



EXTRINSIC FACTORS INFLUENCING THE JOB MOTIVATION OF PUBLIC SECTOR HEALTH CARE WORKERS IN NAKURU COUNTY, KENYA

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Abstract:

Diverse factors provide indicators of job motivation challenges amongst healthcare workers. These factors include the high level of employee turnover. For example, in 2017, an estimated 700 doctors quit employment in government-run hospitals. Additionally, the Kenya Medical Practitioners and Dentist Union (KMPDU) estimated that up to 2,300 doctors had left devolved sector employment between 2014 and 2016 for private sector engagement or further education abroad. Moreover, the various groups of healthcare workers including doctors, nurses, and clinical officers have held numerous industrial strikes against their employers. Consequently, this study seeks to study the factors influencing job motivation in the healthcare public sector. The study is based on Herzberg's 2-factor theory that splits factors affecting employee job motivation as extrinsic and motivating factors. The study used a descriptive research design and the target population was health workers in Nakuru County Public health facilities including doctors, clinical officers, laboratory technicians, pharmacists and nurses. The study population was 1756 respondents. The sample size of this study, using Taro Yamane's (1967) formula, was 326 respondents. The correlation between diverse factors and job motivation was examined. The study found a strong positive correlation between extrinsic factors and job motivation ($r = 0.633$, p value = 0.000). The regression analysis results revealed that a unit increase in extrinsic factors is associated with a 0.318 increase in job motivation levels.

Keywords: extrinsic factors, job motivation factors, supervisory relation

1. Introduction

Better and quality healthcare services are an important determinant of the social-economic development of countries across the globe. According to World Health

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

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

The job satisfaction level is influenced by extrinsic factors. The extrinsic factors influence job motivation in various ways. One of the key extrinsic factors is the monetary range of incentives as a factor leading to job motivation. The monetary job motivation relates to those aspects that have a direct monetary component including salaries, wages, allowances, performance bonuses and other monetary considerations (Saad, 2018). The monetary job motivation has been seen to be powerful motivator, especially for the lower cadre of employees that need to satisfy their basic human needs such as food, shelter, and other social amenities (Jayewardene & Lanka, 2017). Aguinis, Joo, and Gottfredson (2013) further state that monetary job motivation is high motivator because they help

meet a variety of basic needs (e.g., food), and higher-level needs (e.g., belonging to a group), and purchase of status symbols such as big cars.

The non-monetary motivators relate to aspects such as training and development, rewards and recognition, effective communication, and work environment (Plessis et al., 2016). Alnasrallah (2016) argues that social support from superiors is key non-monetary support for employees. This is attributed to the social support from the employee's manager helping in relieving work-related stresses and ensuring that the employees' efforts are recognized. Kassa (2015) further argues that job enrichment is a key component of non-monetary job motivations for the employees. Job enrichment refers to the adding of tasks, responsibilities, and a variety of tasks that help to make the employees feel empowered in their job environment (Novianty & Evita, 2018). The training of the employees and the training opportunities help the employees feel empowered and thus motivated to work better (Ochola, 2018).

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

2. Problem statement

In Kenya, there are diverse indicators of employee job satisfaction challenges in the health sector. Amongst the greatest indicator of lack of employee job motivation in healthcare workers is the high level of employee turnover in the sector. In 2017, an estimated 700 doctors quit employment in public hospitals due to diverse employment satisfaction factors (Graham, 2018). On the other hand, the Kenya Medical Practitioners and Dentist Union (KMPDU) estimated that up to 2,300 doctors had left devolved sector employment between 2014 and 2016 for the private sector or further education abroad (Graham, 2018). The various groups of healthcare workers including doctors, nurses, and clinical officers have held numerous industrial strikes against their employers. These strikes have been undertaken to protest the salary aspects, and work conditions which inform the focus of this study. According to Kemri (2020), there has been a total of six national wide strikes and many more regional strikes between 2010 to 2016. Kemri (2020) further noted that in 2017 the doctors went on strike for a period of 100 days while the nurses were on strike for a period of 150 days marking one of the longest strikes in the healthcare sector. Nakuru County has equally faced diverse industrial strikes on health-related challenges. According to the County Government of Nakuru (2021), amongst the challenges that

have made the healthcare sector workers to a stalled 2017 Collective Bargaining Agreement which had not been implemented. As of 2021, the county government of Nakuru had only met 70% of the demands of the 2017 Collective Bargaining Agreement (CBA) (County Government of Nakuru, 2021).

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

3. Research objectives

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

3.1 Specific objectives

To examine the extent to which extrinsic factors (salary, work conditions and supervisory relations) influence the job motivation of the healthcare workers in the public sector.

4. Theoretical framework

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

The extrinsic factors include work policies, leadership quality, workplace relationships, working environment, compensation, security and status (Hee *et al.*, 2019). Other extrinsic factors include job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations, and promotion (Saqar & Al, 2016). The extrinsic factors are also studied as maintenance factors in job motivation. The two-factor model produces four possible combinations that can be prevalent in work environment; high extrinsic and high job motivation, high extrinsic and low job motivation, low extrinsic and high job

motivation, and low extrinsic and low job motivation (Rasdi & Chen, 2018). The high extrinsic-high job motivation would be the ideal work environment since the employees are highly motivated with low complaints. The high extrinsic-low job motivation leads to employees with low complaints but with equally low job motivation. The work is seen as a means of earning a living only (Ngaruiya & Oloko, 2015). The low extrinsic-low job motivation leads to the situations in which there is a high prevalence of complaints and employees are not motivated. This is the poorest of the working conditions that can be prevalent at work.

This theory is applicable in this study because the study seeks to examine the factors influencing the job motivation of public sector healthcare workers in Nakuru County. The studied factors would include extrinsic factors (salary, work conditions and supervisory relations. These factors have been chosen since there has been various health care workers industrial strikes and some of the key aspects mentioned in those strikes are those factors. The theory has also been used by other scholars examining diverse factors influencing job motivation including Chatterjee (2017), and Rastgoo (2016) amongst others.

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

In a study undertaken in Makassar, Saleh, Ramly and Gani (2015) noted diverse job motivation challenges amongst the nurses in the region. The challenge of poor working environment for the nurses was noted as a major challenge that impacted on the job motivation levels for the nurses. The challenge of working environment influence on the job motivation aspects amongst the nurses were further noted in Malaysia by Tahir and Hussein (2018) in respect to public hospitals in the country. In Gaza strip hospitals in Palestine, Rn and Al-absi (2019) raised the challenges of safety at workplace as a factor

influencing job motivation amongst the nurses in the region. Al-absi and Tabee (2019) noted challenges with motivational factors of payment, recognition, and work content aspects within the context of Palestine. In Malaysia, Hee and Kamaludin (2020) presence of challenging working environment that impacted negatively on the job motivation of the healthcare workers in the country.

5. Empirical literature

Diverse scholars across the globe have looked at the influence of extrinsic factors on job motivation across the world (e.g., Kumar, 2016; Smith, 2014; Gameda & Tynjälä, 2015). Msengeti (2015) notes that the extrinsic factors serve prevent demotivation motivation by their presence but not to satisfy or motivate the employees. However, Mete (2017) notes that the extrinsic factors may directly affect the individual job motivation, although they cannot enhance the degree of job motivation, but can prevent demotivation levels. According to Alromaihi, Alshomaly, and George (2017), the extrinsic factors include aspects such as salary, work conditions, and supervisory relations amongst others. The following sub-sections look at these specific extrinsic factors.

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

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

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

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

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

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

Kemunto (2018) undertook a study that examined the influence of work experience on the job motivation amongst the secondary school teachers in Kenya. The study utilized the theory of self-esteem, mixed method research approach, and structured questionnaire for the data collection processes. The study indicated that the work

environment and ability to undertake the work functions in a competent manner is key in ensuring job motivation levels of the teaching fraternity. Kemunto (2018) thus concluded that work environment is key in ensuring job motivation levels. The study focused on the job motivation amongst the teaching fraternity while the current study is based on the healthcare workers hence creating a research gap to be pursued by the study.

6. Conceptual framework

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

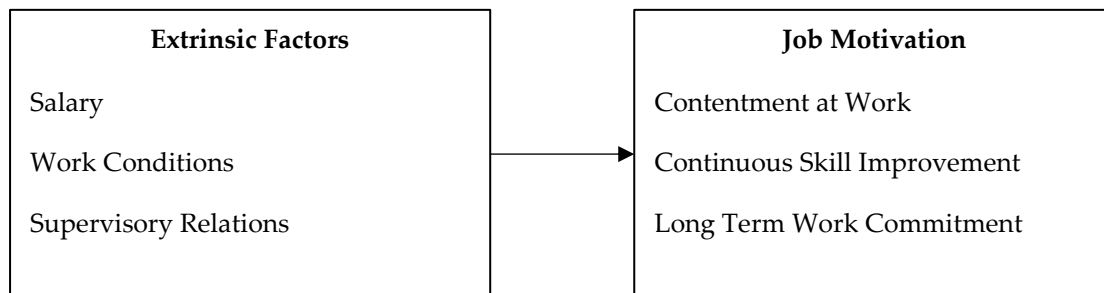


Figure 1: Conceptual Framework

The extrinsic factors are those factors that are external factors that are related to the job surrounding/context that prevents the employees' job dissatisfaction. The salary as an extrinsic factor enables the job motivation aspects through the employee's capacity to meet their financial obligations (Morais, 2019). The work conditions influence on the job motivation aspects through ensuring that workers are able to improve their employee performance which then impacts on the job motivation aspects (Shumba *et al.*, 2017). The supervisory relations are further linked to job motivation aspects through its impact of such relations to the employee performance which further impacts on their job motivation aspects (Gemedda & Tynjälä, 2015).

7. Research methodology

This study utilizes the cross-sectional descriptive research design. According to Neuman (2014) a descriptive research design refers to a study whose purpose is to describe the research phenomenon using words or numbers with a view of presenting a profile, classification of types or an outline of steps to answer questions such as who, when, where, and how. In this context, the study describes the influence of extrinsic factors

(salary, work conditions and supervisory relations) on job motivation of the healthcare workers in the public sector health workers in Nakuru.

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

Table 1: Target Population of the Study

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

Source: County Government of Nakuru.

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

$$n = \frac{N}{1+N(e^2)}$$

where N is the target population (1756 respondents) and e is the margin of error (0.05).

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

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

Table 2: Sample Size

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

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

The simple linear regression was used for regressing extrinsic factors against Job motivation of the healthcare workers in the public sector health workers in Nakuru. This is with a view of examining inferential (conclusive) relationship between the independent variables and the dependent variable. The following linear regression model was utilized for the study;

The regression model that was used is as follows;

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

Where;

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

β_0 = Constant;

β_1 = Coefficients of estimates;

X_1 = Extrinsic factors;

ε is the estimated error of the model.

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

8. Data analysis

8.1 Correlational analysis

The study undertook the correlational analysis in order to examine the changes associated with the independent variables and the dependent variable. The results of the correlation analysis (extrinsic factors) and job motivation were presented in Table 3 below.

Table 3: Correlational Analysis

		Job Motivation
Extrinsic Factors	Pearson Correlation	.633**
	Sig. (2-tailed)	.000
	N	272
** . Correlation is significant at the 0.01 level (2-tailed).		

The correlation between diverse factors and the job motivation were examined. The study found a positive and strong positive correlation between extrinsic factors and job motivation ($r=0.633$, p value =0.000). According to (Fox, 2015) a correlation of 0.633 is considered to be positive and moderate in nature. The study noted that the correlation between the extrinsic factors and job motivation was statistically significant due to a p value of less than 0.05.

The regression analysis was undertaken for the purposes of determining the influence of the extrinsic factors on the job motivation levels of the public healthcare workers in Nakuru. The results were presented in a series of three tables that is Model Summary (Table 4), ANOVA (Table 5), and Coefficients (Table 6).

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.786 ^a	0.618	0.615	0.14255
a. Predictors: (Constant), Extrinsic Factors				

Wilson, Keating, and Beal-Hodges (2012) indicates that multiple linear correlation coefficient measures the correlation between the independent variables together on the dependent variable. The study found that extrinsic factors cumulatively had 0.786 correlational relationship with the job motivation levels of the healthcare personnel. The study further found that adjusted coefficient of determination score was 0.615. According to (Paulson, 2006) in a multiple linear regression, the adjusted coefficient of determination presents the variation in the dependent variable that is attributable to the independent variable. The study noted that an adjusted coefficient of determination of 0.615 indicated that 61.5% of the variation in the job motivation is as result of extrinsic factors. This shows that the remainder of the variance that is 39.5% of the variance in the job motivation is as result of other factors not in the model.

Table 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.830	1	4.415	217.288	0.000 ^b
	Residual	5.466	270	0.020		
	Total	14.296	271			
a. Dependent Variable: Job Motivation						
b. Predictors: (Constant), Extrinsic Factors						

The F test or the one way ANOVA is used for the purposes of testing the goodness of fit of the regression model that is the overall significance of the regression model. This is checked through testing the following hypotheses at 5% level of significance;

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

The study will test the overall significance of the regression model that its ability to predict the dependent variable. This was undertaken through testing the null hypothesis of none of the independent variables predicts the dependent variable against the alternative that at least a single independent variable predicts the dependent variable at 5% (0.05) level of significance. The decision rule of the study is rejecting the null hypothesis if p value is less than the level of significance (0.05). The study results indicated that $F(1,270) = 217.288$ with a p value less than 0.05. This led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The results of the F test or one way ANOVA led to the conclusion that there is at least one independent variable that is a significant predictor of the job motivation.

Having passed the F test, the two tailed t test were then undertaken in order to identify the specific independent variable (s) that were statistically significant predictors of the job motivation in the health sector. The results of the t test are presented in the Table 4.12 below.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.176	0.130		1.354	0.177
Extrinsic Factors	0.318	0.027	0.436	11.564	0.000
a. Dependent Variable: Job Motivation					

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

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

where β_1 is the regression coefficient of extrinsic factors.

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

$$Y = 0.176 + 0.318X_1 + 0.14255$$

where 0.176 is a regression constant, X_1 is the extrinsic factors and 0.14255 is the standard error of the model.

The regression models revealed that a unit increase in the extrinsic factor is associated with 0.318 increase in the job motivation levels.

The study found that the respondents on average felt the salary was commensurate with work done to a small extent. A moderate variation in the responses was observed. The results of the challenges of the salary not being commensurate with the work done is in tandem with other scholars' findings. Mohammed & El-jajah (2019) noted that salary not being commensurate with the job undertaken is one of the challenges leading to lack of job motivation. This theme was also observed by Eltarhuni & Alaqli (2017) in a study examining a physician's performance in a pediatric hospital in Iraq. The study found that over a third of the respondents in the study had indicated that the salary provided were not commensurate with the work done and their professional qualifications. Other scholars linking commensurate salary with the job undertaken being a factor for job motivation include Onanda (2015), Hee *et al.* (2019), and Apedzi (2019) amongst other scholars. The results of this study in respect to the satisfaction level of the salary dates being low is commensurate with other empirical studies. Majau & Wanjohi (2019) noted the importance of mechanisms to avoid salary delays as a factor in job motivation. Kimaite (2016) documents the manner in which the salary delays affect the employees' welfare. The study cites the delayed salaries leading to the bank loan challenges in respect to the payment dates. The challenges of the delayed salaries as a factor leading to the challenges of job motivation were further documented by Kimathi (2017), Irimu *et al.*, (2018), Borromeo & Lufungula (2019) and Jonyo (2015) amongst others.

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

On average the respondents felt the competitiveness was to a small extent. The competitiveness of the salary relative to performed job is of importance. Prasetio, Yuniarsih, Ahman, & Sary (2017) asserts the importance of the competitive salary in respect to job motivation levels. In a study based on the hospitals in Ethiopia, Aklilu, Hussien, Abate, Girma, & Ololo (2015) similar to the current study found that the health workers perceived themselves as not being paid competitive salaries relative to tasks performed. Idiegbeyan-ose, Aregbesola, Owolabi, & Eyiolorunshe (2019) further found that competitive salary was correlated with the job motivation levels. This view was also consistent with that of Karim, Khan, & Shamim (2017), Bano, Ishrat, & Mishra (2019), (Partono Prasetio, Yuniarsih, & Ahman (2017), and (Shalonda, 2019).

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

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

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

The respondents were also asked on whether there was fairness in the supervisor application of the personnel practices. The study results on found that the respondents on average felt that there was fairness to a small extent. The role of the supervisor on the job motivation levels has also been examined by diverse scholars including Panchal (2016), Qureshi & Hamid (2019), and Qureshi *et al.* (2018) amongst others. Panchal (2016) found that the fairness of the supervisors influences the employee satisfaction levels and

consequently their job motivation aspects. Similar to Panchal (2016), Qureshi *et al.*, (2018) also discussed the role of fairness of the supervisor on the job motivation levels. (Qureshi *et al.*, 2018) found that the perception of fairness of the supervisor had a positive influence on the job motivation levels. This was attributed to the fairness of the supervisors leading to the employees being more receptive on the support offered and instructions on the work-related aspects. Qureshi & Hamid (2019) further found that the perception of fairness as the buffer between the supervisor support and the job motivation levels. Other studies concurring with Panchal (2016), Qureshi *et al.* (2018) as well as Qureshi & Hamid (2019) views include Islam & Hossain (2018), Kuntardina (2017), and Borgohain & Saikia (2017) amongst others.

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

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

9. Conclusions of the study

The study had one objective that is the examination of the influence of the extrinsic on the job motivation levels of the public healthcare workers. In respect to the influence of the extrinsic factors on the job motivation levels of the public healthcare workers, the study found that there was a statistically significant relationship between the two variables. The study further noted that an increase of the extrinsic factors led to a 0.318 increase in the job motivation levels.

9.1 Recommendations of the study

The study thus recommends that the extrinsic factors such be considered and factored within the institutions in order to improve on the job motivation levels. Amongst the aspects with low scores that management should consider include salary paid being commensurate with work done, dates of salary payments, salary increments levels, salary

being competitive for tasks undertaken, supportive work environment for work station, and supervisor fairness levels.

Conflict of interest statement

The author declares no conflict of interest.

About the author

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