5
Total	29	100	142	100

According to the table above, most of the medical doctor employees were married as shown by a percentage of 62.1%, 7(24.1%) were single whereas 4(13.8%) stated other as their marital status. Concerning nurse employees, 107(75.4%) were married, 30(21.1%) were single while 5(3.5%) stated other as their marital status. It is an indication that most of the respondents working at Garissa County Referral Hospital were married.

4.3.4 Profession of the Respondents

The study requested the respondents to indicate their profession as shown in the table 4.5 below.

Table 4.5: Profession of the Respondents

Profession	Frequency	Percent
Medical doctors	29	17
Nurses	142	83
Total	60	100

From the findings, nurses made majority of the respondents at 83% while the medical doctor respondents who participated in the study made 17%. This is an indication that nurses are the most employed staff at Garissa County Referral Hospital.

4.3.5 Education Level of the Respondents

The study sought to find out the education level of the respondents and the results indicated by the table below were arrived at.

Table 4.6: Academic Qualification of Respondents

Academic Qualification	Medical doctors		Nurses	
	Frequency	Percent	Frequency	Percent
Certificate	-	-	34	24
Diploma	-	-	80	56.3
Higher Diploma	-	-	16	11.3
Bachelor's Degree	20	69	9	6.3
Master's Degree or Above	9	31	3	2.1
Total	29	100	142	100

According to the table above, most of the medical doctor employees had university education whereby 20(69%) had bachelor's degree while 9(31%) had masters. In the case of nurse respondents, 80(56.3%) had diploma, 34(24%) had certificate, 16(11.3%) had higher diploma, 9(6.3%) had bachelor's degree while 3(2.1%) had masters. This shows that a higher percentage of the study population (medical doctors and nurses) had bachelor's degree and diploma respectively.

4.3.6 Work Experience

The study finally sought to find out how long respondents had been working in this hospital. The findings are as shown in the table 4.7.

Table 4.7: Work experience

Work experience	Medical doctors		Nurses	
	Frequency	Percent	Frequency	Percent
Under 3 months	1	3.4	5	3.5
3 - 11 months	4	13.8	13	9.1
1 - 5 years	13	44.8	83	58.5
6 - 10 years	8	27.6	29	20.4
Over 10 years	3	10.3	12	8.5
Total	29	100	142	100

According to table 4.7, 13(44.8%) of the medical doctor employees had been working for between 1 and 5 years, 8(27.6%) had been working for between 6 and 10 years, 4(13.8%) had been working for between 3 and 11 months, 3(10.3%) had been working for over 10 years while 1(3.4%) had been working for less than 3 months. Further, 83(58.5%) of the nurse employees had been working for between 1 and 5 years, 29(20.4%) had been working for between 6 and 10 years, 13(9.1%) had been working for between 3 and 11 months, while 12(8.5%) had been working for over 10 years while 5(3.5%) had been working for less than 3 months. This is an indication that majority of the respondents had worked between 1 and 5 years hence had knowledge and understanding of the factors influencing health worker retention in conflict zones in LMICs, using Herzberg's motivation-hygiene theory.

4.4 Motivational and Hygiene Factors which Contribute to Job Satisfaction and Job Dissatisfaction among Healthcare Workers

The study sought to find out motivational and hygiene factors which contribute to job satisfaction and job dissatisfaction among healthcare workers at Garissa County Referral Hospital within the bounds of Herzberg's motivation-hygiene theory. The findings are presented in the following sections

4.4.1 Motivational Factors' Contribution towards Job Satisfaction and Job Dissatisfaction

The respondents were asked to rate on a Likert scale (1 = Highly Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Highly Satisfied) the following statements about motivational factors and how they contribute towards job satisfaction and job dissatisfaction. Table 4.8 presents the findings.

Table 4.8: Effect of Motivational Factors on Job Satisfaction and Dissatisfaction

Statements	Mean	Std. Deviation
I am able to see the results of my work.	3.76	1.363
My work is noticed/rewarded/praised	1.94	1.248
I am able to receive advancement in my career	4.08	1.120
I have the opportunity for growth. I am able to grow in skills and status.	4.06	1.125
I am allowed to work without supervision and given responsibility for my own work and the work of others.	4.15	1.154
My supervisor is competent, honest, supportive, delegates work well and doesn't show favoritism. I learnt a great deal from my supervisor.	3.35	1.405

According to the table 4.8, majority of the respondents were satisfied with the statements that they are allowed to work without supervision and given responsibility for their own work and the work of others (Responsibility), they were able to receive advancement (Advancement) in their career and that they have the opportunity for growth in that they are able to grow in skills and status (Possibility for growth) as shown by mean score of 4.15, 4.08 and 4.06 respectively. Further, majority of the respondents were neutral with the statements that they were able to see

the results of their work (Achievement) and the supervisor is competent, honest, supportive, delegates work well and doesn't show favoritism, they learnt a great deal from their supervisor (Supervision) with mean score of 3.76 and 3.35 respectively. However, most of the respondents were highly dissatisfied with the statements that their work is noticed/rewarded/praised (Recognition).

4.4.2 Hygiene Factors' Contribution towards Job Satisfaction and Job Dissatisfaction

The respondents were asked to rate on a Likert scale (1 = Highly Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Highly Satisfied) the following statements about hygiene factors and how they affect job satisfaction and job dissatisfaction. Table 4.9 presents the findings.

Table 4.9: Effect of Hygiene Factors on Job Satisfaction and Dissatisfaction

Statements	Mean	Std. Deviation
My work is challenging, there is effective organization of work and beneficial personnel policies.	3.51	1.147
I have friendly relations with my supervisor. I learned a great deal from my supervisor. My supervisor is willing to listen to suggestions, gives credit for work done.	3.29	1.258
I like people I work with. There is cooperation on the part of my co-workers. I feel part of a cohesive group.	3.73	1.383
I have a good personal and working relationship with my subordinates.	3.21	1.399
I occasionally I receive wage increase. The mount of salary I earn is good. My wages compare favorably with others doing similar or same job.	3.34	1.247
My job is permanent and pensionable.	4.74	.748
I work in good social, physical surroundings with good facilities and I do the right amount of work.	3.54	1.308
I hold a useful and recognized status in the institution.	3.69	1.315

From the table above, majority of the respondents were highly satisfied with the statement that their job is permanent and pensionable (Job security) as shown by mean score of 4.74. Further, most of the respondents were neutral with the statements that they like people they work with, here is cooperation on the part of their co-workers, they feel part of a cohesive

group(Interpersonal relations-peers), they hold a useful and recognized status in the institution(status), they work in good social, physical surroundings with good facilities and they do the right amount of work(Working conditions), their work is challenging, there is effective organization of work and beneficial personnel policies (Company policies and administration), they have friendly relations with their supervisor, they learned a great deal from their supervisor, their supervisor is willing to listen to suggestions, gives credit for work done(Interpersonal relations –Supervisor) and they have a good personal and working relationship with their subordinates (Interpersonal relations-subordinates) as shown by mean score of 3.73, 3.69, 3.54, 3.51, 3.29 and 3.21 respectively.

4.5 Herzberg’s motivation-hygiene Factors

The respondents were asked to rate on a Likert scale (1, 2-Least important, 3-Important, 4,5-Most important) to rate the following statements on importance of each of the factors that motivate them to perform their job best and make them feel satisfied. The results are follows.

Table 4.10: Statements on Hygiene and Motivator Factors

Statements	Mean	Std. Deviation
I am able to see the results of my work (Achievement)	3.75	1.425
My work is noticed/rewarded/praised (Recognition)	3.68	1.381
I am able to receive advancement in my career (Advancement)	3.35	1.399
I have the opportunity for growth. I am able to grow in skills and status (Possibility for growth)	3.31	1.074
I am allowed to work without supervision and given responsibility for my own work and the work of others (Responsibility)	3.45	1.306
My supervisor is competent, honest, supportive, delegates work well and doesn’t show favoritism. I learnt a great deal from my supervisor (Supervision)	3.54	1.297
My work is challenging, there is effective organization of work and beneficial personnel policies (Company policies and administration)	3.50	1.308
I have friendly relations with my supervisor. I learned a great deal from my supervisor. My supervisor is willing to listen to suggestions, gives credit for work done (Interpersonal relations –Supervisor)	4.09	1.122
I like people I work with. There is cooperation on the part of my co-workers. I feel part of a cohesive group (Interpersonal relations-peers)	3.84	1.245

I have a good personal and working relationship with my subordinates (Interpersonal relations-subordinates)	3.39	1.679
I occasionally I receive wage increase. The mount of salary I earn is good. My wages compare favorably with others doing similar or same job (Salary)	3.73	1.299
My job is permanent and pensionable (Job security)	3.86	1.296
I work in good social, physical surroundings with good facilities and I do the right amount of work (Working conditions)	3.68	1.401
I hold a useful and recognized status in the institution (Status)	3.70	1.373

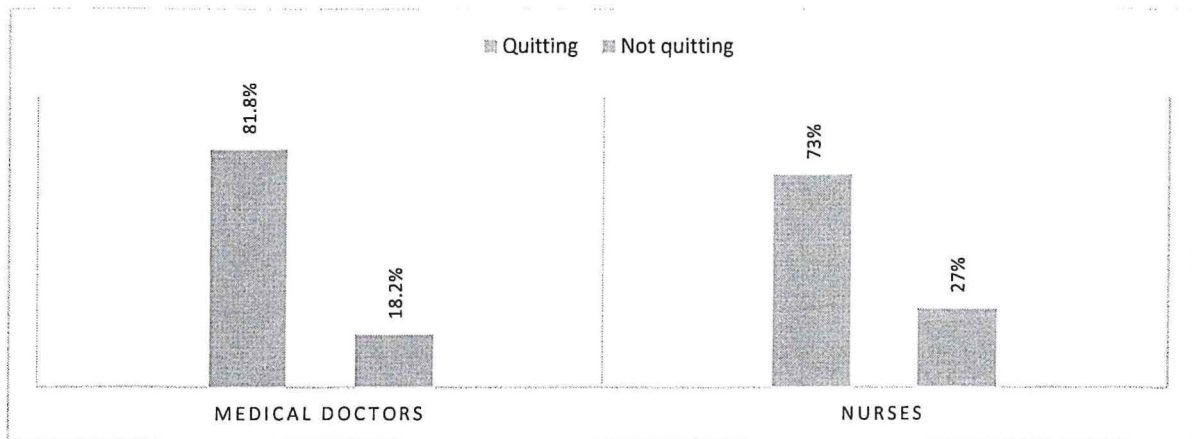
According to the table above, the statements were rated from greater value to lower value (Highest mean=greater value, lowest mean-lower value). From the study findings, majority of the respondents (healthcare workers) gave the following factors a greater value; interpersonal relations–Supervisor as shown by mean score of 4.09, job security as shown by mean score of (3.84), achievement as shown by mean of 3.75, status as shown by a mean score of 3.70 recognition and working conditions as shown both by a mean of 3.68, supervision as shown by mean of 3.54, company policies and administration as shown by mean of 3.50, responsibility as shown by mean of 3.45, advancement as shown by mean of 3.35, and possibility for growth as shown by mean of 3.31. The findings therefore insinuate that most factors, both motivational and hygiene factors were found to have a greater value.

4.6 Employees’ Intention to Leave the Organization

4.6.1 Voluntarily Quitting

The study asked the respondents to indicate whether they will be able to voluntarily quit working for this organization. The responses are as follows.

Figure 4.1: Voluntary Quitting

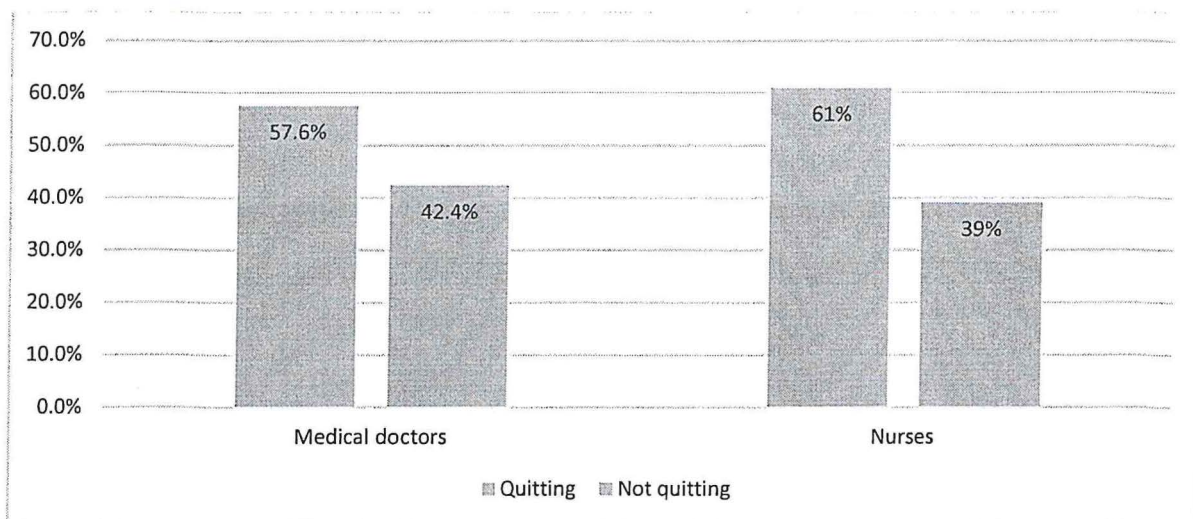


From the response, 81.8% of the medical doctor respondents indicated that they were able to voluntarily quit working for this organization while 18.2% indicated that they will not be able to voluntarily quit working for this organization. Further, 73% of the nurse respondents indicated that they will be able to voluntarily quit working for this organization while 27% indicated that they will not be able to voluntarily quit working for this organization.

4.6.2 Plans to Quit

Respondents were further asked whether they plan to quit working for this organization in the near future. The responses are as follows.

Figure 4.2: Plans to Quit



From the response, 57.6% of the medical doctor respondents indicated that plan to quit working for this organization in the near future while 42.4% indicated that they were not plan to quit working for this organization in the near future. Further, 61% of the nurse respondents indicated that they plan to quit working for this organization in the near future while 39% indicated that they were not planning to quit working for this organization in the near future. The difference between doctors and nurses plan to quite is was 3.4%, where more nurses showed the intention to quite. This difference is not significant and it clearly shows that both doctors and nurses are planning to quite the organization in the near future.

4.7 Relationship between Health Worker Job Satisfaction and Intention to Leave

In order to show the relationship between health worker job satisfaction and intention to leave, the study conducted regression analysis between Health Worker Job Satisfaction (Independent Variable) and Intention to Leave (Dependent Variable). Table 4.11 presents the model summary

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.829	.23772

a. Predictors: (Constant), Job Satisfaction

From the analysis above, the coefficient of determination (R^2) equals 0.830 that is; job satisfaction explains 83% of the intention to leave the organization among healthcare workers at Garissa County Referral Hospital. This leaves 17% unexplained, which are attributed to other factors other than the job satisfaction among health workers at Garissa County Referral Hospital.

Table 4.12 presents the findings of analysis of variance (ANOVA).

Table 4.12: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	46.746	1	46.746	827.220	.000 ^b
1 Residual	9.550	169	.057		

Total	56.296	170			
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a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Job Satisfaction

The findings (P-value of 0.00) in the table above show that there was a strong significant relationship between the independent variable (Job Satisfaction) and the dependent variable (Intention to Leave).

Table 4.13 presents the coefficients of the regression model. The regression model that was used to show the relationship was as follows.

$$Y = \alpha + \beta_1 X_1 + \varepsilon$$

Where: Y = Intention to Leave

X1 = Job Satisfaction

α = Constant

β_1 = Model Coefficient

ε = Error factor

The analysis in Table 4.13 shows the model coefficient.

Table 4.13: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.322	.077		4.160	.000
Job Satisfaction	.713	.025	.911	28.761	.000

a. Dependent Variable: Intention to Leave

From table 4.13, the equation becomes

$$Y = 0.322 + 0.713X_1$$

The regression coefficient of job satisfaction is 0.713. This shows that the relationship between job satisfaction and the intention to leave is positive. This implies that if employees are dissatisfied at their work place, they will have an intention to leave the organization and vice versa.

CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, discussions, conclusions and recommendation of the research. The chapter also contains suggestions of related studies that may be carried out in the future.

5.2 Summary of findings

In regard to motivator characteristics and how it affects their job satisfaction, the study found several responses. The study found that most of the respondents were satisfied with the statements that they are allowed to work without supervision and given responsibility for their own work and the work of others (Responsibility), they were able to receive advancement (Advancement) in my career and that they have the opportunity for growth in that they are able to grow in skills and status (Possibility for growth). The study also found that most respondents were neutral with the statements that they were able to see the results of their work (Achievement) and the supervisor is competent, honest, supportive, delegates work well and doesn't show favoritism, and that they learnt a great deal from my supervisor (Supervision). On the negative note, they study found that most of the respondents were highly dissatisfied with the statements that their work is noticed/rewarded/praised (Recognition). On hygiene characteristics and how it affects their job satisfaction, the study found that respondents were highly satisfied with the statement that their job is permanent and pensionable (Job security). The study also found that respondents were neutral with the statements that they like people they work with, here is cooperation on the part of my co-workers, they feel part of a cohesive group, they hold a useful and recognized status in the institution, they work in good social, physical surroundings with good facilities and they do the right amount of work, their work is challenging, there is effective organization of work and beneficial personnel policies (Interpersonal relations – Supervisor).

The study further found the following statements to be most important; they have friendly relations with our supervisor, they have learned a great deal from my supervisor, their supervisor is willing to listen to suggestions, gives credit for work done (Interpersonal relations-peers). The

study found out that most of the respondents agreed with the following statements to be important; able to see the results of my work, their work is noticed/rewarded/praised (Recognition), they have the opportunity for growth, they are able to grow in skills and status (Possibility for growth), their supervisor is competent, honest, supportive, delegates work well and doesn't show favoritism, they learnt a great deal from their supervisor.

On the employees' intention to leave the organization, the study found out that most of the respondents were able to voluntarily quit working for this organization. The study further found that most of the staff working at Garissa County Referral Hospital plan to quit working for this organization in the near future while a small number was not planning to quit working for this organization in the near future.

5.3 Conclusion of findings

Based on the study, it was concluded that there was a relationship between job satisfaction and the intention to leave among healthcare workers at Garissa County Referral Hospital. As noted by Odhiambo (2015), 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 absence of better working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2013). Likewise, it can be concluded that working conditions is a significant factor affecting job satisfaction and if not taken care of it would lead to dissatisfaction.

5.4 Recommendations

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

1. For successful and well performing institution, the management of Garissa County Referral Hospital should ensure that the health workers are well equipped with information and required skills for the job.
2. The management of Garissa County Referral Hospital should provide better working environment for the lower level management to increase their job satisfaction.

5.5 Suggestions for Further Research

The study has been carried out to establish the factors influencing motivation and job satisfaction among healthcare workers in Garissa County Referral Hospital. Further investigations should be done to find out the extent to which motivation influence job satisfaction among healthcare workers.

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APPENDIX

Appendix 1: Cover Letter

Dear respondent,

RE: Questionnaire for Academic Project

It is my humble request to you as the respondent, to kindly fill in the attached questionnaire on a project I am carrying out on assessing health worker motivation and job satisfaction among Garissa County Referral Hospital employees.

This study shall be helpful to me in the fulfillment of master's degree in Business Administration, Healthcare Management at the Strathmore University.

Information that you provide in this questionnaire shall be handled with utmost confidentiality and personal details shall not be referred in any way.

Thanks.

Yours Sincerely

Bulle Rukia

Appendix 2: Questionnaire

Meaning of Some Words.

In this study, some words may be used in a different way than you use them.

1. **Highly satisfied** means when you have good or high feelings about your job at a time when you really want to work. However, these words do not mean that you are happy, because sometimes you may want to work but you are not happy.

2. **Dissatisfaction** means when you have bad or low feelings about your job at a time when you do not want to work. This word is used only for times when you are unhappy and at the same time you do not want to work.

Part 1

For each of the following questions, please check the item corresponding to your status.

General and Background Information

i. Please tick one:

(a) Male (b) Female

ii. How old are you?

(a) Under 25

(b) 25 – 29

(c) 30 – 39

(d) 40 – 49

(f) Over 55

(e) 50 - 55

iii. Your marital status:

(a) Married

(b) Single

(c) Other

iv. Profession:

(a) Medical Doctor

(b) Nursing Officer

v. Qualifications:

(a) Certificate

(b) Diploma

(c) Higher Diploma

(d) Bachelor's Degree

(e) Master's Degree or Above

vi. How long have you been working in this hospital?

(a) Under 3 months

(b) 3 - 11 months

(c) 1 - 5 years

(d) 6 - 10 years

(e) Over 10 years

Part 2

vii. Please read all the statements carefully. The survey has been designed to facilitate easy answering. For each of the following statements, please check the item corresponding to your status. Answer requires a √ (tick) to indicate your appropriate responses.

Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
I am able to see the results of my work.					
My work is noticed/rewarded/praised					
I am able to receive advancement in my career					
I have the opportunity for growth. I am able to grow in skills and status.					
I am allowed to work without supervision and given responsibility for my own work and the work of others.					
My supervisor is competent, honest, supportive, delegates					

work well and doesn't show favoritism. I learnt a great deal from my supervisor.					
Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
My work is challenging, there is effective organization of work and beneficial personnel policies.					
I have friendly relations with my supervisor. I learned a great deal from my supervisor. My supervisor is willing to listen to suggestions, gives credit for work done.					
I like people I work with. There is cooperation on the part of my co-workers. I feel part of a cohesive group.					
I have a good personal and working relationship with my subordinates.					
I occasionally I receive wage increase. The amount of salary I earn is good. My wages					

compare favorably with others doing similar or same job.					
My job is permanent and pensionable.					
I work in good social, physical surroundings with good facilities and I do the right amount of work.					
I hold a useful and recognized status in the institution.					

Part 3

viii. How would you rate the importance of each of the factors that motivate you to perform your job the best and make you feel satisfied?

	Least important		Important	Most important	
I am able to see the results of my work.	1	2	3	4	5
My work is noticed/rewarded/praised	1	2	3	4	5
I am able to receive advancement in my career	1	2	3	4	5
I have the opportunity for growth. I am able to grow in skills and status.	1	2	3	4	5
I am allowed to work without supervision and given responsibility for my own work	1	2	3	4	5

and the work of others.					
My supervisor is competent, honest, supportive, delegates work well and doesn't show favoritism. I learnt a great deal from my supervisor.	1	2	3	4	5
My work is challenging There is effective organization of work and beneficial personnel policies.	1	2	3	4	5
I have friendly relations with my supervisor. I learned a great deal from my supervisor. My supervisor is willing to listen to suggestions, gives credit for work done.	1	2	3	4	5
I like people I work with. There is cooperation on the part of my co-workers. I feel part of a cohesive group.	1	2	3	4	5
I have a good personal and working relationship with my subordinates.	1	2	3	4	5
I occasionally I receive wage increase. The amount of salary I earn is good. My wages compare favorably with others doing similar or same job.	1	2	3	4	5
My job is permanent and pensionable.	1	2	3	4	5

I work in good social, physical surroundings with good facilities and I do the right amount of work	1	2	3	4	5
I hold a useful and recognized status in the institution.	1	2	3	4	5

Part 4

ix. If one day you are able to voluntarily quit working for this organization, would you quit?

Yes

No

x. Do you plan to quit working for this organization in the near future?

Yes

No

Appendix 3: Participant Information Sheet and Consent Form

Title of the Study	Factors Influencing Motivation and Job Satisfaction Among Healthcare Workers at Garissa County Referral Hospital
Study Description	You are invited to participate in a research study conducted by <i>Rukia Aden Bulle</i> , an MBA student in Healthcare Management at the Strathmore University Business School. The study seeks to collect information on Factors Influencing Motivation and Job Satisfaction Among Healthcare Workers at Garissa County Referral Hospital. Your voluntary participation shall involve responding to a self-administered questionnaire.
Risks	There are no anticipated risks associated with this research
Perceived Benefits	The researcher shall benefit through partial fulfilment for the award of an MBA (Healthcare Management). The findings will also add to the existing body of knowledge on health worker motivation and job satisfaction. This is crucial in Garissa County since it is a far-to-reach area and health worker retention is a challenge.
Who is eligible to take part in this study?	<ul style="list-style-type: none">✓ Medical Doctors (medical officers and specialists)✓ Nursing officers✓ Stationed at Garissa County Referral Hospital
Confidentiality	All information collected shall be treated with utmost confidentiality. The anonymity of the respondents shall be maintained at all times, including after the study. The primary data collected shall be securely stored in an encrypted database

and shall only be used for the purpose of this research.

**Voluntary
Participation**

Your participation in this study is entirely voluntary. You may choose not to participate and may withdraw your consent to participate at any time in the course of the study. You will not be penalized in any way should you decide not to participate or to withdraw from this study.

**Contact
Information**

For any clarifications on the consent please contact me as follows:

Rukia Aden Bulle

+254 704-949-170, e-mail: ruqiadr@gmail.com

You can also contact my supervisor, Dr. Pratap Kumar MD, PhD, at the Strathmore University Business School, Nairobi, or by e-mail (pkumar@strathmore.edu) or by phone (+254 731 848 163)

If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

Consent

I have read and understood this consent, as well as been given the opportunity to ask any incidental questions. I voluntarily give my consent to participate in this study.

Participant's signature:..... Date:/...../2020

Declaration by Principal Investigator

I have clearly explained to the participant the purpose and expected benefits of this study and have answered his/her questions regarding the study on the date of this consent form.

Investigator's signature:

Date:

.....

...../...../2020
