

DETERMINANT OF JOB SATISFACTION AMONG HEALTH WORKERS IN GARISSA COUNTY GOVERNMENT

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Abstract: The General objective of this research was to evaluate the determinant of job satisfaction among health workers in Garissa County. The specific objectives of this project was to establish the effect Working Environment, Level of Pay, Career Development and Leadership Styles on the job satisfaction among health workers in Garissa County Government. The study was conducted on the public healthcare providers in Garissa County. The hospital attendants will also be targeted. In this county, a population of 450 health care providers of Garissa County were targeted, out of which a sample of 153 members representing 30% of target population were drawn using stratified random sampling method. Being an academic study, the period to be covered was 6 months. The study adopted both primary and secondary data analysis research design. Primary data was collected using semi structured questionnaires containing both closed and open ended questions to allow variety. The quantitative data was analyzed using descriptive statistics. In addition the study used multiple regression analysis to analyze the data. The study concluded that working environment significantly and positively influenced job satisfaction. This indicates that good working condition improves job satisfaction. The study also concluded that level of pay has a significant and a positive effect on job satisfaction This result indicates that level of pay is effective enough to enable the improvement in job satisfaction. The study further established that career development had significant and a positive effect on job satisfaction. These results indicated that the career development was effective in influencing job satisfaction. Finally; the study established that leadership styles had a significant and positive effect job satisfaction. This indicated that leadership styles were effective in influencing job satisfaction. The study recommends that the housing construction companies should create favorable work conditions for the company. The study further recommended that those companies should improve the pay treatment of its employees. It should improve the overall salary packages of employees. The study also recommended that the management in the County provide all the employees with equal opportunity to grow and develop as equal opportunities will give the employees stimulated and ensure that they have something to strive for. Finally the study recommended that the leaders should display a consultative and participative leadership style which entails treating all employees with respect, trusting them to do their work, listening to the opinions of the employees, and encouraging employees to learn from their mistakes through training and by guiding them in the right direction

Keywords: Working Environment, Level of Pay, Career Development and Leadership Styles.

1. INTRODUCTION

Healthcare professionals are a very important part of the healthcare system, and its shortage creates lots of problems. The shortages may even cause patients to receive sub-standard care or to even be placed in danger. These shortages also create an environment that is not conducive to retaining the most qualified and experienced healthcare professionals. In view of advancements in medical technology and the demand for more sophisticated patient care, more skilled workforce is currently needed, and hence job satisfaction among healthcare professionals is increasingly being recognized as a measure that should be included in quality improvement programs (European Commission, 2002). Low job satisfaction can result in increased staff turnover and absenteeism, which affects the efficiency of health services. Job satisfaction influences the quality of health care services.

It is thus unlikely that optimal medical care can be delivered by unhappy and maladapted health care providers (European Commission, 2002). Nurses comprise the major component of all health care employees, being on the front line and having the most frequent direct contact with clients. Their job performances, affected by job satisfaction, have a great impact on the organizational success. Thus, it is important that organizations understand whether its workforce is satisfied with their jobs or not. This is because, knowing this in advance and above all understanding factors that determine the level of satisfaction in advance, gives management a rare opportunity to address those concerns and rectify any potential dissatisfaction

Statement of the problem

Job motivation and satisfaction is currently considered to be a measure that should be included in quality improvement programs. In health care organizations, it is very essential to determine factors associated with job satisfaction since this will ensure the provision of quality of care, as well as organizational efficiency, and effectiveness. Additionally, job satisfaction ensures the sustainability of health care professionals in the health care systems.

Dissatisfied health care providers are more likely to be inefficient and to provide poor quality care and sometimes may react irrationally. All these will lead to unnecessary costs (European Commission, 2002). The recent trend of strikes among HCW calls for an assessment of job satisfaction among HCW. Striking is known to be one of the ways that employees deploy to demonstrate their dissatisfaction with their working environment. However, striking in health care provision is the worst thing to happen as it causes disastrous outcomes. Thus there is a need to recognize the determinants of job motivation and satisfaction in our health care workers so as to avoid such occurrences in the future.

A number of studies done in different parts of the world, on job satisfaction have focused on the general aspects of job satisfaction and motivation and not on actual determinants of job satisfaction (Leshabari, 2008; Pyrthech; 2012; Boshigari 2009). Literature is particularly scant on determinants of job satisfaction among health care workers in Kenya public hospitals. While the study done by Leshabari (2008) focused on motivation and factors associated with low motivation, this study addressed the issue of level of job satisfaction and motivation among HCW, as well as the determinants of the different degrees of job satisfaction and motivation among health care workers.

This study particularly focuses all health cadres that are much closer to patients. It is therefore important that factors that influence their level of job satisfaction and motivation are documented to form a reference point for arguing for better treatment. Better handling of staff has an immense impact on their level of satisfaction which in turn contributes to job performance and quality of health care.

Job motivation and satisfaction has an impact on the practicing of health care workers in a way that influences efficiency, productivity and quality of delivered care. Therefore this study investigated the degree and determinants of job motivation and satisfaction and provides information that would be used to overcome dissatisfaction and hence improving the quality care delivery.

Objectives

- i. To establish the effect of Working Environment on the job satisfaction among health workers in Garissa County.
- ii. To determine the effect of Level of Pay on the job satisfaction among health workers in Garissa County.
- iii. To examine the effect Career Development on the job satisfaction among health workers in Garissa County.
- iv. To assess the effect of Leadership Styles on the job satisfaction among health workers in Garissa County Government.

2. THEORETICAL REVIEW

2.2.1 Social exchange theory

Curry (2006) postulates that the concept employee commitment is best defined through the deployment of the social exchange theory. The social exchange theory is grounded in an economic model of human behavior whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses (Curry, 2006). The social exchange theory's point of departure is that the relationships that provide more rewards and diminish costs earn enduring reciprocal trust and attraction. For instance, if employees are more efficient and effective in executing assigned duties they cut costs of not being productive and employers that are generous in rewarding and supporting their employees

eliminate poor performance as a result of dissatisfaction of employees. Thus, the social exchange process entails both material benefits and psychological benefits that include status, loyalty and approval.

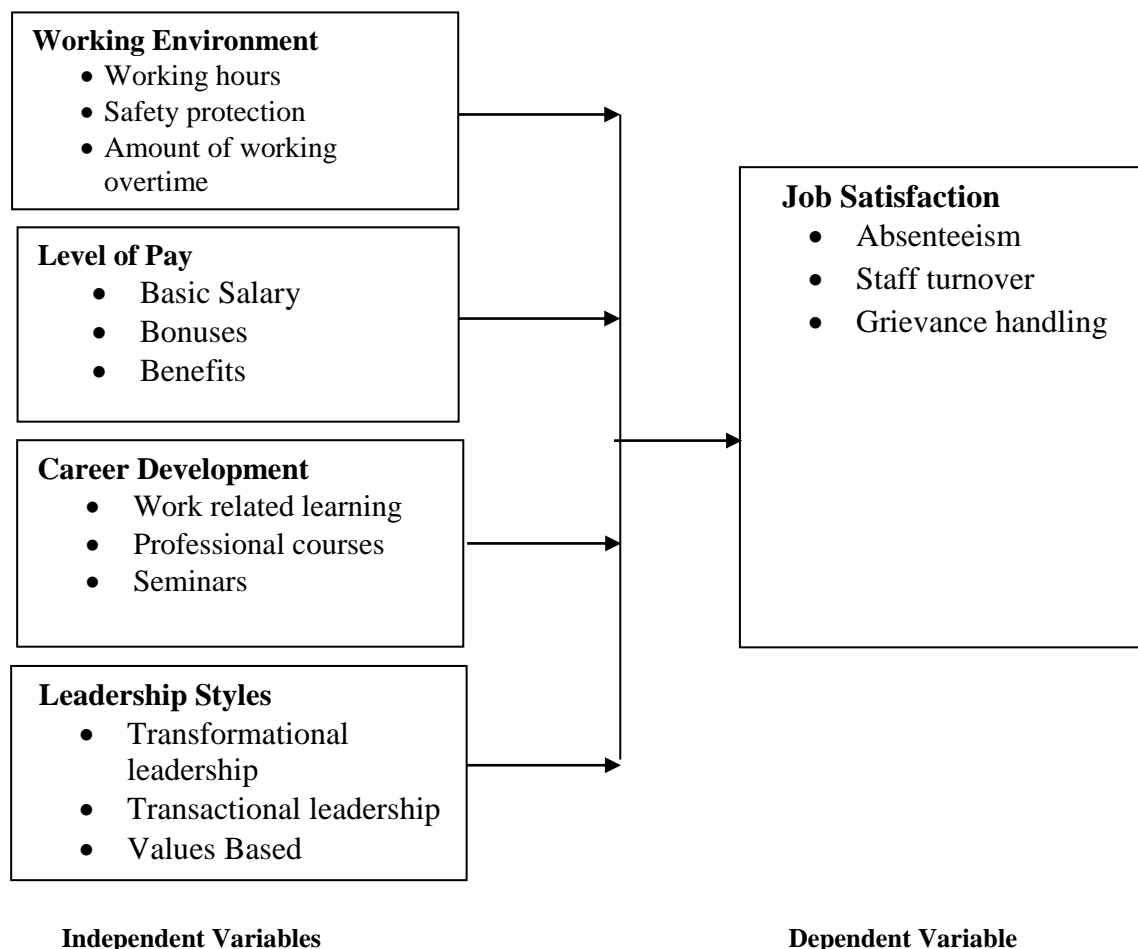
2.2.2 Herzberg Two Factor Theory

The Two-factor theory or Herzberg's (1959) motivation-hygiene theory that was developed by Frederick Herzberg introduced the two factors that influence job satisfaction namely "Motivators" and "Hygiene. Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). According to Herzberg, the presence of motivators brings job satisfaction and the absence of hygiene factors results in job dissatisfaction. Moreover, the presence of hygiene factors does not result necessarily in increase of job satisfaction, but only reduces or eliminates job dissatisfaction of the employees (Golshan, Kaswuri & Aghashahi 2011).

2.2.3 Expectancy Theory

According to the theory, Motivation is the product of valence, instrumentality and expectancy. Compensation systems differ according to their impact on these motivational components and pay systems differ most in their impact on instrumentality. There is a perceived link between behavior and pay. Employees reports of their satisfaction with their jobs, are directly related to the extent to which their jobs provide them with such rewarding outcomes, as pay, variety in simulation, consideration from their supervisor, a high probability of promotion, close interaction with co-workers, an opportunity to influence decisions and control over their pace of work (Gupta, 2003).

Conceptual Framework



Critique of the Study

The critics of the study argue that most of the research on motivation and job satisfaction has focused on health workers in secondary or tertiary hospital settings rather than at the primary level. Primary health institutions especially in the public sector, typically, suffer from weaker organizational structures, processes and resources and usually cater to less educated clientele based in remote areas. These issues further compound many of the human resource challenges, affecting health workers' motivation and performance as well as retention in these positions. This is particularly a problem for medical doctors who often compete for more lucrative employment opportunities in urban areas, higher institutions and/or private sector. Many public entities have been compelled to either strengthen existing cadres or create alternate ones in order to experiment with 'task-shifting' from doctors to these other non-physician cadres (Mullan, F. and S. Frehywot, 2007).

Research gap

The empirical review shows studies that have been carried out in Asia, United Arab Emirates, Africa and Europe. The studies have addressed different constructs ranging from TFL, TSL, VBL and even romance of leadership (RSL). The findings of these studies provide interesting positions on how each indicator of job satisfaction influences employee job satisfaction or commitment. While some find that they do not significantly influence the same, some gaps have been identified and these gaps form the basis of this study. One key factor that informs this study is the fact that none of the above studies has used a combination of the four indicators of job satisfaction selected; working condition, level of pay, leadership style and career Development. The sectors surveyed range from banks, hospitals, schools but none of them has been carried out in the health sector in the context of county government

3. RESEARCH METHODOLOGY

This study adopted a descriptive research design. The study was undertaken at Garissa County. The target population therefore comprised of 1536 respondents who were drawn from the health employees from Garissa County. The use of 153 respondents in the study was justified as it was in line with the recommendations of Mugenda and Mugenda (2009), who indicated that a descriptive study should be between 10%-30% of the total population. The researcher used questionnaires and secondary data as the research instrument to gather the relevant information needed related to the study. For this research both primary and secondary data collecting methods was used. Primary data was collected through the administration of questionnaires to senior management bank employees. The study carried out a pilot test to test the validity and reliability of the questionnaires in gathering the data required for purposes of the study. The information gathered from the respondents was of a qualitative and quantitative nature. The data was summarized and then analyzed by the use of descriptive statistics comprising of tables, graphs and percentages. The MS Excel, statistical software was used to analyze the collected information. This is because the MS Excel provides simplified analysis that is easy to interpret and present.

Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y= Job Satisfaction among health workers

X1: Working Environment

X2: Level of Pay

X3: Career Development

X4: Leadership Styles

4. REGRESSION RESULTS

Table 4.1: Significance of Independent Variables

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.215	.462		4.795	.000
Working Environment	.550	.115	.587	4.714	.000
Level of Pay	.275	.150	.355	1.748	.000
Career Development	.175	.085	.280	1.651	.003
Leadership Styles	.127	.070	.215	2.096	.001

As per Table 4.1, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 2.215 + 0.550X_1 + 0.275X_2 + 0.175X_3 + 0.127X_4$$

Where Y is the dependent variable the job satisfaction

Y= Job Satisfaction

X1: Working Environment

X2: Level of Pay

X3: Career Development

X4: Leadership Styles

The results in Table 4.1 indicate that working environment significantly and positively influenced job satisfaction ($\beta = 0.550$; $t = 4.714$; $p < 0.05$). This indicates that good working condition improves job satisfaction. This has an implication that the good working condition minimizes the cases of absenteeism, staff turnover and grievance handling.

Further, Level of Pay have a significant and a positive effect on job satisfaction ($\beta = 0.275$; $t = 1.748$; $p < 0.05$). This result indicates that level of pay is effective enough to enable the improvement in job satisfaction. This has an implication that the good Basic Salary, Bonuses and Benefits minimize the cases of absenteeism, staff turnover and grievance handling.

Career Development had significant and a positive effect on job satisfaction ($\beta = 0.175$; $t = .651$; $p < 0.05$). These results indicate that the career development was effective in influencing job satisfaction. This has an implication that the organization that engages its employees in work related learning, professional courses and seminars stand the chance of minimizing the cases of absenteeism, staff turnover and grievance handling.

Leadership Styles had a significant and positive effect job satisfaction ($\beta = 0.127$; $t = 2.096$; $p < 0.05$). This indicates that leadership styles were effective in influencing job satisfaction. This has an implication that the leaders of an organization that have transformational leadership, transactional leadership as well as values based stand the chance of minimizing the cases of absenteeism, staff turnover and grievance handling among the employees of that organization.

5. CONCLUSION

Regarding Working Environment, the study confirms that working environment affect job satisfaction given by multiple linear regression model which revealed that working condition is significantly and positively affect job satisfaction and thus for every unit increase in working condition job satisfaction increases by 55%. The study also concluded that level of pay have a significant and a positive effect on job satisfaction. This result indicates that level of pay is effective enough to enable the improvement in job satisfaction. The study further established that career development had significant and a positive effect on job satisfaction. These results indicate that the career development was effective in influencing job satisfaction. The study finally established that leadership Styles had a significant and positive effect job satisfaction. This indicates that leadership styles were effective in influencing job satisfaction. This has an implication that the leaders of an organization that have transformational leadership, transactional leadership as well as values based stand the chance of minimizing the cases of absenteeism, staff turnover and grievance handling among the employees of that organization.

6. RECOMMENDATIONS

The study recommends that Garissa County Government should create favorable work conditions for its health workers. It should further guide the employee to communicate effectively, build a good interpersonal environment within the County, in order to create good work conditions. The study also recommends that Garissa County Government should improve the pay treatment of its employees. It should improve the overall salary packages of employees. The study further recommends it is thus essential that the management in the County provide all the employees with equal opportunity to grow and develop as equal opportunities will give the employees stimulated and ensure that they have something to strive for. The study finally established that leadership styles influence employee commitment in the County Government and it is recommended that the Garissa County Government should have strong leadership skills through continuance learning of new methods and to keep up with the changes in the environment in order to ensure commitment of the employees.

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