

**A STUDY OF EXTRINSIC AND INTRINSIC FACTORS INFLUENCING THE
JOB MOTIVATION OF PUBLIC SECTOR HEALTH CARE WORKERS IN
NAKURU COUNTY**

**GRACE WATIRI GITHATU
MBA-HCM 105281**

STRATHMORE UNIVERSITY
NAIROBI
P. O. BOX 15730-00100
TEL: 020 271 2200

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STRATHMORE UNIVERSITY
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Declaration

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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Name of Candidate

Grace Watiri Githatu

Approval

The dissertation of Grace Watiri Githatu was approved by the following:

Name of Supervisor: Dr Ben Ngoye

School/Institute/Faculty: Strathmore Business School

Dr. George Njenga

Executive Dean

Strathmore University Business School.

Dr. Bernard Shibwabo

Director, Office of Graduate Studies

Abstract

Diverse factors provide indicators of job motivation challenges amongst the healthcare workers. These factors include the high level of employee turnover. For example, in 2017, an estimated 700 doctors quit employment from government run hospitals (Graham, 2018). Additionally, the Kenya Medical Practitioners and Dentist Union (KMPDU) estimated that up to 2,300 doctors had left devolved sector employment between 2014 and 2016 for private sector engagement or further education abroad. Moreover, the various groups of the healthcare workers including doctors, nurses, and clinical officers have held numerous industrial strikes against their employer. Consequently, this study seeks to study the factors influencing the job motivation in the healthcare public sector. The study is based on Herzberg's 2-factor theory that splits factors affecting employee job motivation as extrinsic and motivating factors. The study used a descriptive research design and the target population was health workers in Nakuru County Public health facilities including doctors, clinical officers, laboratory technicians, pharmacists and nurses. The study population was 1756 respondents. The sample size of this study, using Taro Yamane's (1967) formula, was 326 respondents. The correlation between diverse factors and job motivation were examined. The study found a strong positive correlation between extrinsic factors and job motivation ($r=0.633$, p value $=0.000$). The study further found that there was a positive and statistically significant correlation between intrinsic factors and job motivation ($r=0.795$, p value $=0.000$). The regression analysis results revealed that a unit increase in extrinsic factors is associated with 0.318 increases in the job motivation levels with intrinsic factors kept constant. On the other hand, a unit increase in the intrinsic factors is associated with 0.596 increases in the job motivation levels with extrinsic factors kept constant. The study thus recommends that the intrinsic factors such be considered and factored within the institutions in order to improve on the job motivation levels. The intrinsic factors that had the lowest scores were salary paid being commensurate with work done, dates of salary payments, salary increments levels, salary being competitive for tasks undertaken, supportive work environment for work station, and supervisor fairness levels.

Key Words: Career Advancement, Extrinsic Factors, Job Recognition, Job motivation Factors, Supervisory Relation

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List of Abbreviations

KMPDU	Kenya Medical Practitioners and Dentist Union
NACOSTI	National Commission of Science, Technology and Innovation
ORCID	Open Researcher and Contributor Identifier
SPSS	Statistical Packages for Social Sciences

Chapter One

Introduction to the Study

1.1 Background to the Study

Better and quality healthcare services are an important determinant of the social economic development of countries across the globe. According to World Health Organization (2019), healthcare plays a critical role in the social economic development of countries. In this context, World Health Organization (2019) asserts that healthcare is important to human happiness, wellbeing and economic productivity. The health workers are the cogs that drive the achievement of healthcare systems. These healthcare workers include medical practitioners, nurses, midwives, allied healthcare professionals, health administrators, and public health personnel (Metz, 2017). The provision of quality and affordable healthcare is consequently dependent on the health workers' availability, accessibility, acceptability, and quality aspects (World Health Organization., 2014). In this context, the World Health Organization (2014) indicates that availability of the health workers relates to the sufficiency of the healthcare workers with the requisite skills to serve the population under their jurisdiction. The accessibility characteristics of the health worker relates to the equitable access to health workers amongst the populace requiring their expertise (Nguyen & Giang, 2019). On the other hand, acceptability relates to the manner in which they treat their patients with dignity creating provision of development of trust aspects in healthcare provision (World Health Organization., 2014). Finally, the aspect of quality of healthcare relates to the competences, skill sets and behavioral aspects that compliant with professional standards expected of the healthcare workers (Lukwago, Basheka, & Odubaker, 2015).

Despite the importance of the healthcare workers to the functionality of the healthcare system across the world, there are diverse challenges prevalent with this workforce. These challenges impact negatively on the achievement of the four indicators characteristics of quality healthcare i.e., availability, accessibility, acceptability, and quality aspects. One of these challenges is job motivation among health care workers. According to Isse, Abdirahman, Najeemdeen, Abidemi, and Ahmad (2018) job motivation relates to the full feeling of, or enthusiastic response to the job. Similarly, Utomo, Poernomo, and Puspitaningtyas (2018) noted that job motivation is a positive emotional feeling that is the result of the evaluation of person's work experience. There are diverse indicators of low job motivation including shortage of health workers in specific contexts such as rural areas, public health facilities and developing countries. The shortage of health workers in these contexts has been linked to lack of job motivation amongst the healthcare works leading to migration of doctors from developing to developed countries due to better income levels, working conditions, and facilities (World Health Organization., 2016).

The job satisfaction level is influenced by intrinsic and extrinsic factors. The job motivational factors were deemed to be intrinsic/internal factors driving employee job motivation while the extrinsic factors are extrinsic/external factors preventing employee demotivation motivation levels. Thus Hui *et al.*, (2012) assert that job motivation factors are sources of job motivation while factors contributing to demotivation motivation are known as extrinsic factors. According to Edoho, Bamidele, Neji, and Ekaette (2015) the extrinsic factors are related to the work environmental factors that would influence job motivation. These are factors that employers need to address as they lead to lack of job motivation. The extrinsic

factors include aspects such as salary, fringe benefits, vacations, and insurance amongst others (Hezekiah, Ayodotun, & Maxwell, 2014; Ukandu & Ukpere, 2014). According to Lukwago *et al.*, (2015) while the extrinsic factors aim to avoid demotivation motivation, the motivators have been noted as those factors whose presence would lead to job motivation levels with the job functions. The motivators include aspects such as recognition, achievement, personal growth, and challenging work amongst others (Njenga, 2017).

The extrinsic factors influence job motivation in various ways. One of the key extrinsic factors is the monetary range of incentives as a factor leading to job motivation. The monetary job motivation relates to those aspects that have a direct monetary component including salaries, wages, allowances, performance bonus and other monetary considerations (Saad, 2018). The monetary job motivation has been seen to be power motivators especially for the lower cadre of employees that need to satisfy their basic human needs such as food, shelter, and other social amenities (Jayewardenepura & Lanka, 2017). Aguinis, Joo, and Gottfredson (2013) further state that the monetary job motivation are high motivators because they help meet variety of basic needs (e.g. food), higher-level needs (e.g. belonging to a group), and purchase of status symbols such as big cars.

The non-monetary motivators relate to aspects such as training and development, rewards and recognition, effective communication, and work environment (Plessis *et al.*, 2016). Alnasrallah (2016) argues that social support from superiors is a key non-monetary support for employees. This is attributed to the social support from the employee's manager helping in relieving work-related stresses and ensuring that the

employees' efforts are recognized. Kassa (2015) further argue that job enrichment is a key component of non-monetary job motivations for the employees. The job enrichment refers to the adding of tasks, responsibilities, and variety of tasks that help to make the employees feel empowered in their job environment (Novianty & Evita, 2018). The training of the employees and the training opportunities help the employees feel empowered and thus motivated to work better (Ochola, 2018).

The job motivation has been considered to control the efforts of the employee to achieving specific goals and the resilience in the face of obstacles to the achievement of these goals (Khuong & Hoang, 2015). Job motivation is also associated with sustainable desired behaviors amongst the employees. Alnasrallah (2016) further notes that the job motivation regulates the attitude of the employee towards their fellow colleagues, work place, and diverse stakeholders within their work environment. Within the context of the healthcare, employee job motivation would thus regulate the attitude towards the healthcare setup and workers as well as patients within the given setup. This would be reflected in the quality of care given to the patients, productivity levels, turnovers and absenteeism levels (Saad, 2018).

1.2 Problem statement

In Kenya, there are diverse indicators of employee job satisfaction challenges in the health sector. One of the indicator of lack of employee job motivation in healthcare workers is the high level of employee turnover in the sector. In 2017, an estimated 700 doctors quit employment in public hospitals due to diverse employment satisfaction factors (Graham, 2018). On the other hand, the Kenya Medical Practitioners and Dentist Union (KMPDU) estimated that up to 2,300 doctors had left devolved sector employment between 2014 and 2016 for private sector or further

education abroad (Graham, 2018). The various groups of the healthcare workers including doctors, nurses, and clinical officers have held numerous industrial strikes against their employer. These strikes have been undertaken to protest on the salary aspects, work conditions, career advancement and job recognition which informs their focus on this study. According to Kemri (2020), there has been a total of six national wide strikes and many more regional strikes between 2010 to 2016. Kemri (2020) further noted that in 2017 the doctors went on strike for a period of 100 days while the nurses were on strike for a period of 150 days marking one of the longest strikes in the healthcare sector. Nakuru County has equally faced diverse industrial strikes on health-related challenges. According to County Government of Nakuru. (2021) amongst the challenges that has made the healthcare sector workers to a stalled 2017 Collective Bargaining Agreement which had not been implemented. As of 2021, the county government of Nakuru had only met 70% of the demands of the 2017 Collective Bargaining Agreement (CBA) (County Government of Nakuru., 2021).

While the job motivation has been examined in Kenyan context, there are still prevalent gaps. The Kenyan studies examining aspects of job motivation include Njoroge and Yazdanifard (2014) who studied employee emotional intelligence on employee job motivation. While these studies have been useful in helping us understand employee job motivation, a number of gaps still persist. For example, the study by Hadjiphanis (2012) did not address employee job motivation among public healthcare workers, our demographic of interest that faces work dynamics that are different from many other sectors. Similarly, Njoroge and Yazdanifard (2014) study sought to link emotional intelligence to employee job motivation, excluding the broad array of factors that influence job motivation. Consequently, this study seeks to plug

these gaps by examining the extrinsic and job motivational factors influencing job motivation in the healthcare public sector.

1.3 Research Objectives

The main objective of the study is to study the influence of various intrinsic and extrinsic factors on job motivation among health care workers in the public sector in Nakuru County.

1.3.1 Specific Objectives

- i) To examine the extent to which extrinsic factors (salary, work conditions and supervisory relations) influence the job motivation of the healthcare workers in the public sector.
- ii) To examine the extent to which intrinsic factors (job recognition, career advancement and increased responsibility) influence the job motivation of the healthcare workers in the public sector.

1.4 Research Questions

- i) What is the influence of extrinsic factors on job motivation of the healthcare workers in the public sector health workers in Nakuru?
- ii) What is the influence of Intrinsic factors on the job motivation of healthcare workers in the public health sector in Nakuru?

1.5 Significance of the Study

This study is of significance to a wide range of stakeholders in the health sector. These stakeholders include ministry of health officials in the national government, council of governors, developmental partners, and researchers within the area of human resources. The ministry of health and council of governors gains insights on the factors motivating the healthcare workers. This is critical in ensuring that they formulate adequate policies to address the issues that arise, be they relating to

reducing or mitigating the demotivating factors, or promoting the motivating factors. The developmental partners and researchers stand to gain insights into the phenomenon of the job satisfaction aspects amongst health workers which will further influence their knowledge development in their work.

1.6 Scope of the Study

This study was geographically based on Nakuru County. This is due to Nakuru being an exemplar of the diversity of the country, has a good mix of urban, peri-urban and rural settings within which public health facilities are located. The study was also undertaken within 2019 to 2020.

1.7 Summary of the Chapter

The health workers including medical practitioners, nurses, midwives, allied healthcare professionals, health administrators, and public health personnel are critical in ensuring that healthcare goals are achieved. The health care workers need to have adequate competences, skill sets and behavioral aspects that compliant with professional standards expected of the healthcare workers. The job motivation of the medical professional staff is important to their service delivery. The job motivation challenges of the medical care professionals are indicated by industrial strikes of medical staff and job turnover. Various extrinsic or intrinsic factors influence the job motivation of medical staff across the globe including salary, work conditions, supervisory relations, job recognition, career advancement and increased responsibility. Nakuru county has faced diverse industrial strikes on health-related challenges such as a stalled 2017 Collective Bargaining Agreement which had not been implemented. This study sought to examine the influence of various intrinsic and extrinsic factors on job motivation among health care workers in the public sector in Nakuru County.

Chapter Two

Literature Review

2.1 Introduction

This chapter documents the literature review of the work. The chapter is composed of the theoretical framework, empirical literature and the conceptual framework. The theoretical framework of the study discusses the theory to be used in the study and the manner in which it is relevant to the study. The empirical literature examines the studies that have been undertaken by other scholars in relation to the variables of the study, the findings of these studies and the research gaps. The conceptual framework examines the diagrammatic representation of the interrelationship between the independent variables and the dependent variable.

2.2 Theoretical Framework

The theoretical framework of this study was based on Herzberg's two factor theory, also called Herzberg's Job motivation and Extrinsic theory (Hui et al., 2012). According to Nanzushi (2015), the two-factor theory was advanced by Frederick Herzberg in 1959 after collection of data from 203 engineers and accountants within the Pittsburg area. The theory was concerned with the factors driving the employee performance and working attitudes. These factors were divided into two factors that is job motivational and extrinsic factors. The job motivational factors were deemed to be intrinsic/internal factors driving employee job motivation while the extrinsic factors are external factors preventing employee demotivation motivation levels.

The job motivation factors include achievement, recognition, work challenges, responsibility and development opportunity amongst others (Saqar & Al, 2016). On

the other hand, the extrinsic factors include work policies, leadership quality, workplace relationships, working environment, compensation, security and status (Hee *et al.*, 2019). Other extrinsic factors include job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations, and promotion (Saqar & Al, 2016). The extrinsic factors are also studied as maintenance factors in job motivation. The two-factor model produces four possible combinations that can be prevalent in work environment; high extrinsic and high job motivation, high extrinsic and low job motivation, low extrinsic and high job motivation, and low extrinsic and low job motivation (Rasdi & Chen, 2018). The high extrinsic-high job motivation would be the ideal work environment since the employees are highly motivated with low complaints. The high extrinsic-low job motivation leads to employees with low complaints but with equally low job motivation. The work is seen as a means of earning a living only (Ngaruiya & Oloko, 2015). The low extrinsic-low job motivation leads to the situations in which there is a high prevalence of complaints and employees are not motivated. This is the poorest of the working conditions that can be prevalent at work.

This theory is applicable in this study because the study seeks to examine the factors influencing the job motivation of public sector healthcare workers in Nakuru County. The studied factors would include extrinsic factors (salary, work conditions and supervisory relations) and job motivation factors (job recognition, career advancement and increased responsibility) on the job motivation aspects. These factors have been chosen since there has been various health care workers industrial strikes and some of the key aspects mentioned in those strikes are those factors. The theory has also been

used by other scholars examining diverse factors influencing job motivation including Chatterjee (2017), and Rastgoo (2016) amongst others.

The challenges of the job motivation within the health sector are a global phenomenon. In the United States of America, Collins, Collins, and Matthews (2015) indicated that employee turnover rates were fairly high amongst some of the hospitals within the country. In this context, Collins et al., (2015) indicated that over 44% of the hospitals in the US indicated an employee turnover rate of over 10% in the year 2012. In India, Rajan (2017) documents challenges of employee turnover within the nursing fraternity in Tirunelveli city. Amongst the factors driving these aspects include excessive workload, demotivation motivation with the work, work related stress due to workload, and need to perform multiple tasks in the field (Rajan, 2017). In Iraq, and in reference to the private hospitals in Erbil, Anwar and Shukur (2015) indicated the need for medical managers to motivate their employees as a strategy toward lower turnover levels. In Nigeria, Ekere and Amah (2014) noted job motivation challenges amongst the private sector hospitals in the country. Amongst the challenges noted included high employee turnover and low morale and productivity. This was due to lack of structures, and poor pay amongst other challenges. In South Africa, Sikwela (2016) in reference to the case of Potchefstroom hospital noted that diverse job motivation strategies were adopted for both the doctors and nurses. These aspects included community service, rural and scarce skills allowances, continuing professional development, and commuted overtime for medical doctors (Sikwela, 2016).

In a study undertaken in Makassar, Saleh, Ramly and Gani (2015) noted diverse job motivation challenges amongst the nurses in the region. The challenge of poor working environment for the nurses was noted as a major challenge that impacted on the job motivation levels for the nurses. The challenge of working environment influence on the job motivation aspects amongst the nurses were further noted in Malaysia by Tahir and Hussein (2018) in respect to public hospitals in the country. In Gaza strip hospitals in Palestine, Rn and Al-absi (2019) raised the challenges of safety at workplace as a factor influencing job motivation amongst the nurses in the region. Al-absi and Tabee (2019) noted challenges with motivational factors of payment, recognition, and work content aspects within the context of Palestine. In Malaysia, Hee and Kamaludin (2020) presence of challenging working environment that impacted negatively on the job motivation of the healthcare workers in the country.

2.3 Empirical Literature

The empirical literature of the study examines the studies that have been undertaken touching on the influence of extrinsic factors and job motivational factors in a work environment. The study examined the context in which they were undertaken and the results of those studies.

2.3.1 Influence of Extrinsic Factors on Job motivation

Diverse scholars across the globe have looked at the influence of extrinsic factors on job motivation across the world (e.g. Kumar, 2016; Smith, 2014; Gemedda & Tynjälä, 2015). Msengeti (2015) notes that the extrinsic factors serve prevent demotivation motivation by their presence but not to satisfy or motivate the employees. However, Mete (2017) notes that the extrinsic factors may directly affect the individual job motivation, although they cannot enhance the degree of job motivation, but can

prevent demotivation levels. According to Alromaihi, Alshomaly, and George (2017) the extrinsic factors include aspects such as salary, work conditions, and supervisory relations amongst others. The following sub-sections look at these specific extrinsic factors.

2.3.1.1 Influence of Salary on Job Motivation

The role of salary on job performance and job motivation was studied by Rismawati, Gani, Sukmawati, and Zakaria (2015) in a study based in Indonesia. The study was based on the quantitative methodology and used proportionate random sampling method to derive the target population of 250 respondents. Rismawati *et al.*, (2015) study found that salary amounts and dates of payments influence the job motivation levels of the artisans. The study was not undertaken within the context of the health workers and thus presents a contextual gap to be filled by the current study.

Focusing on the airline industry within Sri Lanka, Morais (2019) undertook a study that sought to examine the influence of extrinsic factors on the overall job motivation of the employees within the airline. Amongst the aspects that was studied is the role of salary as extrinsic factors influencing the overall job motivation. To achieve this objective, the study derived its sample membership from administration, aviation college, engineering, flight operations and in-flight, and ground handling of the airline. Morais (2019) study found that salary had a moderate positive correlation between salary and job motivation levels. The study being based on the airline industry provided a research gap that was explored in this study as it seeks to link salary aspects with job motivation aspects.

In Ethiopia, in a study focusing on the nurses working in emergency room of Aabet and Alert hospitals in the country, Merga (2017) studied the determinants of job motivation for these nurses. The study utilized a cross sectional descriptive study design and data was collected using structured questionnaire. The study found that competitive salary, salary increases, amount of monthly salary, and annual salary increment have a basis on the minimization of the job motivation levels (Merga, 2017). In conclusion, the study noted the presence of a gap between the nurses' salary and current economic situation which led to the nurses' demotivation motivation in Ethiopia.

2.3.1.2 Influence of Work Conditions on Job Motivation

In study based on the selected county referral hospitals in Kenya, Tuwei (2019) undertook a study that sought to examine the mediating effect of job motivation on the relationship between quality of work life and service delivery. Amongst the aspects studied were the work conditions levels. The study was undertaken within Machakos, Nandi and Nyeri counties using mixed methodology in which both the qualitative and quantitative data was collected. The safety and health of the working conditions were studied in the work environment within the referral hospitals in the selected counties. The study diverse work conditions that influenced job motivation within these counties including positive and supportive emotional climate in the hospitals; feeling of being in control of the work deliverables; encouragement to solve own work environment related challenges; presence of an open work environment; and encounters with other staff being work-centered as opposed to ego-centered. Tuwei (2019) further found that safe and healthy work environment was positively and statistically correlated with job motivation aspects. While this study has explored the work conditions factors within a healthcare system, the study hasn't linked these

work conditions to job motivation of the health workers. The current study seeks to fill this gap.

2.3.1.3 Influence of Supervisory Relations on Job Motivation

In a study focusing on the millennial's job motivation, Campione (2014) studied the role of supervisor's race, gender, age and cohort on the job motivation aspects. The study that was based in the United States used a sample size of 1,000 millennial employees for the study. The quantitative data was sought for the study. Campione (2014) found that the millennial's relationship with their immediate supervisor has an influence on the intrinsic job motivation for the employee job motivation levels. The study further revealed that the presence of preference for older supervisors compared to the younger supervisors. This study specifically catered for the millennial's within the context of the United States of America, which is different from this study that focuses on the public sector healthcare workers in Kenyan context.

In Ethiopia, Kibwana, Yigzaw, Molla, Roosmalen, and Stekelenburg (2018) undertook a study that sought to examine the job motivation between amongst anesthetists in Ethiopia. The study was based on cross sectional study in which 252 anesthetists were studied. The study studied the influence of supervision and management on the job motivation aspects. Amongst the supervisory aspects that the study found to influence the job motivation aspects included fairness of the supervisor applying personnel policies and practices, annual performance appraisal being based on the work plan, and availability of the supervisor whenever the support is required (Kibwana *et al.*, 2018). The study was based on the anesthetists only while the current study was broad based focusing on all health worker cadres.

The role of the supervisory aspects on the nurses' job motivation aspects were studied in a study by Daneshkohan *et al.*, (2015) focusing on the Iranian health workers. The study utilized a cross-sectional research design and a sample size of 250 health workers derived fifty-five health centers in Tehran. The study found that the supervisory skills of the health workers were insufficient leading to low job motivation levels for the healthcare workers. The supervisor's behaviors sometimes led to the increase of the conflict occurrence while change of supervisory style led to the job demotivation motivation aspects. The study further found that failure of the supervisors to understand and support their staff led to the health workers demoralization (Daneshkohan *et al.*, 2015). The study was based on Iranian nurses and the manner in which the supervisory skills of the health workers influenced their job motivation. The study thus presents a contextual gap that this study addresses.

Kemunto (2018) undertook a study that examined the influence of work experience on the job motivation amongst the secondary school teachers in Kenya. The study utilized the theory of self-esteem, mixed method research approach, and structured questionnaire for the data collection processes. The study indicated that the work environment and ability to undertake the work functions in a competent manner is key in ensuring job motivation levels of the teaching fraternity. Kemunto (2018) thus concluded that work environment is key in ensuring job motivation levels. The study focused on the job motivation amongst the teaching fraternity while the current study is based on the healthcare workers hence creating a research gap to be pursued by the study.

2.3.2 Influence of Intrinsic factors on Job motivation

2.3.2.1 Influence of Job Recognition on Job Motivation

The job motivation factors refers to those work related factors that improve on the job motivation aspects of the tasks undertaken. These tasks include job recognition, career advancement and increased job opportunities amongst other aspects. The job recognition is a critical aspect that has an influence on the job motivation of the healthcare workers. According to Mutuku (2014) recognition refers to the timely, informal or formal acknowledgement of a persons or teams behavior, effort or business result that supports the organizations goals and values, and which have clearly been beyond normal expectations. In a study on the factors influencing job motivation among health workers, Daneshkohan *et al.*, (2015) studied the role of recognition on the job motivation of the health workers in Iran. The study noted that lack of recognition and appreciation was a factor influencing the job motivation of the health workers in Iran. In Uganda, Shumba, Kielmann, and Witter (2017) undertook a study that sought to examine the health workers' perception of the private-not-for-profit health facilities' organizational culture and its influence on retention in Uganda. The study noted the importance of the job recognition amongst peers. In this context, Shumba *et al.*, (2017) indicated that the health workers in Uganda had low job motivation due to the lack of recognition amongst general cadres of health workers. The laboratory staff further indicated their job demotivation motivation due to lack of recognition in their job functions by the other health workers (Shumba *et al.*, 2017). The study concluded that the recognition of the health workers is important in order to improve their job motivation levels. The study was based on the health workers in Uganda while the current study is based amongst the public sector health workers. It

also doesn't seek to link the role of the recognition of the health workers on the job motivation levels which is the focus of this study.

In seeking to examine the influence of recognition on the employee performance in Vietnam, Nguyen and Giang (2019) undertook a study that used structural equation modeling and confirmatory analysis for data analysis aspects. The study found that recognition played the most important role in the job motivation of the employees within the garment industry in Vietnam. This was attributed to the recognition mechanisms influences job motivation levels, productivity, and commitment aspects (Nguyen & Giang, 2019).

The role of the job recognition on the job motivation levels was studied by Mutuku (2014) in a study that was based on the public universities in Kenya. The study was quantitative in nature and derived its target population from South Eastern Kenya University, Kenyatta and Machakos University College. The study found that acknowledging achievement encourages work commitment levels and hence job motivation levels. The study concluded that job recognition amongst the employees led to increased job motivation levels, improvement in employee productivity and enhancing employee retention levels (Mutuku, 2014). While the study links the job recognition to the job motivation levels within the university set up, this study sought to examine the role of job recognition on the job motivation levels of the public health workers. A research gap therefore exists to be filled by this study.

2.3.2.2 Influence of Career Advancement on Job Motivation

In a study based on the Machakos, Nandi and Nyeri counties, Tuwei (2019) in their study on the mediating effect of job motivation on the relationship between quality of

work life and service delivery also studied the career advancement aspects. Amongst the career advancement aspects that the study found to be critical in a healthcare system included presence of a clear career advancement policy, fair and transparent way of filling open positions, promotion of the internal staff before hiring from the outside, and well-structured induction process to new roles. Tuwei (2019) further found that career growth and development had weak positive relationship with job motivation that was statistically significant. The study details the career development aspects in a healthcare system didn't link the same to the job motivation of the healthcare workers which is the focus of the current study.

2.3.2.3 Influence of Increased Responsibility on Job Motivation

The influence of the increased responsibilities on the job motivation aspects was studied. Aninkan (2014) undertook a study based in Nigeria that sought to examine the role of job enrichment on the job motivation levels. The study utilized the quantitative research design for the study which focused on the job motivation amongst the university employees. The study found that the increased responsibilities that required a variety of skills was positively and significantly associated with higher job motivation. Aninkan (2014) further found that increased responsibilities with higher task significance had a positive and statistically significant relationship with job motivation amongst the universities. While this study examines the manner in which increased job responsibilities influences job motivation, the study was based in a university setup while the current study is based amongst the public sector.

Similar to Aninkan (2014), Nanle (2015) also undertook a study in Nigeria that focused on the employee job motivation of selected public universities in South West

Nigeria. The study utilized the descriptive survey design and gathered data using the structured questionnaires for the study. The study revealed that by increasing the scope of one's job tasks then there was also increased job motivational levels. This was found to be especially true in contexts where the increased job responsibilities enhanced the skills of the employee as well as the importance of those increase job responsibilities in the wider job functions.

Burmad and Malik (2018) examined the factors influencing job motivation within call centers in Malaysia. The study found that diverse human resources factors influence the job motivation levels within the call centers in the country. Amongst the aspects that the study found to influence the job motivation levels included job characteristics, work environment, and job tasks supervisory aspects. The study while linking the aspects that influence job motivation aspects was undertaken in Malaysia while the current study is undertaken in Kenya.

2.4 Summary of Research Gaps

The summary of the research gaps are presented below.

Author	Findings	Research Gaps
Rismawati <i>et al.</i> , (2015)	Rismawati <i>et al.</i> , (2015) study found that salary amounts and dates of payments influence the job motivation levels of the artisans.	The study was not undertaken within the context of the health workers and thus presents a contextual gap to be filled by the current study
Morais (2019)	study found that salary had a moderate positive correlation between salary and job	The study being based on the airline industry provided a research gap that was

	motivation levels.	explored in this study as it seeks to link salary aspects with job motivation aspects
Tuwei (2019)	further found that safe and healthy work environment was positively and statistically correlated with job motivation aspects.	While this study has explored the work conditions factors within a healthcare system, the study hasn't linked these work conditions to job motivation of the health workers. The current study seeks to fill this gap.
Daneshkohan <i>et al.</i> , (2015)	The study found that the supervisory skills of the health workers were insufficient leading to low job motivation levels for the healthcare workers. The study was based on Iranian nurses and the manner in which the supervisory skills of the health workers influenced their job motivation.	The study thus presents a contextual gap that this study addressed.
Shumba, Kielmann, and Witter (2017)	. The study noted the importance of the job recognition amongst peers.	The study was based on the health workers in Uganda while the current study is based amongst the public

		sector health workers. It also doesn't seek to link the role of the recognition of the health workers on the job motivation levels which is the focus of this study.
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2.5 Conceptual Framework

The conceptual framework is a diagrammatic representation of the relationship between the variables. The study had two independent variables that is extrinsic factors examined in terms of salary, work conditions, and supervisory relations. The other independent variable is the intrinsic factors that has job recognition, career advancement, and increased responsibilities. The job motivation was checked using the contentment at work, continuous skill improvement and long-term work commitment. These aspects have been derived from the empirical literature aspects.

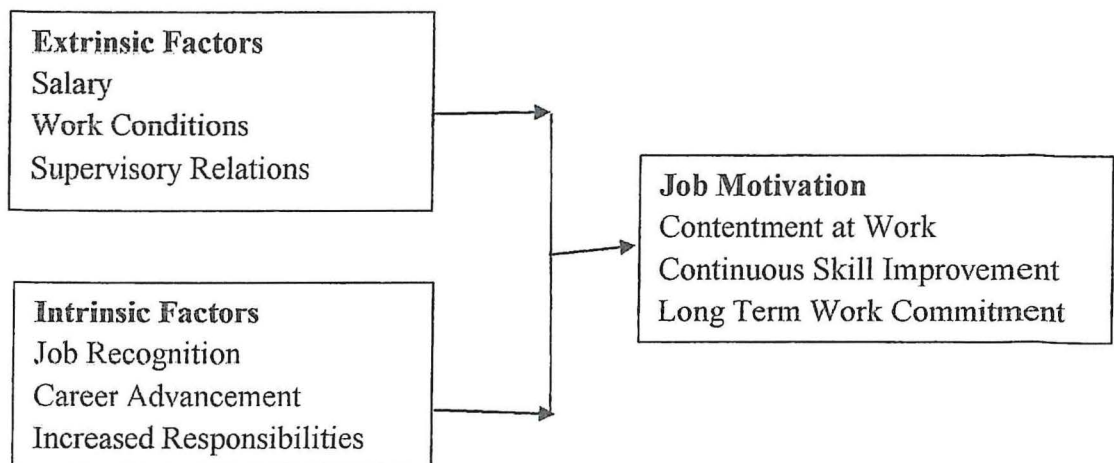


Figure 2.1; Conceptual Framework

The extrinsic factors are those factors that are those factors that are external factors that are related to the job surrounding/context that prevents the employees' job dissatisfaction. The salary as an extrinsic factor enables the job motivation aspects

through the employee's capacity to meet their financial obligations (Morais, 2019). The work conditions influence on the job motivation aspects through ensuring that workers are able to improve their employee performance which then impacts on the job motivation aspects (Shumba *et al*, 2017). The supervisory relations are further linked to job motivation aspects through its impact of such relations to the employee performance which further impacts on their job motivation aspects (Gemedā & Tynjälä, 2015).

The influence of intrinsic factors on the job motivation aspects were examined using job recognition, career advancement and increased responsibilities. The job recognition impacts on the job motivation through recognition of job achievement (Merga, 2017). The career advancement and increased responsibilities impacts on the job motivation through addressing the appreciation of the capacity of the employee to take higher roles.

2.6 Summary of the Chapter

The study was based on the Herzberg's two factor theory, also called Herzberg's Job motivation and Extrinsic theory. The theory was concerned with the factors driving the employee performance and working attitudes in which these two factors were divided into intrinsic and extrinsic factors. The job motivation factors include achievement, recognition, work challenges, responsibility and development opportunity amongst others. The extrinsic factors include work policies, leadership quality, workplace relationships, working environment, compensation, security and status. This theory is applicable in this study because the study seeks to examine the factors influencing the job motivation of public sector healthcare workers in Nakuru County. The study had two independent variables that is extrinsic factors examined in

terms of salary, work conditions, and supervisory relations. The other independent variable is the intrinsic factors that has job recognition, career advancement, and increased responsibilities. The job motivation was checked using the contentment at work, continuous skill improvement and long-term work commitment. Diverse reviewed studies documented various results in respect to the job motivation aspects. Rismawati et al., (2015) study found that salary amounts and dates of payments influence the job motivation levels of the artisans. Shumba, Kielmann, and Witter (2017) noted the importance of the job recognition amongst peers.

Chapter Three

Research Methodology

3.1 Introduction

This chapter of the study presents the research methodology of the work. The chapter focuses on research design, population and sampling, data collection methods, data analysis, research quality and ethical issues in research.

3.2 The Research Design

According to Jenkins-smith, Copeland, Nowlin, Hughes, and Fister (2017) a research design refers to a plan for the information collection to address research question, and covers aspects on the procedures for data collection and analysis. This study utilizes the cross-sectional descriptive research design. According to Neuman (2014) a descriptive research design refers to a study whose purpose is to describe the research phenomenon using words or numbers with a view of presenting a profile, classification of types or an outline of steps to answer questions such as who, when, where, and how. In this context, the study describes the influence of extrinsic factors (salary, work conditions and supervisory relations) and motivating factors (job

recognition, career advancement and increased responsibility) on job motivation of the healthcare workers in the public sector health workers in Nakuru.

3.3 Population and Sampling

This section describes the population and sampling of the study. According to Gathii, Wamukuru, Karanja, Muriithi, and Maina (2019) the target population refers to the set of objects or people that have a distinguishing or common characteristic that is of interest to the researcher and to which the researcher would (normally) generalize the results to. The target population of this study was the health workers within Nakuru public health facilities that would include medical doctors, clinical officers, laboratory technicians, pharmaceutical technologists and nurses. The inclusion criteria included workers from public health institutions and have worked for more than six months in the sector. All the newly recruited staff that were less than six months were not included in the study as they had little experience in healthcare matters. The study population was 1756 respondents.

Table 3.1; Target Population of the Study

Personnel	Frequency
Medical Doctors	106
Clinical Officers	172
Laboratory Technicians	116
Pharmaceutical Technologists	132
Nurses	1230
Total	1756

Source: County Government of Nakuru

The sampling process is the process of selecting a small sample size from the population for use in the study due to time and logistical challenges. The sample size of this study was undertaken using Taro Yamane's formula of 1967 (Yamane, 1967) as follows;

$n = \frac{N}{1+N(e^2)}$ where N is the target population (1756 respondents) and e is the margin of error (0.05).

$$n = \frac{N}{1+N(e^2)} = \frac{1756}{1+1756(0.05^2)} = \frac{1756}{5.39} = 326 \text{ respondents.}$$

The study uses the stratified random sampling as the sampling procedure for selecting the specific respondents to be used for the sample size aspects. According to Brase and Brase (2009) in stratified sampling, the population is divided into at least two groups (called strata) or more that share similar characteristics and then a simple random sampling is used to derive a proportionate sample size from each stratum. The proportionality of the sample size from each stratum is done based on their overall strength in the population (Brase & Brase, 2009). The stratified random sampling has a higher level of representativeness than the simple random sampling method. This informs its usage in this study.

Table 3.2; Sample Size

Personnel		Frequency
Medical Doctors	(106/1756)*326	20
Clinical Officers	(172/1756)*326	32
Laboratory Technicians	(116/1756)*326	22
Pharmaceutical Technologists	(132/1756)*326	24
Nurses	(1230/1756)*326	228
Total		326

3.4 Research Instruments

The research instrument details the item that was used for the purposes of collecting the data. This study used the structured questionnaire for data collection purposes. According to Gathii *et al.*, (2019) the structured questionnaire refers to a set of questions on research phenomenon to be addressed in writing and that have provided the respondents with a finite response options that they can choose from. The study

was developed from the empirical literature review through examination of the indicators utilized by diverse scholars in their respective studies. The study had two sets of questions that is categorical questions that focus on the demographic characteristics of the respondents and the likert-based questions that focus on the research variables. The categorical questions were used for the demographic characteristics of the respondents since they were collecting the factual information. The likert based questions was utilized for the research variables as they seek to collect opinion related aspects. The study used a five point likert based questionnaires with the following response options; 1.No Extent, 2.Small Extent, 3.Moderate Extent, 4.Large Extent, and 5.Very Large Extent.

3.5 Data Collection Methods

The data collection method details the manner in which the data was collected for the purposes of the study. The data collection method commenced from the procurement of the data collection authorization letter from Strathmore Business School. The researcher then applied for the Open Researcher and Contributor Identifier (ORCID) identification as a researcher which formed a prerequisite for application of the National Commission of Science, Technology and Innovation (NACOSTI). The researcher using the university filed authorization letter and the NACOSTI permit then sought for data collection authority from the specific health institutions so as to collect data from their staff members. The researcher approached the medical superintendents of the hospitals within Nakuru region and sought authorization to collect data. The covid 19 health protocols that were put in place was that the physical questionnaires were to be distributed to the individual departments in order to avoid congestion at a single collection point. The respondents were encouraged to fill in the questionnaire in a single sitting to avoid movement with the questionnaire in multiple

places given the sensitivity of a hospital environment. Gloves were used by both the researcher and the respondents in touching the questionnaires to prevent nosocomial infections. The questionnaires were distributed to the respective respondents who were provided with adequate time for them to have filled the questionnaires. The questionnaires were then collected after the agreed time interval elapsed. Which was ranging between 3-7 days?

3.6 Data Analysis

The numerical data in this study had been collected using structured questionnaire and was analyzed using Statistical Packages for Social Sciences (SPSS). The SPSS was utilized to derive various statistics to be used in this study both descriptive and inferential statistics. The descriptive statistics are used for the purposes of describing the data that has been collected. The descriptive statistics that was utilized in this study include the frequency distribution, mean and standard deviations. The multiple linear regression was used for regressing extrinsic factors and Intrinsic factors against Job motivation of the healthcare workers in the public sector health workers in Nakuru. This is with a view of examining inferential (conclusive) relationship between the independent variables and the dependent variable. The following linear regression model was utilized for the study;

The regression model that was used is as follows;

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where; Y= Job motivation of the healthcare workers in the public sector health workers in Nakuru

β_0 =constant;

β_1 and β_2 = Coefficients of estimates;

X_1 = Extrinsic Factors

X_2 = Job motivational Factors

ε is the estimated error of the model

The data analysis results presentation was undertaken using tabular form in which the data was presented in tables.

3.7 Research Quality

The research quality of the study was enhanced using the pilot study, validity of the instruments and reliability of the instruments.

3.7.1 Pilot Study

The pilot study refers to a small-scale study that is undertaken for the purposes of eliminating any logistical and quality challenges that may hamper the achievement of the objectives of the study (Neergaard & Ulhøi, 2007). The pilot study is often undertaken in identical environmental conditions as possible to the final study. In this context, the pilot study for this study was undertaken amongst the healthcare workers in Nakuru. However, the respondents used in the pilot study were not utilized in the final study to avoid elements of contamination of the final study. According to Mugenda and Mugenda (2003), ten percent of the sample size should be used for the study. In this context, thirty three respondents were used for the pilot study.

3.7.2 Validity of the Instruments

According to Osman (2017) validity of the instrument refers to whether it measures what it is designed to measure. Within the context of this study, the validity of the structured questionnaire was the examination on whether it measures the research phenomenon at hand that is factors influencing the job motivation of public sector healthcare workers in Nakuru County. According to Boslaugh and Watters (2008) the content validity refers to how well the process of measurement reflects the important

content of the domain of interest. The content validity of the research process was checked using subject matter experts with the area of job motivation of the healthcare workers. The face validity was ensured through putting subsections in the questionnaires catering for specific objectives, and as with content validity, through a review by subject matter experts.

3.7.3 Reliability of the Instruments

According to Neergaard and Ulhøi (2007), the reliability of the instrument refers to the replicability of the results in repeated instances. The reliability of the instruments used in this study was assessed using the Cronbach alpha coefficient which examines the internal reliability of latent variables. The Cronbach alpha coefficient of a threshold of 0.7 was used in the study.

3.8 Ethical Issues in Research

The ethical issues in research refers to the accepted behaviors when undertaking research. The ethical issues were catered for through seeking ethical approval from the SUIERC and from NACOSTI, and administration of the consent statement to the respondents. The individual persons whom the data was collected from were presented with a consent statement. The consent statement advised the respondents on the purpose for data collection, requested their participation, and assured them of the maintenance of anonymity as well as confidentiality aspects.

3.9 Summary of the Chapter

This chapter has presented the methodological aspects of this research, and the exact manner in which the study was undertaken on the ground. The chapter will be followed by a chapter on the data analysis aspects.

Chapter Four

Data Analysis

4.1 Introduction

This chapter examined the results for the study and presented the same in tables.

4.2 Response Rate

The study collected data through structured questionnaire from healthcare sector personnel comprising medical doctors, clinical officers, laboratory technicians, pharmaceutical technologists, and nurses. A total of 326 questionnaires were deployed and the response rate was as demonstrated in table 4.1 below.

Table 4.1; Response Rate

Job Cadres	Distributed Questionnaires	Returned Questionnaire	Response Rate
Doctor	20	12	60.0%
Clinical Officers	32	25	78.1%
Laboratory Technician	22	14	63.6%
Pharmacists	24	16	66.7%
Nurses	228	205	62.9%
Total	326	272	83.4%

According to Boslaugh and Watters (2008), a response rate of 60% and above is considered adequate for studies with a huge number of respondents. A high response rate is desirable as it acts to reduce the non-response bias.

4.3 Demographic Characteristics

The demographic characteristics of the respondents in the study are presented in tables below.

4.3.1 Gender Distribution

The gender distributions of the results were presented in table 4.2 below.

Table 4.2; Gender Distribution

	Frequency	Percentage
Male	122	44.9%
Female	150	55.1%
Total	272	100%

The gender distribution results revealed that 44.9% of the respondents were male compared to 55.1% of the respondents who were female. The high number of the female members compared to the male members is in tandem with other studies on the healthcare sector. For example, (Nafei, 2015) in their study based on hospitals in Egypt achieved similar distributions. Other scholars observing similar trends include (Sumah & Baatiema, 2019), as well as (Muhindo, Joloba, & Nakanjako, 2016) amongst others. The high number of respondents that were female is attributable to the large number of female nurses which increases the overall number of female healthcare practitioners.

4.3.2 Age Group Distribution

The age distributions of the results were presented in the table 4.3 below.

Table 4.3; Age Group Distribution

Age Group	Frequency	Percentage
Below 30 Years	46	16.9%
31-40 Years	117	43.0%
41-50 Years	69	25.3%
Above 50 Years	40	14.8%
Total	272	100.0%

As shown in table 4.3 above, 16.9% of the respondents were below 30 years of age, 43.0% of the respondents fell in the 31-40 years of age, 25.3% of the respondents in the 41-50 years of age, and 14.8% of the respondents above 50 years of age. The age demographic information was useful in the study as members in different age groups have different motivational requirements.

4.3.3 Job Cadre

The job cadre of the respondents were examined with the results presented in table 4.4 below.

Table 4.4; Job Cadre Distribution

Job Cadre	Frequency	Percentage
Doctor	12	4.4%

Clinical Officers	25	9.1%
Laboratory Technician	14	5.1%
Pharmacists	16	5.8%
Nurses	205	75.6%
Total	272	100%

The results revealed that 4.4% of the respondents were doctors, 9.1% of the respondents were clinical officers, 5.1% of the respondents were laboratory technicians, 5.8% of the respondents were pharmacists, and 75.6% of the respondents were nurses. The motivation levels of the staff in different cadres are different due to the differences in work environment and remuneration aspects.

4.4 Reliability of the Instrument

Reliability test of the data collection instrument anchoring on Cronbach's alpha was undertaken and the results presented in table 4.5 below.

Table 4.5; Reliability of the Instrument

	No of Items	Cronbach Alpha	Cronbach Alpha >0.7	Conclusion
Extrinsic Factors	15	0.845	Yes	Variable Reliable
Intrinsic Factors	12	0.744	Yes	Variable Reliable
Job Motivation	4	0.752	Yes	Variable Reliable

The study results revealed that extrinsic factors, intrinsic factors, and job motivation had a Cronbach alpha coefficient of 0.845, 0.744, and 0.752 respectively. According to (Saunders, Lewis, & Thornhill, 2007) cronbach alpha coefficient of above 0.7 is deemed sufficient as a measure of internal reliability. The Cronbach alpha coefficient having exceeded the threshold of 0.7 led to the conclusion that the variables were reliable in nature and fit for use in the study.

4.5 Descriptive Statistics

The descriptive statistics were utilized for the purposes of checking on the spread of the responses amongst the various indicators of the variables.

4.5.1 Extrinsic Factors and Job Motivation of the Healthcare Workers

The extrinsic factors influencing the job motivation levels of the healthcare workers were examined using a range fourteen indicators and the results presented in table 4.6 below.

Table 4.6; Descriptive Statistics of Extrinsic Factors

	NE	SE	ME	LE	VLE	Mean	Std.Dev
	Freq	Freq	Freq	Freq	Freq		
	%	%	%	%	%		
The salary that I am paid is commensurate with the work I do	45 16.5%	161 59.2%	39 14.3%	15 5.5%	12 4.4%	2.22	0.939
I am satisfied with the dates of the salary payments	42 15.4%	169 62.1%	33 12.1%	21 7.7%	7 2.6%	2.20	0.883
I am happy with the salary increments available in my role	41 15.1%	187 68.8%	28 10.3%	8 2.9%	8 2.9%	2.10	0.793
My salary is competitive for the role I undertake	39 14.3%	174 64.0%	37 13.6%	11 4.0%	11 4.0%	2.19	0.878
There is a supportive work environment in my work station	37 13.6%	164 60.3%	47 17.3%	20 7.4%	4 1.5%	2.23	0.828
I feel that I am in control of the work deliverables	2 0.7%	10 3.7%	34 12.5%	152 55.9%	74 27.2%	4.05	0.781
I am always encouraged to solve own work environment related challenges	6 2.2%	12 4.4%	34 12.5%	132 48.5%	88 32.4%	4.04	0.908
There is presence of an open work environment	9 3.3%	16 5.9%	35 12.9%	144 52.9%	68 25.0%	3.90	0.952
Encounters with other staff being work-cantered as opposed to ego-cantered.	13 4.8%	5 1.8%	30 11.0%	150 55.1%	74 27.2%	3.98	0.943
There is fairness of the supervisor applying personnel policies	47 17.3%	153 56.2%	39 14.3%	16 5.9%	17 6.2%	2.28	1.021
There is fairness of the supervisor applying personnel practices	57 21.0%	162 59.6%	37 13.6%	7 2.6%	9 3.3%	2.08	0.862
The annual performance appraisal being based on the work plan	60 22.1%	155 57.0%	42 15.4%	14 5.1%	1 0.4%	2.05	0.784

There is availability of the supervisor whenever the support is required	6 2.2%	17 6.2%	33 12.1%	134 49.3%	82 30.1%	3.99	0.935
The supervisor's behaviors create a positive work environment	41 15.1%	177 65.1%	26 9.6%	27 9.9%	1 0.4%	2.15	0.809
The supervisors are consistent in their supervisory styles	46 16.9%	160 58.8%	44 16.2%	17 6.2%	5 1.8%	2.17	0.848

In respect to whether the salary paid was commensurate with the work done, mean of 2.22 and standard deviation of 0.939 were achieved. This indicated that the respondents on average felt the salary was commensurate with work done to a small extent. A moderate variation in the responses was observed. The satisfaction levels with the dates of salary payment were also examined in the study. On the levels of satisfaction with the dates of salary payments, the respondents were satisfied to a small extent as shown by the achieved mean of 2.20 and a standard deviation of 0.883.

The respondents were also asked the extent to which they were happy with the salary increments available for their roles. This metric scored a mean of 2.10 and a standard deviation of 0.793 indicating the level of satisfaction with salary increment to be to a small extent. On competitiveness of the salary relative to the role undertaken a mean of 2.19 was achieved indicating that on average the respondents felt the competitiveness was to a small extent. A standard deviation of 0.878 indicated that there was moderate spread of the respondents around the mean.

The mean score of respondents feeling in control of the work deliverables was 4.05 (to a large extent) with a standard deviation of 0.781 (moderate spread). On encouragement to solve own work environment related challenges, a mean of 4.04 was achieved leading to the conclusion that on average the employees were

encouraged to do so. There was a moderate spread of the responses in respect to the item due to a standard deviation of 0.908.

The respondents were asked on whether there was presence of an open work environment. This metric achieved a mean score of 3.90 (large extent) and a standard deviation of 0.952 (moderate spread of responses). The respondents were asked on whether the encounters with other staff were work entered as opposed to ego centered. The responses indicated a mean of 3.98 (large extent) and a standard deviation of 0.943 (moderate spread).

In respect to the fairness of the supervisor in applying personnel policies, a mean of 2.28 and a standard deviation of 1.021 were achieved. The mean indicated that the respondents on average felt that there was fairness of the supervisor in applying personnel policies to a small extent. The standard deviation of 1.021 led to the conclusion of a wide dispersion of responses around the mean. The respondents were also asked on whether there was fairness in the supervisor application of the personnel practices. The metric achieved a mean score of 2.08 and a standard deviation of 0.862 which implied that the respondents on average felt that there was fairness to a small extent.

The relationship between annual performance appraisal being based on the work plan achieved a mean score of 2.05 (small extent) and a standard deviation of 0.784 (moderate extent). The study further examined on whether there was availability of the supervisor whenever the support is required. The study achieved a mean score of 3.99 (large extent) and a standard deviation of 0.935 (moderate spread of responses).

On the supervisor creation of a positive work environment, a mean of 2.15 and standard deviation of 0.809 was achieved. This indicated that the respondents on average felt that supervisor's creation of positive work environment was undertaken to a small extent. Finally, the respondents were asked on the supervisors were consistent in their supervisor styles in which a mean of 2.17 (small extent) and 0.848 (moderate spread) were achieved.

4.5.2 Intrinsic Factors and Job Motivation of the Healthcare Workers

The role of the intrinsic factors on the job motivation of the healthcare workers was examined using twelve indicators. The results were presented in the table 4.7 below.

Table 4.7; Descriptive Statistics of the Intrinsic Factors

	NE Freq %	SE Freq %	ME Freq %	LE Freq %	VLE Freq %	Mean	Std.Dev
I am recognized in a timely manner when I undertake, I excel in my work	40 14.7%	172 63.2%	38 14.0%	11 4.0%	11 4.0%	2.19	0.882
Informal acknowledgements are often utilized in departments for excellent work	7 2.6%	10 3.7%	39 14.3%	143 52.6%	73 26.8%	3.97	0.890
Formal acknowledgements are often utilized in departments for excellent work	29 10.7%	177 65.1%	26 9.6%	13 4.8%	27 9.9%	2.38	1.070
Peers recognize the work that is well done by an individual	7 2.6%	14 5.1%	34 12.5%	166 61.0%	51 18.8%	3.88	0.860
I value the job recognition for tasks that I undertake	5 1.8%	17 6.2%	28 10.3%	141 51.8%	81 29.8%	4.01	0.905
Job recognition led to the improvement of work commitment levels	12 4.4%	10 3.7%	31 11.4%	150 55.1%	69 25.4%	3.93	0.954
Job recognition led to the improvement of work productivity	4 1.5%	14 5.1%	37 13.6%	167 61.4%	50 18.4%	3.90	0.807
There is presence of a clear career advancement policy	33 12.1%	172 63.2%	27 9.9%	13 4.8%	27 9.9%	2.37	1.082

Open positions in my department are filled in a fair manner	40 14.7%	179 65.8%	26 9.6%	25 9.2%	2 0.7%	2.15	0.809
Open positions in my department are filled in a transparent manner	43 15.8%	163 59.9%	44 16.2%	17 6.2%	5 1.8%	2.18	0.839
Increased responsibilities led to acquisition of variety of skills	15 5.5%	19 7.0%	34 12.5%	128 47.1%	76 27.9%	3.85	1.078
Increased responsibilities on significant tasks led to satisfaction	12 4.4%	5 1.8%	20 7.4%	149 54.8%	86 31.6%	4.07	0.926

The respondents were asked on whether they were recognized in a timely manner whenever they excelled in their work. The results of the study in respect to the metric was a mean of 2.19 and a standard deviation of 0.882. This indicated that the respondents on average felt that they were recognized in a timely manner to a small extent. The metric on the informal acknowledgements being utilized in departments for excellent work done achieved a mean of 3.97 (large extent) and standard deviation of 0.890 (moderate spread). The respondents on being asked on whether formal acknowledgement were often utilized in departments for excellent work scored a mean of 2.38 and standard deviation of 1.070. This indicated that it was undertaken to a small extent. The peers' recognition of the work well done by an individual created a mean of 3.88 (large extent) and a standard deviation of 0.860 (moderate dispersion). The respondents were asked on whether they valued the job recognition for the tasks undertaken which achieved a mean of 4.01 (large extent) and standard deviation of 0.905 (moderate consensus). The job recognition leading to the improvement of the work commitment levels had a mean of 3.93 (large extent) and standard deviation of 0.954 (moderate spread). The respondents were further asked on whether job recognition led to the improvement of the work productivity levels. This metric had a mean of 3.90 (large extent) and a standard deviation of 0.807 (moderate spread). The

role of the various aspects of the job recognition on the job motivation factors has also gained coverage amongst diverse scholars.

On there being a presence of a career advancement policy, a mean of 2.37 (small extent) and a standard deviation of 1.082 (large dispersion) were achieved.

The respondents were asked on whether increased responsibilities led to acquisition of variety of skills which led to the achievement of a mean of 3.85 (large extent) and standard deviation of 1.076 (large dispersion). The study results were similar to the other studies that have examined the research phenomenon. Finally, the respondents were asked on whether the increased responsibilities on significant tasks led to satisfaction with a mean of 4.07 (large extent) and a standard deviation of 0.926 (moderate spread).

4.5.3 Job Motivation of Health Workers

The job motivation of the health workers was examined using four components that is contentment in job undertaking, continuous increasing of skills in current job, looking forward to go to work, and commitment to the job in the long run. The results of the study were presented in table 4.8 below.

Table 4.8; Job Motivation of Health Workers

	NE	SE	ME	LE	VLE	Mean	Std.Dev
	Freq	Freq	Freq	Freq	Freq		
	%	%	%	%	%		
I feel contented undertaking my job	62	153	41	15	1	2.04	0.795
	22.8%	56.2%	15.1%	5.5%	0.4%		
I continuously increasing my skills in my current job	7	21	27	158	59	3.89	0.920
	2.6%	7.7%	9.9%	58.1%	21.7%		
I always look forward to going to work	51	149	38	16	18	2.27	1.044
	18.8%	54.8%	14.0%	5.9%	6.6%		
I am willing to commit myself into this job in the long run	58	161	38	7	8	2.07	0.848
	21.3%	59.2%	14.0%	2.6%	2.9%		

The respondents were asked on whether they felt contented undertaking their job. The study found a mean of 2.04 (small extent) and a standard deviation of 0.795 (moderate spread). The study further asked the respondents on whether they were continuously increasing their skills on their current job in which a mean of 3.89 (large extent) and a standard deviation of 0.920 (moderate spread) was achieved. The study further found that in respect to looking forward towards going to work a mean of 2.27 (small extent) and a standard deviation of 1.044 (wide spread of responses from mean) was achieved. The study further asked the respondents on whether they were willing to commit themselves into the job in the long run. The study achieved a mean score of 2.07 (small extent) and standard deviation of 0.848 (moderate spread). The long term job commitment is a key measure for the job motivation levels.

4.6 Correlational Analysis

The study undertook the correlational analysis in order to examine the changes associated with the independent variables and the dependent variable. The results of the correlation analysis (extrinsic factors and intrinsic factors) and job motivation were presented in Table 4.9 below.

Table 4.9; Correlational Analysis

		Job Motivation
Extrinsic Factors	Pearson Correlation	.633 ^{**}
	Sig. (2-tailed)	.000
	N	272
Intrinsic Factors	Pearson Correlation	.795 ^{**}
	Sig. (2-tailed)	.000
	N	272

^{**}. Correlation is significant at the 0.01 level (2-tailed).

The correlation between diverse factors and the job motivation were examined. The study found a positive and strong positive correlation between extrinsic factors and job motivation ($r=0.633$, p value =0.000). According to (Fox, 2015) a correlation of 0.633 is considered to be positive and moderate in nature. The study noted that the

correlation between the extrinsic factors and job motivation was statistically significant due to a p value of less than 0.05. The study further found that there was a positive and statistically significant correlational relationship between intrinsic factors and job motivation ($r=0.795$, p value $=0.000$). The study noted that the Pearson correlation coefficient of 0.795 was moderately positive correlational relationship between intrinsic factors and job motivation levels. Regression Analysis

The regression analysis was undertaken for the purposes of determining the influence of the extrinsic and intrinsic factors on the job motivation levels of the public healthcare workers in Nakuru. The results were presented in a series of three tables that is Model Summary (Table 4.10), ANOVA (Table 4.10), and Coefficients (Table 4.10).

Table 4.10; Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.786 ^a	0.618	0.615	0.14255

a. Predictors: (Constant), Intrinsic Factors, Extrinsic Factors

Wilson, Keating, and Beal-Hodges (2012) indicates that multiple linear correlation coefficient measures the correlation between the independent variables together on the dependent variable. The study found that the intrinsic and extrinsic factors cumulatively had 0.786 correlational relationship with the job motivation levels of the healthcare personnel. The study further found that adjusted coefficient of determination score was 0.615. According to (Paulson, 2006) in a multiple linear regression, the adjusted coefficient of determination presents the variation in the dependent variable that is attributable to the independent variable. The study noted that an adjusted coefficient of determination of 0.615 indicated that 61.5% of the variation in the job motivation is as result of the intrinsic and extrinsic factors. This

shows that the remainder of the variance that is 39.5% of the variance in the job motivation is as result of other factors not in the model.

Table 4.11; ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.830	2	4.415	217.288	0.000 ^b
	Residual	5.466	269	0.020		
	Total	14.296	271			

a. Dependent Variable: Job Motivation

b. Predictors: (Constant), Intrinsic Factors, Extrinsic Factors

The F test or the one way ANOVA is used for the purposes of testing the goodness of fit of the regression model that is the overall significance of the regression model.

This is checked through testing the following hypotheses at 5% level of significance;

$$H_0: \beta_1 = \beta_2 = 0$$

$$H_1: \beta_i \neq 0 \text{ where } i=1 \text{ or } 2$$

The study will test the overall significance of the regression model that its ability to predict the dependent variable. This was undertaken through testing the null hypothesis of none of the independent variables predicts the dependent variable against the alternative that at least a single independent variable predicts the dependent variable at 5% (0.05) level of significance. The decision rule of the study is rejecting the null hypothesis if p value is less than the level of significance (0.05). The study results indicated that $F(2,269) = 217.288$ with a p value less than 0.05. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The results of the F test or one way ANOVA led to the conclusion that there is at least one independent variable that is a significant predictor of the job motivation.

Having passed the F test, the two tailed t test were then undertaken in order to identify the specific independent variable (s) that were statistically significant predictors of the

job motivation in the health sector. The results of the t test are presented in the Table 4.12 below.

Table 4.12; Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.176	0.130		1.354	0.177
Extrinsic Factors	0.318	0.027	0.436	11.564	0.000
Intrinsic Factors	0.596	0.035	0.636	16.862	0.000

a. Dependent Variable: Job Motivation

In order to test on whether the extrinsic factors had a statistically significant influence on the job motivation, the following hypothesis was tested;

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

where β_1 is the regression coefficient of extrinsic factors.

The hypothesis testing was undertaken at 5% (0.05) level of significance with the decision rule being to reject the null hypothesis if p value is less than 0.05. The study results revealed that $t(271) = 11.564$ with a p value less than 0.05. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. A conclusion was thus made that the extrinsic factor has a statistically significant influence on the job motivation levels.

The study further tested on whether the intrinsic factors had a statistically significant influence on the job motivation levels in which the following hypothesis was tested;

$$H_0: \beta_2 = 0$$

$$H_1: \beta_2 \neq 0$$

where β_2 is the regression coefficient of intrinsic factors.

The hypothesis testing was undertaken at 5% (0.05) level of significance with the decision rule being to reject the null hypothesis if p value is less than 0.05. The study results revealed that $t(271) = 16.862$ with a p value less than 0.05. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. A conclusion was thus made that the intrinsic factors have a statistically significant influence on the job motivation levels.

Having found that both the intrinsic and extrinsic factors are both statistically significant, the study further examined the regression analysis for the purposes of practical significance of these indicators. The study achieved the following linear regression model.

$Y = 0.176 + 0.318X_1 + 0.596X_2 + 0.14255$ where 0.176 is a regression constant, X_1 is the extrinsic factors, X_2 is the intrinsic factors, and 0.14255 is the standard error of the model.

The regression models revealed that a unit increase in the extrinsic factor is associated with 0.318 increase in the job motivation levels with intrinsic factors kept constant. On the other hand, a unit increase in the intrinsic factors is associated with 0.596 increase in the job motivation levels with extrinsic factors kept constant.

Chapter Five

Summary of Findings, Discussions, Conclusion and Recommendations

5.1 Introduction

The study sought to examine the factors influencing job motivation of public sector healthcare workers in Nakuru county. The study further examined the extrinsic and intrinsic factors influencing the job motivation of the public sector healthcare workers in Nakuru county. Data was collected from healthcare professionals using structured questionnaires in which a response rate of 83.4% was achieved for the study. The data was analyzed using the descriptive statistics in which the mean and standard deviation were provided and inferential statistics in which multiple linear regression analysis was undertaken.

5.2 Summary of Findings

5.2.1 Extrinsic Factors and Job Motivation of The Healthcare Workers

The influence of the extrinsic factors on the job satisfaction were examined using a range of indicators. The study observed that a wide range of indicators of extrinsic factors had the respondents agreeing with those responses to a small extent. It was only five metrics of the extrinsic factors that had the respondents agreeing with those measures to a large extent. These measures include feeling being in control of work deliverables (mean 4.05), being always encouraged to solve own work environment related challenges (mean of 4.04), presence of open work environment (mean of 3.90), encounters with staff being work related (mean of 3.98), and supervisor availability whenever required (mean of 3.99). The results thus indicated that in a majority of the metrics that the extrinsic factors were satisfactory to a small extent. The study found a positive and strong positive correlation between extrinsic factors and job motivation ($r=0.633$, p value $=0.000$). In respect to whether the extrinsic

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5.2 Summary of Findings

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factors had a statistically significant influence on the Job Motivation of the Healthcare Workers, the study found a t test value of 11.564 with a p value less than 0.05. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. A conclusion was thus made that the extrinsic factors have a statistically significant influence on the job motivation levels. The regression models revealed that a unit increase in the extrinsic factor is associated with 0.318 increase in the job motivation levels with intrinsic factors kept constant.

5.2.2 Intrinsic Factors and Job Motivation of the Healthcare Workers

The role of the intrinsic factors on the job motivation of the healthcare workers was examined using a range of indicators. The study found a mixture of indicators that had the respondents indicating to a small extent in respect to the asked questions and another set of questions in which the respondents indicated to large extent. In this context, the metrics of being recognized in a timely manner (mean of 2.19), formal acknowledgements of work undertaken (mean of 2.38), presence of clear career advancement policy (mean of 2.37), open positions being filled in a fair manner (mean of 2.15), and open positions being filled in transparent manner (mean of 2.18). Other items also had respondents indicating to a large extent in respect to those metrics. These metrics include use of informal acknowledgements (mean of 3.97), peers recognition of work done (mean of 3.88), value of job recognition aspects (mean of 4.01), job recognition leading to work commitment (mean of 3.93), job recognition leading to work productivity (mean of 3.90), increased responsibilities leading skills acquisition (mean of 3.85), and increased responsibilities leading to satisfaction (mean of 4.07). The study further found that there was a positive and statistically significant correlational relationship between intrinsic factors and job motivation ($r = 0.795$, $p \text{ value} = 0.000$). In checking on whether intrinsic factors had

an influence on the job motivation levels, the study results revealed that $t(271) = 16.862$ with a p value less than 0.05. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. A conclusion was thus made that the intrinsic factors have a statistically significant influence on the job motivation levels. The regression models revealed that a unit increase in the extrinsic factor is associated with 0.318 increase in the job motivation levels with intrinsic factors kept constant. On the other hand, a unit increase in the intrinsic factors is associated with 0.596 increase in the job motivation levels with extrinsic factors kept constant.

5.3 Discussions of the Results

The descriptive statistics were utilized for the purposes of checking on the spread of the responses amongst the various indicators of the variables.

5.3.1 Extrinsic Factors and Job Motivation of the Healthcare Workers

The study found that the respondents on average felt the salary was commensurate with work done to a small extent. A moderate variation in the responses was observed. The results of the challenges of the salary not being commensurate with the work done is in tandem with other scholars' findings. (Mohammed & El-jajah, 2019) noted that salary not being commensurate with the job undertaken is one of the challenges leading to lack of job motivation. This theme was also observed by (Eltarhuni & Alaqeli, 2017) in a study examining a physician's performance in a pediatric hospital in Iraq. The study found that over a third of the respondents in the study had indicated that the salary provided were not commensurate with the work done and their professional qualifications. Other scholars linking commensurate salary with the job undertaken being a factor for job motivation include (Onanda, 2015), (Hee et al., 2019), and (Apedzi, 2019) amongst other scholars. The results of this study in respect to the satisfaction level of the salary dates being low is

commensurate with other empirical studies. (Majau & Wanjohi, 2019) noted the importance of mechanisms to avoid salary delays as a factor in job motivation. (Kimaite, 2016) documents the manner in which the salary delays affect the employees' welfare. The study cites the delayed salaries leading to the bank loan challenges in respect to the payment dates. The challenges of the delayed salaries as a factor leading to the challenges of job motivation were further documented by (Kimathi, 2017), (Irimu et al., 2018), (Borromeo & Lufungula, 2019) and (Jonyo, 2015) amongst others.

The study found that the respondents indicated the level of satisfaction with salary increment to be to a small extent. The challenges of the salary increments in the healthcare sector have also been enumerated by (Okanga & Kamara, 2017) in respect to healthcare service provider in Thika. Both (Owino, Oluoch, & Kimemia, 2019), (Kiplangat, 2018) as well as (Gachengo & Wekesa, 2017) found the link between salary increments and job motivation levels. In a study on the faith based health facilities, (Kiplangat, 2018) found the salary increments being a critical link to the job motivation levels. (Peter, 2019) in notes that the regularity of the salary increments is key in the job motivation levels.

On average the respondents felt the competitiveness was to a small extent. The competitiveness of the salary relative to performed job is of importance. (Prasetio, Yuniarsih, Ahman, & Sary, 2017) asserts the importance of the competitive salary in respect to job motivation levels. In a study based on the hospitals in Ethiopia, (Aklilu, Hussien, Abate, Girma, & Ololo, 2015) similar to the current study found that the health workers perceived themselves as not being paid competitive salaries relative to

tasks performed. (Idiegbeyan-ose, Aregbesola, Owolabi, & Eyiolorunshe, 2019) further found that competitive salary was correlated with the job motivation levels. This view was also consistent with that of (Karim, Khan, & Shamim, 2017), (Bano, Ishrat, & Mishra, 2019), (Partono Prasetio, Yuniarsih, & Ahman, 2017), and (Shalonda, 2019).

The mean score of respondents feeling in control of the work deliverables was 4.05 (to a large extent) with a standard deviation of 0.781 (moderate spread). The results of this study in respect to the respondent's views on whether they are in control of their work deliverables. In a study focusing on nurses in Egypt, (Abd-Elrhaman & Abd-Allah, 2018) found that the nurse's ability to do their work is linked to their job motivation levels. This view is further enumerated by (Idiegbeyan-ose et al., 2019) and (Ntui, 2018) amongst other scholars.

On encouragement to solve own work environment related challenges, the study found that on average the employees were encouraged to do so. The role of the solving of the work related challenges is key in the job motivation levels. Anwar, Chandrarin, Darsono, and Respati (2017) noted that presence of communication channel is key in the solving of the work function related challenges. (Owino et al., 2019) further found that the opportunity to indicate the work function related challenges during the performance appraisal is key in enhancing job motivation levels.

The respondents were asked on whether there was presence of an open work environment. The work environment having an influence on the job satisfaction has

also been examined by other scholars. (Pawirosumarto, Sarjana, & Gunawan, 2017) study found the importance of the work environment to job motivation aspects. This was seen to work through the employee communication with other employees within the organization. (Namwagwe, 2017) further asserted that the communication levels between the subordinate staff and their supervisors is key in the achievement of the job motivation aspects. Other studies that concurred with (Namwagwe, 2017) study included (Suhepi & Syah, 2018), (Ebby, 2017), and (Nyongesa, 2018). In particular, (Nyongesa, 2018) noted that work environment aspects such as supervisor support, participation in decision making, perceived job autonomy and coworker relationships are key in the job motivation and employee commitment levels.

The respondents were also asked on whether there was fairness in the supervisor application of the personnel practices. The study results on found that the respondents on average felt that there was fairness to a small extent. The role of the supervisor on the job motivation levels has also been examined by diverse scholars including (Panchal, 2016), (Qureshi & Hamid, 2019), and (Qureshi et al., 2018) amongst others. (Panchal, 2016) found that the fairness of the supervisors influences the employee satisfaction levels and consequently their job motivation aspects. Similar to (Panchal, 2016), (Qureshi et al., 2018) also discussed the role of fairness of the supervisor on the job motivation levels. (Qureshi et al., 2018) found that the perception of fairness of the supervisor had a positive influence on the job motivation levels. This was attributed to the fairness of the supervisors leading to the employees being more receptive on the support offered and instructions on the work related aspects. (Qureshi & Hamid, 2019) further found that the perception of fairness as the buffer between the supervisor support and the job motivation levels. Other studies concurring with

(Panchal, 2016), (Qureshi et al., 2018) as well as. (Qureshi & Hamid, 2019) views include (Islam & Hossain, 2018), (Kuntardina, 2017), and (Borgohain & Saikia, 2017) amongst others.

The relationship between annual performance appraisal being based on the work plan achieved a mean score of 2.05 (small extent) and a standard deviation of 0.784 (moderate extent). The theme of the performance appraisal being based on the work plan and the influence of the same to the job motivation has been examined by diverse scholars. These scholars include (Jha, Pandey, & Vashisht, 2016), (Namwagwe, Atibuni, & Sekiwu, 2017), and (Namwagwe, 2017) amongst others. The study further examined on whether there was availability of the supervisor whenever the support is required. The study achieved a mean score of 3.99 (large extent) and a standard deviation of 0.935(moderate spread of responses).

Finally, the respondents were asked whether their supervisors were consistent in their supervisory styles. The role of the supervisor in availing work support, consistency of the supervisory styles, and creation of conducive work environment found in this study is consistent with those from other studies. (Qureshi et al., 2018) study found that supervisor support to the employee can create responsively working and boosting of employee outcomes. (Islam & Hossain, 2018) further note that the supervisor support further works to eliminate the work stress amongst the employees thus leading to higher job motivation levels.

5.3.2 Intrinsic Factors and Job Motivation of the Healthcare Workers

The respondents were asked on whether they were recognized in a timely manner whenever they excelled in their work. The results indicated that the respondents on

average felt that they were recognized in a timely manner to a small extent. Utilization of the informal recognition is key in the employees putting an extra effort in their jobs and hence improve on the job motivation levels (Wang, 2016). In agreement with Wang (2016), (Souza, 2015) further found that the employee informal recognition is key for building long term employee job commitment levels. (Wanjiru, 2017) also found that informal job recognition helps the employees to become motivated in the job execution aspects.

The study found that the job recognition leading to the improvement of the work commitment levels was achieved to a large extent. The role of the various aspects of the job recognition on the job motivation factors has also gained coverage amongst diverse scholars. In a study on the factors influencing job motivation among health workers, Daneshkohan *et al.*, (2015) studied the role of recognition on the job motivation of the health workers in Iran. The study noted that lack of recognition and appreciation was a factor influencing the job motivation of the health workers in Iran. In Uganda, Shumba, Kielmann, and Witter (2017) undertook a study that sought to examine the health workers' perception of the private-not-for-profit health facilities' organizational culture and its influence on retention in Uganda. The study noted the importance of the job recognition amongst peers. In this context, Shumba *et al.*, (2017) indicated that the health workers in Uganda had low job motivation due to the lack of recognition amongst general cadres of health workers. The laboratory staff further indicated their job demotivation motivation due to lack of recognition in their job functions by the other health workers (Shumba *et al.*, 2017). The study concluded that the recognition of the health workers is important in order to improve their job motivation levels. The study was based on the health workers in Uganda while the

current study is based amongst the public sector health workers. It also doesn't seek to link the role of the recognition of the health workers on the job motivation levels which is the focus of this study.

On there being a presence of a career advancement policy, a mean of 2.37 (small extent) and a standard deviation of 1.082 (large dispersion) were achieved. (Sheikhi, Khoshknab, Mohammadi, & Oskouie, 2016) noted that the career advancement led to the high job retention and job motivation levels. Similar to (Sheikhi et al., 2016), (I. Khan, Kashif, & Ahamd, 2017) also linked the career advancement with the employee retention which is key to the job satisfaction levels. Other studies linking career advancement with job motivation included (IKhan et al., 2017), (Nhuta & Nhuta, 2017), and (Nkatha, 2017) amongst others. The respondents were further asked on whether the open positions are filled in a fair manner with a mean of 2.15 (small extent) and a standard deviation of 0.809 (moderate spread) being observed. On the transparency of filling the open positions in the department, a mean of 2.18 (small extent) and a standard deviation of 0.839 (moderate dispersion) were achieved. (Khan, Aajiz, & Ali, 2018) study found that in contexts where the vacant positions were filled through political pressure and favourism then the job morale was low.

The respondents were asked on whether increased responsibilities led to acquisition of variety of skills which led to the achievement of a mean of 3.85 (large extent) and standard deviation of 1.076 (large dispersion). The study results were similar to the other studies that have examined the research phenomenon. Annika (2014) undertook a study based in Nigeria that sought to examine the role of job enrichment on the job motivation levels. The study found that the increased responsibilities that required a

variety of skills was positively and significantly associated with higher job motivation. Finally, the respondents were asked on whether the increased responsibilities on significant tasks led to satisfaction with a mean of 4.07 (large extent) and a standard deviation of 0.926 (moderate spread).

5.3.3 Job Motivation of Health Workers

The respondents were asked on whether they felt contented undertaking their job. The study found a mean of 2.04 (small extent) and a standard deviation of 0.795 (moderate spread). The results of this study in respect to the job contentment were consistent with other scholars. (Dower, 2019) indicated the need for healthcare workers to be contented with their job functioning aspects. This point is further emphasized by (Salem, 2015) and (Kalaimani, 2018). The study further asked the respondents on whether they were continuously increasing their skills on their current job in which a mean of 3.89 (large extent) and a standard deviation of 0.920 (moderate spread) was achieved. The study further found that in respect to looking forward towards going to work a mean of 2.27 (small extent) and a standard deviation of 1.044 (wide spread of responses from mean) was achieved. The study further asked the respondents on whether they were willing to commit themselves into the job in the long run. The study achieved a mean score of 2.07 (small extent) and standard deviation of 0.848 (moderate spread). The long term job commitment is a key measure for the job motivation levels.

5.4 Conclusions of the Study

The study had two objectives that is the examination of the influence of the extrinsic and intrinsic factors on the job motivation levels of the public healthcare workers. In respect to the influence of the extrinsic factors on the job motivation levels of the public healthcare workers, the study found that there was a statistically significant

relationship between the two variables. The study further noted that an increase of the extrinsic factors led to a 0.318 increase in the job motivation levels. The study also sought to examine the influence of intrinsic factors on the job motivation levels of the public healthcare workers, the study found that there was a statistically significant relationship between the two variables. The study further noted a positive influence of the intrinsic factors on the job motivation levels.

5.5 Limitations of the Study

The study was limited by the current COVID-19 pandemic that impacted on the data collection process and limiting the response rate of the study. The study would possibly have achieved a higher response rate in the absence of COVID-19 pandemic that impacted on the movement and there were various trainings on COVID-19 protocols among the healthcare providers. Also the health concerns fear and uncertainties that COVID-19 pandemic brought about e.g. the modes of spread and transmission. The effect of COVID-19 also increased the workload and the challenges in provision of healthcare which may have impacted on the job motivation levels and the time for filling the questionnaire took longer than anticipated.

5.6 Recommendations of the Study

The study thus recommends that the extrinsic factors such be considered and factored within the institutions in order to improve on the job motivation levels. Amongst the aspects with low scores that management should consider include salary paid being commensurate with work done, dates of salary payments, salary increments levels, salary being competitive for tasks undertaken, supportive work environment for work station, and supervisor fairness levels. The study thus recommends that intrinsic factors should be considered in the public health management in order to improve on the job satisfaction level. Amongst the aspects that would need improvement include

the metrics of being recognized in a timely manner, formal acknowledgements of work undertaken, presence of clear career advancement policy, open positions being filled in a fair manner, and open positions being filled in transparent manner.

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	policies					
14.	There is fairness of the supervisor applying personnel practices					
15.	The annual performance appraisal being based on the work plan					
16.	There is availability of the supervisor whenever the support is required					
17.	The supervisor's behaviors create a positive work environment					
18.	The supervisors are consistent in their supervisory styles					

Part III: Intrinsic factors and Job motivation of the Healthcare Workers

This third part of the questionnaire examines the role of job motivational factors on the job motivation of the healthcare workers. Use the following five point Likert Scale; 1=No Extent, 2=Small Extent, 3=Moderate Extent, 4=Large Extent, And 5=Very Large Extent to rate the corresponding items.

No		1	2	3	4	5
19.	I am recognized in a timely manner when I undertake and I excel in my work					
20.	Informal acknowledgements are often utilized in departments for excellent work					
21.	Formal acknowledgements are often utilized in departments for excellent work					
22.	Peers recognize the work that is well done by an individual					
23.	I value the job recognition for tasks that I undertake					
24.	Job recognition led to the improvement of work commitment levels					
25.	Job recognition led to the improvement of work productivity					
26.	There is presence of a clear career advancement policy					
27.	Open positions in my department are filled in a fair manner					
28.	Open positions in my department are filled in a transparent manner					
29.	Increased responsibilities led to acquisition of variety of skills					
30.	Increased responsibilities on significant tasks led to satisfaction					

Part IV: Job motivation of Health workers

This fourth part of the questionnaire examines the job motivation levels of the health workers. Use the following five point Likert Scale; 1=No Extent, 2=Small Extent, 3=Moderate Extent, 4=Large Extent, And 5= Very Large Extent to rate the corresponding items.

No		1	2	3	4	5
31.	I feel contented undertaking my job					
32.	I continuously increase my skills in my current job					
33.	I always look forward to going to work					

34.	I am willing to commit myself into this job in the long run					
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Appendix III: Research Budget

RESEARCH BUDGET

ITEM	COST(Kshs)
Printing and Photocopying	15,000.00
Internet	10,000.00
Stationery	10,000.00
Data collection Expenses	30,000.00
Research Assistants' Training	18,000.00
Proposal Binding	5,000.00
Project Binding	5,000.00
Publication fee	15,000.00
Miscellaneous (10% of the budget)	10,800.00
TOTAL	118,800.00

Appendix IV: Work Plan

Progress Stage	Stage Description	Proposed dates
1	Scoping of the Research study	August, 2019
2	Choice of Research Topic	September, 2019
3	Research Problem clarification, Research objectives, Purpose and Significance	November, 2019
4	Literature Review	November, 2019
5	Proposal of Research Methodology	November, 2019
6	Defense of Research Proposal	December, 2019
7	Data Collection	3 rd -24 th February, 2020
8	Data analysis and Interpretation	February, 2020
9	Dissertation Report Writing	28 th -29 th February, 2020
10	Thesis Report Assessment By Examiners	2 nd March, 2020
11	Oral Defense of Dissertation	6 th March, 2020
12	Dissertation Correction After Assessment By Examiners	13 th March, 2020