

**FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN GOVERNMENT
INSTITUTIONS: A CASE STUDY OF NAROK COUNTY REFERRAL HOSPITAL**

**A PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS AND ECONOMICS OF
MAASAI MARA UNIVERSITY**

BY

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF ECONOMICS IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
BACHELOR OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

MAY 2017

DECLARATION

I, Dorcus Atieno Rombo declare that, to the best of my knowledge and belief, this is my own work, and all the sources used in this project has been properly acknowledged and accurately reported.

Signature.....

Approval by university supervisor

This project has been submitted for examination with my approval as university supervisor

Supervisor: Mr Elkana Kimeli

Signature.....

Date.....

ACKNOWLEDGEMENTS

I hereby wish to express my gratitude to the following people for the support, input, and motivation that enabled this work to be successfully completed:

First and foremost, God Almighty for making it possible for me to reach this far. My supervisor, Mr. Elkana Kimeli for his willingness to help me through this research.

Special thanks to my family, especially my dad for his encouragement and financial support.

My sincere appreciation goes to all those who have assisted me. To those whom I have not mentioned, I thank you.

DEDICATION

I dedicate this research to my beloved parents, Mr. Kennedy Odongo and Mrs. Joyce Asigo and my best friend, Ms. Griffith Kenny, who have always been an inspiration and always motivated me keep studying. They believe in the education of girls. I thank all of them for their encouragement and support.

ABSTRACT

A lot of research has been done on employee job satisfaction all over the world by different researchers and scholars. Less research has been conducted on the various factors affecting job satisfaction of health sector employees, with a case study on Narok County Referral Hospital. Therefore, the understanding of these factors are clearly defined and explained, in order to help the hospital administrators to improve performance and satisfaction. The factors have been categorized into three types of factors which include; the intrinsic factors (training opportunities, participation, team work and work relations), the extrinsic factors (salary and pay, job design, work conditions and distribution of work among employees), and lastly the environmental factors (work-life balance, performance appraisals, organizational justice and the occupational level of employees).

The sample consisted of 21 respondents, who were selected using Mugenda and Mugenda 10 percent rule and were required to complete questionnaires. An approach of the qualitative technique was used, while the analysis of data was done by co-relation. The results were presented by figures from Microsoft Excel and tables.

The findings of the study indicated that there was a positive significance to Narok County Referral Hospital work relation of employees in terms of support from supervisors, teamwork and coordination among colleagues. The also indicated that are is no fair treatment, flexible work arrangement to maintain work-life balance and employment benefits in the workplace. The findings from this study can be of assistance to the hospital management to increase the job satisfaction levels of employees.

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CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter discusses the background of the study; statement of the problem; purpose of the study, objectives of the study: research questions, significance of the study: scope of the study: limitations of the study: and finally gives the theoretical and conceptual framework of this study.

1.1 Background of the study

Job satisfaction is the result of various attitudes possessed by an employee towards his\ her job Cranny. (1992). These attitudes may be related to job factors, such as wage, job security, job environment, nature of work, opportunities for promotion, prompt removal of grievances, opportunities of participation in decision making and other fringe benefits. According to John (2003), job satisfaction may thus be defined as an attitude which result from a balancing and summation of many specific likes and dislikes experienced by an employee in the performance of his job: or an employee's judgment of how well his job, on the whole, provides opportunities and satisfies his needs. It refers to one's job, his general adjustment and social relationship in and outside the job. This study adopts the second definition by John (2003).

John (2003), notes that organizational climate and personality characteristic also play a major role in influencing the job satisfaction of any employee. Working conditions is the major contributor for the on job satisfaction but all types of work conditions are neither fully satisfying nor dissatisfying. Job satisfaction definitely promotes happiness, success and efficiency in one's professional activity. Job satisfaction can be an important indicator of how employees feel about their job and a predictor of work behaviors such as organizational citizenship, absenteeism and turnover.

In short job satisfaction is a pleasure that employee draw from the job. Generally, it is that feeling of altruism and self-sacrifice that are major characteristics of Hospital employees. However, this understanding is debatable and possibly there are some other predictors which determine the public employees' job satisfaction. This will be carried out to identify those factors that can help to increase the level of job satisfaction among Health Sector employees at Narok County Referral Hospital.

1.1.1 Job satisfaction

Frederick Herzberg said the best way to motivate someone is to organize the job so that doing it provides the feedback and challenge that helps satisfy the person's 'higher level' needs for things like accomplishment and recognition. These needs are relatively insatiable, says Herzberg, so that recognition and challenging work provide a sort of built-in motivation generators satisfying "lower level" needs for things like better pay and working condition.

Herzberg says the factors [hygiene's] that satisfy lower-level needs are different from those [motivators] that satisfy or partially satisfy higher level needs. If hygiene factors [factors outside the job itself such as working conditions, salary and incentive pay] are inadequate, employee become dissatisfied. In its most basic sense job satisfaction is a positive emotional state resulting from evaluating one's job experience. Job dissatisfaction occurs when one's expectations are not met. For example, if an employee expects clean and safe working conditions on the job and finds exactly the opposite then the employee is likely to be dissatisfied if the work place is dirty and dangerous.

1.1.2 Background of Location

Narok County Referral Hospital formerly Narok District hospital is a Ministry of Health district hospital located in Narok town. Some of the basic services offered include Anti-retroviral therapy, community-based integrated management of childhood illness, family planning, home based care, in patient department. Due to constant unrest in the health sector this is why I choose it as my case study.

1.2 Statement of the research problem.

The drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g. increased productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increased organizational effectiveness) as well as humanitarian interests (i.e. employees deserve to be treated with respect and their psychological and physical well-being maximized). Satisfied workers also tend to engage in organizational citizenship behaviors. i.e. altruist behaviors that exceed the formal requirements of a job while dissatisfied workers show an increased natural tendency for counterproductive behaviors e.g. withdrawal, burnout, and workplace aggression. Despite widespread interest in job satisfaction among researchers and practitioners, less attention has been focused on explaining variation in job satisfaction among Hospital employees.

Herzberg says the factors [hygiene's] that satisfy lower-level needs are different from those [motivators] that satisfy or partially satisfy higher level needs. If hygiene factors [factors outside the job itself such as working conditions, salary and incentive pay] are inadequate, employee become dissatisfied.

A study to determine the factors affecting job satisfaction of health sectors employees in Canada was conducted by researchers (Baba and Jamal 1991). The study observed the quality of work life of Canadian nurses. The study however only analyzed the nurses for which the findings may not be applicable to other hospital employees. However, I as the researcher is curious of determining the factors affecting hospital employees at large.

The situation of Health Sector employees at Narok County Referral Hospital is no better than what other sectors experience, the high labor turnover and the increase in the number of Health Sector employees opting to join other industries setting other than health.

1.3 Purpose of the study

The purpose of carrying out this study is to assess the factors affecting job satisfaction of Health Sector employees at Narok County Referral Hospital.

1.4 Objectives of the study

Generally, the study sought to determine the factors that affect employee job satisfaction at Narok County Referral Hospital. In addition to that the study has its specific objectives outlined as follows;

1. To find out the relationship level of employee job satisfaction and extrinsic factors such as salary and pay.
2. To find out the relationship level of job satisfaction and intrinsic factors such as training opportunities.
3. To determine how environmental factors such as occupational level influence and affect employee job satisfaction in Narok County Referral Hospital.

1.5 Research question

1. What is the relationship between extrinsic factors and employee job satisfaction?
2. What is the relationship level of job satisfaction and intrinsic factors?
3. How does environmental factors such as organizational justice affect employee job satisfaction in Narok County Referral Hospital?

1.6 Justification of the study

Job satisfaction leads to better work performance of employees in the organization. Most efforts to explain job satisfaction has been dominated by the employee work environment that is seen to be fit suitable. Simply stated, the more a person's work environment fulfills his or her needs, values or personal characteristics, the greater the degree of job satisfaction. Most of the popular theoretical applications of the person-environment fit approach to the study of job satisfaction will look at fulfillments, job characteristics, met expectancies, values attainment, equity, organizational justice and personal traits.

1.7 Significance of the study

Job satisfaction has been one of the most commonly used methods to measuring work performance in organization. Some of the researchers that have studied job satisfaction laid down important aspects and their contribution that has been very important to this area of study. However, major aspects and new development on effects of job satisfaction have been lacking. This research shall help determine the crucial elements of effects of job satisfaction that have been ignored by previous researchers.

The research may turn to be of great help to managers, chief executives, individual investors and academicians who shall use it to make the most appropriate decisions when faced with dissatisfaction of employee's job. This study shall even be of significance to the researchers as it shall create an in- depth understanding of job satisfaction and how it affects employee performance. It is also a pre-requisite for the award of degree in Human resource management. This study shall also be significant to other researchers who shall use this information to expand the knowledge in job satisfaction and other related areas.

1.8 The scope of the study

The study was conducted between the periods of January to May 2017. The study sought to establish the factors affecting job satisfaction of Health Sector employees with a focus on the training opportunities, work environment, compensation and distribution of workloads among employees.

1.9 Assumptions of the study

Health sector in Kenya would utilize the finding of the study to improve the morale of the industry employees, and avoid anything that might act as job dissatisfies to them. The study assumed that the information obtained from the respondents was factual, accurate and reliable to be used in analysis and can be generalize to the entire population.

CHAPTER TWO: LITERATURE REVIEW

2.0 Overview

This chapter discusses the literature on history of the job satisfaction on job performance relationship. It covers areas such as how distribution of work among Health Sector employees affects their job satisfaction: how opportunities of training affect job satisfaction: how work environment and compensation affects job satisfaction of employees. It also covers other factors and critical review of job satisfaction, conceptual framework and summary of the review.

2.1 Theoretical framework

Job satisfaction is a positive emotional state resulting from evaluating one's job experience. Job dissatisfaction occurs when one's expectations are not met. For example, if an employee expects clean and safe working conditions on the job and finds exactly the opposite then the employee is likely to be dissatisfied if the work place is dirty and dangerous. Job satisfaction has been explained below from three motivation theories in point of perspective.

2.1.1 Herzberg two factor theory

Fredrick Herzberg (1974) said that the best way to motivate someone is to organize the job so that doing it provides the feedback and challenge that helps satisfy the person's "higher level" needs for things like accomplishment and recognition. These needs are relatively insatiable. So recognition and challenging work provide a sort of built-in motivation generators satisfy "lower level" needs for things like better pay and working conditions just keep the person from becoming dissatisfied.

Herzberg says the factors (hygiene) that satisfy lower level needs are different from those (motivators) that satisfy or partially satisfy higher level needs. If hygiene factors (factors outside

the job itself such as working conditions salary and incentives pay) are inadequate, employee becomes dissatisfied.

2.2.2 Maslow's hierarchy of needs

(Abraham Maslow 1943) stated in this theory that individuals most basic needs must be met before they become motivated to achieve higher level needs.

The hierarchy of needs consists of the following five levels: One is the physiological needs and these are the most basic needs for an individual to survive. These needs include food, water and shelter. Second is safety needs. This level of needs consists of personal, financial, security, health and shelter. Thirdly is love and belonging kind of needs. This is the need for belonging to relationships, family and having friends. Fourthly is self-esteem. This is the desire and feeling of the need to be confident and be respected by others. Lastly is self-actualization which is the desire to achieve what you possibly can and become the most that you can be.

According to this hierarchy of needs one has to be in perfect health, safe and secure with very meaningful relationships and be confident before being able to do the most he or she can do. The implication of Maslow's theory for an organization is that person needs influence the way in which employees are motivated.

2.1.3 Vroom's Expectancy Theory

According to Lunenburg (2011:1), Vroom's expectancy theory proposes that people will choose how to behave depending on the outcomes they expect as a result of their behavior. Several aspects identified by Vroom (2011) are able to motivate employees by changing their expectations to perform.

Expectancy theory is based on three elements which include expectancy, instrumentality and valence. The first one which is expectancy entails the belief that one's effort will result in a desired goal. This is usually based on past experience and how complicated one thinks a goal is too hard or difficult to achieve. The second element, instrumentality, can be said to be a linked to expectancy in that an individual believes that he or she will get a reward if he or she meets

performance expectations. The third and last element is known as valence. It is the likelihood of satisfaction or dissatisfaction regarding on the value one places on the reward.

Therefore, according to expectancy theory (people are most motivated if they believe that they will receive a desired reward if they hit an achievable target. According to Kirsten 2011:16), satisfaction lies within an individual employee, what he or she is expecting to be rewarded and how possible it is to fulfil their expectations.

The implication for organization is that individual employees will be more motivated to work efficiently and effectively if they expect that their efforts will result in higher performance, and they will be rewarded for this high performance.

2.2 Factors affecting job satisfaction

There are a number of factors that influence how efficient and effective an employee is at the workplace, as well as their attitude towards their work. According to Brevis (2011:227), "...managing human resources is fundamental to organizational success...", and employees that are well motivated will definitely make a difference.

2.2.1 Extrinsic factors.

2.2.1.1 Effects of job distribution among employees

Historically it is assumed that females would report lower levels of job satisfaction than males (Smith, Kendall and Hulin 1969). More recent research is consistent in reporting no effect of gender on overall job satisfaction. In fact, Tait, Padgett, and Baldwin (1997), using meta-analysis techniques, trace the absence of gender differences in job satisfaction to the mid-1970s where it is noted that men and women began to approach parity in organizational positions held (e.g. administrative and professional). Employee age is another potential antecedent of job satisfaction that has been frequently analyzed in the job satisfaction literature. Bedeian, Ferris and Kaemar (1998). Argue that increase in employee age is likely to be associated with enhanced positions of organizational authority prestige, status, and confidence which are potential contributors to job satisfaction.

While several approaches have been used to address effects of job distribution among employees, a study to determine the effects of job distribution among health employees, conducted by David Gefen, college of Business and Administration Drexel University was conducted. The study observed that women and men differ in their perceptions, which suggest that researchers should include gender effects in their research because it is a fundamental aspect.

2.2.1.2 Health working conditions

According to Bradley and Brian (2003) employee's job satisfaction is pleasure that an employee derives from the job. It is an attitudinal variable that describe how people feel about their job. (Agho, Mueller and price 1993). Similarly, Sousa-poza suggests job satisfaction is determined by the balance between inputs and outputs. According this concept human has basic and universal needs and that individual needs are fulfilled in their current situation, and then that individual was happy. Job satisfaction depends on balance between work role inputs (pain) like education, working time, effort and work outputs (pleasures) like wages, fringe benefit, status, task importance, working conditions and intrinsic aspects of the job. If work outputs (pleasures) are relative to work role inputs (pains). Job satisfaction is commonly defined as the extent to which employees like their work.

A study to analyze the impact of working conditions on employee job satisfaction in health environment was conducted by Abdul Raziq. The study (Procedia Economics and Finance, 2015) indicated that a positive relationship between working environment and employee job satisfaction is necessary. The study concluded that an organization needs to realize the importance of a good working environment for maximizing the level of job satisfaction in the health sector. One major challenge in such organizations is the need to cope up with the ever changing and evolving environment and remain relevant and in the competition.

2.2.1.3 Job design

Job design specifies the content, method and relationships of the jobs in order to satisfy work requirements for productivity, efficiency and quality to meet the personal needs of the job holders and thus increase level of employee engagement. Job design has to start from work requirements because that's why the job exists. When the tasks to be done have been determined, it should then

be the function of the job designer to consider how the jobs can be set up to provide the maximum degree of intrinsic satisfaction for those who have to carry them out, with a view to improving performance and productivity. Consideration has also to be given to another aim of job design, to fulfill the social responsibilities of the organization to the people who work in it by improving the quality of work life, and aim which, are stated in Wilsons (1973) report on this subject depends upon efficiencies of the performance and satisfaction of the work.

According to the European Journal of Business and Management (2015), job design plays a critical role in job satisfaction. This study was conducted to analyze the impact of job design on employee job satisfaction which in turn maximizes performance of employees because the job design gives a feeling of involvement and satisfaction to the employees. This particular study introduced psychological perceptions of employees to point out employee's behavior towards job designs.

2.2.1.4 Salary and pay

Considerable research has demonstrated a positive relationship between pay and job satisfaction. Pay also affect job satisfaction and organizational performance, for example, in a study of 333 hospitals in California, researchers found that high pay among hospital staff, including physician and non-physicians resulted in positive patient care outcomes and high financial performance for the hospitals (Brown, Sturman and simmering,2003).

Employee benefits are element of remuneration given in addition to various cash pay. They also include items that are not strictly remuneration such as holidays. Other benefits that improve the standard of living of employees include as subsidized meals, clothing allowance and refund of telephone costs.

A research conducted in (2012, the Gallup Research), had the aim of investigating whether salary and benefits is the only element that ensures job satisfaction and the findings was that it is not the only element. According to a study, (American Journal of Economics June 2012, special issue:6-9), that was conducted to determine impact of pay on job satisfaction found out that because of unemployment, the only sure source of job satisfaction is pay and employment benefits.

2.2.2 Intrinsic factors

2.2.2.1 Relationship with the Manager

This refers to how the quality of the relationship between managers and their employees relates to the development of commitment and performance. Several studies have found significant positive relationship between these variables, that is, employees who have good relationships with their immediate managers have greater commitment (Green *et al.*, 1996; Nystrom, 1990; Settoon *et al.*, 1996) and perform well. Employees' commitment reflects their day to day contacts with their line managers about their job, and the way in which objective targets are set. Effective communication on job-related issues is a key ingredient in securing individual performance. To a great extent, individual line managers are responsible for ensuring that these maintenance behaviors occur. Indeed, managers are key to creating commitment in an organization, as was demonstrated in Barber *et al.* (1999). According to The Institute for Employment Studies, with poor management the most well developed organizational programs can break down at the point of transmission.

2.2.2.2 Relationship with co-workers

Although emotional attachment to colleagues in the workplace is important element of commitment, it is not enough on its own. This important aspect, however, must not be neglected but maintained through frequent, pleasurable contact with peers (Baumeister & Leary, 1995). Unless there is occasion for frequent and rewarding interaction, stronger feelings of belonging that can bind employees to the organization are unlikely to emerge. Organizations that want to build high levels of commitment and job satisfaction should look for ways to build this through group activities both in and out of work.

2.2.2.3 Effects of training opportunities to job satisfaction of employees

When looking at the relationship between job satisfaction and job performance. Judge *et al* (2001). Specified and found five different models to be empirically plausible. They also discuss two additional models of the satisfaction performance relationships, which they conclude are not plausible. These models have often been hard to distinguish empirically in past research, because much of the satisfaction-performance data is cross-sectional and therefore cannot unequivocally

demonstrate causation (Kenny, 1979; James, Mulaik and Brett 1982). Aside from the three direct causal models of the satisfaction-performance relationship suggest that other, exogenous variables may determine the relationship between satisfaction and performance (Judge et al.2001). In considering the possibility that satisfaction and performance are influenced by attitudes, Fishbein and Ajzen (1975) state that those positive or negative attitudes toward a behavior can lead to enactment of that behavior by way of behavioral intentions.

2.2.2.4 Employee Involvement and Participation

Research conducted by Cox *et al* (2006) indicated that to be effective, employee involvement and participation mechanism have to be embedded in the organization well established and the part of everyday working life, combination of involvement and participation practices work best to improve employee job satisfaction. The main barriers to effective employee voice appear to be a partial lack of employee enthusiasm, absence of necessary skills to implement and manage employee voice programs.

2.2.2.5 Group Membership and support

To build commitment, being a member of a particular organization must not only satisfy employees' social need to affiliate and belong, but must also create a sense of collective identity that differentiates the group from other organizations. There are two ways to achieve this (Hogg *et al.*, 1995): (i) establish a social boundary that indicates that an identifiable collection of people or unit exists; (ii) the group must assume some evaluative meaning, *ie*, the group has to offer something that the employer wants or needs. There are many situational features that contribute to a sense of group membership. The more exposure that employees have to these features, the more likely they will be to feel like a part of the group and to incorporate that membership into their concept of who they are.

One function of supervisor is to oversee the work of its subordinate. Supervision has a direct relationship on the job satisfaction, performance and behavior of subordinates, including efficiency and quality. Management should develop communication and interpersonal skills to enhance the performance of the company (Michael, Judd H; Leschinsky, Reiner; Gagnon, Mark A, 2006).

Communications to direct subordinates have a positive relationship to performance and commitment of subordinates (Goris et al., 2000). Employees that are given adequate feedback, as appropriate, and consultative feedback tend to improve their performance Michael, Judd H; Leschinsky, Reiner; Gagnon, Mark A, 2006).

2.2.3 Environmental Factors

2.2.3.1 Work-life balance

Both men and women report conflicts of trying to achieve a balance between the demands of family and the demands of the job, but the difficulties are usual. A survey of 523 workers at a fortune 500 company in the U.S found that the greater the number of hours worked, the higher the reported feeling that work was interfering with family life, and the higher the level of reported stress, which, in turn, lowered level of job satisfaction (Major, Klein and Ehrart, 2002).

Flexible working scheduling and supportive supervision are highly effective ways in which organizations can help reduce work-family conflicts among employees. Both supportive bosses and flexible working hours lead to increase in employee perceptions of having some personal control over their work and family demands. These feelings of greater lead, in turn, to lower level of conflict and stress thus higher job satisfaction.

2.2.3.2 Organizational Justice

Refers to how fairly employees perceive themselves to be treated by their company, when a worker believe they are being treated unfairly (perceived lack of justice), their job performance, job satisfaction and organizational commitment are likely to decline. Under these circumstances, employee also report higher level of stress, and they are more likely to file grievances or seek other jobs. Employees who work in large authoritarian culture organization are likely to have a low opinion of the level of organizational justice in their work place. Consequently, they may retaliate

against the organization by reducing their productivity and job performance (Cohen-charash and Mueller, 2007).

Research has shown that participation in decision making can contribute to increase in feelings of organizational justice, which, in turn, can lead to increased job satisfaction (Mayer, Nishii and Goldstein, 2007)

2.2.3.3 Performance appraisal feedback

Herzberg (1974) suggests that to satisfy an employee provide regular and continuous feedback on productivity and job performance directly to employees instead of through their supervisors. Performance appraisals are likely to be ineffective or potentially damaging to an individual motivation. For example, if the achievements of performance objectives agreed in appraisal are not supported with appropriate learning and development activity, then this may result in failure to achieve objectives and employee disillusionment.

2.2.3.4 Status (occupational level)

The higher the occupational level or status of a job, the higher the job satisfaction. Executives express more positive attitudes and feelings than do first-line supervisors, who, in turn, are usually more satisfied than their subordinates are. The higher the job level, the greater is the opportunity for satisfying motivator needs. Also, higher-level jobs offer greater autonomy, challenge and responsibility satisfaction of Maslow's esteem and self-actualization needs also increase with each level in the organization hierarchy.

Job satisfaction varies with job category. High job satisfaction is more likely to be reported by entrepreneurs (self-employed) and by people in technical, professional and managerial jobs. The least satisfied employees work in manufacturing and service industries.

2.3 Critique of the review

Past studies such as Mueller and Price (1993), Bradley and Brian (2003), Judge et al. (2001) and Motowildo et al. (1997) have discussed job satisfaction in different organizations. None of them have directly looked at the effect job satisfaction has on the performance of Hospital employees. This study seeks to review job satisfaction and how it affects employee performance and seeks to

fill the gap that has been left out by the past studies on how job satisfaction affects performance of Hospital employees.

2.4 Summary of the review

Job satisfaction has been a subject of great interest among behavioral scientists and human resource management researchers over period of time. Number of organizational, individual and psychological factors have been identified to enhance satisfaction level. However, these factors have been revisited time and again and job satisfaction determinants information is still inconclusive. This leads to development of a conceptual model to test job satisfaction among the Health Sector employees of Narok County Referral Hospital and to assess the magnitude of different factors that affects job satisfaction of employees' in the health industry in Kenya.

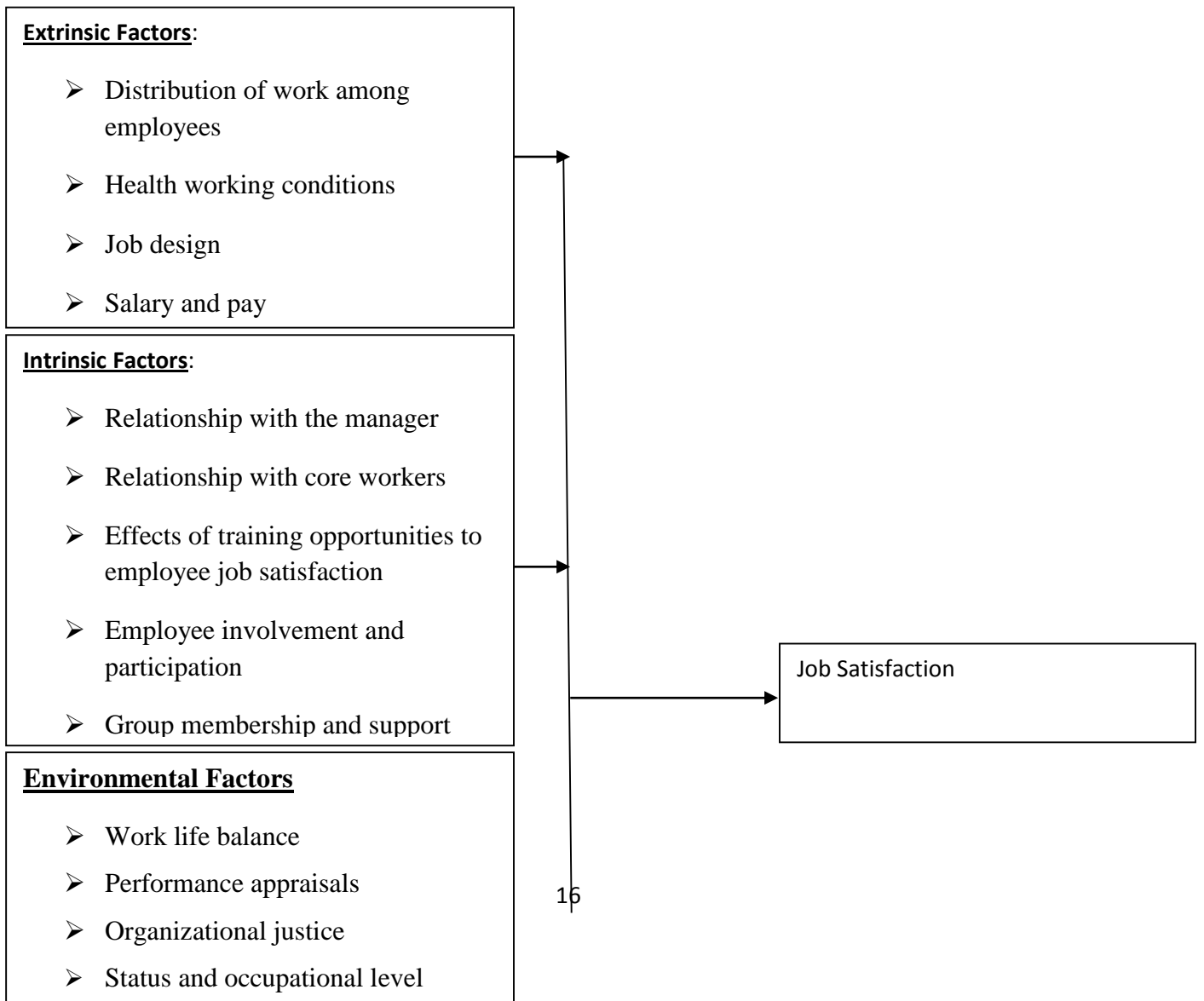
2.5 Conceptual framework

The study conceptualizes that there are eleven variables or factors. The research model was tested at Narok County Referral Hospital and aim to assess the variance in different factors of job satisfaction. Once the data will be collected, it will be used to evaluate the significance of various factors to the dependent variable of the job satisfaction.

Figure 2.1 conceptual frame work showing determinants of job satisfaction

INDEPENDENT VARIABLES

DEPENDENT VARIABLE





Source: researcher, 2017

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.0 Overview

This chapter gives a detailed description of how the study will be carried out. In particular, it outlines the research design to be used in the study, the target population, the sample size and sampling procedures, data collection tools and procedure and validity of data.

3.1 Research design

Research design refers to the way a study is planned and conducted (Polanski and Weller, 2009), the procedures and techniques employed to answer the research problem (Polanski and Weller, 2009). It explains the pattern the research intends to follow so as to control variance- maximize variance due to the independent variables, eliminate or reduce influence of extraneous variables, minimize error variance and at the same time ensure that the findings can be tested for significance.

This study was conducted through a survey research design approach. Survey design describes the events as they are in the real life context in which they occurred (Polanski and Weller, (2009). This research design was suitable for this study because it was able to appropriately capture the required data within the specified time for the study. It was able to provide the required data more quickly and enabled the gathering and analysis of the relevant information. Kerlinger, (1969) asserts that descriptive studies are not only restricted to fact finding but may also result in the formulation of important principles of knowledge and solutions to significant problems. This involves

measurement, classification, analysis, comparison and interpretation of data. The research used descriptive survey because this design can be used to collect data about human development, habits, opinions and attitudes (Orodho and Kombo 2002).

The design of the study was a survey research design because the researcher wanted to describe the factors influencing employee job satisfaction. This research method is to facilitate the collection of data from a medium population within a reasonably short period of time and at a lower cost. The study utilized a descriptive survey design. This was appropriate because the study intended to come up with findings that show the current situation within the hospital.

3.2 Research location

The study was carried out at Narok County Referral Hospital which is located in Narok County.

3.3 Target population

Oso and Onen (2005) define target population as the total number of subjects that are in the interest of the researcher. The target population constituted all Health Sector employees working at Narok County Referral Hospital. The accessible population was 29 employees out of 288 employees.

3.4 Sample size and sampling procedures

The researcher employed purposive sampling design. This is because it provided equal chances to every sample of a given size in the accessible population, (Mugenda and Mugenda, 2004). This study used a consensus in selection of the sample size of 29 employees because of small number of employees and due to night shift that the Health Sector operates hence some staffs are inaccessible.

Department	Number of employees	Sampled
Medical Officers	222	22
Admin. Staff	27	3
Supportive Staff	39	4
TOTAL	288	29

3.5 Data collection instruments

The primary data was collected using closed ended questionnaires. The instrument was preferred because it is free from bias of the respondents and ensured confidentiality.

3.6 Data collection procedure

A questionnaire with closed ended questions was used to collect data. The researcher's purpose of using this method was to obtain valid and reliable information so that specific research questions were answered. According to Kothari, (2004) questionnaires are; first it is cheap to administer since it does not require a trained researcher to distribute and collect the questionnaire. Secondly, it eliminates interaction between the interviewer and the respondents which reduces biases. Moreover, the person filling the questionnaire is anonymous and therefore may be willing to give information especially over sensitive issues. It is a useful method, particularly when the questions are straightforward enough to be comprehended without verbal explanation. However, the researcher cannot probe for further information, cannot control who fills the questionnaire and the response rates may be low (Kothari, 2004).

According to Ng'ang'a et al (2009, questionnaire is an efficient research tool because the researcher is likely to obtain personal ideas from the respondent. The respondents are set free to read questions and complete the questionnaire and return it at the end of the activity. The questionnaires were distributed by the researcher in person to departmental heads in order to distribute them to employees. This was done after seeking the permission from relevant authorities.

3.7 Validity and reliability

Validity is the degree to which results obtained from the analysis of the data represent the phenomenon under study [Mugenda and Mugenda 1999]. They further stated that there are five types of validity namely: construct validity, content, face, predictive and criterion validity. To enhance content validity, a standardized questionnaire developed by Cooper (1994) for measuring the general satisfaction of the employees, as a tool for collecting the data was used. Though it was a standardized questionnaire, the researcher consulted the supervisor to ensure that an appropriate questionnaire is developed.

3.8 Pilot study

According to Mugenda and Mugenda (1999), the recommended pilot sample is one percent to ten percent of the sample size. A pilot study was conducted to determine whether the research design and methodology was relevant and effective. A total of 10 percent questionnaires was prepared for this purpose.

3.9 Data Analysis

Data was collected by use of questionnaires and observation. Excel software was used in the analysis of coded data. Descriptive techniques such as the use of frequency distribution tables, bar graphs and pie charts was used in the presentation of the findings of the research. According to Fink (2010: 180), data analysis can be considered as the process involving the selection and focus of data, in addition to the discarding of irrelevant data. It also involves statistics of organizing and interpreting numerical information. The analyses are descriptions. In this study, the questionnaire was analyzed statistically, by using Excel software.

CHAPTER FOUR: DATA ANALYSIS

4.1 INTRODUCTION

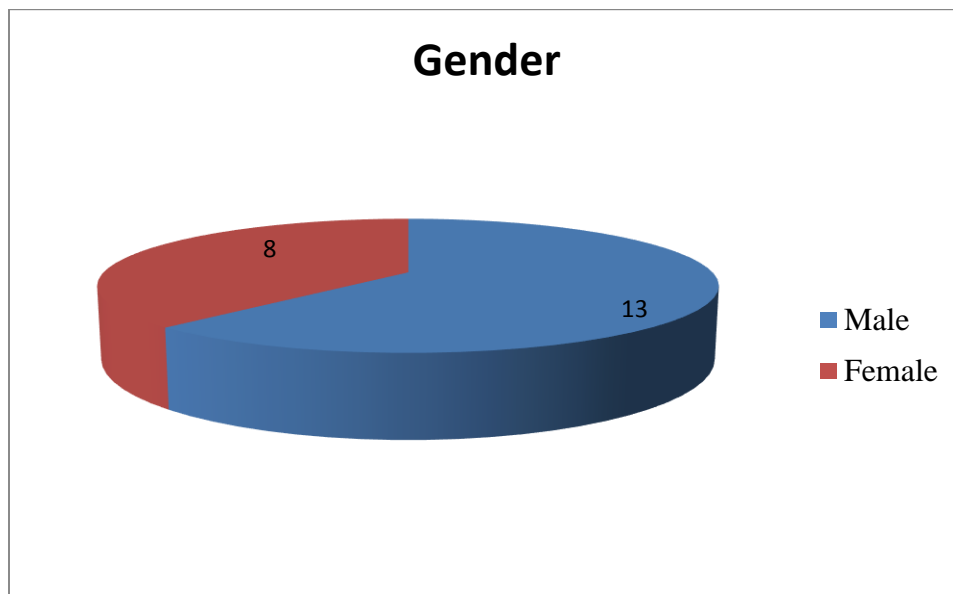
This chapter provides a detailed analysis of the findings and interpretation of the results. The purpose of the study was to determine the factors affecting employee job satisfaction in government institutions, specifically at the Narok County Referral Hospital. The objectives of the study covered aspects such as health working conditions, relationship with colleagues and the managers, occupational level and organizational justice. The descriptive statistics provided an overview of results and are illustrated by bar charts and pie charts.

4.2 PRESENTATION OF RESULTS

Table 4.2.1: Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	13	61.9	62.0	62.0
Female	8	38.1	38.0	100.0
Total	21	100	100	

Figure 4.2.1: Gender of the respondents



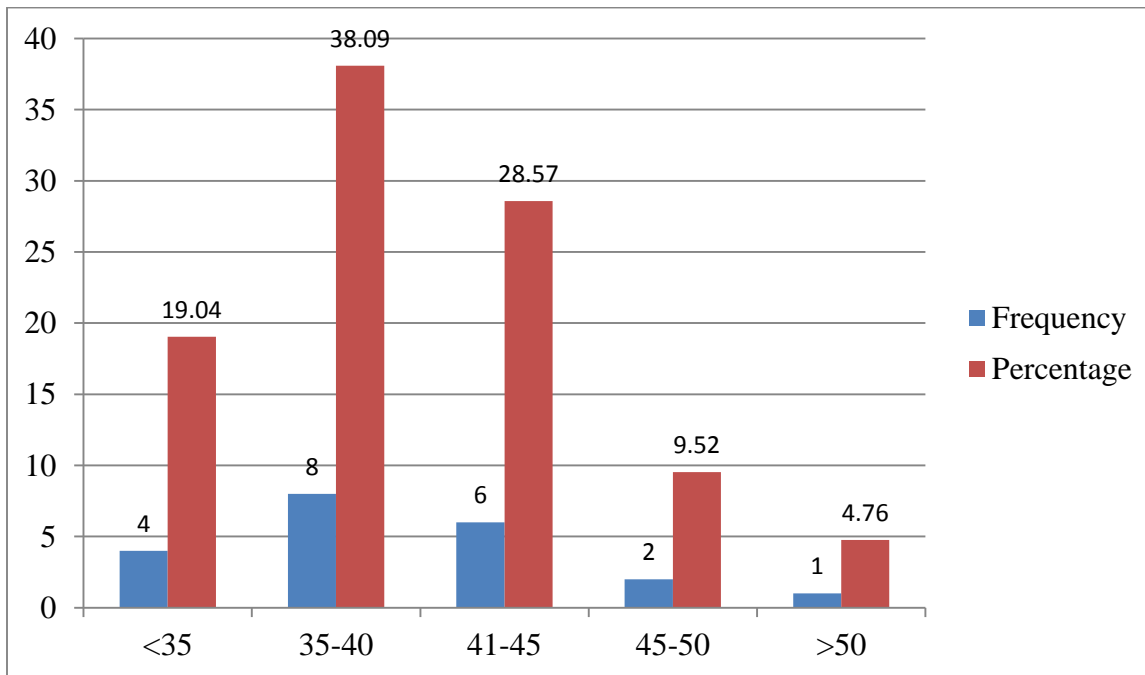
Source: Researcher, 2017

Table 4.2.1 and Figure 4.2.1 show that 62% were male and 38% of the respondents were female. This shows that the demographics of the workers at Narok County Referral Hospital, in terms of gender, are mostly constituted by males. Therefore, Narok County Referral Hospital still has to improve on this aspect.

Table 4.2.2: Age of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
<35 years	4	19.04	19.0	19.0
35-40years	8	38.09	38.1	57.1
41-45years	6	28.57	28.6	85.7
46-50years	2	9.52	9.5	95.2
>50years	1	4.76	4.8	100.0
Total	21	99.98	100.0	

Figure 4.2.2: Age of the respondents



Source: Researcher, 2017

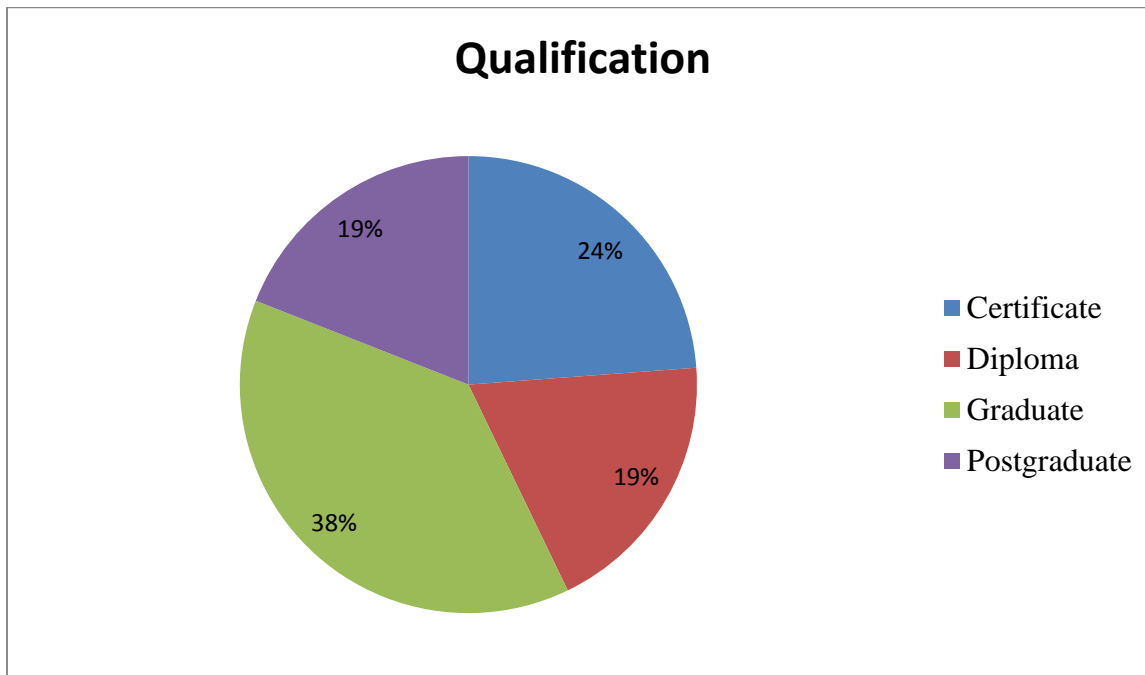
The findings of the study indicate that 4 (19.04%) and 8 (38.09%) respondents were from the less than 35 years and 35-40 years' age groups respectively, while 6 (28.57%) respondents were from the 41-45 years' age group and 2 (9.52%) respondents from the 46-50 years' age group,

with the lowest number of 1 (4.76%) respondent from the age group of 50 years and above. This could be because employees at this age are mostly likely to retire, and therefore did not feel the urge to participate in any issue that concern health development.

Table 4.2.3: Qualification of the respondents

Qualification	Frequency	Percent	Valid percent	Cumulative Percent
Certificate	5	23.8	23.8	23.8
Diploma	4	19.0	19.0	42.8
Graduate	8	38.1	38.2	81.0
Postgraduate	4	19.0	19.0	100.0
Total	21	99.9	100.0	

Figure 4.2.3: Qualifications of the respondents



Source: Researcher, 2017

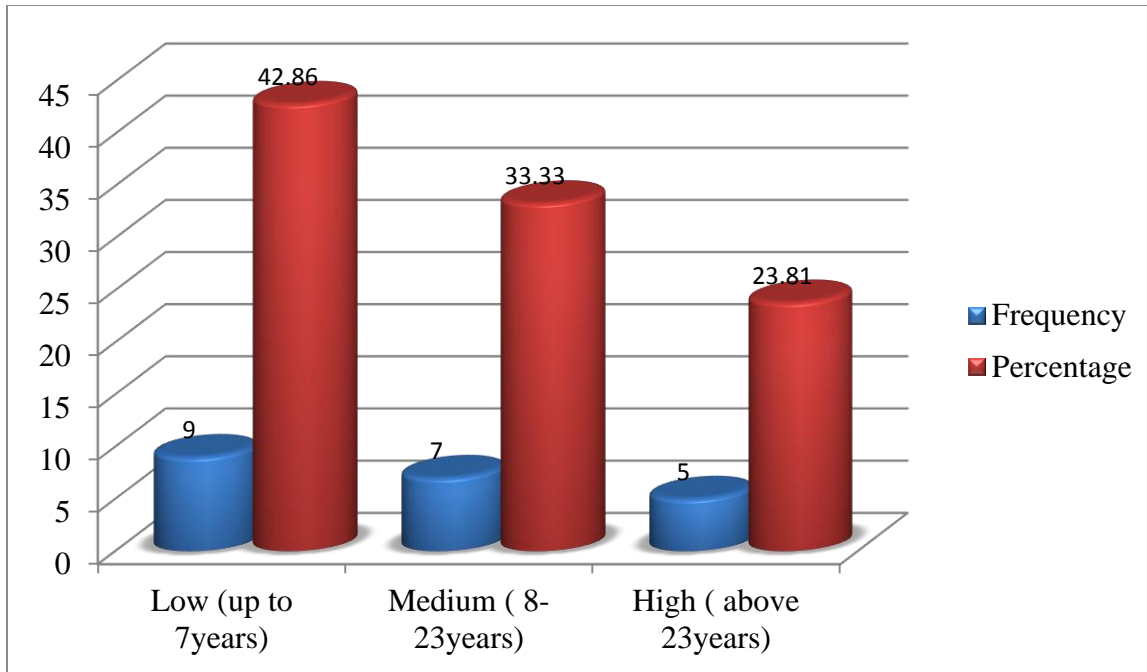
The majority of the respondents (38.2%) were doctors, nurses or administrators. More than a third of the respondents had a degree as a qualification. A further (19%) of the respondents had

diploma as a qualification. Therefore, this indicates that the majority (57.2%) of the staff at Narok County Referral Hospital meet the requirements for offering health services.

Table 4.2.4: Experiences of the respondents

Experience	Frequency	Percent	Valid percent	Cumulative percent
Low (up to 7years)	9	42.86	42.9	42.9
Medium (8-23years)	7	33.33	33.3	76.2
High (above 23years)	5	23.81	23.8	100.0
Total	21	100.0	100.0	

Figure 4.2.4: Experiences of the respondents



Source: Researcher, 2017

The findings indicated in Table 4.2.4 and Figure 4.2.4 show that 9 (42.86%) of the respondents had one to seven years of service at Narok County Referral Hospital. These employees may not be fully familiarized with the organization’s culture due to the short working experience.

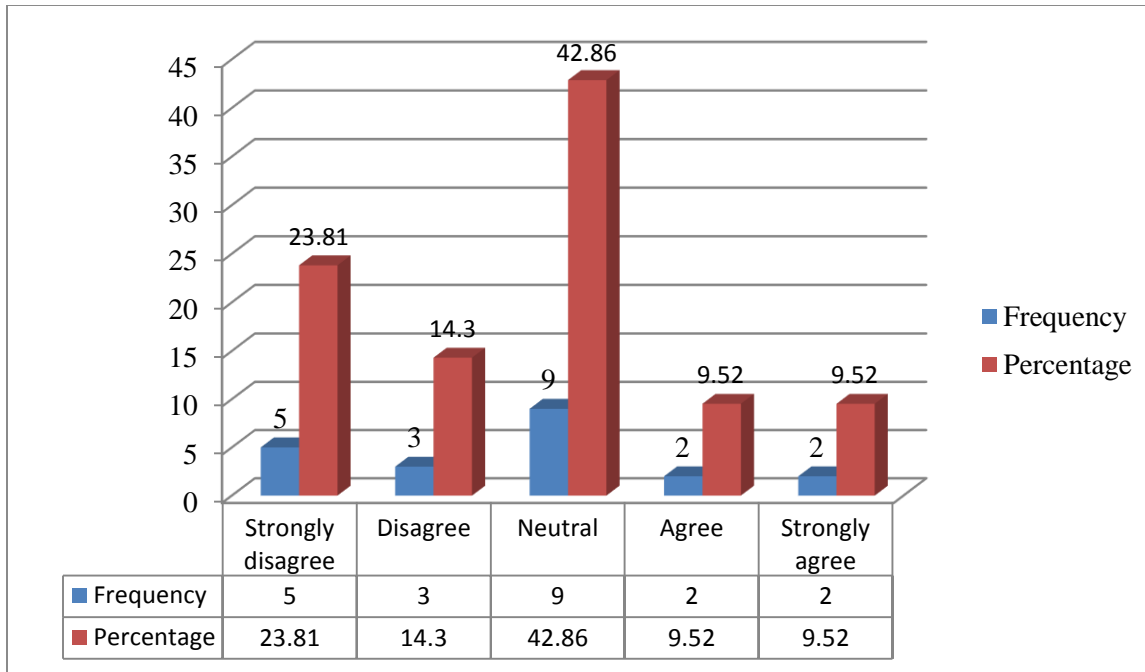
Respondents who have had eight to twenty-three years of service in the health sector make up 33.33% of the respondents, while only five of the respondents who make up 23.81% have had above 23 years of experience in the health sector or industry.

SECTION B

This section will discuss the results pertaining to variables on factors affecting employee job satisfaction in Narok County Referral Hospital in terms of three factors namely: extrinsic factors such as pay, intrinsic factors such as team work and communication in the workplace and lastly environmental factors such as the occupational level of employees in the workplace. The figures below give a detailed analysis of the findings.

5.3: Extrinsic Factors

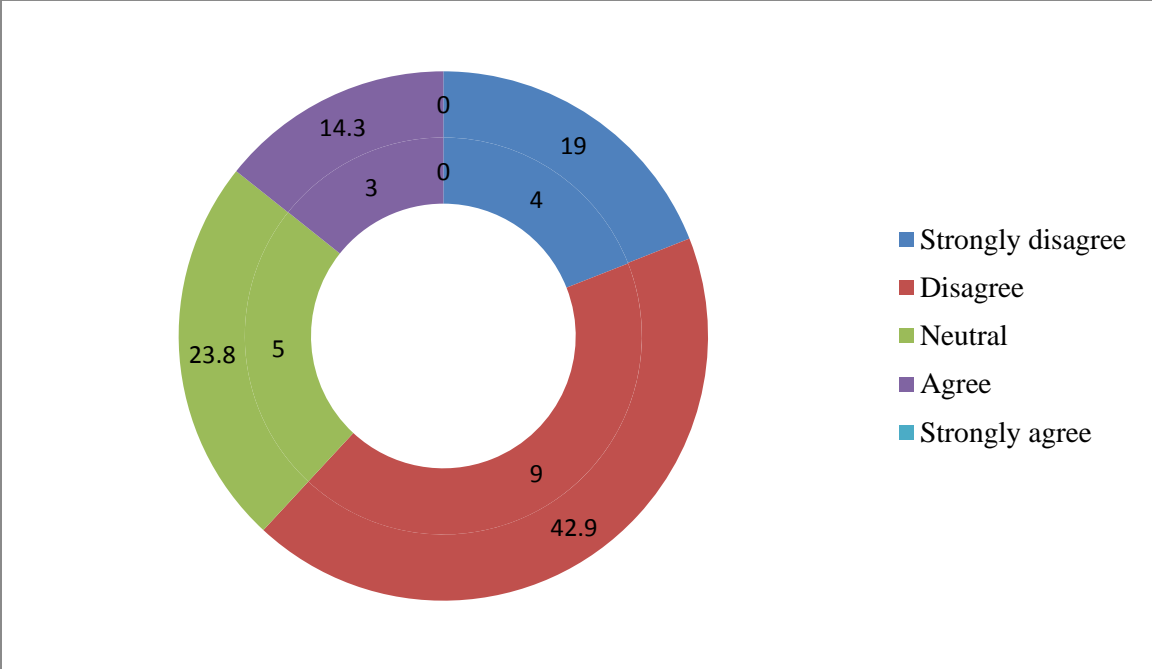
Figure 4.3.1: Job distribution among employees factoring in sex and age



Source: Researcher, 2017

This section deals with the distribution of the jobs equally at Narok County Referral Hospital in terms of sex and age across all departments. From the results in figure 4.3.1 above, it is evident that it is not true that jobs are evenly distributed factoring in sex and age. About 38% of the respondents disagreed on the basis that the jobs are equally distributed, women being the majority refusing the statement. Some decided to keep their thoughts neutral which raises an alarm that job distribution is an issue in Narok Hospital.

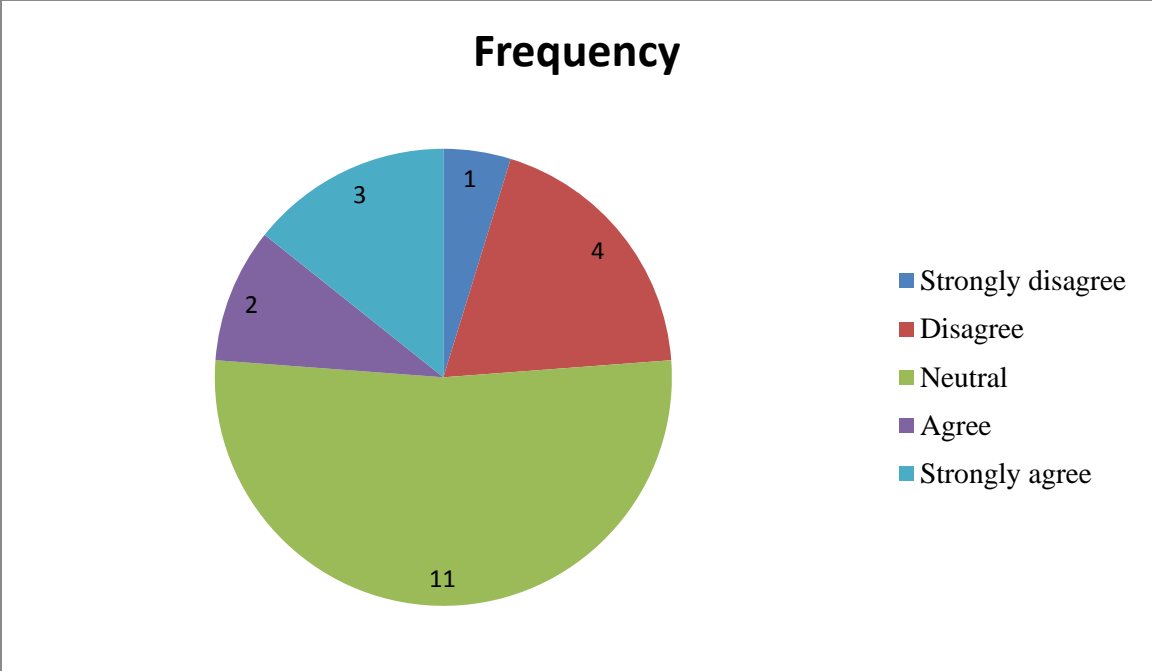
Figure 4.3.2: Health working conditions



Source: Researcher, 2017

The majority of the respondents feel that the health working conditions at Narok County Referral Hospital are not healthy and safe. The lack of safe and hygienic medical equipment like gloves is a problem that the management of the hospital should consider taking as a major challenge in making their staff comfortable and safe. Figure 4.3.2 shows that about 37% of the respondents who mostly are men, agree or rather are neutral to the fact that the working environment and condition at the hospital are up to their standards in terms of health and safety at the workplace.

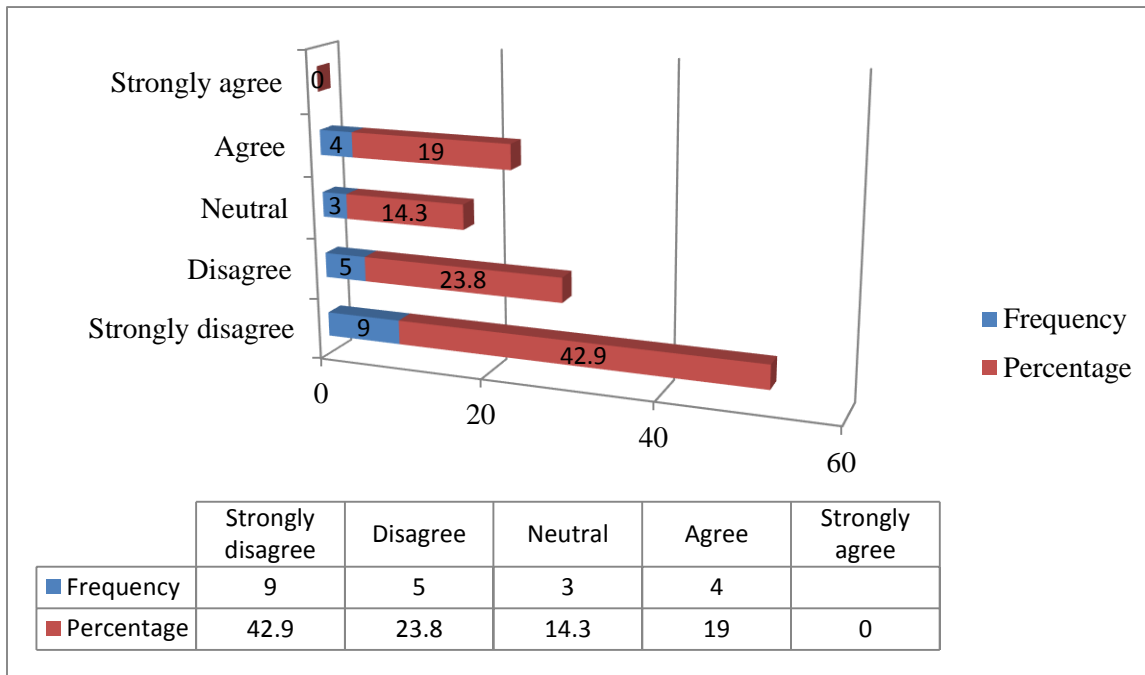
Figure 4.3.3: Job design



Source: Researcher, 2017

This section deals with the job design. It is evident in the figure 4.3.3 above that the management of the hospital is trying their best to meet the requirements of their employees and maintaining the employees' performance. The majority of the respondents 52% are neutral to this statement. The health sector has different departments and in order to maintain a higher performance of the workforce, the management should from time to time consider job rotation in order to provide high quality to the patients or rather for achieving certain targets.

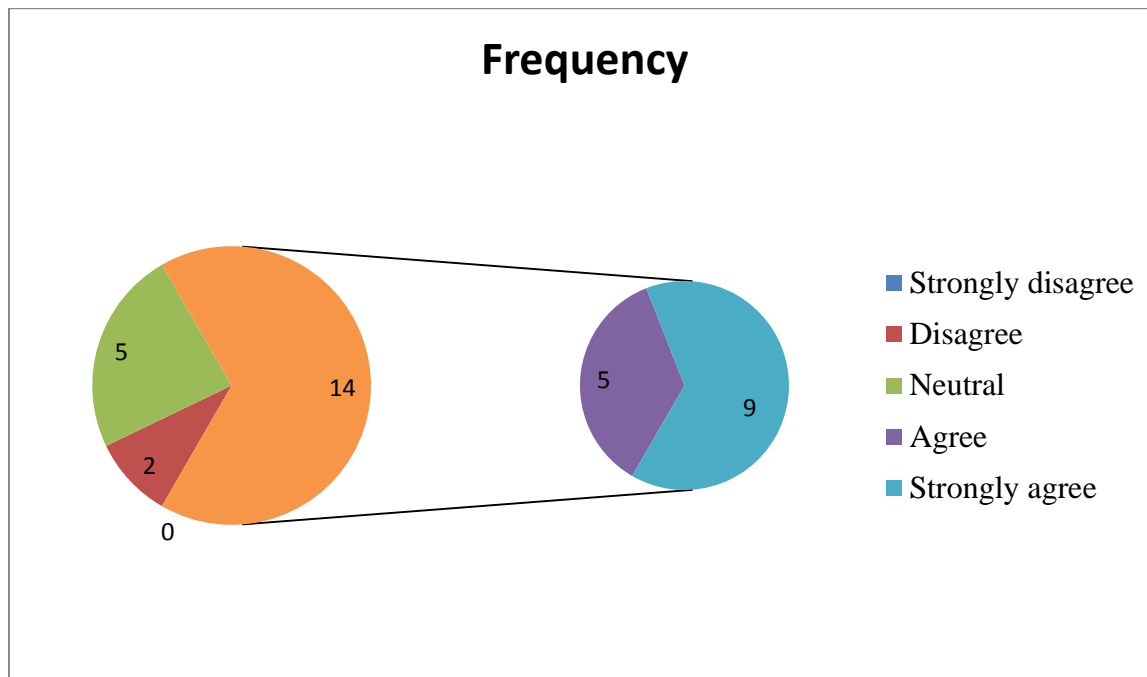
Figure 4.3.4: Employee benefits



Source: Researcher, 2017

It is visible from figure 4.3.4 that there is little or no employment benefits given to the employees by the management. Respondents’ disagreement, to not being given employment benefits as they deserve, is indicated at the 65% of the respondents, which includes also not being recognized for the work that they do. Even though they are not being given enough employment benefits, about 35% of the respondents believe that they are satisfied with the employment benefits being given to them.

Figure 4.3.5: Employee pay and salary

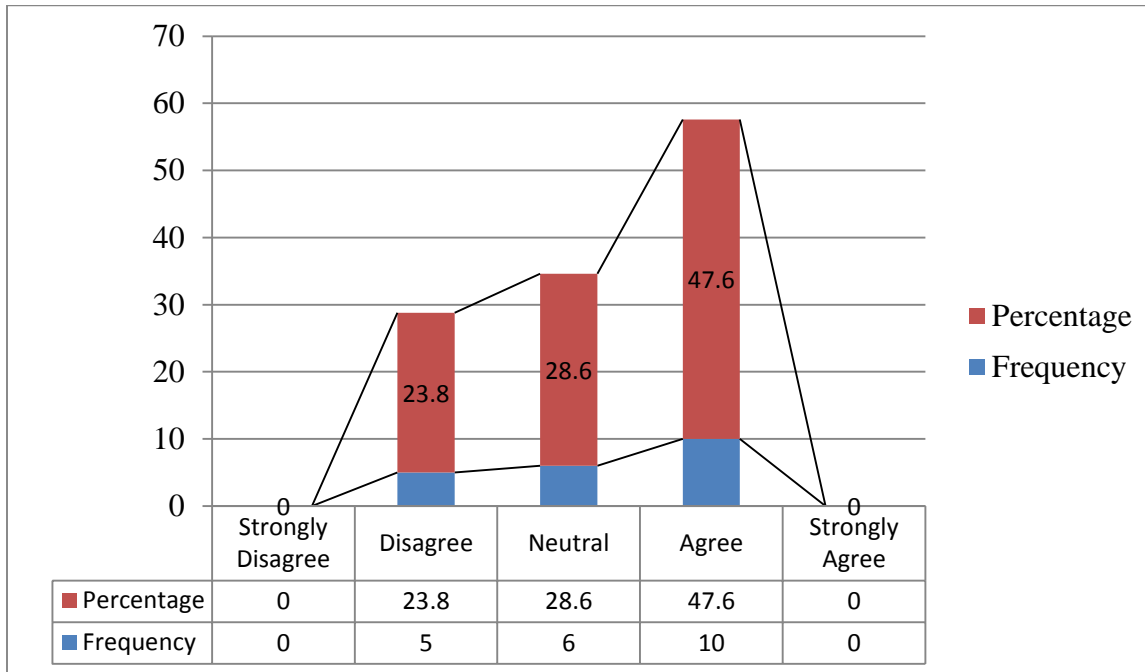


Source: Researcher, 2017

The results on whether respondents feel that salary or pay rise increases their job satisfaction yielded a high percentage of about 66% of the respondents who agreed, 24% of the respondents were neutral and 10% of the respondents disagreed. From the results, most of the respondents believe that pay rise can help them in increasing or maintaining job satisfaction in the workplace.

INTRINSIC FACTORS

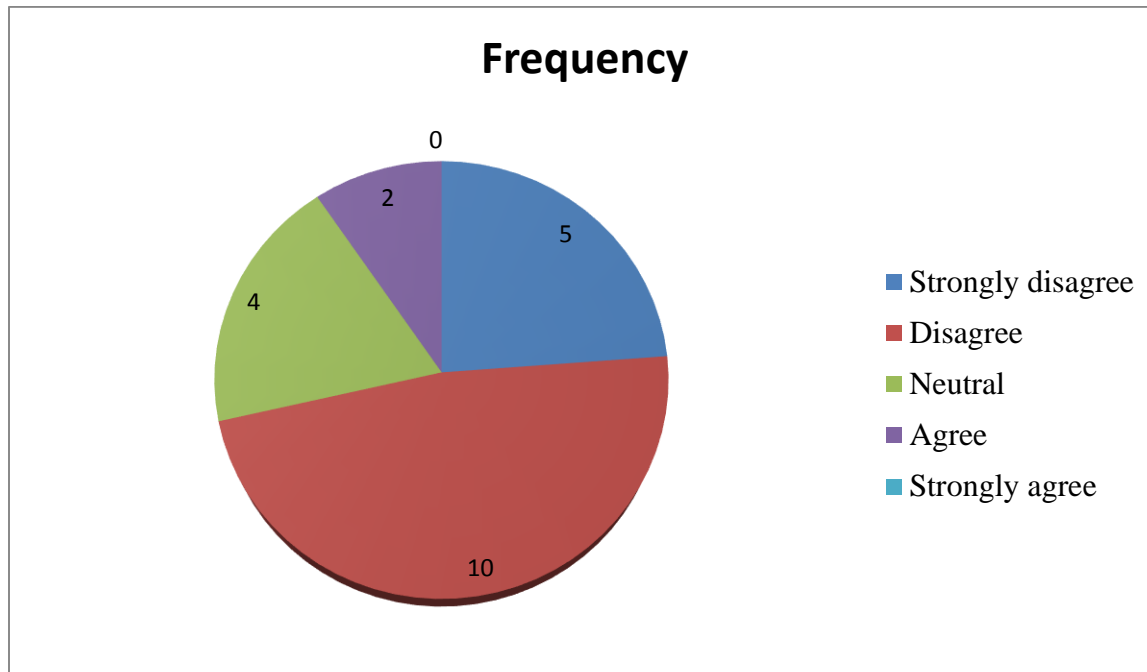
4.3.6: Training opportunities



Source: Researcher, 2017

The majority of the respondents feel that there are enough training opportunities being offered at Narok County Referral Hospital. About 29% of the respondents are neutral to this statement that stated that training opportunities are available, enough and are fairly conducted to improve employee performance and growth. Figure 4.3.6 shows that about 24% of the respondents, who mostly are men, disagree that there are enough training opportunities available at the hospital.

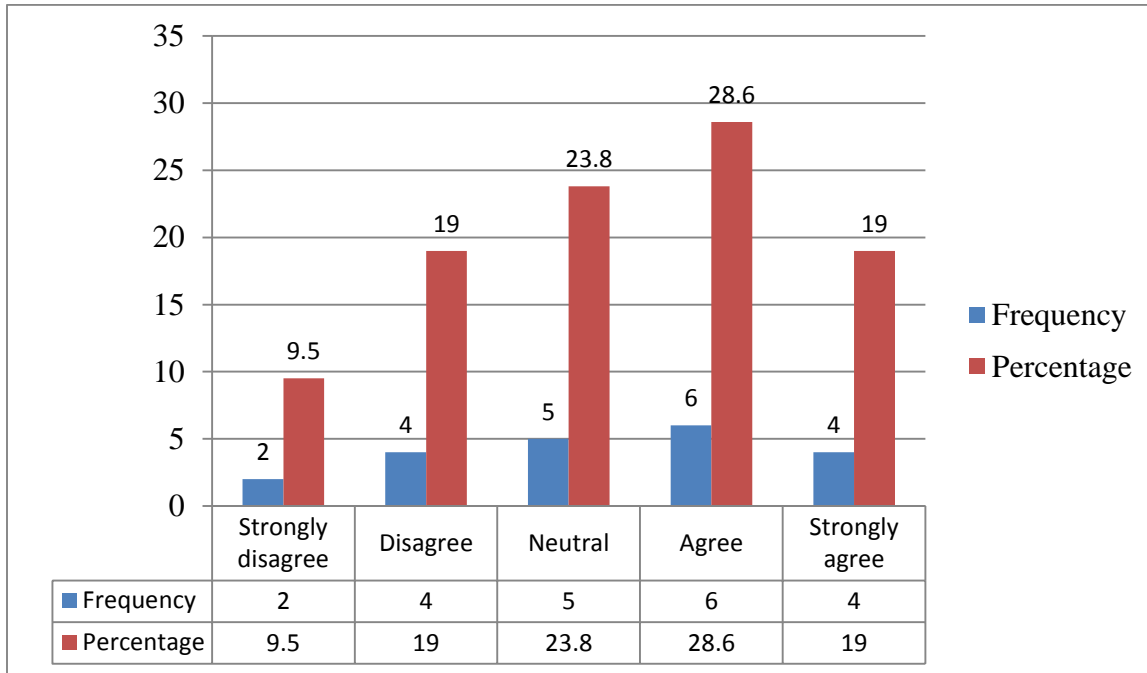
Figure 4.3.7: Fair and equal treatment of employees in the workplace



Source: Researcher, 2017

There is definitely minimal sign of employees at Narok County Referral Hospital being treated fairly and equally. Figure 4.3.7 shows that 23.81% of the respondents strongly disagree, while 47.62% of the respondents disagree to being treated fairly in the workplace. Just 19.05% of the respondents are neutral and lastly only 9.52% of the respondents agreed to the fact that the hospital treats them as the employees free and fairly.

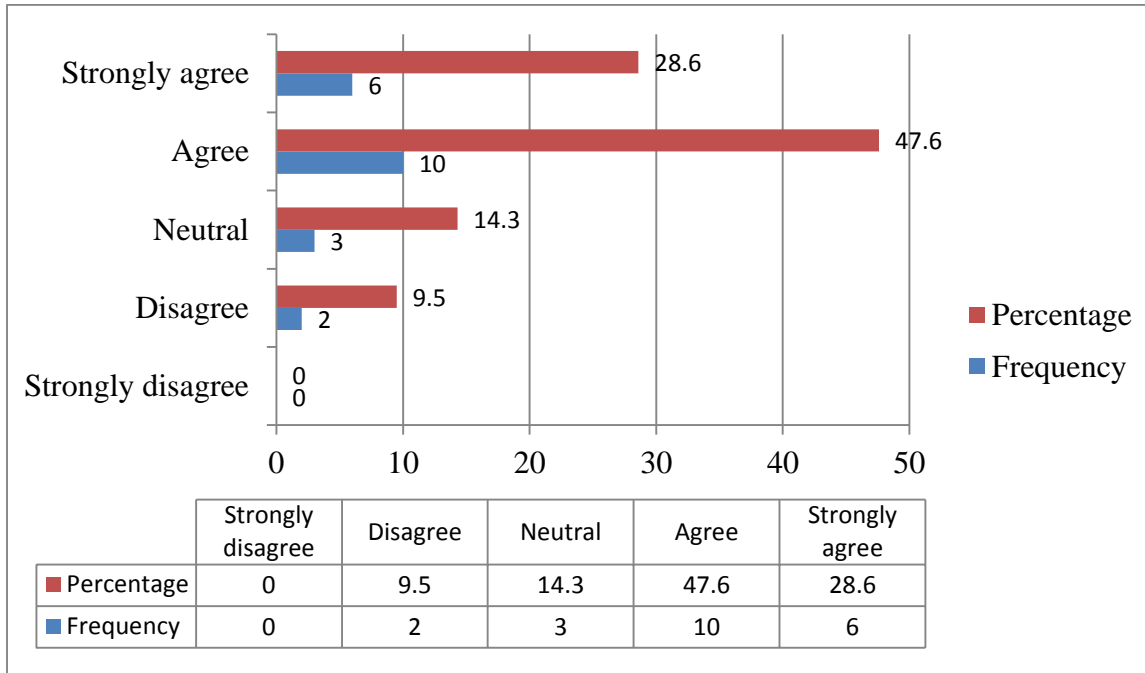
Figure 4.3.8: Relationship with the supervisor



Source: Researcher, 2017

The results on whether respondents feel that their manager is helpful, trustworthy and respectful yielded a high percentage of about 47% who agreed, 24% of the respondents were neutral and 29% of the respondents disagreed.

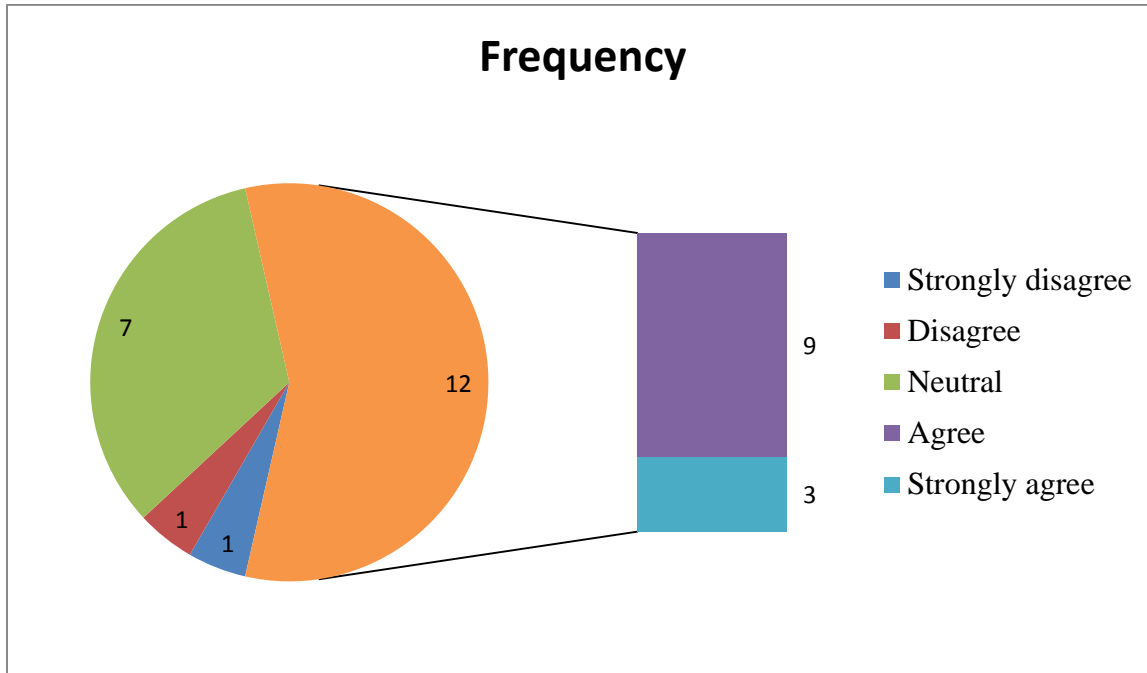
Figure 4.3.9: Relationship with colleagues



Source: Researcher, 2017

This section deals with the relationship between colleagues as employees. It is evident from the results, shown in figure 4.3.9, that there is quite good relations between the health employees within the departments in the hospital. Communication channels are perceived to be open in Narok County Referral Hospital. However, as an organization, there really is no cooperation amongst all, which brings us to the 9.52% of the respondents that disagreed that colleagues are helpful, sociable and friendly, as shown in the above figure 4.3.9.

Figure 4.3.10: Cooperation and team work among employees in the workplace

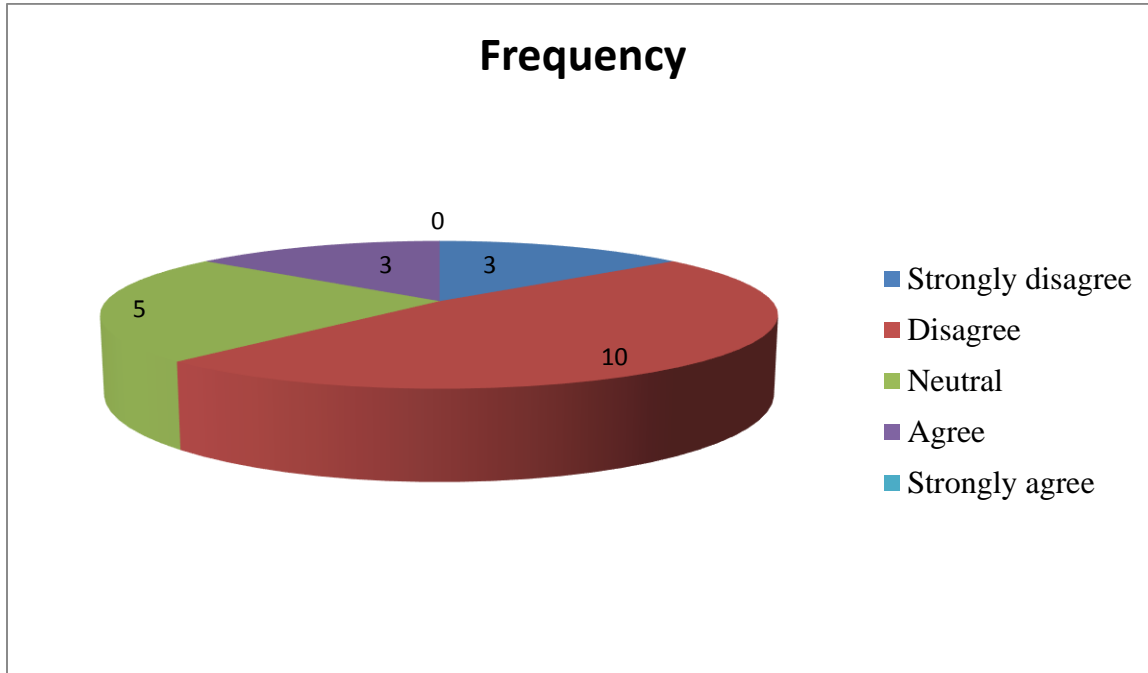


Source: Researcher, 2017

The results on whether respondents think that there is a spirit of cooperation and teamwork among them as employees of Narok County Referral Hospital, yielded a high percentage of about 57% of the respondents agreeing, 33% of the respondents being neutral and 10% of the respondents disagreeing. This indicates that the majority of the respondents from the hospital, are satisfied with the fact that there is cooperation and teamwork in the workplace hence feel motivated to work efficiently.

ENVIRONMENTAL FACTORS

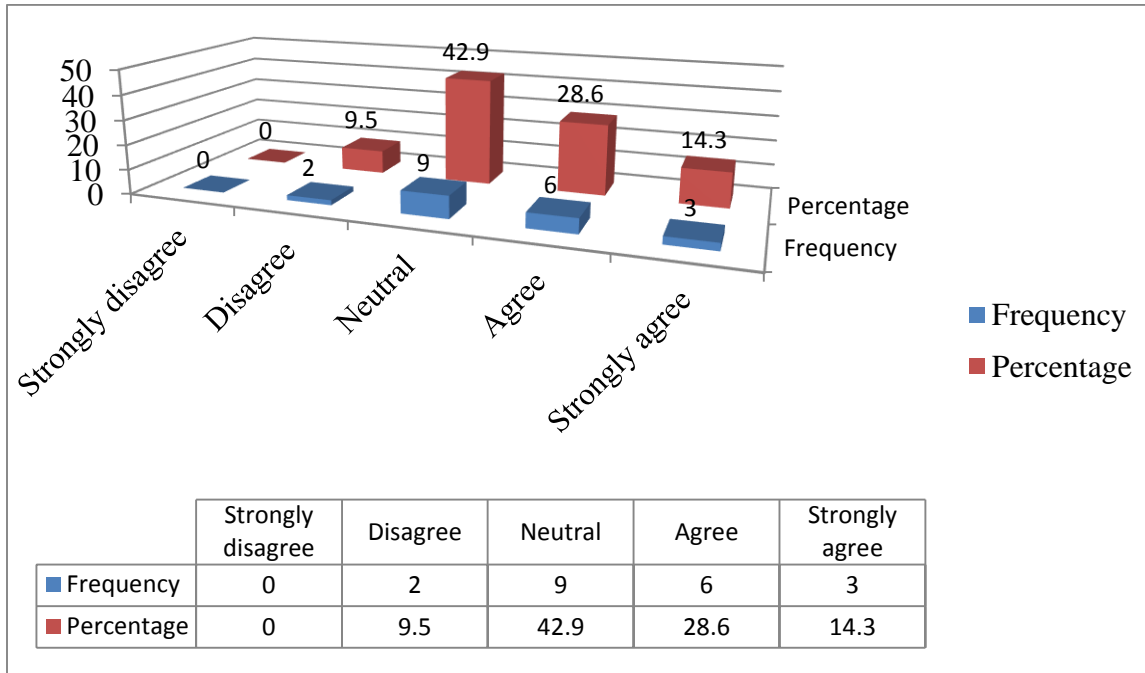
Figure 4.3.11: Performance appraisals



Source: Researcher, 2017

It is visible from figure 4.3.11 that most respondents disagreed on the fact performance appraisals are well conducted and are given on time. Even though majority disagreed, 14.3% of the respondents still agree believe that performance appraisals are well conducted and feedback is given on time. Due to delayed feedback on performance appraisals conducted within the organization, most respondents feel dissatisfied.

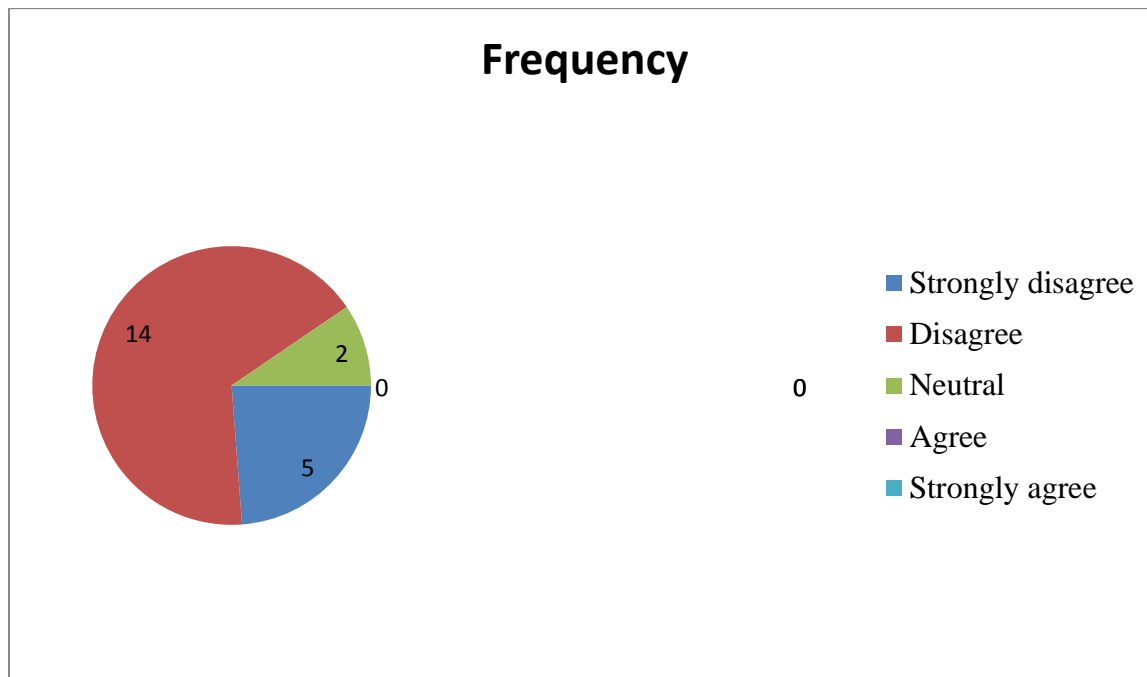
Figure 4.3.12: Organization policies and management styles



Source: Researcher, 2017

The results given above indicate that most of the respondents of Narok County Referral Hospital tend to agree that the organizations policies and management styles greatly influence their job satisfaction. They, therefore, still believe that the policies made by the management of the organization are not favoring their well-being while in the workplace and even personal life.

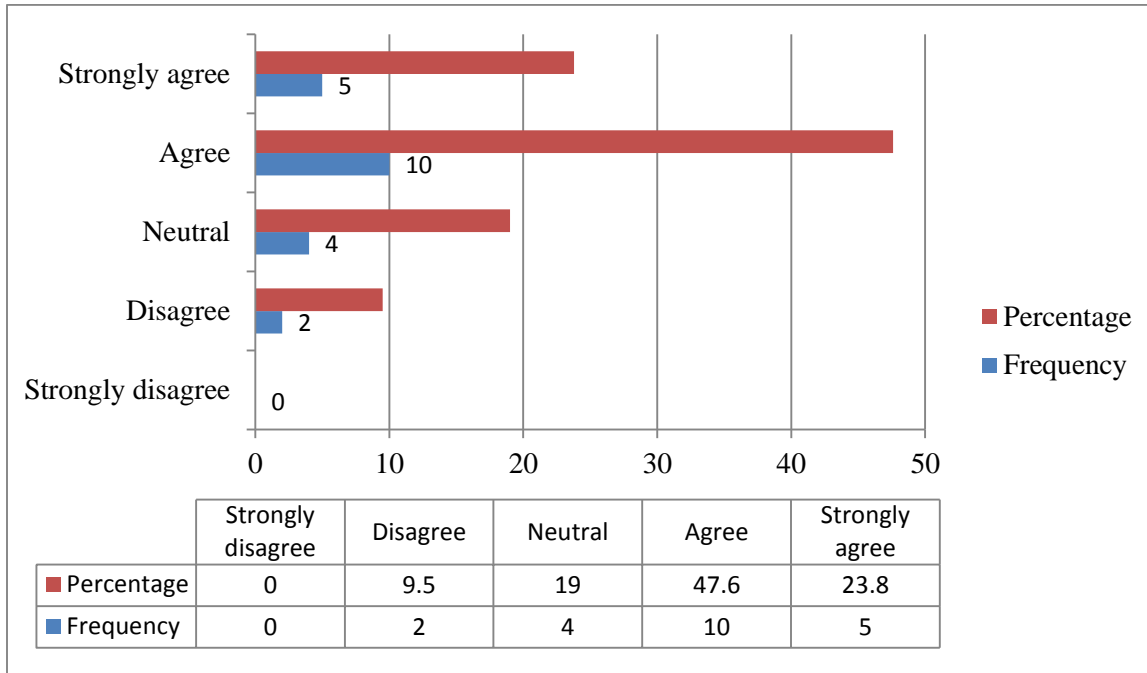
Figure 4.3.13: Flexible work arrangement to maintain work-life balance



Source: Researcher, 2017

There is a strong level of disagreement with the statement in this particular factor. Figure 4.3.13 above shows that there is a serious problem in maintaining work life balance. This lack of flexible work arrangement in order to strike balance between work and family time is one major reason for employee job dissatisfaction.

Figure 4.3.14: Status and occupational level of employees within the workplace



Source: Researcher, 2017

The figure 4.3.14 above indicates that most (over a half) of the respondents feel that their job descriptions match with their skills, abilities and experiences. Due to this positive factor in Narok County Referral Hospital, in context with the response from the respondents, the management of the hospital has done a good job in ensuring that employees are satisfied in terms of their skills and experiences by matching their skills to the job descriptions provided in the workplace.

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter summarizes the study, the findings related to the literature review, research questions, conclusions and implications of the study, as well as recommendations for further study, along with a brief conclusion of this chapter.

5.2 Summary of key findings

The research study revealed that the health sector employees at the Narok Referral County Hospital may not be satisfied with extrinsic factors which are: Job distribution among employees factoring in sex and age, the health working conditions, their job design, employee benefits and employee salary and pay in relation to job satisfaction, but their response to intrinsic factors such as training opportunities relationship with the supervisor and ‘work colleagues and team work among employees in the workplace was good. Although the good relations among Narok County Referral Hospital workers will ensure better performance, there are still no strong values that support health workers at the hospital.

The findings indicated that key aspects which affect employee job satisfaction at the Narok County Referral Hospital are related to factors such as employee salary and pay, working conditions, performance appraisals, flexible work arrangements to maintain work-life balance and fair and equal treatment of employees in the workplace. This shows that employees in the hospital are mostly affected by extrinsic and environmental factors and are therefore, not motivated to do their work more effectively.

5.3 Discussion of findings

According to Smith, Kendall and Hulin (1969), females would report lower levels of job satisfaction than males. Management have a challenge of determining dominant need of their health and medical services and offering opportunities. It shows that even though the management remain challenged, they should however strive to distribute work evenly factoring in sex and age

in order to develop and maintain sound relationships with their employees so as to ensure excellent issuing of medical services to customers or rather patients.

Literature indicates that different organizations or institutions use performance appraisals, employee benefits such as promotion, recognition etc. as a reward for higher productivity of their employees, which accelerates their efforts due to increased motivation. However, this is different at Narok County Referral Hospital, as employees indicated they are not satisfied with the employee benefits being provided and therefore this is a challenge to them (employees) because they tend not to find a reason to develop and advance themselves.

(Green et al., 1996; Nystrom, 1990; Setton et al., 1996) indicate that employees who have good relationships with their immediate managers have greater commitment and perform well. (Baumeister & Leary, 1995) also indicate that the relationship with colleagues stand out clearly as an element affecting job satisfaction because without their cooperation, smooth operations and support work performance can be jeopardized. The findings of this study revealed that health workers at the hospital have great and strong relationships with the supervisor and colleagues and they try by all means to work together on health issues.

Lack of salary was found to be a major challenge that needed great attention for the employees at Narok County Referral Hospital to remain satisfied with their job at the hospital. This is supported by (Brown, Stunman and Simmering 2003) who believe that high pay results in positive service outcome and high work performance and productivity. Pay affects the individual's overall level of satisfaction or dissatisfaction.

Literature points out that an understanding of how employees remain satisfied and committed to their work at the institution and the degree to which various factors contribute to their level of commitment, relies on the organization and it is very important to boost their morale (Malik 2010). Therefore, employee satisfaction at Narok County Referral Hospital is highly recognized through the satisfaction of their patients. Ensuring work-life balance of employees is an important aspect in ensuring flexibility of workers at the hospital. Based on findings from the literature and this

study, it is evident that employee job satisfaction remains an important variable and massive action should be taken in order to ensure that employees are satisfied at Narok County Referral Hospital.

5.4 Conclusions

5.4.1 Conclusions based on extrinsic factors that affect employee job satisfaction at Narok County Referral Hospital

This study discovered a total of 37% of the respondents, who indicated that the hospital does not distribute jobs evenly amongst employees cutting across their sex and age as factors of consideration. Most of the respondents were neutral. The relationship between job distribution and job satisfaction in this hospital is that the female employees feel that even job distribution is necessary for their motivation hence job satisfaction.

Most of the respondents, as indicated in the study, agreed that safe and conducive health working conditions is a motivator to job satisfaction. The study further indicates that the health working conditions at Narok County Referral Hospital are not safe and healthy which leads to employees not feeling the need to work to their best of ability.

It is very possible that there is little or no employment benefits given to the employees by the management in the hospital which indicates that employment benefits is a huge factor in ensuring employee job satisfaction because it could definitely boost their morale to work more efficiently and effectively.

5.4.2 Conclusion based on intrinsic factors that affect job satisfaction of employees at Narok County Referral Hospital

This study concludes that colleagues at the hospital communicate on a regular basis, which is evident from about 72% of respondents who were in agreement. This is good for performance as it ensures employee job satisfaction in the work environment.

The study further concluded that majority of the respondents emphasized on training opportunities being made available for them in the hospital. This brings as to the conclusion that the relationship between availability of training opportunities and job satisfaction is that there is essence is providing advancement and training opportunities for motivation to better work performance by the employees.

5.4.3 Conclusion based on environmental factors affecting employee job satisfaction in Narok County Referral Hospital

Of the respondents, a good number believe that the organizations policies and management styles greatly influence employee job satisfaction. This means that for employees to be satisfied, the management styles and policies should be structured in favor of the employees in order to increase a sense of belonging hence motivation.

Almost all employees disagreed to the statement that; there is flexible work arrangement structured in maintaining work-life balance in the hospital, which brings us to the conclusion that work-life balance is a major and important factor in employee job satisfaction. Without work life balance, here is no or less motivation in the work place which means that employees are dissatisfied with their jobs.

5.5 Implications of the study

The study has highlighted some of the critical factors affecting employee job satisfaction of the employees at Narok County Referral Hospital. This contributed to the literature on job satisfaction of employees in important ways, identifying those factors accounting for the greatest amount of variability in levels of job satisfaction across government institutions. The results of this study suggest there are opportunities for organizational leadership to improve employee perception and motivation which can in turn enhance the performance of the organization.

5.6 Recommendations

The following recommendations are made, based on the findings of this study:

The management at Narok County Referral Hospital should consider job distribution in the workplace important and distribute work among employees taking into consideration their sexes

and age to avoid negativity such as jealousy, rivalry and groupism that reduces motivation of employees hence affects employee job satisfaction which in turn leads to poor work performance of employees in the workplace.

The hospital management should use technology to improve health and medical services. The hospital should further provide their employees with necessary medical equipment and instruments like gloves for nurses and doctors in order to make their employees comfortable and feel safe.

Management at the Narok County Referral Hospital should implement health support services for continuous professional development of the employees at the hospital. This will assist the hospital in having competent people, with good experience, while still employed within the hospital. The image and brand of the hospital will therefore, be enhanced, as well as contributing to competitiveness in the health sector, on national and even international levels.

The management should create flexible work arrangement in order to maintain work-life balance of employees in the hospital. Narok County Referral Hospital management should also capacitate their employees to understand and take ownership of the hospital's values to ensure that their staff understand the processes and procedures within the hospital.

It is recommended that the management at Narok County Referral Hospital should reward employees for their achievements and afford them opportunities to advance, since money is not always a motivator. Employees can be rewarded in terms of extra work, such as research and being the opportunity to advance. Employee pay and salary should also be structured in compliance with the law and the organization's policies. Salary can be increased in relation to employer-employee agreement.

The study further recommends that health and medicine should be given an opportunity to attend research seminars and workshops, in order to support their health and medical output towards the patients.

5.7 Recommendations for further study

This study set out to analyze the factors that affect employee job satisfaction in the context of Narok County Referral Hospital. This project aimed to provide information for managers, chief executives, individual investors, future researchers and academicians who shall use it to make the

most appropriate decisions when faced with dissatisfaction of employee's job. Therefore, based on the findings of the research study, the following is recommended for further study:

The study recommends further research on other government institutions of Kenya be included in order to evaluate and analyze internal working relationships amongst employees and how that relationship impacts job satisfaction and respective work performance.

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APPENDICES

RESEARCH QUESTIONNAIRE

Dear respondent,

This questionnaire is designed to examine the effects of job satisfaction on performance of Narok County Referral Hospital employees. The information will be treated with absolute confidentiality.

Do not indicate your name.

Please respond to all items in the questionnaire as honestly as possible.

Section A: Demographic information.

Please indicate by use of a tick (✓) as appropriate response.

1 Indicate your gender

Male []

Female []

2. Indicate your age

Below 35 years [] 35-40 years []

41-45 years [] 46-50 years []

Above 50 years []

3. Indicate your highest academic qualification

Certificate [] Diploma []

Graduate [] Postgraduate []

4. Indicate your experience in the health sector

Low (up to 7 years) []

Medium (8-23years) []

High (above 23years) []

Section B: Questionnaire on factors affecting job satisfaction

In your opinion, to what extent are the following statements appropriately relevant to your job satisfaction at Narok County Referral Hospital. Using the scale 1-5 where 1 strongly agree and 5 strongly disagree

Please tick where appropriate.

Extrinsic Factors

	Statements	1 strongly agree	2 agree	3 neutral	4 disagree	5 strongly disagree
1	I feel that the jobs at Narok County Referral Hospital are evenly distributed across all departments factoring in sex and age.					
2	I feel that working conditions at Narok County Referral Hospital are healthy and safe.					
3	I feel that my job is well designed to meet my work requirements and performance and that there is regular job rotation, enrichment and enlargement.					
4	I feel that employment benefits given are enough.					

5	I consider salary or pay rise increases my job satisfaction.					
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Intrinsic Factors

	Statements	1 strongly agree	2 agree	3 neutral	4 disagree	5 strongly disagree
1	I consider that training opportunities are available, enough and fairly conducted to improve my performance and growth.					
2	I feel that Narok County Referral Hospital fairly treats its employees.					
3	I feel that my supervisor/manager is very helpful, trustful and respectful.					
4	I feel that my colleagues are helpful, sociable and friendly					
5	There exist a spirit of cooperation and teamwork among the staff.					

Environmental Factors

	Statements	1 strongly agree	2 agree	3 neutral	4 disagree	5 strongly disagree
1	I feel that performance appraisal is well conducted and feedback is given on time.					
2	I feel that the hospital policies and management styles greatly affects my job satisfaction.					
3	I feel that the organization has flexible work arrangement that strike a balance between work and family time.					
4	I feel that my job descriptions match my skills and experience.					

Thank you for your cooperation