



**EFFECT OF ATTITUDE SURVEY ON JOB SATISFACTION  
AMONG THE MEDICAL STAFF IN PUBLIC HEALTH  
FACILITIES IN BOMET COUNTY, KENYA**

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**Abstract:**

The public health facilities in Kenya provide diverse health services to its citizens throughout the country. Public health employees across the country have exhibited some dissatisfaction in the recent past which has led to poor service delivery as well strikes. This could be a result of delays in salaries, poor remuneration, poor working conditions, lack of PPEs and non-inclusion of employees in airing their views. These issues and others are indicative of having demotivated and unsatisfied employees. This study, therefore, purposes to establish the effect of the attitude survey strategies on job satisfaction among the medical staff in public health facilities in Bomet County. Specifically, the study seeks to examine whether attitude surveys, upward communication, employee participation and suggestion schemes have an effect on the job satisfaction of employees in public health facilities in Bomet County. The study was guided by the anxiety uncertain theory. A cross-sectional descriptive research design was used. The study targeted 205 medical staff drawn from 3 public health facilities in Bomet County. A stratified random sampling technique was used. A sample size of 136 medical staff was used in the study. A questionnaire was used for data collection. A pilot study was undertaken in Kericho referral hospital. The study made the following conclusions. The study concluded that the attitude survey had a statistically significant influence on job satisfaction levels. The study further found that the unstandardized regression beta

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stood at 0.597 which indicated that a unit increase in attitude survey would lead to 0.597 change in job satisfaction.

**Keywords:** attitude survey, job satisfaction, medical staff

## 1. Introduction

This study seeks to examine the effects of select employee voice strategies on job satisfaction among the medical staff in public health facilities in Bomet County, Kenya. Employee voice strategies have been associated with job satisfaction levels (Jung & Suh, 2019). According to Prihatsanti, Handoyo, Ardi, and Meliala (2020) employee voice is a form of communication amongst employees undertaken in order to influence the organization's policies, practices and procedures. In the United Kingdom, Elliott-Mabey and Davison (2019) assert that the use of an employee attitude survey is critical for providing critical information on employee engagement levels and opinions in their workplaces. Such information is then used for improving the various work conditions for the employees. In Malaysia, Gosavi, Garud, and Bisen (2018) linked the acting on the employee attitude surveys for use in improving the workplaces within the country. Gosavi *et al.*, (2018) noted that the employee attitude survey can be used to measure the Job Descriptive Index (JDI) which measures the employee attitude towards items such as pay, promotion, co-workers', supervision, and the work itself. This information is then further used for the improvement of the workplace by the employer.

In Nigeria, Okwuagwu, Onoh, and Nnoje (2017b) document the importance of undertaking an employee attitude survey in order to determine the experiences, perceptions and expectations of the employees towards workplaces. These factors have a moderating effect on job satisfaction levels. Okpu and Kpakol (2018) equally raised the importance of using the employee attitude survey in improving job satisfaction within the context of Nigeria. Ju *et al.*, (2020) document the importance of upward communication within the workplace. The upward communication enabled the management to understand the employee's feelings on diverse aspects such as the allocated tasks, colleagues and organizational performance dynamics. In Ghana, Odai and Ayarkwa (2021) indicates the importance of upward communication in an organization in fostering job satisfaction levels. They noted diverse ways in which the upward communication impacted on the diverse aspects that have moderating influence on the job satisfaction levels. These factors include gaining deeper understanding of employees' needs, attitudes, views and concerns. The upward communication enables the employees to contribute towards appropriate solutions for diverse work-related challenges.

The public health facilities play a critical role in access to healthcare services in Kenya, achievement of Sustainable Development Goals, and ensuring a healthy nation (Mbugua & Namada, 2019; Mukami & Kiiru, 2019; Muturi & Mungai, 2020). Bomet County has several public health facilities with some of the major public health

institutions including Cheptalal Sub County hospital, Kapkoros Sub County Hospital, Longisa County referral hospital, Ndanai Sub County hospital, Roret Sub District hospital, Sigor sub district hospital, and Tegat Sub County hospital. The study only focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa County referral, Kapkoros Sub County and Ndanai Sub County hospitals. The level 3 and 4 hospitals offer diverse services such as Maternity in-patient services with a ward, curative services, laboratory services, dental and counselling. They also offer pharmacy, TB clinics, diabetes & hypertension clinics. The study only focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa County referral, Kapkoros Sub County and Ndanai Sub County hospitals. The choice of these hospitals was defined by their large number of diverse cadres of medical staff. These three hospitals have a total of 205 health employees.

The job satisfaction levels of the public health facilities is thus critical in enhancing service delivery aspects (Tengah, 2019). However, diverse symptoms of job dissatisfaction are visible in Kenyan public sector such as strikes, turnover levels, and poor service delivery (Kaguthi *et al.*, 2020; KEMRI, 2020; Waithaka *et al.*, 2020). Between 2010 and 2016, which a period of five years, there were a total of six national wide strikes within the public sector KEMRI (2020), (Waithaka *et al.*, 2020). Amongst the most devastating of these strikes were in the 2017 strikes in which the doctors struck for a hundred days while the nurses went for 150 days. Scanlon *et al.*, (2021) further noted that the clinical officers went on 20 days strikes in the midst of the nurses strikes in 2017.

There have also been several regional strikes in various counties across the country. The public health workers strikes are often occasioned by diverse job dissatisfaction resulting from including poor remuneration, poor working conditions, and challenges associated with implementation of Collective Bargaining Agreement (Waithaka *et al.*, 2020). Challenges of the employee turnover were also noted amongst the public health workers with an estimated 700 doctors quitting public health sectors due to diverse work conditions indicating job satisfaction challenges (KEMRI, 2020). All these factors are associated with poor job satisfaction aspects amongst the public health facilities.

## 2. Problem Statement

The public health facilities in Kenya provide diverse health services to its citizens throughout the country. Public health employees across the country have exhibited some dissatisfaction in the recent past which has led to poor service delivery as well as strikes. In Bomet County, (Kipkemoi, 2020) noted that the medics in the county in 2020 struck due to issues of PPEs, insurance, risk allowances, promotions, redesignations, health commission settled. Other issues included delays in salaries, poor remuneration, poor working conditions, lack of PPEs and non-inclusion of employees in airing their views. These issues and others are indicative of having demotivated and unsatisfied employees. A number of scholars such as Bejtkovský (2018), and Colton (2018) have linked employee

voice strategies on job satisfaction aspects. The employee voice strategies effect on the job satisfaction by determining their experiences, perceptions and expectations of the employees towards work places, enabling the employee to enhance their skills, independence in job execution, and provision of quality service. Alfayad & Arif (2017) expressed that employees want their superiors to consider their opinions, recommendations, and ideas., want commitment by being part of the organization. However, the reviewed literature, has not centered on the effect of employees' voice strategies and job satisfaction among medical staff in public health facilities It is against this background that this study thus seeks to fill in the gap establishing the effects of employee voice strategies on job satisfaction among the medical staff in public health facilities in Bomet County, Kenya.

### **3. Research Objectives**

The main objective of the study is to establish the effect of attitude survey on job satisfaction among the medical staff in public health facilities in Bomet County, Kenya.

### **4. Specific Objectives**

To establish effect of attitude survey on job satisfaction among medical staff in public health facilities in Bomet County.

### **5. Theoretical Literature**

The AUM theory was propounded by William (Bill) Gudykunst in 1995 (Yang *et al.*, 2019). The study was developed as an extension of Berger and Calabrese's uncertainty reduction theory. The theory examined the concept of interactions or communication between various parties in an environment that was uncertain (MacIntyre, 2019). The interaction can be intragroup and intergroup interactions. The intragroup interactions are deemed to more predictable and easy to have compared to the intergroup interactions. The intragroup interactions are deemed to have strangers thus making the interactions less predictable (Mikucki-Enyart *et al.*, 2018). Central to this theory is the component of the stranger who was described as person who was physically near but conceptually distant at the same time. The initial communication and interaction with a stranger lead to anxiety due to the uncertainty or lack of predictability of their reactions and actions. The uncertainty refers to the amount of predictability that is known about a specific party in a communication process. On the other hand, Rauscher, Dean, Campbell-Salome, and Barbour (2019) that uncertainty exists when details of situations are ambiguous, complex, unpredictable, or probabilistic; when information is unavailable or inconsistent; and when people feel insecure in their own state of knowledge or the state of knowledge in general. The anxiety is seen as a by-product of uncertainty and is present in the initial

conversation between parties who are strangers to each other due to the low amount of predictability of actions or reactions between parties as they interact (Yang *et al.*, 2019).

The intragroup interactions have high elements of uncertainty leading to anxiety or reduction of such interactions. The uncertainty within groups has been associated with their impact on the cognitions, perceptions, feelings, and behaviours thus creating an environment of fairness. One of the ways of negating the uncertainty amongst parties is provision of more information to the parties. In this regards, Mikucki-Enyart *et al.* (2018) asserts that the appraisal of the uncertainty as either positive or negative shapes the information acquisition behaviours. The negative appraisal of the uncertainty between the parties leads to the information seeking behaviour amongst the parties involved in a transaction.

There are diverse criticisms that have been levelled against the theory. The theory is noted to be highly complex with too many axioms attached to it. There has also been noted challenges associated with the structural foundation of the theory. The noted issues include lack of attention to relational changes and need to examine the motivational factors influencing uncertainty reduction process (Yang *et al.*, 2019).

This theory is applicable to this study due to the role of uncertainty on the job satisfaction levels across organizations. Human resource scholars linking uncertainty to challenges of job satisfaction include Yeo *et al.*, (2018), Ngirande and Mjoli (2020), Adamska (2020), and Bartoll, Findlay, Obaa, Altman, and Spear (2019) amongst other scholars. The information seeking behaviours are critical in eliminating these challenges of uncertainty and information provision has been associated job satisfaction. Studies linking communication aspects to job satisfaction include Amin (2020), Adriyanto (2021), and Bedoya (2021) amongst others. The employee voice strategies are associated with enhancing communication between the employees and their superiors in intergroup communication leading to improved job satisfaction aspects.

The theory is applicable to this study due to the theorized influence of the upward communication on the job satisfaction aspects. Through the upward communication, the employees within the hospital are able to communicate their challenges and opinions which enable them get an audience from the hospital management and hence improve on their job satisfaction aspects.

## **6. Empirical Literature**

Okwuagwu, Onoh, and Nnoje (2017a) assessed the influence of the attitude survey and organizational citizenship amongst telecommunication firms in Nigeria. In the context of the research design, the study deployed cross sectional research design and administered structured questionnaires to 260 respondents within telecommunication firms. The study found that the attitude survey is important in enabling the employers understand the employees' experiences, perceptions and expectations in their work functions. The study noted that the employee attitude survey can help the management understand on the work climate, training and development aspects, careers, management dynamics and

organizational culture amongst other aspects. The study concluded that the attitude survey enables the employees to feel they have participated in the decision making and in this regard the study recommended that occasional attitude survey should be used in decision making aspects. Ikechi and Zeb-Obipi (2020) in a study based on Nigerian telecommunications had also linked the employee attitude survey to job satisfaction through indicating the employees' level of commitment to their work and organizational commitment aspects.

In a meta-analysis undertaken in India, Akshaykumar A. Gosavi, Aniket S. Garud (2018) examined the employee attitude survey amongst other aspects in the context of workplace satisfaction. The study found that while the undertaking of employee attitude survey itself is important, it is the analysis of these results is further important in enabling the management undertake appropriate action on the employee attitudes and thereafter job satisfaction aspects.

The role of employee attitude survey in work place was further examined in context of Nigeria in a study by Nwuche and Oshi (2020) examining the phenomenon. A cross sectional research design was adopted for the study and structured questionnaire used for the data analysis process. The study found that the employee attitude survey impacted on the job satisfaction through provision of employees' morale levels, highlight employees' potential problematic areas, and provide the viewpoints on the employees' commitment levels.

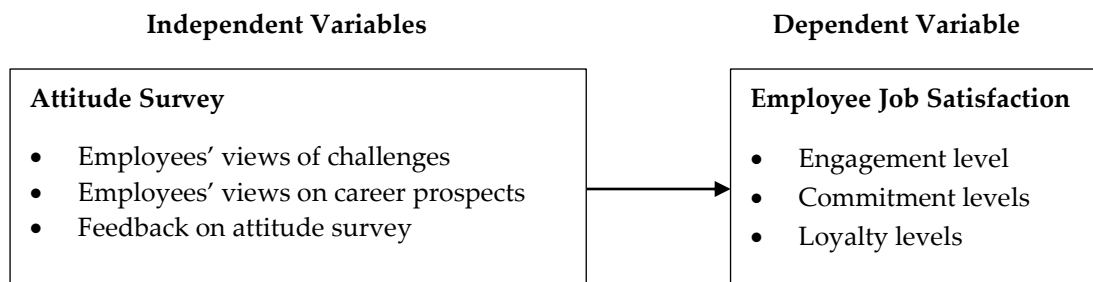
Kebite (2018) studied the factors leading to employee turnover within the context of Ethiopia in which the employee attitude surveys were examined. The study used a quantitative research approach and collected data from structured questionnaires. The study found that the employee attitude surveys impacted on the employee job satisfaction through incorporating the employees' feedback in the policy development and implementation aspects. The employee attitude surveys were also linked to determining of the potential of employee turnover challenges and putting measures to mitigate these concerns leading to improved job satisfaction levels.

In a study focusing on the Air Kenya limited, Githinji and Muli (2018) examined the role of employee engagement on the employee performance of Air Kenya limited. The study found that the employee involvement and participation in decision making aspects serves to improve on the employee performance and job satisfaction aspects. In this context, the authors argued that the employees should be provided with a certain degree of freedom to undertake their work and job functions. This leads to job satisfaction aspects.

## **7. Conceptual Framework**

The conceptual framework seeks to link the independent variables and the dependent variable thus illustrating the manner in which the variables are linked. Imende (2014) affirms that conceptual frameworks give life to a research. The conceptual framework

diagrammatically links the independent variables to the dependent as illustrated in Figure 1.



**Figure 1: Conceptual Framework**  
Source: Author (2022)

## 8. Research Methodology

The function of the research design is to provide an exploration and interlinking of the various components of the research in order to help the researcher address the research objectives (Hartley *et al.*, 2020). This study is descriptive research in nature as there is no attempt to experiment with any of the variables but rather will examine the research phenomenon as it exists in the county government of Bomet.

Mugenda and Mugenda (2019) defines population as a group of individuals, events or objectives which have common characteristics which are observable. Thus, the target population is defined as a set of units for which the survey data is meant to be generalized. The focused-on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa County referral, Kapkoros Sub County and Ndanai Sub County hospitals. The choice of these hospitals was defined by their large number of diverse cadres of medical staff. These three hospitals have a total of 205 health employees as indicated in Table 1 below.

**Table 1: Target Population**

Employees	Frequencies	Percentage
Medical Officers	36	17.5%
Clinical Officers	58	28.2%
Nursing Staff	111	54.3%
<b>Total</b>	<b>205</b>	<b>100%</b>

The study used the census method to use due to the relatively low number of the respondents. According to Mugenda and Mugenda (2019), the census method is used when all the population members are used in the study. This study used a Likert based structured questionnaire for the data collection process. The study used a five-point Likert based questionnaires with the points to be used being 1. No Extent, 2. Small Extent, 3. Moderate Extent, 4. Large Extent and 5. Very Large Extent. The study undertook the frequency distributions, means and standard deviations as descriptive statistics.

According to Mugenda and Mugenda (2019), the descriptive statistics seek to describe the data for the study. The frequency distribution was undertaken for all the questions in the questionnaires while the means and standard deviations was undertaken only for the Likert based questionnaires. The linear regression analysis will further be undertaken for inferential statistics. According to Saridakis and Cowling (2020), the inferential statistics refers to the statistics that are used for making inferences. The linear regression model to be used is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Job satisfaction,

X<sub>1</sub> = Attitude survey,

ε = Margin of error.

## 9. Data Analysis

### 9.1 Descriptive Statistics

The study sought to establish the effects of Attitude Survey on job satisfaction amongst the medical staff in public health facilities in Bomet County, Kenya. The descriptive statistics results are presented in Table 2.

**Table 2:** Distribution by Attitude Survey

	NE Freq. (%)	SE Freq. (%)	ME Freq. (%)	LE Freq. (%)	VLE Freq. (%)	Mean	Std Dev.
Employee attitude survey is important for providing the viewpoints on the employees' commitment levels.	5 (2.9%)	8 (4.6%)	56 (32.0%)	65 (37.1%)	41 (23.4%)	3.7371	.96463
Employee attitude survey is important for highlighting employees' potential problematic areas	1 (0.6%)	6 (3.4%)	41 (23.4%)	76 (43.4%)	51 (29.1%)	3.9714	.84709
Employee attitude survey is important for improving employees' morale levels in our organization	0 (0.0%)	3 (1.7%)	24 (13.7%)	77 (44.0%)	71 (40.6%)	4.2343	.74816
Employee attitude survey in our organization always focuses on the career aspects	4 (2.3%)	16 (9.1%)	60 (34.3%)	47 (26.9%)	48 (27.4%)	3.6800	1.04519
Employee attitude survey in our organization always focuses on the work climate aspects	7 (4.0%)	20 (11.4%)	59 (33.7%)	50 (28.6%)	39 (22.3%)	3.5371	1.08148



Employee attitude survey is important for providing the viewpoints on the employees' commitment levels to a large extent ( $M = 3.7371$ ,  $SD = .96463$ ). The employees' viewpoints are critical in enhancing the employee commitment levels as the employees feel valued in the organization. The results of this study were consistent with those of (Hadian *et al.*, 2021) and (Sunday & Barinua, 2022) who highlighted the critical role of the employee attitude survey in providing employees viewpoints. Employee attitude survey is important for highlighting employees' potential problematic areas to a large extent to a large extent ( $M = 3.9714$ ,  $SD = .84709$ ). The highlighting of the employees' potential problematic areas enables the firm to adequately undertake corrective measures thus leading to improvement of the job satisfaction. The results of the current study are in agreement with those of (Soomro *et al.*, 2020), (Kibwika, 2022) and (Yadav & Uprtou, 2022) who noted the importance of the role of the employee attitude survey helping in highlighting the various challenges that the employees might be facing in their work execution. The highlight of such challenges are critical to the employee job satisfaction as noted by (Aruasa *et al.*, 2019; Bataineh, 2019) amongst others. Employee attitude survey is important for improving employees' morale levels in our organization to a large extent ( $M = 4.2343$ ,  $SD = .74816$ ). The improvement of the employee moral enables higher employee retention and satisfaction levels. Scholars such as (Dogonyaro, 2021; Wairimu & Ndeto, 2019) asserted the importance of the employee morale to the employee satisfaction levels.

These studies had also found the importance of the employee morale levels in leading to the employee satisfaction levels. Employee attitude survey in our organization always focuses on the career aspects to a large extent ( $M=3.6800$ ,  $SD=1.04519$ ). The career development of the employees within the organization enhances their employee retention levels and motivation aspects. The role of the employee career development in enhancing their motivation and retention levels have been noted by (Kathukya & Machogu, 2021), (Kathukya *et al.*, 2022) and (Joshi *et al.*, 2021) have linked the employee career development to the Employee attitude survey in our organization always focuses on the work climate aspects to a large extent ( $M = 3.5371$ ,  $SD = 1.08148$ ). The work climate aspects ensures that the employees are comfortable in their work thus leading to improvement in employee job satisfaction. The examination of the work climate checks that the employees are in good working environment and that there is adequate work. These results were consistent with those of (Cheng & Kadir, 2018), (Akinwale & Olusoji, 2020), as well as (Cheng & Kadir, 2018) who also noted that the work climate has a major impact on the employee job satisfaction.

## 9.2 Regression Analysis

The researcher undertook simple linear regression analysis with a view of determining the influence of attitude survey on the job satisfaction. The results of the linear regression results were presented in the subsequent sections.

**Table 3: Model Summary of Attitude Survey**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 <sup>a</sup>	.488	.485	.45171

a. Predictors: (Constant), Attitude Survey

According to (Darlington & Hayes, 2017) the correlation coefficient in a regression analysis presents the correlation between the independent variables cumulatively and the dependent variable. In this context, the correlation coefficient of 0.699 indicates that there is a strong positive correlation between attitude survey and job satisfaction aspects. (Maina, 2021) that the coefficient of determination (R Square) provides the change in the dependent variable that is attributable to the independent variable. The study results found the coefficient of determination stood at 0.488 which indicated that 48.8% of the change in job satisfaction was associated with the attitude survey. This led to the conclusion that the difference of 51.2% of the change in job satisfaction was a result of other factors that are not in the regression model.

The one-way Analysis of Variance (ANOVA) was examined in the study. According to (Frost, 2020), the ANOVA is used for determining on whether the regression model is good fit for data or not. In this context, the regression model of the Attitude survey against job satisfaction is undertaken to examine on whether this model is good fit for data. The results have been presented in the Table 4 below.

**Table 4: ANOVA<sup>a</sup> of Attitude Survey**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.682	1	33.682	165.072	.000 <sup>b</sup>
	Residual	35.300	173	.204		
	Total	68.982	174			

a. Dependent Variable: Job Satisfaction  
b. Predictors: (Constant), Attitude Survey

The study results of the one way ANOVA was  $F(1,173) = 165.072$ , P value = 0.000. According to (Fox, 2016), an achievement of the p value of less than or equal to 0.05 level of significance implies that the regression model is good fit for data. The study having achieved a p value of less than 0.05 level of significance concluded that the regression model is good fit for data.

The study undertook the t-test to examine on whether the attitude survey had a statistically significant influence on the job satisfaction. The results were presented in Table 5 below.

**Table 5: Coefficients<sup>a</sup> of Attitude Survey**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.734	.181		9.567	.000
	Attitude Survey	.597	.046	.699	12.848	.000

a. Dependent Variable: Job Satisfaction

The following null hypothesis will be tested in the study.

**H<sub>01</sub>:** There is no statistically significant effect of attitude survey on job satisfaction among medical staff in public health facilities in County government of Bomet.

To examine on whether the attitude survey had a statistically significant influence on the job satisfaction the f test was undertaken. According to (Fox, 2013), the t test is used to test the null hypothesis that an independent variable does not have a statistically significant influence on the dependent variable at a given level of significance. The level of significance that was used in this study is 5%. (Darlington & Hayes, 2017) further notes that the achievement of a p value of less than or equal to 5% leads to the conclusion of rejection of the null hypothesis and acceptance of the alternative hypothesis. With respect to the influence of the attitude survey on the job satisfaction, the study found that the p value stood at 0.000 which was less than the 0.05 level of significance. The study concluded that the attitude survey had a statistically significant influence on the job satisfaction levels. The study further found that the unstandardized regression beta stood at 0.597 which indicated that a unit increase in attitude survey would lead to 0.597 change in the job satisfaction. The results of the current study are in agreement with those of Ikechi and Zeb-Obipi (2020) who noted the importance of the role of the employee attitude survey helping in highlighting the various challenges that the employees might be facing in their work execution. The highlight of such challenges are critical to the employee job satisfaction as noted by Nwuche and Oshi (2020) as well as Kebite (2018) amongst others.

## 10. Conclusions of the Study

The study sought to establish the effects of Attitude Survey on job satisfaction amongst the medical staff in public health facilities in County government of Bomet, Kenya. The study concluded that attitude survey had a positive correlation association with job satisfaction. The study further concluded that that the attitude survey had a positive and statistically significant influence on the job satisfaction levels.

### Conflict of Interest Statement

The authors declare no conflicts of interest.

### About the Authors

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