Influence of employee engagement on job satisfaction: a case study of M.P Shah Hospital

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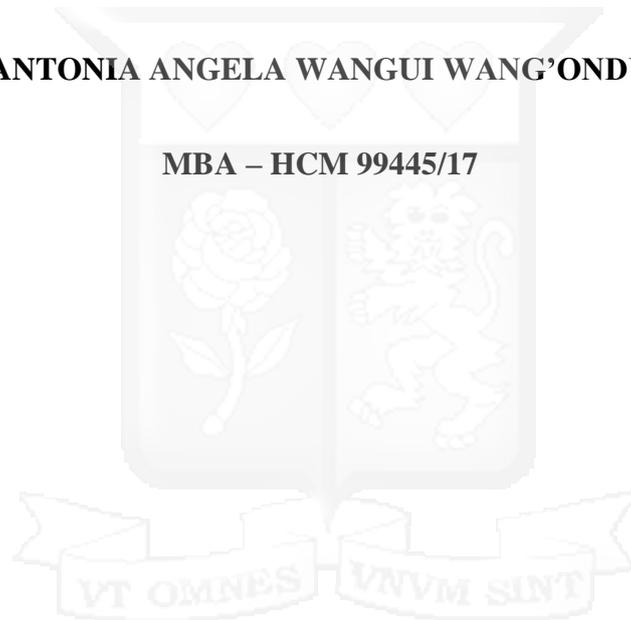
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INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION: A CASE STUDY OF M.P SHAH HOSPITAL

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MBA – HCM 99445/17

A Research Dissertation Submitted in partial fulfilment of the requirement for the award of Degree of Master of Business Administration in Healthcare Management at Strathmore Business School, Nairobi, Kenya

May, 2019

DECLARATION

I declare this project document not to have been previously examined and approved for the award of degree in any other University. To the best of my knowledge and belief, the document does not contain any material previously published by any researcher except where due reference is made.

Antonia Wangui

Sign: _____

Date: _____

This Research project has been submitted for examination with my approval as the University Supervisor.

Signature _____ Date _____

Dr. Joseph Onyango

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ABSTRACT

Health management is increasingly gaining momentum not only in Kenya but across the region. Previous results have indicated that medical officers tends to move from one healthcare firm to the other. Further, the ever increasing nurses and doctors' strike in the health sector in Kenya is a clear indication that there is a gap that need to be filled so as to improve the contribution of the influence of employees' engagement on their job satisfaction in the healthcare organizations, not only in public but also private healthcare facilities. The purpose of the study was to assess the influence of employee engagement on job satisfaction at MP SHAH Hospital. The specific objectives were to identify the influence of employee reward, training and retention on job satisfaction. The study was supported by social exchange theory and McClelland's theory of need. The research design was descriptive and cross-sectional survey. Target population for the study was 46 respondents which were made up of 20 medical officers and 26 senior and middle managers. The sample size of the study therefore was 46 respondents which was determined using non-probability convenience and snowball sampling methods. Structured questionnaires were used to gather primary data for the study. Data analysis was done using SPSS software as well as quantitative technique and multiple regression model was established to show the correlation and relationship between employee engagement and job satisfaction. On the first objective of the study, the study results showed that there is insignificant negative relationship between employee reward and job satisfaction. Moreover, the study established an insignificant positive relationship between employee training and job satisfaction. The study findings also established that employee retention statistically and significantly influences job satisfaction among medical officers with a strong positive correlation coefficient value within level of significance. The study recommend that the management of the hospitals should also pay much emphasis to employee engagement as a management tool that can be used to enhance job satisfaction in the hospital. Quality medical service delivery is key in any healthcare organization. Having frustrated medical officers therefore can affect the goal and objective of the health facility and as a result, the welfare of the medical officers must be considered at all times. The study also recommends that another study undertaken on the same study but on different sector, or in public health sector which has experienced rampant medical strikes for the last three years. In addition, other forms of employee engagement mechanisms should also be researched on in the future study since the variables used in the study as types of employee engagement techniques may not be the only ones. The study therefore concluded that employee retention had a statistical significant positive relationship with job satisfaction, employee reward had insignificant negative relationship with job satisfaction whereas employee training had insignificant positive relationship with job satisfaction.

Keywords: Employee Engagement, Job Satisfaction, M.P SHAH Hospital, Kenya.

LIST OF ABBREVIATION

CBA: Collective Bargain Agreement

HR: Human Resources

KMPDU: Kenya Medical Practitioners and Dentists Union

PhD: Doctor of Philosophy

R&D: Research and Development

SPSS: Statistical Package of Social Science

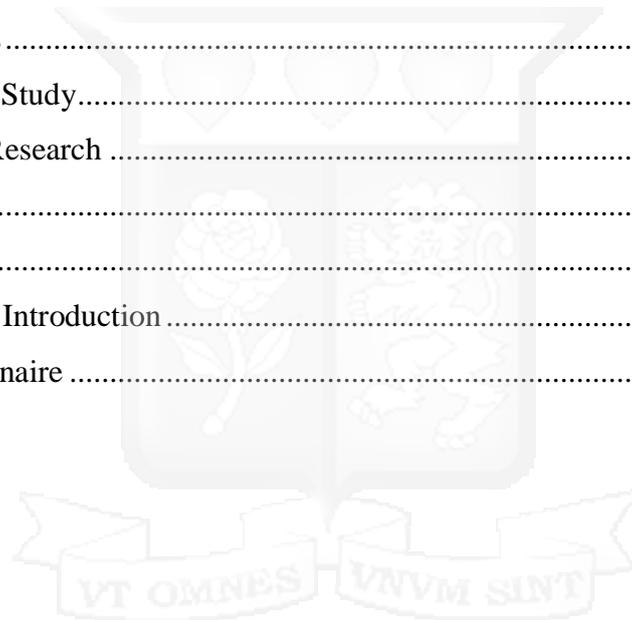T&D: Training and Development

U.S: United States

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ACKNOWLEDGEMENT

First, I take this opportunity to thank Almighty God for the gift of life and the endless energy that has seen me complete this research project. I also wish to thank my family and friends for their immense support and encouragement over the years.

My special thanks also go to my project supervisor, Dr. Joseph. Onyango for his insightful guidance, constructive criticism and constant support in building the study concept.

May God bless you all.

DEDICATION

I dedicate this project to my family and colleagues for their support constant support and encouragement.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The interpersonal and intrapersonal relationship of employees is becoming essential in the work environment (Bruneto *et al*., 2013). Most employees, more so in the health sector such as medical officers often work in problematic practice environment, like difficulties and stress factors which may undermine their satisfaction and full capacity to be fully engaged in their organization (Sullivan Havens, Warshawsky & Vasey, 2013). Further, in the healthcare organizations, various studies undertaken (Malik, Dhar and Handa, 2016; Bailey *et al.,* 2015; Stander *et al.,* 2015) established that balanced, supportive and healthy practice environment and positive psychological work experience for medical officers is effective in achieving sustainable and highly engaged medical officers. Therefore, leading to their job satisfaction (Cheema, Akram & Javed, 2015)

The challenge for both public and private healthcare organizations is how to enhance employee engagement (Garcia-Sierra, 2016). In the sector that has seen increase of workforce strikes over the years, it is obvious that medical officers want to be involved in organization activities. After viewing 136 respondents for the study on employee engagement and their satisfaction, Jain and Balu (2018) established that factors such as basic needs, management support, team work and growth as predictors of employee engagement may have influence on job satisfaction. Health organizations are therefore in search of best employee engagement activities to enhance satisfaction among their medical officers and the management (Ruck, Welch & Menara, 2017).

1.1.1 Employee engagement

Employee engagement focuses on a number of issues such as degree of commitment, retention, satisfaction and the general behaviour of both organization and employees (Simpson, 2009). Just like business organizations, healthcare organizations also have the responsibility of having a participative, healthy and engaged workforce team that can drive performance to the next level (Nimon, Shuck & Zigarmi, 2016). According to Lowe (2012), engaged employees are successfully essential for any organization. Interestingly, management of healthcare organizations are currently involved in developing policies and steps in training their medical officers at all level so as to gain competitive edge which comes through job satisfaction.

Engagement provide employees in the organization to have their own perception and definition of different roles while following organization procedures which enhances their work energy, cognitive thinking and at the same time reduces employee burnout (Graban, 2016; Mache *et al,* 2014). Over the years, definition of employee engagement has been pegged on behaviour, cognitive and emotional factors. First, cognitive factors addresses employees' belief towards the organization and workforce environment (internal and external) (Van Bogaert *et al.,* 2014). Secondly, emotional factors deals with employees' attitude and their feelings towards the organization's values, policies and the workforce environment.

Moreover, behavioural factors indicate the willingness of the employees to work towards achieving organization objectives so as to enhance their skills through research and development (R&D) (Imran & Tanveer, 2015). To improve the relationship between managers and medical officers, organizations must provide conducive working environment where employees engage physically, cognitively and emotionally as expressed by Khan

(1990). Therefore, employee engagement could be explained by their psychological availability in the organization.

According to Kim-Soon (2015), social exchange theory is very useful in describing the extent of employee engagement in the organization. While this could be on the economic and socio-emotional exchange of resources, Khan (1990) cited in the work of Mwangi (2015) concluded that meaningfulness, psychological safety and availability are three psychological conditions associated with needs and satisfaction theory in explaining employee engagement in the organization. Meaningfulness is the reward individuals get from their performance. Safety is the ability to perform your duties without fear in the organization and having sense of belonging, while availability is having the physical, emotional and psychological resources (Mwangi, 2015).

A survey carried out in 2007 – 2008 on a global perspective in relation to the level of employee engagement found out that organizations with high level of employee engagement enjoyed an average increase of 14% in their net income while organizations that had low level of engagement had an average of 4% decrease on their net income (Kim-Soon, 2015). As such, employees are currently looking for organizations with improved engagement activities. Njuki, Nzulwa and Kwena (2017) interviewed 97 employees of Nairobi Women's Hospital and established that reward, leadership, motivation and commitment are all important factors in employee engagement. However, little studies have been done on health sector, especially in private hospitals to establish influence of employee engagement as the study sought to assess.

1.1.2 Job satisfaction

With the increased organization demand such as to remain competitive in the market, organizations have realized that they have to place their focus on their human resources.

Sectors such as health in the economy have witnessed high degree of attrition globally (Bailey *et al*., 2017); and whether attrition is big or small, human resources (HR) functions must be implemented towards eliminating it (Bailey *et al*., 2017). One step towards this is employee satisfaction which is majorly concerned with well-being and welfare in the organization. According to Jaiswal, Pathak and Kumari (2017), job satisfaction is one of the key functions of HR personnel.

According to Bailey, Madden, Alfes and Fletcher (2017), the working environment of healthcare organization should always be conducive for both medical officers and the management. The interaction between medical officers and patients must be given great emphasis since medical officers must understand emotional and psychological approach to their need. This is because dissatisfied medical officers always express their negative perceptions more externally, and can express their frustrations to their patients as has been experienced before (Bailey, Madden, Alfes & Fletcher, 2017). Cheng *et al.,* (2015) did a satisfaction survey in the big U.S firms under the Conference Board and established that about 48% of the employees in U.S indicated that they are fully satisfied with their jobs.

A 2014 survey by Chen *et al*., (2015) also suggested that age and income could contribute to job satisfaction in the organization. About 50% of the respondents who recorded highest job satisfaction were between the ages 35 to 44 while 34% who were least satisfied at their workplace were under the age of 25 years (Chen *et al.,* 2015). Dissatisfied employees have lower productivity, poor performance and job stress in the organization and do not feel motivated towards the organization (Graban 2016; Tillot, Walsh & Moxham, 2013; Sullivan Havens *et al.,* 2013). Also, low satisfaction can lead to low morale and loyalty among the employees in the organization (Javed, Balouch & Hassan, 2014).

Job satisfaction is a field that has been studied for many years (Kim, Leong & Lee, 2005; Jain & Balu, 2018; Heller & Watson, 2005). A study by Goetz *et al.,* (2012) on the impact of intrinsic and extrinsic factors on satisfaction of dentists established that intrinsic motivating factors had more impact on job satisfaction. To provide additional literature on employee engagement and to seek for ways in solving the growing challenges of medical officers' strikes in Kenya, there was need for this study to be carried out, most especially in addressing the gap on job satisfaction among medical officers in the private health sector.

1.1.3 M.P SHAH hospital

The health sector in Kenya has both private and public healthcare facilities. MP Shah Hospital was founded in 1930s by prominent philanthropists with the goal of providing healthcare services to the community. The hospital has experienced exponential growth over the years in bed capacity, sub-specialized care and inevitably the number of skilled doctors employed by the organization both on permanent and part-time basis (M.P Shah Hospital website, 2019). Also, the company has had improved structures with the sole aim of providing first class health services to the people.

As part of the strategy to ensure world class quality care, medical officer loyalty is essential in faster and efficient delivery of medical services in the organization. As a result, the organization was among the first medical organizations to have implemented collective bargaining agreement (CBA) dated June 2017 which was signed by Kenya medical practitioners and dentist's union (KMPDU) and council of Governors following five month strike by doctors in the country who were agitating for better working environment conditions and remuneration in all health facilities in the country (M.P Shah Hospital website, 2019).

In line with the CBA objectives, the hospital implemented the policies by ensuring that they not only provided good pay for their employees but also sponsors its medical officers for short post graduate courses in the organization as well as medical cover. Also, the hospital began to encourage an open door policy where medical officers and management all have their views and opinions on decisions within the organization. This is part of the employee engagement so as to enhance employee and organization performance (M.P Shah Hospital website, 2019).

Previous studies such as Macey and Schneider (2008) indicated that implementation of engagement strategies in the organization reduces employee turnover, enhance productivity, retention of employees, career growth among others in the organization. The psychological and emotional state of medical officers in the organization is therefore important in determining their level of satisfaction. The study will therefore take into consideration the medical officers and the management of the organization as the individuals who will participate in the study. This is because management oversee all the strategies adopted in enhancing job satisfaction while medical officers and the HR that the organization utilizes in achieving its long term and short-term objectives in the business environment. The study attempted to evaluate the influence of employee engagement on job satisfaction in the hospital as it was one of the first hospitals in Kenya that implemented CBA agreement.

1.2 Research problem

The purpose of this study was to determine the influence of employee engagement on their job satisfaction in assumed private hospital environment that has seen increased workload during the strike periods by the health workers in the public health sector, especially during 2016-2017 doctors and nurses' strike in Kenya. While employee engagement and job satisfaction (Njuki, Nzulwa & Kwena, 2017), have been examined in public health facilities that are mostly affected by these strikes, there is lack of knowledge about how employee

engagement may influence job satisfaction in private hospitals, in regard to their increased workload experienced during strike periods (Bin, 2015). Instead, Nazir *et al.*, (2016), while acknowledging that employee engagement is essential across health facilities, is currently focusing on employee engagement and job satisfaction in private hospital (Ibrar & Khan, 2015).

As health care organizations faces increased demands such as good pay, good workforce environment and involvement in decision making, their management faces hard responsibilities of ensuring the welfare of their employees are of high standard. Salman et al., (2016) explained that due to increased workload that most private hospitals experience during strike periods, management must establish effective technique of ensuring job satisfaction among their employees. Inability of many healthcare facilities to address employee engagement challenges therefore may result to decreased performance and motivation among employees.

Whereas it is also evident that empirical review on employee engagement and job satisfaction has been mostly done on banking, insurance and other service organizations (Biswakarma, 2016; Imran & Tanveer, 2015), few studies have been done in health organizations especially in Kenya (Njuki, Nzulwa & Kwena, 2017). However, this study did not address the employee engagement and job satisfaction in relation to the workload challenges that private hospitals undergo during strike periods. This study therefore sought to bridge this gap by determining influence of employee engagement on job satisfaction at M.P. SHAH Hospital. The study was significant is it highlighted the need to have employee engagement practices especially in the private health hospitals that experience increased health workload during strike periods in the country.

1.3 Research objectives

1.3.1 General objective

The general purpose of the study was to assess the influence of employee engagement on job satisfaction at M.P SHAH Hospital.

1.3.2 Specific objectives

i.   To determine the influence of employee reward on job satisfaction.

ii.   To establish the influence of employee training on job satisfaction.

iii. To investigate the influence of employee retention on job satisfaction.

1.4 Research questions

i. To what extent does employee reward influence job satisfaction?

ii. Does employee training and development influence job satisfaction?

iii. What is the influence of employee retention on job satisfaction?

1.5 Scope of the Study

The goal of the study was to assess the influence of employee engagement on job satisfaction. The study took place at M.P SHAH Hospital and involved the management and medical officers in the healthcare organization. Also, the study had three independent variables; employee reward, employee training and employee retention while dependent variable was job satisfaction. The study took 10 months (from August 2018 – May 2019).

1.6 Significance of the Study

According to Kothari (2004), significance of the study highlights how the study was useful to different groups who may be interested in the study findings. To the hospital management, the study may have been significant since it highlighted the areas of how employee engagement is critical in enhancing job satisfaction level among employees in the hospital.

To the HR practitioners and policy makers, the study may have been significant since it brought out the role that these regulators play in ensuring that all organization have human resource practices aimed at enhancing job satisfaction of their employees, and why such policies are needed in the current competitive working environment.

To the scholars and academicians, the study may have been significant since it provided additional literature on the topic of the study by highlighting the employee engagement factors which improves job satisfaction after the findings of the study. It may also have drew criticism from other scholars on the current topic of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter describes the literature of the study based on the existing scholarly works on the topic of the study. It provided over view of the areas studied in the past and their authors while at the same time identified the knowledge gap. In summary, the chapter covered theoretical review, empirical review, conceptual framework, knowledge gap and the operationalization of the study variables.

2.2 Theoretical review

This section describes the theories that relate to the topic of the study and clearly indicating their significant contribution, assumptions and relationship. The study had theory of social exchange, theory of two factor by Herzberg and theory of need by McClelland.

2.2.1 Theory of social exchange

This is a psychology and management theory which is based on the work of Homans (1958). According to the theory, society is made up of different class of people which promotes exchanges between them. Also. Homans (1958) explained that social exchange results from the exchange between two or more parties of goods or services activities, with more or fewer rewards and benefits involved. Just like a society, organizations are made up of employees who must exchange ideas to see the success of the organization in the future.

Furthermore, the theory suggest the relationship as the major factor in assisting individuals or organizations to achieve their goals. Social exchange between individuals or employees in the organization is driven by a person's need to secure their well-being and power. Also, the theory is concerned with how people behave during the process in making relationships. Each and every individual evaluate their relationships by analysing the benefits they will feel or

gain from them and make a decision whether to enter into the relationship or not (Cropazano, Anthony, Daniels & Hall, 2017).

In a workplace environment where employees are from different cultures and values, and organization itself having another culture of its own, employees must learn to adapt and follow the culture of the organization and practice its values in the market (Pararkevaidis & Andriotis, 2017). The rationality behind the social exchange theory is that organization must understand that employees are different, and that organization with employees who consider achievement and teamwork as the driving force in the business will see its success and achievement of positive results in the organization.

Healthcare organizations involves interactions of the highest level; between management and medical officers, management and patients and medical officers and the patients. In this regard, the relationship created among them must be beneficial to the long-term performance of the organization (Prizer *et al.,* 2017). It is on this note that organizations must implement policies such as employee engagement which improves the understanding of the employees in the organization through boosting their satisfaction level so as to improve organization performance (Daspit *et al.,* 2016). The theory therefore relates to the study as it emphasizes on the need for employee engagement as a result of socialization which boost the satisfaction level of the employees through involvement in decision making in the organization.

2.2.2 McClelland's need theory

This theory explains the motivational and satisfaction needs of the employees or individuals in the organization. As proposed by McClelland (1961), regardless of gender or age in the organization, all employees possess needs such as power, achievement and affiliation. Employee needs are acquired and changed over time depending on the environmental conditions of the workplace. As the working environment changes due to information

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technology, consumer preferences and integration, so do the needs of employees change in the organization.

Lee and Kim (2015) while analysing the theory of need, indicated that employees have different behaviours which are influenced by achievement, power and affiliation. The need for achievement is related to the employees' task in the organization. Employees more so those in the healthcare organizations want to achieve their goals and contribute positively to organization objectives. High achievement could mean successful surgery in the healthcare facilities among medical officers and successful delivery among nurses. The more achievement employees get in the organization, the more satisfaction level they attain leading to high performance in the organization.

Chen *et al.,* (2015) also suggested that employees satisfied in the organization usually have a strong desire of setting difficult objectives and strategies of accomplishing them. And they are also result oriented. The need for power is derived in the organization by having the authority to influence the outcome of change processes. Involvement of medical officers in decision making may enhance their self-esteem. As a result, they motivate other junior employees to be engaged in projects that would improve their satisfaction level.

In relation to the study, Wong, Yuen and Li (2015) established that the need for affiliation among employees is to have interpersonal relationship which builds teamwork aimed to meeting the objectives set in the organization in a shorter period. Relationship is very important in the organization. Employers such as the management must therefore have a strong relationship with their employees such as medical officers in the healthcare organization so as to improve their satisfaction level. Employee engagement therefore is one way to bring employees together through organization culture so as to build a sense of belonging and meaningfulness in the organization.

2.3 Empirical review

This area discusses the existing study on the independent variables of the study.

2.3.1 Employee reward and job satisfaction

One of the effective employee engagement technique that management use in the organization to increase the satisfaction level of their employees is the reward system. In an environment where organizations expect more from their employees, they must be able to implement reward systems as part of employee engagement which aim to enhance their satisfaction level in the organization to perform better. Ibrar & Khan (2015) did a study on the relationship between reward and satisfaction and the findings of the study established that, there is a positive relationship between employee reward and satisfaction which improves performance. The study interviewed 100 respondents and used both exploratory and qualitative in data analysis.

Nazir *et al.,* (2016) in their study on influence of organizational rewards on organizational commitment and turnover intentions indicated that intrinsic rewards, extrinsic rewards, and social rewards are significantly related to emotional and normative commitment in the organization which happens when employees are fully satisfied with their roles in the organization. The affectionate of employees towards the organization depends on their level of satisfaction through involvement in decision making, team work support, autonomy, training and participation in decision making which comes with the feelings of need affiliation and achievement in the organization.

Moreover, Murphy (2015) in his study focused on the effects of reward systems on employee performance in the modern work environment and how satisfaction with rewards can lead to higher performance and better satisfaction. The reward system has been created in the organization so as to assist the HR personnel is determining the rewarding criteria for each

employee based on the task completed in the organization. The research was conducted in the mining industry with use of questionnaires as the source of primary data. It was established that various reward systems as a type of employee engagement improves the employee satisfaction leading high productivity in the organization.

Perceived organization support is crucial on how organizations implement their reward systems as employee engagement activities. Management must understand the psychological need of each employee and their attitudes towards their duties in the organization so as to enhance their satisfaction level through intrinsic or extrinsic reward as indicated in the work of Ajmal, Bashir, Abrar, Khan and Saqib (2015). Their study was on perception of the employees on supportive organization, satisfaction of employees and their commitment in the banking sector. The findings revealed that employees' feel positively about intrinsic and extrinsic rewards as motivating and engagement factors which enhance their job satisfaction (Ajmal *et al.,* 2015).

2.3.2 Employee training and job satisfaction

Training has been considered part of learning skills which employees gain to achieve their roles effectively in the organization. To enhance the level of satisfaction in the organization, healthcare organizations have developed various strategies such as training which assist employees to learn new ways through on-job training and field training so as to improve their satisfaction level. Imran and Tanveer (2015) agreed with the above statement when they carried out their research on the impact of training on employees. The study used questionnaires with a sample size of 150 respondents, and a descriptive research design was applied. Majority of the respondents agreed that training assist them to gain skills and knowledge, allow them to realize their growth which leads to their job satisfaction in the organization, hence high productivity (Imran & Tanveer, 2015).

In a competitive environment where organization must remain innovative so as to attract the highly qualified employees in the market, training must be adopted in the organization in order to impart a specific skill to the current employees. Also, development involves enhancement and growth of employees' skills and their abilities using conscious or unconscious learning ways. To substantiate this claim, Asfaw, Argaw and Bayisa (2015) researched on the impact of training on the employees' effectiveness in the organization. Using a cross-sectional design with a sample of 100 employees, the study established that training has a significant positive correlation with employees' effectiveness in the organization due increased job satisfaction that employees derive from training programs in the organization such as career development.

To have high satisfaction level on their roles in the organization, employees must balance the relationship between their desire for career growth and their attitudes towards their organization. Biswakarma (2016) investigated organizational career development and employees' satisfaction and turnover intentions. Using data from the 290 employees from the banking sector, it was established that employees seek for career development so as to speed their promotion goal, gain high remuneration and increase their professionalism in their career line. Organizations that implement career development as employee engagement therefore have high chances of doubling their employees' job satisfaction level as a result, high performance (Biswakarma, 2016).

In addition, Hafeez and Akbar (2015) revealed that organizations should design and develop their career programs in line with the overall objectives of the organizations. First, HR personnel should identify the missing gap in the organization through identification of skills needed such as critical thinking before implementing the training programs. They also argued that sustainable learning and training methods should be effective since they target employees

in the organization leading to feeling of satisfaction among the employees (Hafeez & Akbar, 2015).

2.3.3 Employee retention and job satisfaction

Employee retention involves persuading current employees to stay in the organization for as much as possible. Maintaining effective organization workforce require management to have retention plans as an engagement technique which keeps employees involved in operational duties of the organization. In their findings after analysing determining factors of employee retention, (Kossivi, Xu & Kalgora, 2016) found out that work-life balance, development opportunities, leadership or management role and autonomy are important factors which may influence an employee to be retained in the organization. Such factors have a positive way of making employees to have a positive attitude towards the organization as a result of increased job satisfaction.

The growing shortage of medical officers across many healthcare organizations is becoming a huge challenge for many healthcare managers. While the few that exist keep moving from one healthcare organization to another, managers are faced with a dilemma of how to retain their employees. Aamir et al., (2016) while analysing work-life balance, job satisfaction and nurses retention indicated that for healthcare organizations to retain some of the their best employees, their satisfaction level must be met at all cost. This is because the organization also expect them to do their best in terms of their work. Hence, work-life balance as a retention technique through employee engagement improves job satisfaction of nurses in the organization (Aamir *et al*., 2016).

Additionally, Salman, Mahmood, Aftab and Mahmood (2016) investigated the impact of safety in health environment on employee retention in pharmaceutical industry with the mediating role of job satisfaction. The concept of safety health environment has emerged as a technique that management in the organization can use to retain their employees. Healthy working environment provide benefits to the employees which may be a sense of belonging leading to their satisfaction. Focusing on boosting mental and physical health of employees

provide organizations with opportunity to develop positive attitude leading to their retention (Salman et al., 2016).

According to Nei, Snyder and Litwiller (2015), nursing is expected to be the fastest growing job field most probably till 2020 and this therefore implies that an urgent need to focus on nurse retention exist among the healthcare management practitioners. In their research to assess the relationship between retention of nurses and its implications on nurse turnover, they found out that supportive and communicative leadership, network centrality and organizational commitment are the retention predictors which have influence on nurse turnover in the organization. These predictors further have a high degree of improving job satisfaction when handled effectively in the organization (Nei, Snyder & Litwiller, 2015).

2.4 Knowledge gap

Previous studies taken on employee engagement and job satisfaction in the management field have provided different results. Javed, Balouch and Hassan (2014) presented engagement factors such as job loyalty, employee retention, work environment and empowerment. Njuki, Nzulwa and Kwena (2017) indicated reward and leadership as employee engagement factors which influence satisfaction while Aamir et al., (2016) used work-life balance as the determinant. Other studies have also provided different findings. To address the research problem, the study seeks to assess if employee engagement may lead to increased job satisfaction for employees in the organization while focusing on employee retention, employee training and employee reward.

Locally, Njuki *et al.,* (2017) and Mwangi (2015) did a study on employee commitment, engagement of employees and their influence on satisfaction in the health sector. Different organizations (healthcare) uses different employee engagement techniques to improve performance of their employees. While other healthcare organizations have seen a growing

increase of employee turnover on a monthly basis, more research need to be undertaken in this field of management. The paper aimed to contribute to healthcare management field regarding the employee management between medical officers and the management of MP SHAH Hospital.

Employees not only give organizations a competitive edge in the market but they also give brand recognition based on their performance (Hayati, Charkhabi & Naami, 2014). Employee engagement is associated with improved leadership, career development, job motivation, retention and reward which may determine the extent of job satisfaction in the organization (Khan, 1990; Jain & Balu, 2018). Based on this, hospitals have invested heavily on policies and objectives aimed at promoting employee engagement. The gap that the study sought to fill was to assess the influence of employee engagement on satisfaction at MP SHAH Hospital which is one of the best hospitals that have responded effectively and first during terrorist attacks in the country.
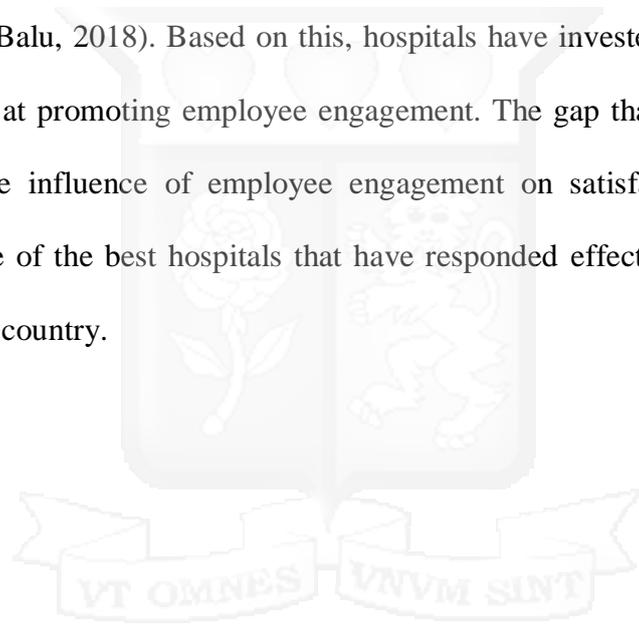
2.5 Conceptual framework

A conceptual framework of a study outlines the relationship between predictor variable and dependent variable (employee engagement and job satisfaction).

Independent Variables   **Dependent Variable**
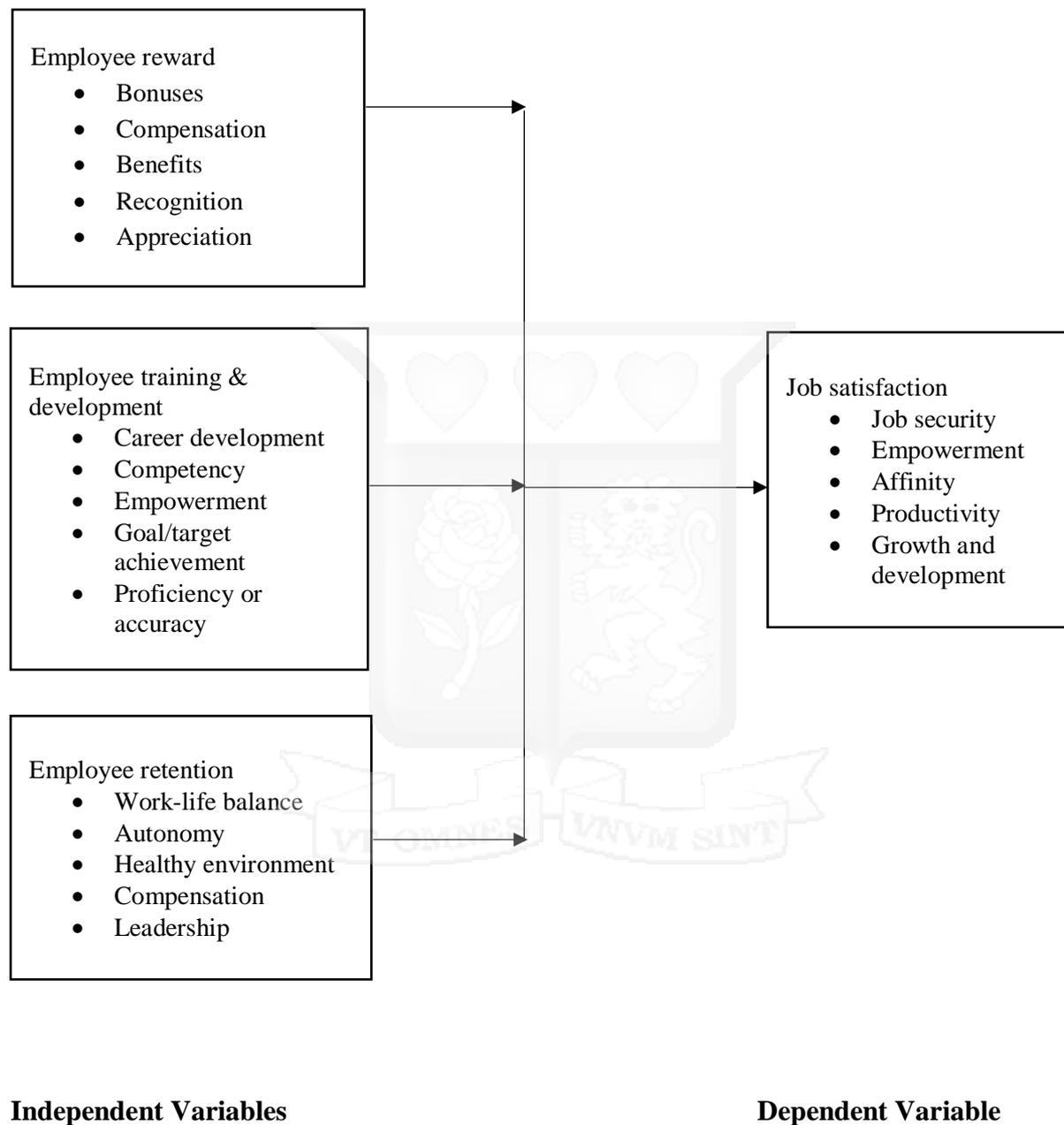
Figure 2.1 Conceptual framework

2.6 Operationalization of variables

According to Sekaran and Bougie (2016), operationalization of variables in a research study aim to simplify the research variables so that they can be measured easily. Research variables were measured on Likert scale rating using a scale of 1 − 5 where 5 − strongly agree, 4 − agree, 3 − neutral, 2 − disagree and 1 − strongly disagree.

Table 2.1 Operationalization of variables

Variables	Indicators	Rating scale	Empirical Review
Employee reward	• Bonuses • Compensation • Benefits • Recognition • Appreciation	Likert scale 5 − Strongly agree 4 − Agree 3 − Neutral 2 − Disagree 1 − Strongly Disagree	Ibrar & Khan, 2015 Nazir et al., 2016 Murphy, 2015 Ajmal et al., 2015
Employee training and development	• Career development • Competency • Empowerment • Goal/target achievement • Proficiency or accuracy	Likert scale 5 − Strongly agree 4 − Agree 3 − Neutral 2 − Disagree 1 − Strongly Disagree	Imran & Tanveer, 2015 Asfaw, Argaw & Bayisa, 2015 Biswakarma, 2016 Hafeez & Akbar, 2015
Employee retention	• Work-life balance • Autonomy • Healthy environment • Compensation • Leadership	Likert scale 5 − Strongly agree 4 − Agree 3 − Neutral 2 − Disagree 1 − Strongly Disagree	Kossivi, Xu & Kalgura, 2016 Aamir et al., 2016 Salman et al., 2016 Nei, Snyder & Litwiller, 2015.
Job satisfaction	• Job security • Empowerment • Affinity • Productivity • Growth and development	Likert scale 5 − Strongly agree 4 − Agree 3 − Neutral 2 − Disagree 1 − Strongly Disagree	Jaiswal, Pathak & Kumari, 2017 Bailey et al., 2017 Cheng et al., 2015 Graban, 2016 Jain & Balu, 2018

Source: Author (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the plans and steps that the researcher took to answer the research questions. It brought into detail the research design, the target population, sampling and sample size, data collection methods and instruments, research quality (reliability and validity), data analysis and presentation as well as ethical considerations.

3.2 Research design

Research design refers to the plans and procedures that the study undertaken to articulate the research questions, identify information needed for analysis, method of collecting the identified data or information and the best possible technique for analysing data for the study (Sekaran & Bougie, 2016). This study used descriptive research design. The design was appropriate for the study since it tends to explain causes and effects without involving other environmental factors. Also, the study may have adopted cross-sectional survey which gives researcher the priority to collect wide range of data needed for the study without manipulating the research environment (Kothari, 2004). It also allowed a large amount of data collected for analysis from a sizeable target population of the study in economical and easy way.

3.3 Population and sampling

3.3.1 Target population

This refers to the total number of objects or people that the researcher aim to undertake study on so as to generalize the findings (Kombo & Tromp, 2006). It can also be explained as a set of people or group that the researcher as identified as the appropriate population of the study. For this study, an accessible population was drawn from the MP SHAH Hospital. A

manageable group was drawn from the population so as to allow sampling validity in ensuring that it was a representation of the target group (Cooper & Schindler, 2006). Further, the target population of the study comprised of medical officers and management (senior and middle managers) of MP SHAH Hospital. The population was justified due to their role in the organization and daily interaction with the patients as well as the need to have effective policy implementations that addresses job satisfaction in the hospital. From management records in the hospital, there are 20 medical officers and 26 senior and middle managers. The target population therefore was 46 respondents.

Table 3.1 Target population

Category	Target population	Percentage
Medical officers	20	43
Management (senior and middle)	26	53
Total	**46**	**100**

Source: Author (2019)

3.3.2 Sampling technique

Sampling is the step or a process that was used to obtain a desired units for the study so as to achieve the research objectives. According to Creswell and Creswell (2017), a sample of a research study refers to the units picked from the entire population so as to draw findings and conclusions from it. The chosen group or units must have similar traits like those of the entire target population in order to ease the process of results generalization (Kothari, 2012). The sampled units for the study was the medical officers in the health care organization and also the managers who are responsible in implementing effective employee engagement techniques aimed at providing job satisfaction for their medical officers.

A good sample size of the study should provide efficiency, reliability and flexibility. Creswell and Creswell (2017) also indicated that a reliable and efficient sample size depends on the estimate of the sample size required to reduce sampling error. This study used non-

probability convenience sampling technique. Convenience sampling method was adopted since its units are easy to access and gives room for the researcher to select a certain number of units which he or she is interested in and considered convenient for the study. The sample size therefore was 46 respondents based the above sampling techniques.

3.4 Data collection methods

Data refers to the information gathered from the respondents for analysis (Kombo & Tromp, 2006). According to Kothari (2004), data collection instruments are tools used in getting and measuring research variables. For the study, primary data was obtained using structured questionnaires since they are aimed at getting original information from the real source. Questionnaires are regarded as the most appropriate means of gathering information (Mugenda, 2008). Questionnaires were developed on a 5-point scale where 5 was strongly agree and 1 strongly disagree (Likert scale). The researcher administered the questionnaires to the sampled population of the study to describe their thoughts, and quantitative data was gathered using questionnaires to statistically examine the data trends of their responses to the research questions.

3.5 Research quality

3.5.1 Pilot test study

The goal of the pilot test study was to assess the appropriateness and accuracy of the instrument of data collection (Kothari, 2012). It is an experiment carried out on a small percentage of the sample size. It evaluates the research questions, format of the research questions and whether indeed the content in research instruments answers the research questions. A sample of 10% of the respondents was taken as part of the pilot study (Kombo & Tromp, 2011), which translates to 6 respondents. These respondents were drawn from Nairobi Hospital based on the researchers' judgement. Where there was discrepancies, the corrections were made immediately.

3.5.2 Reliability

This refers to the consistency of instruments of data collection giving accurate results over time. Consistency refers to similar results obtained from the instruments of data collection on several tests without compromise (Bloomberg, Cooper & Schindler, 2008). To establish the reliability of the study, Cronbach's alpha test for reliability was used. The values above 0.7 was acceptable and meant that the instruments were reliable enough to give consistent results (Creswell & Poth, 2017).

Table 3.2 Reliability test results

Indicator	Cronbach's Alpha Test Results	
	Alpha	No. of items
Employee reward	0.8220	10
Employee training	0.7123	10
Employee retention	0.822	10
Job satisfaction	0.7325	10

Source: Research Data (2019)

Table 3.2 was used to display the results of reliability test of the study instrument using Cronbach's alpha test. All the indicators had an alpha test of above +0.7 which implied that the study instrument were reliable as suggested by Creswell and Poth (2017).

3.5.3 Validity

Validity refers to the degree to which research instruments really measure what they are supposed to measure without providing mixed results (Cooper & Schindler, 2011). It is how accurate the data obtained from the instruments answers the research questions. The study used content validity (Novikov & Novikov, 2013) where research instruments were subjected to thorough scrutiny and examination by the research supervisor and the external supervisory as well as randomly chosen healthcare management experts. The goal of research instrument

validity was to ensure that the contents of research instruments truly measures what they ought to measure.

3.6 Data analysis and presentation

Data analysis refers to the ability of testing the information obtained in the questionnaires so as to reveal the accurate results for making study conclusions on the research questions. Quantitative techniques were used to analyse data such as means and standard deviations. Further, the study used statistical package of social science (SPSS) software after which descriptive and inferential statistics were obtained. Multiple regression model was developed to show the relationship between independent and dependent variables;

$$\gamma = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; $\gamma = job\ satisfaction\ (dependent\ variable)$

$\beta_0 - \beta_3 = regression\ coefficients$

$X_1 = employee\ reward$

$X_2 = employee\ training$

$X_3 = employee\ reward$

$\varepsilon = error\ term$

3.7 Ethical considerations

To ensure that the study was carried within the guidelines of the university, NACOSTI research permit letter from the ministry of education as well as that of the MP SHAH Hospital, the researcher obtained the research letter from both the university and the ministry of education specifying that the research was for education purposes (Mugenda & Mugenda, 2012). Also, the researcher assured the respondents that the information obtained was confidential and all respondents' information were anonymous. All information were protected.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This section of the study indicates the results and findings obtained from the study based on three objectives; employee reward, employee training and development and employee retention. The first part of the chapter covers demographic findings. The second part presents reliability results and descriptive findings of the study while the other part illustrates inferential statistics of the study. Discussions of the research study are made under descriptive findings.

4.2 Response rate

A total of 46 questionnaires were administered to the respondents, out of which only 40 questionnaires were filled and returned to the researcher. This indicates 87% response rate as shown in table 4.1

Table 4.1 Response rate

Questionnaire Issued	Questionnaires Returned	Questionnaires Unreturned
46	40	6

Source: Research Data (2019)

4.3 Profile factors

The findings obtained from the respondents on their profiles are presented here. It captures both gender, age, education, level of management and ownership structure.

4.3.1 Gender

The study sought to determine gender of the respondents so as to ensure inclusive participation of the respondents. The findings established that 56% of the respondents were male while 44% were female as shown in table 4.3.

Table 4.2 Gender

Gender	Frequency	Percentage (%)
Male	22	56
Female	18	44
Total	**40**	**100**

Source: Research Data (2019)

4.3.2 Age

The study also established the age of the respondents. The findings established that 40% of the respondents were in the age bracket of 26 – 30 years, 35% were in the age bracket were in 31 – 35 years, above 36 years were 22% while 20 – 25 years were only 3% as shown in table 4.4.

Table 4.3 Age

Age bracket	Frequency	Percentage (%)
20 – 25 years	1	2.5
26 – 30 years	16	40
31 – 35 years	14	35
Above 36 years	9	7.5
Total	**40**	**100**

Source: Research Data (2019)

4.3.3 Education

Here, the study findings established that 55% of the respondents had degree level of education, 20% had diploma, and 12% had masters while 3% had post graduate level as shown below.

Table 4.4 Education

Education	Frequency	Percentage
Diploma	8	20
Degree	22	55
Masters	9	12
Postgraduate	1	3
Total	**40**	**100**

Source: Research Data (2019)

4.3.4 Level of management

The study found out that 45% of the respondents were in the senior management level while 55% were in middle management level.

Table 4.5 Management level

Management level	Frequency	Percentage
Senior	18	45
Middle	22	55
Total	**40**	**100**

Source: Research Data (2019)

4.3.5 Ownership structure

The study sought to determine the ownership structure of the hospital. The findings recorded that 92% of the respondents indicated that the hospital is privately owned while 8% indicated public as shown in the table below.

Table 4.6 Ownership structure

Ownership structure	Frequency	Percentage
Private	37	92
Public	3	8
Foreign	-	-
Community owned	-	-

Total	40	100

Source: Research Data (2019)

4.4 Employee reward and job satisfaction

Here, the study sought to establish the influence of employee reward on job satisfaction in the hospital and the findings were presented as indicated in table 4.7.

Table 4.7 Employee reward and job satisfaction

Statement	Mean	Std. Dev
The organization provide bonuses based on its achievement in every financial year	3.38	1.31
Tangible rewards given to employees e.g. salary improves performance	3.75	0.93
Personal thank you note from the management satisfy your being in the organization	3.43	1.17
Generally, I am satisfied with my reward package in the organization	3.13	1.12
Reward systems in the organization support my ability to deliver high performance	3.83	1.15
The company provide housing benefits to its employees	3.18	1.40
Reward with shopping vouchers improves my satisfaction	3.45	1.11
Reward with special recognition by top management during meetings is appreciated	3.83	1.08
I am made to feel that I am an important part of the company through reward	3.68	1.10
The company's benefits meet my needs	2.68	1.32
Overall mean	**3.39**	

Source: Research Data (2019)

As indicated in table 4.7, the study results revealed that employee reward had an overall mean of 3.39 which illustrates that the respondents slightly agreed that the hospital provide bonuses to them in form of rewards. The study also established that organization provide bonuses based on its achievement in every financial year, however, the level of agreement was low. Also, it was noted that reward with special recognition by top management during meetings is appreciated by employees. It was not optimal in explaining the satisfaction level of employees in the hospital. As a result, the study further revealed that there is need for the hospital management to relook at their reward tools and mechanisms so as to enhance satisfaction level of their employees.

4.4.1 Extent of rate of influence of employee reward

The study also sought to determine influence of employee reward on job satisfaction. 38% of the respondents indicated that employee reward has a moderate influence, 30% indicated high influence, 20% very high while 12% indicated low influence.

Table 4.8 Extent of rate of influence of employee reward

Influence	Frequency	Percentage %
Very high	8	20
High	12	30
Moderate	15	38
Low	5	12
Total	**40**	**100**

Source: Research Data (2019)

4.5 Employee training and job satisfaction

Here, the study sought to establish the influence of employee training and development on job satisfaction in the organization (hospital) and the findings are presented in table 4.9

The findings established that the overall mean for the employee training and job satisfaction was 3.57 which is an indication that the respondents did not strongly agree that there is optimal employee training and development in the hospital. The findings further revealed that even though colleagues appreciates and encourages the growth of others, the level of training and development in the hospital still need to be increased and improved so as to enhance job satisfaction. This therefore means that the management still has a room to improve training of their employees within the hospital.

Table 4.9 Employee training and job satisfaction

Statement	Mean	Std. Dev
My colleagues encourages my growth and development at work	3.95	0.81
My boss assist me in identifying my training and development needs in the organization	3.75	0.84
Management provide us with opportunities to improve our skills and competency level	3.48	1.01
Empower through training meets my needs for the job	3.68	1.15
Organization acknowledges professional developments	3.38	1.10
There is equal opportunity for all employees to grow and develop in the organization	2.95	1.36
Career development enhances my proficiency and accuracy in handling my tasks leading to job satisfaction	3.58	1.13
There are opportunities for promotion after career development	3.25	1.41
Organization have a clear culture that defines goal achievement through career development	3.80	1.20
Career development supports work-life balance in the organization	3.83	1.03
Overall mean	3.57	

Source: Research Data (2019)

4.5.1 Extent of rate of influence of employee training

In assessing the rate of influence of employee training and development on job satisfaction, the results obtained indicated that 33% had a high rate, 30% moderate, 23% very high and 14% low.

Table 4.10 Extent of rate of influence of employee training

Rate of Influence	Frequency	Percentage
Very high	9	23
High	13	33
Moderate	12	30
Low	6	14
Total	**40**	**100**

Source: Research Data (2019)

4.6 Employee retention and job satisfaction

The study also sought to investigate the influence of employee retention on job satisfaction in the organization (hospital) and the findings were presented in table 4.11.

Table 4.11 Employee retention and job satisfaction

Statement	Mean	Std. Dev
I feel like I will be able to reach my full potential in the organization	3.60	1.13
The company has a good work-life balance that enhances personal growth	3.48	1.28
The organization has clear leadership policy that recognizes the input of each employee	3.10	1.15
I can see myself working in this organization as long as opportunity exist due to its healthy environment	3.08	1.25
The management provide feedback on time which improves my working rate and performance	3.15	1.33
I am happy with my teammates who support and implement ideas I have in the organization	3.38	1.15
I feel satisfied in introducing new and better ways of handling issues in the organization	3.25	1.24
The company's commitment in supporting its employees makes my work successful	3.38	1.27
There is a clear definition of each role and all employees understand their role clearly	3.25	1.32
I have the freedom to organize my work plan to meet my family responsibilities	3.68	1.19
Overall mean	**3.34**	

Source: Research Data (2019)

The results in table 4.11 established that even though respondents indicated that they feel like they will be able to reach their full potential in their organization, there is little retention techniques in the organization as established by an overall mean of 3.34. The mean further revealed that existing level of commitment strategy that the organization uses to enhance their employees' job satisfaction need to be redesigned so as to make their roles and work easy in the hospital.

4.6.1 Agreement on influence of employee retention

The study determined whether the respondents agree that employee retention influence job satisfaction. The results showed that 78% said yes, while 22% said no.

Table 4.12 Agreement on influence of employee retention

Agreement	Frequency	Percentage
Yes	31	78
No	9	22
Total	**40**	**100**

Source: Research Data (2019)

4.6 Job satisfaction

The study also investigated the objective and factual state of job satisfaction among employees in the organization.

Job satisfaction was the dependent variable of the study. In order to effectively establish how independent variables influenced it, the study first established the level of satisfaction among employees in the hospital by addressing a number of issues relating to the job satisfaction. From table 4.12, the study results established that the overall mean for the job satisfaction among employees was 3.43, an indication that majority of the respondents agreed that the level of job satisfaction has not been satisfactorily high in the hospital. This means that even though respondents indicated they enjoy much freedom when performing their roles, they are not fully satisfied with some of the job satisfaction mechanisms offered by the hospital management. As a result, the study indicated that there is need for the hospital management to find job satisfaction techniques that can results to improved performance of the hospital and the employees at large.

Table 4.13 Job satisfaction

Statement	Mean	Std. Dev
My job roles and responsibilities gives me a feeling of personal achievement	3.93	0.94
I am happy with the support that my supervisor and other employees give me	3.78	0.89
I am satisfied with the career prospects and developments that the organization offer	3.45	1.24
I enjoy much freedom in performing my duties in the organization and contributing to decision making	3.03	1.19
I feel happy with how fairness the organization is in rewarding performance	3.0	1.34
The company's values and structures relate to my wellbeing in the organization effectively	3.03	1.25
My colleagues are always willing to offer a helping hand when job-related problems arises.	3.48	1.06
I am happy with additional benefits that the organization offers including medical and vacation bonuses	3.58	1.22
The compensation package I receive in the organizations illustrates how much the management believe in my strength.	3.05	1.20
The management always shares information regarding emerging issues in the company which shows how valuable employees are.	3.88	1.22
Overall mean	**3.43**	

Source: Research Data (2019)

4.7 Inferential statistics

This section provides inferential statistics used in making study conclusions, assessing the relationship between variables and exploring the research objectives with the aid of SPSS software version 21.0

4.7.1 Correlation analysis

Was performed to determine the correlation between study variables.

Table 4.14 Pearson correlations matrix

		Satisfaction	Reward	training	Retention
		Correlations			
Satisfaction	Pearson Correlation	1	.3024	.4299	.5669
	Sig. (2-tailed)		.244	.314	0.004
	N	40	40	40	40

*Correlation is significant level is 0.01 (2-tailed)

Source: Research Data (2019)

From the research findings in the correlation matrix, all the independent variables (employee reward, employee training and development and employee retention) had a positive correlation with independent variable of the study (job satisfaction), however the degree of their correlation varies. Employee retention and job satisfaction had a positive correlation coefficient value of 0.5669 with a p-value of 0.04 which is in contention with the recommended level of 0.05. Employee reward and job satisfaction had a positive correlation coefficient value of 0.3024 with a p-value of 0.214 while employee training and development and job satisfaction had a positive correlation coefficient value of 0.4299 with a p-value of 0.314 which are above recommended p-value of 0.05. Of the three independent variables of the study, employee retention had a strong and positive correlation with job satisfaction, followed by employee training and development then employee reward hard a weak correlation with job satisfaction.

4.7.2 Regression analysis

This analysis was conducted to show the relationship or association between study variables (independent and dependent variables). It was assessed to show the influence of employee reward, training and development and retention on job satisfaction among medication officers at M.P SHAH Hospital. The regression equation was;

$$\gamma = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; $\gamma = job\ satisfaction\ (dependent\ variable)$

$\beta_0 - \beta_3 = regression\ coefficients$

$X_1 = employee\ reward$

$X_2 = employee\ training$

$X_3 = employee\ reward$

$\varepsilon = error\ term$

Table 4.15 Model summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.5981	.3577	.3041	2.7484

a) Predictors; (Constant), employee reward, employee training, employee reward

Coefficient of determination (R^2) indicates the percentage of the change in the dependent variable (job satisfaction) caused by independent variables. An R-square value of 0.3577 implied that independent variables in the model provided 35.77 indication of the changes on job satisfaction as the dependent variable. This as a result could mean that 64.23% changes in job satisfaction among medical officers at M.P SHAH Hospital could be explained by other factors not captured in the study.

4.7.3 Analysis of variance

ANOVA was used to assess the differences among group means and their relationship such as changes between and among groups. The findings were presented as follows.

Table 4.16 ANOVA results

Source	Sum Squares	df	Mean Square	F	Sig.
Model	5.86E6	3.	1.95E6	6.68	.001[a]
Residual	10.53E5	36	.29E7		
Total	16.4	39	.4205		

a) Predictors; (Constant), Employee reward, employee training, employee retention

b) Dependent Variable: Job satisfaction

Source: Research Data (2019)

From the ANOVA findings in table 4.16, the results showed that the overall model is significant at 5 per cent level of significance. The F calculated was greater than the F critical of 6.68. Further, the p-value of 0.001 which is below 0.05 confirmed that the overall model is significant for making study conclusions.

4.7.4 Regression coefficients

Was estimated to show the relationship between study variables and the findings were presented as follows.

Table 4.17 Regression coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Employee reward	-.1872	.1582	.432	-1.18	.244
Employee training	.1723	.1686	.351	1.02	.314
Employee retention	.4914	.1611	.051	3.05	.004
(Constant)	1.7174	.5084		3.38	.002

a) Dependent Variable: Job Satisfaction

Source: Research Data (2019)

Based on the study findings in table 4.17, the model revealed a statistical positive relationship between employee retention (β=.4914, t=3.05, p<0.05) and job satisfaction, an insignificant positive relationship between employee training and development (β=.1723, t=1.02, p>0.05)

and job satisfaction and insignificant negative relationship between employee reward (β=-.1872, t=-1.18, p>0.05) and job satisfaction.

The model of the study also provided a positive regression coefficient for both employee retention and training and development, except for employee reward which had a negative coefficient value. This indicated that both employee training and development and retention positively influence job satisfaction while employee reward have negative influence. This could mean that, a unit increase in both training and development and retention leads to an increase in job satisfaction while a unit increase in employee reward leads to a decrease in job satisfaction in the hospital.

Therefore, the regression model of the study displayed the following equation;

$$Y = 1.7174 - 0.1872X_1 + 0.1723X_2 + 0.4914X_4$$

The regression results estimated that employee retention had the highest beta coefficient of .4914, followed by employee training and development then employee reward with .1723 and -.1872 respectively. When there are no changes in both employee reward, training and development and retention, job satisfaction value among employees in the hospital would be at 1.7174. However, a unit increase in both employee retention and employee training and development would increase job satisfaction by .4914 and .1723 respectively. While a unit increase of employee reward will result to a decrease in job satisfaction by -.1872.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section of the research study presents a detailed discussion of the research findings followed conclusions then recommendations of the study. The discussion was made on each objective of the study. The chapter also highlights the limitation and areas of further study for the research study.

5.2 Discussion of the Findings

The sections highlights the findings of the study based on research questions. The specific questions of the study were; what is the influence of employee reward on job satisfaction? What is the influence of employee training and development on job satisfaction? What is the influence of employee retention on job satisfaction?

5.2.1 To determine influence of employee reward on job satisfaction

The study findings established that in overall, the respondents were not fully in agreement that there is high level of employee reward mechanisms in the hospital. Even though they were satisfied with the reward package offered by the organization, it was not optimal to explain effectiveness of employee reward which can influence job satisfaction. However, the findings could at least show that employee reward concept is well understood by all employees in the hospital, especially those who took part in the study. The results further revealed that majority of the respondents indicated that there is moderate level of influence of employee reward.

Even though the study findings established a positive correlation between employee reward and job satisfaction, the study results further revealed that the correlation was weak with a p-value higher than the significance level of the study. As result, the study established that there

was a weak positive correlation between employee reward and job satisfaction in the hospital. The management of the hospital therefore need to establish reward packages that can enhance the satisfaction level in the organization. However, the positive correlation of the study agreed with the previous findings like Ibrar and Khan (2015) that employee reward correlates positively with job satisfaction in the hospital.

Also, the study showed that there was insignificant negative relationship between employee reward and job satisfaction with a p-value above the recommended significance level. Interestingly, the study also found that organization's benefits alone do not meet employees' satisfaction hence there is need for effective and efficient reward types in the hospital. These findings contradicts the findings of Nazir *et al*., (2016) who found out that intrinsic and extrinsic rewards may enhance employee job satisfaction. The finding of this study results therefore brings forth whether the general reward in the organization may enhance job satisfaction. This is major because, with the increased market forces and the level of ease that medical officers can move from one hospital to another, employee benefits therefore need to be redesigned to accommodate the changing needs of the employees in this competitive work environment.

5.2.2 To establish the influence of employee training on job satisfaction

The study also sought to establish the influence of employee training on job satisfaction. In an attempt to find out the extent of rate of influence of training on job satisfaction within the hospital, the results obtained from data analysis indicated that majority of the respondents slightly agreed that may influence the job satisfaction in the hospital. Further, the findings established that in totality, the respondents agreed that training has not been fully implemented in the hospital to enhance their level of satisfaction. This was based on the fact that even though the hospital has made several attempts, optimality of job satisfaction among employees has not been fully determined as a result of training offered in the hospital.

The correlation analysis of the study revealed that training and job satisfaction had a positive correlation, and almost strong to explain their level of influence on job satisfaction in the hospital. However, the p-value was not within the significant level of study. As such, it was evident that of the three variables of the study, employee training was the second highest with a positive correlation on job satisfaction. The study findings therefore agreed with the previous findings of Imran and Tanveer (2015) who in their study found out that training in the organization assist employees gain appropriate skills and knowledge, which allow them to realize their potential growth through satisfaction in the organization.

Moreover, the study established an insignificant positive relationship between employee training and job satisfaction with a high p-value. The higher p-value above the recommended level of significance there indicated that there is no relationship between training and job satisfaction. These findings disagreed with the findings of Asfaw, Argaw and Bayisa (2015) whose findings revealed that training has a positive relationship with job satisfaction. In their findings, they also noted that training and development increase employee effectiveness in the organization which drives up their satisfaction level. While the finding of this study may be effective in explaining the influence of training on job satisfaction, its influence may be insignificant (weak positive relationship) as the study has established.

5.2.3 To investigate the influence of employee retention on job satisfaction

The study also investigated the influence of employee retention on job satisfaction. In determining the level of agreement on the influence of employee retention on job satisfaction, majority of the respondents unanimously said yes or agreed. However, the overall agreement on the availability of employee retention practices was not satisfying in the hospital as the study established with a mean below the level of agree/strongly agree. As a result, the findings indicated that to some extent, employees are happy with the efforts that the management and colleagues have put in place in supporting some of the ideas that they have

hence enhances their job satisfaction a little bit. Management of the hospital therefore should reassess their retention plans and techniques so as to enhance job satisfaction in the hospital.

The study survey established that employee retention statistically and significantly influences job satisfaction among medical officers in the hospital. As a result, it was evident that an increase in employee retention as an employee engagement mechanism in the hospitals would significantly lead to an increase in job satisfaction in the hospital. A happy employees and hardworking ones will always feel satisfied with their roles and duties in the organization, as such, improves the performance of the hospital. The study findings concurred with the findings of Salman, Mahmood, Aftab and Mahmood (2016) whose study on safety health environment revealed that focusing on boosting mental and physical health of employees through conducive health environment enhance their satisfaction.

Further, the study revealed that there was a strong positive correlation between employee retention and job satisfaction with a correlation coefficient value within the level of significance. Among the three variables of the study, employee retention had the strongest positive relationship and correlation with job satisfaction in the hospital. The study also found out that most employees have effective work-life balance which enables them to plan for their work and on their family as well. However, this finding was not effective in explaining their optimal satisfaction level within the hospital as the response mean was below average. This indicated that there is still retention strategies that the hospital must determine in order to keep enhancing job satisfaction level of their employees in this competitive market. The findings were similar to the findings of Aamir *et al*., (2016), and this is a strategy that the hospital is using as a retention strategy towards enhancing their employees' job satisfaction.

5.3 Conclusions

This study sought to assess the influence of employee engagement on job satisfaction at M.P SHAH Hospital. Major finding as revealed by the study was that of the three variables (employee reward, employee training and employee retention), employee retention had a statistical significant positive relationship with job satisfaction. This implies that it significantly influences job satisfaction among employees at the hospital. The findings also showed that employee training had insignificant positive relationship with job satisfaction, making it ineffective in explaining its influence on job satisfaction among the medical officers.

The study further indicated that there was insignificant negative relationship between employee reward and job satisfaction. While this could be attributed to various reward policies in the organization, previous survey established that medical officers, especially in Kenya in most cases tend to move from one hospital to another, making it hard for the reward policies established by certain hospitals to enhance their satisfaction level. Employee reward also had a weak correlation with job satisfaction, hence implying that there is need for hospitals to redesign their reward policies and procedures so as to enhance their job satisfaction. The study therefore concluded that employee retention is the most dominant among the three variables that has a significant positive relationship with job satisfaction, followed by employee training with insignificant positive relationship then lastly, employee reward with insignificant negative relationship with job satisfaction.

5.4 Recommendations

Even though much emphasis has been given to public hospitals since they have been the most affected by employee strikes over the years, emphasis of employee engagement should also switched to private hospitals, due to increased workload that they handle as a result of these strikes. This is supported by the fact that in times of doctors' strikes in public healthcare

organization, private hospitals tend to attend to double attendance of patients in the hospital, making some medical officers to feel either over-worked or get burn-out.

The management of the hospitals should also pay much emphasis to employee engagement as a management tool that can be used to enhance job satisfaction in the hospital. Quality medical service delivery is key in any healthcare organization. Having frustrated medical officers therefore can affect the goal and objective of the health facility and as a result, the welfare of the medical officers must be considered at all times.

To the government, the study recommends that understanding the need of employees is not only key in the public health sector but also in the private health sector. This is because in most cases, where medical officers feel wasted in the public sector, they move quickly to the private sector so as to realize their potential and as result, affects the ethical and integrity of healthcare sector. The study therefore recommends for the government and the ministry of health to clearly develop policies that all hospitals both in the public and private health sector can use to enhance the job satisfaction level of their employees.

5.5 Limitations of the Study

This study was limited to M.P SHAH Hospital only and did not involve other employees from other private or public hospitals. The hospital was considered effective since it was the first hospital to implement CBA in the country. In addition, the hospital was regarded as the research site since it attends to increased number of patients during medical officers' strikes in the public sector. Also, this study adopted descriptive research design in assessing influence of employee engagement on job satisfaction at M.P SHAH Hospital, and did not involve other research designs.

Additionally, another limitation of the study was that it only adopted three variables which were; employee reward, employee training and development, and employee retention and

therefore did not involve other employee engagement mechanisms that may have influence on job satisfaction in the hospital.

5.6 Areas of Further Research

The study recommended that another study undertaken on the same study but on different sector, or in public health sector which has experienced rampant medical strikes for the last three years. In addition, other forms of employee engagement mechanisms should also be researched on in the future study since the variables used in the study as types of employee engagement techniques may not be the only ones.

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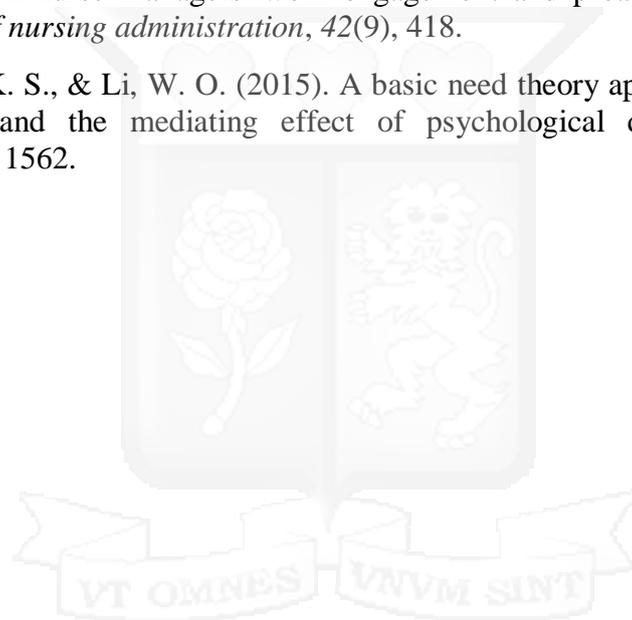
APPENDICES

Appendix 1: Letter of Introduction

Strathmore University Business School

School of Healthcare Management

Box 59857 – 00200

Nairobi

Dear Respondents

RE: RESEARCH WORK

I am a post-graduate student pursuing a Master of Business Administration in Healthcare Management Degree at Strathmore University, currently carrying out a research on *ASSESSMENT ON INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AT MP SHAH HOSPITAL.*

The organization has been selected for study and I hereby seek for your assistance to participate in the study. All the information given here will be confidential and will only be used towards answering the research questions. Thanks

Yours faithfully,

Antonia.
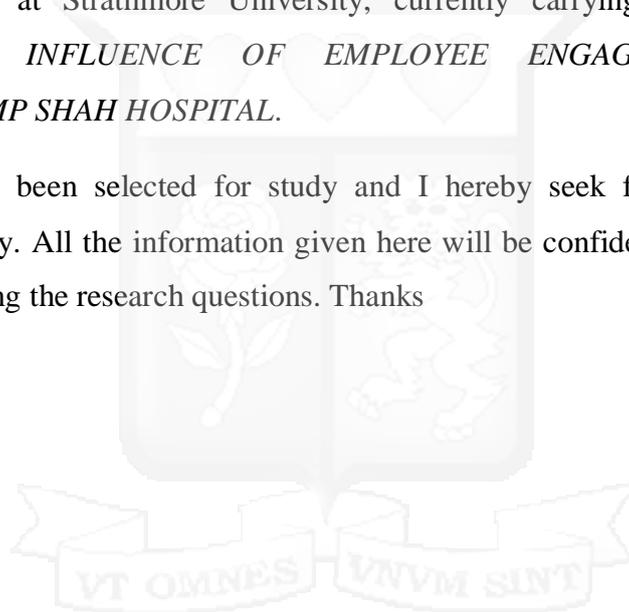
Appendix 2: Questionnaire

The questionnaire to obtain information on the influence of employee engagement on job satisfaction at MP SHAH Hospital. You are hereby requested to participate by providing a comprehensive and accurate regarding each question. All information gathered will be treated with utmost confidentiality. The information are for academic purposes only.

SECTION A: DEMOGRAPHIC FACTORS

1. Gender

    Male   (   )   Female   (   )

2. Age bracket

    20 – 25 years (   )   26 – 30 years   (   )

    31 – 35 years (   )   above 36 years   (   )

3. Education level

    Diploma   (   )   Degree   (   )

    Masters   (   )   Post graduate   (   )

4. Level of management

    Senior   (   )   Middle level   (   )

5. Ownership structure

    Private   (   )   Public   (   )

    Foreign   (   )   community owned (   )

SECTION B: EMPLOYEE REWARD

6. Indicate appropriately with a tick to show your level of agreement with the following statements regarding the influence of employee reward on job satisfaction, in a scale of 1 – 5 where 5 - strongly agree, 4 – agree, 3 – neutral, 2 – disagree and 1 – strongly disagree.

No.	Statement	5	4	3	2	1
1	The organization provide bonuses based on its achievement in every financial year					
2	Tangible rewards given to employees e.g. salary improves performance					
3	Personal thank you note from the management satisfy your being in the organization					
4	Generally, I am satisfied with my reward package in the organization					
5	Reward systems in the organization support my ability to deliver high performance					
6	The company provide housing benefits to its employees					
7	Reward with shopping vouchers improves my satisfaction					
8	Reward with special recognition by top management during meetings is appreciated					
9	I am made to feel that I am an important part of the company through reward					
10	The company's benefits meet my needs					

7. How would you rate the influence of employee reward on job satisfaction in the organization?

Very high	( )	High	( )
Moderate	( )	Low	( )

SECTION C: EMPLOYEE TRAINING AND DEVELOPMENT

8. Indicate appropriately with a tick to show your level of agreement with the following statements regarding the influence of employee training and development on job satisfaction, in a scale of 1 – 5 where 5 - strongly agree, 4 – agree, 3 – neutral, 2 – disagree and 1 – strongly disagree.

No.	Statement	5	4	3	2	1
1	My colleagues encourages my growth and development at work					
2	My boss assist me in identifying my training and development needs in the organization					
3	Management provide us with opportunities to improve our skills and competency level					
4	Empower through training meets my needs for the job					
5	Organization acknowledges professional developments					
6	There is equal opportunity for all employees to grow and develop in the organization					
7	Career development enhances my proficiency and accuracy in handling my tasks leading to job satisfaction					
8	There are opportunities for promotion after career development					
9	Organization have a clear culture that defines goal achievement through career development					
10	Career development supports work-life balance in the organization					

10. How would you rate the influence of employee training and development on job satisfaction in the organization?

Very high	( )		High	( )
Moderate	( )		Low	( )

SECTION D: EMPLOYEE RETENTION

11. Indicate appropriately with a tick to show your level of agreement with the following statements regarding the influence of employee retention on job satisfaction, in a scale of 1 – 5 where 5 - strongly agree, 4 – agree, 3 – neutral, 2 – disagree and 1 – strongly disagree.

No.	Statement	5	4	3	2	1
1	I feel like I will be able to reach my full potential in the organization					
2	The company has a good work-life balance that enhances personal growth					
3	The organization has clear leadership policy that recognizes the input of each employee					
4	I can see myself working in this organization as long as opportunity exist due to its healthy environment					
5	The management provide feedback on time which improves my working rate and performance					
6	I am happy with my teammates who support and implement ideas I have in the organization					
7	I feel satisfied in introducing new and better ways of handling issues in the organization					
8	The company's commitment in supporting its employees makes my work successful					
9	There is a clear definition of each role and all employees understand their role clearly					
10	I have the freedom to organize my work plan to meet my family responsibilities					

12. Do you agree that employee retention influence job satisfaction in the organization?

Yes ( )   No ( )

SECTION E: JOB SATISFACTION

13. To establish how retention, training and development and reward influence job satisfaction, kindly indicate your level of agreement with the following statements regarding job satisfaction, in a scale of 1 – 5 where 5 - strongly agree, 4 – agree, 3 – neutral, 2 – disagree and 1 – strongly disagree.

No.	Statement	5	4	3	2	1
1	My job roles and responsibilities gives me a feeling of personal achievement					
2	I am happy with the support that my supervisor and other employees give me.					
3	I am satisfied with the career prospects and developments that the organization offer					
4	I enjoy much freedom in performing my duties in the organization and contributing to decision making					
5	I feel happy with how fairness the organization is in rewarding performance					
6	The company's values and structures relate to my wellbeing in the organization effectively					
7	My colleagues are always willing to offer a helping hand when job-related problems arises.					
8	I am happy with additional benefits that the organization offers including medical and vacation bonuses					
9	The compensation package I receive in the organizations illustrates how much the management believe in my strength.					
10	The management always shares information regarding emerging issues in the company which shows how valuable employees are.					