

Compensation Strategies and Employee Job Satisfaction in the Health Sector in Kiambu County, Kenya

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Abstract: *Health care is important for economic development and personal wellbeing. A healthy workforce increases organization performance by reducing the number of sick leaves, absenteeism, turn - over and also improves productivity. Central to the employee's performance is job satisfaction. Compensation is a significant determinant of whether employees are satisfied or dissatisfied with their jobs. In Kenya, the health sector has been marred with strikes and industrial disputes related to health worker compensation. This is not different from Kiambu County, which have inadequate worker, face erratic supply of medical products, and have poor health infrastructure, health facilities, and inadequate resources. Given the importance of these factors to job satisfaction in health sector, these challenges may contribute to dissatisfaction. The general objective of this study is therefore to study compensation strategies and employee job satisfaction in the health sector in Kiambu County, Kenya. The specific objectives of the study are; to determine the effect of basic pay on job satisfaction in the health sector in Kiambu County, to establish the effect of benefits on job satisfaction in the health sector in Kiambu County, to find out the effect of working condition on job satisfaction in the health sector in Kiambu County and to examine the effect of recognition on job satisfaction in the health sector in Kiambu County, Kenya. The study is anchored on the Maslow's Hierarchy of needs theory, Herzberg's two factors theory, Equity theory, Alderfer's ERG theory and Vroom's expectancy theory. The study will use descriptive design. The target population will be senior, middle level and support staff of tier 2, tier3 and tier 4 public health facilities in Kiambu County Kenya. The study targets 584 health workers. The sample size will be 20% of this and hence 117 employees will be interviewed. Using correlation and regression analysis, the study found that basic pay and benefits do not have statistically significant effect on job satisfaction. However, working condition and recognition have statistically significant effect on job satisfaction. The results imply that to improve job satisfaction among healthcare workers, the county government of Kiambu should focus on intrinsic rewards like working conditions and recognition instead of extrinsic rewards like pay and allowances.*

Keywords: Compensation strategies, Job satisfaction

1. Introduction

Health care is an important contributor to the economic development and wellbeing of a country. Health care is not only important for boosting economic growth but also for achieving one's ambition. The importance of health care to growth and personal wellbeing is recognized by United Nation (UN) in sustainable development goals (SDGs) number three which aims to ensure people live healthy lives and also promote wellbeing [7]. At the center of a good health care systems, is human resource for health [1].

Globally, health care is a major expenditure component in government budgets. Despite, the huge expenditures in health, there remains huge shortage of health workers in the health sector. Globally, it is estimated that in 2013 there was 17.4 million need - based shortage of health - care workers [10]. The breakdown shows that the largest need - based shortage is in South - East Asia and Africa. Virtually all countries face challenges in recruitment and deployment of health workers. The high turnover and attrition in the health sector can be attributed to poor working conditions, low salaries and weak career prospects [9]. Job dissatisfaction in health sector is closely linked to working condition and income. However, working condition especially excessive workloads, long hours of works, inadequate infrastructure, lack of control over works, and lack of professional

development and recognition are also major contributor to job dissatisfaction in health sector.

There is a strong association between employee's job satisfaction and compensation. Globally, evidence indicates that there is a positive association between income level in origin countries and intention to migrate. Health workers are attracted to countries offering higher salaries. It is estimated that the global average wage bill expressed as the proportion of public health spending is approximately 57 percent as revealed by [9]. Between 2000 and 2010, the compensation of health workers as proportion of GDP did not change and it decreased in terms of total health expenditure as per [9]. In all income groups the share of remuneration as percent of total health spending decreased though the highest reduction was in upper - middle - income countries. For the share of remuneration as percent of GDP, the greatest reduction was in low - income countries while lower and upper - middle income countries recorded a slight increase. Compensation is a major factor in recruitment, retention and motivation of health workers.

In Kenya, the importance of health sector is codified in Kenya Vision 2030 which aims to offer equitable and affordable health care to all citizen [9]. The vision aim is to strengthen the health care system in five key areas; access, equity, quality, capacity and institutional framework. Under the capacity focus area, the government was to ensure

Volume 10 Issue 11, November 2021

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equitable allocation of resources and also capacity development of health personnel. The government also aim to increase the geographical access of the health care services.

Kiambu County have a total of 332 health facilities as of 2014 [4]. The County government allocation to health in 2014/2015 financial year was Ksh.2.8 billion for recurrent expenditure and Ksh.527 million for development expenditure [4]. The health recurrent expenditure constitutes around 41 percent of total recurrent expenditure. The health development expenditure constituted 19 percent of total development expenditure. Despite the large share of recurrent expenditure that is allocated to health, the number of strikes and industrial disputes between the County governments and health workers have been on the rise [3]. For example, in 2016, there was nationwide doctors' strike that lasted for 100 days, in 2017, there was a nurses' strike that lasted for 150 days. The strikes were blamed on salary delays, challenges managing career progression, training among other [3]. This suggests that rewards both extrinsic and intrinsic are key to job satisfaction.

1.1 Statement of the problem

Health care is important for economic development and personal wellbeing. A healthy workforce increases organization performance by reducing the number of sick leaves, absenteeism, turn - over and also improves productivity. Central to the employee's performance is job satisfaction. Job satisfaction affects employee's motivation and productivity and hence have a direct effect on organization performance [3]. Many factors do affect employees' job satisfaction, but the major factors can be categorized into financial and non - financial compensation.

Compensation is a significant determinant of whether employees are satisfied or dissatisfied with their jobs. In Kenya, the health sector has been marred with strikes and industrial disputes related to health worker compensation. The health sector in Kenya is generally underfunded, have shortage of health workers, lack career opportunities and lack clear guidelines on promotion of health workers [8]. Kiambu County is not exceptional to this trend and hence, given the national wide doctor's and nurse's strike in 2016 and 2017, it is clear that health workers are dissatisfied with some aspect of their jobs. These aspects maybe related to basic pay, allowances, pensions and other cash benefits or non - cash rewards like working condition, recognition, promotion policies, career advancement among others.

Studies done on the effect of compensation on job satisfaction shows that compensation have positive and significant effect on job satisfaction. However, some studies find that while pension payment and gratuity payment schemes have a significant positive effect on job satisfaction, salary and allowances do not have a significant effect on job satisfaction [2]. A study on effect of compensation on job satisfaction in Isiolo County, found that health workers are dissatisfied with the compensation package [2]. A study by [8], in Kiambu found that working conditions and remuneration have a significant and positive effect on job

satisfaction. However, these studies are hard to generalize since [2] focused on Isiolo County and health workers under Economic stimulus program while [8] focused on Kiambu level four hospital health workers. Hence, there is a need for a study that focuses on a representative sample of the health workers in Kiambu County. Moreover, different study gives conflicting results on the effect of different compensation strategy on job satisfaction.

This study extends a study by [8] and investigates the effect of compensation strategy on job satisfaction in Kiambu County. The study specifically examined the effect of basic pay, allowances, recognition and working conditions on job satisfaction. The study extends the current literature by using a more representative sample of the health workers in Kiambu County. Given the central role of dispensaries and health centers in increasing geographical access to health, this study includes health workers working in these centers. Unlike other studies done in Kiambu County, the current study uses regression analysis.

1.2 Objectives of the Study

The general objective of the study is compensation strategies and employee job satisfaction in the health sector in Kiambu County, Kenya

1.2.1 Specific Objectives

- 1) To determine the effect of basic pay on job satisfaction in the health sector in Kiambu County, Kenya.
- 2) To establish the effect of benefits on job satisfaction in the health sector in Kiambu County, Kenya.
- 3) To find out the effect of working condition on job satisfaction in the health sector in Kiambu County, Kenya.
- 4) To examine the effect of recognition on job satisfaction in the health sector in Kiambu County, Kenya.

1.3 Significance of the Study

The study findings are important to national government, County government, non - government organization (NGO) working in health sector and donors. The study findings show factors that are important for job satisfaction in health sector. This should be important to national government as it seeks to improve health care system in Kenya. The study is also be important to Kiambu County government, as human resources management in the health sector is under County government. The study findings can also be used by NGO in the health sector to offer a more targeted approach to health by supporting incentives that are likely to improve health workers job satisfaction.

2. Theoretical Review

The study is based on Maslow's Hierarchy of needs, Herzberg's two - factor theory, Equity theory, Aldefer's ERG Theory and Vroom's expectancy theory of human motivation. Maslow's Hierarchy of needs theory was postulated by Abraham Maslow in 1943. The Maslow' theory argues that people's needs can be arranged in

hierarchy from basic to high level [11]. According to this theory, workers will be more concerned with basic needs like food and shelter, which can be related to level of pay and allowances, but after these are fulfilled needs like self - esteem and job satisfaction becomes important. This theory is relevant to this study in that compensation strategies like basic pay and allowances allows health workers to satisfy psychological and safety needs while recognition and working condition helps improving esteem, foster as sense of belonging and self - actualization. Hence, the theory helps the study to link job satisfaction and compensation strategies.

Herzberg’s two - factor theory was developed by Fredrick Herzberg. The Herzberg’s two factor theory focuses on two dimension of employee job satisfaction [2]. It is an improvement on Maslow’s theory and argues there are two set of factors that affect satisfaction i. e. motivation and hygiene factors. Hence, the theory is sometimes referred to motivator - hygiene theory or dual structure theory. The theory postulates that work - related characteristics that are related to job dissatisfaction are hygiene factors while work - related characteristics that related to job satisfaction are motivation factors. This theory is relevant to this study as hygiene factors like poor working condition, and inadequate compensation will lead to job dissatisfaction and likely poor job performance. Moreover, motivators factors like recognition, self - esteem and meaningful work are likely improve job satisfaction and hence performance [6].

Equity theory was developed by John Stacey Adams in 1963. The equity theory postulates that people judge how fairly they are treated using two key factors: input and outcome [2]. Hence, the satisfaction with a job in health will likely depend on the extent of effort and compensation. Hence, people who put a lot of effort and feel that the compensation is not fair will be dissatisfied with their jobs. Health workers are likely to compare their pay, allowances and other intrinsic rewards and any discrepancy from what is expected may be interpreted as discrimination. If the health workers feel that the treatment is not fair compared to colleagues in the same level, this is likely to lead to job dissatisfaction. This theory is relevant to this study as it shows how basic pay, allowances, working condition and recognition may affect job satisfaction.

Existence, Relatedness and Growth theory was proposed by Clayton Alderfer in 1969. According to [2], Alderfer’s ERG theory argues that human have three sets of human needs; existence, relatedness and growth. The existence needs refer to material and physiological needs. Human beings are concerned by how they may be able to fulfill their obligation, and this means that compensation is important as it enables them meet material and physiological needs. Relatedness needs are concerned with relationships with other people and are usually satisfied by shared moments. Relationship may occur outside work environment or within working environment. However, good relationship with co - workers is likely to improve job satisfaction in health sector. Lastly, growth needs refer to human desire to productively and creatively improve themselves and their working conditions.

These are closely related to career development, promotion and training opportunity in the workplace.

Vroom’s expectancy theory was proposed by Victor Vroom in 1964. Expectancy theory postulates that people exert efforts because they want a reward. The theory assumes that first, people joins organization with expectation about their needs, motivations and past experiences [11]. Second, the theory assumes that workers’ behavior is due to conscious choice. Hence, people are free to choose at workplace. Thirdly, every worker may need different things from the organization. This explains the reason why some workers are satisfied with their salary while others are not. Lastly, workers seek to maximize outcomes and hence will choose the best alternative available to them. Hence, job satisfaction will depend on the expectation on reward from the best alternative available to the employee. The reward may be extrinsic like salary and allowances or maybe intrinsic like good working condition and recognition [11]. Hence, this theory helps to link compensation strategies and job satisfaction.

2.1 Conceptual Framework

A conceptual framework is a diagrammatic representation of the relationship between variables of the study. From the theoretical and empirical literature, the study argues that job satisfaction is related to basic pay, allowances, working conditions and recognition. It is hypothesized that each of these factors has a direct relationship with the dependent variable i.e. job satisfaction.

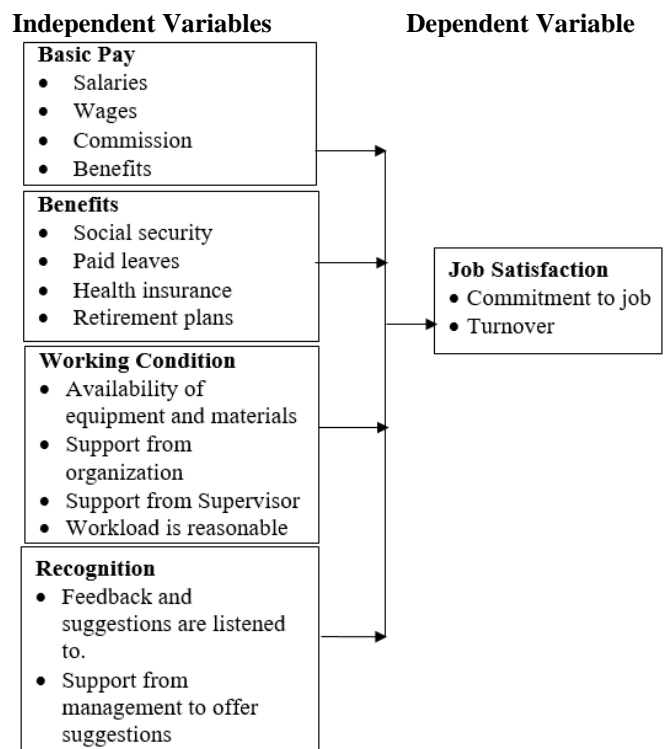


Figure 1: Conceptual Framework
Source: Researcher (2020)

3. Research Methodology

The study adopted an exploratory descriptive research design. [5] Articulates that, research design is the arrangement of tools and conditions for data collection and analysis in a way that help achieve the research objective. The research design contains a blueprint for data collection, measurement of variables and data analysis. The non - experimental research design is appropriate for this study since the research did not have control over the variables of the study. The design is also cross - sectional in nature since it enables the researcher to collect data at one specific point in time for group of individuals. Hence, the research design is able to get information on status and past information about study subjects. Additionally, the study target population is all health workers working in health facilities (Tier 2 to Tier 4) in Kiambu County. The study location is Kiambu County in Kenya. The research used a stratified sampling technique to select the study participants. The stratified sampling technique is appropriate in this study in selection of hospital to be included in the study.

3.1. Data Collection Instrument

The study used structured questionnaires for data collection as were easy to administer, less costly and were capable of capturing the required information for the study. Moreover, according to [5], structured questionnaires are objective, precise and thus accurate when it comes to analysis. The instruments had four sections corresponding to different issues addressed by the research objectives. The first section detailed demographic characteristics, second section assessed job satisfaction, the third section assessed working conditions and the last section assessed recognition in the selected health facilities. In additional, validity and reliability of the questionnaires was assessed by piloting the research instruments to 10 respondents. The table 1 shows that the items in each variable are consistent measure of each variable as the Cronbach alpha is higher than 0.7.

Table 1: Reliability analysis per variable

| Variable | Number of items | Cronbach's Alpha |
|--------------------|-----------------|------------------|
| Benefits | 5 | 0.883 |
| Working conditions | 7 | 0.904 |
| Recognition | 7 | 0.865 |
| Job satisfaction | 9 | 0.903 |

Source: Author's computation (2020)

3.2. Data Analysis

The questionnaires were coded into a spreadsheet, edited and analyzed using Statistical Package for Social Science (SPSS). The data quality test was done to ensure that the data is reliable and valid for analysis. Using SPSS, the research will do descriptive statistics and they will be presented in pie charts, bar graphs, tables of percentages, mean etc. The descriptive statistics gives a summary of the respondent characteristics and is important in interpretation of the inferential statistics. To achieve the research objective, the study estimated the effect of basic pay, allowances, working condition and recognition on job satisfaction using a multiple regression analysis.

The regression model was as follows:

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

Where Y is the dependent variable (employee job satisfaction),

β_0 is the regression coefficient,

$\beta_1, \beta_2, \beta_3$ and β_4 are the slopes of the regression equation,

X_1 = Basic pay

X_2 = allowance

X_3 = working condition

X_4 = recognition

α = an error term.

3.3 Ethical Consideration

Ethical considerations are important when conducting research that involves human subjects. This includes protection from harm from research instrument or from co-workers who may disapprove the subject involvement. Hence, it is important to obtain informed consent from the participants, ensure that the data collected does not show who answered the questionnaires and maintain confidentiality of the participants. To ensure that the study adhere to ethical standards, the study was reviewed by Kenyatta University ethical committee and approval to conduct the study was sought from NACOSTI. Moreover, the researcher ensured that the data was anonymous and participant identity kept confidential.

The researcher also explained to participant the purpose of the study and what was expected from them. Moreover, the participants were informed that they have a right to participant or not participant and there was no repercussion if they chose not to participant. The data collected did not include names or facilities it was collected from to ensure anonymity. The data could only be shared with the supervisors and used only for the purpose stated.

4. Research Findings

4.1. Response Rate

that the overall response rate was 82.2 percent which was above the 50 percent response rate recommended in social science research by [5]. Moreover, in each category of the employees, the study was able to achieve at least 50 percent response rate except for mortuary attendants. The categories with the highest response rate (100%) were midwives, lab attendants, pharmacists, physiotherapists, human resources, administration, and operations. Doctors and finance also had a high response rate of 83.3 percent while nurses had a response rate of 65 percent.

4.2 Descriptive Analysis

The researcher conducted descriptive statistics to show the distribution of the responses to different questions and the distribution of the survey respondents. Descriptive analysis is important as it shows variables that may have outliers and other data anomalies that may invalidate inferential analysis.

The study focused on the respondents' characteristics and jobs' characteristics.

Table 2: Employees' Benefits

| Statements | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| Employees in my organization are fairly rewarded | 106 | 4.12 | 0.943 |
| I am satisfied with the existing salary structure of the hospitals' works and contributions | 106 | 3.88 | 0.813 |
| I am satisfied with long term benefits and insurance policies of the organization | 106 | 3.91 | 0.857 |
| I am satisfied with the compensation I get and I think it matches with my responsibility | 106 | 3.84 | 0.794 |
| My remuneration is able to cater for my daily needs | 106 | 3.86 | 0.951 |
| Valid N (listwise) | 106 | | |

Source: Authors' computation (2020)

Generally, the table shows that the participants agrees that remunerations are satisfactory. The study found that the participants feels that the compensations are fair and matches with their responsibility. As argued by equity theory, if employees feel that their rewards do not match with their responsibilities, they maybe dissatisfied with jobs which impacts the performance.

Table 3: Working Condition

| Statements | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| I am satisfied with working relationships with people around me | 106 | 3.75 | .754 |
| I am satisfied with the working environment of the hospital | 106 | 3.92 | .789 |
| I am satisfied with job security | 106 | 3.76 | .775 |
| I am satisfied with organization culture | 106 | 3.72 | .765 |
| I receive enough support from management | 106 | 3.80 | .723 |
| My role in the organization is clearly defined | 106 | 3.84 | .770 |
| My department provides all the equipment, supplies, and resources necessary for me to perform my duties | 106 | 3.74 | .820 |
| Valid N (listwise) | 106 | | |

Source: Author's computation (2020)

The results generally indicate the working conditions in Kiambu hospital is satisfactory. Most of the statement has a mean of approximately 4.00 which indicates that the participants agree with statement. However, there is huge variation as the standard deviation for the most statement is around 0.8.

Table 4: Recognition

| Statement | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| I feel properly appreciated when I do a good job | 106 | 3.82 | .837 |
| My opinion and thoughts are heard | 106 | 3.84 | .806 |
| My supervisor cares about me as a team member | 106 | 3.69 | .748 |
| My work is valued and appreciated | 106 | 3.89 | .760 |
| I have decent chance of being promoted | 106 | 3.84 | .896 |

| | | | |
|---|-----|------|------|
| Rewards and recognition provided by the organization are satisfactory | 106 | 3.92 | .818 |
| Management makes changes based on my suggestion and feedback | 106 | 4.10 | .883 |
| Valid N | 106 | | |

Source: Author's Computation (2020)

The results on average shows that participants agree that their contribution at workplace are recognized. Most of the statement had a mean of approximately 4.00. This finding agree that majority of employees in the public health sector agree that there are good opportunities for promotion in their organization.

Table 5: Job Satisfaction

| Statement | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| Management is supportive of me | 106 | 4.01 | .828 |
| The organization provide enough training to perform my job | 106 | 3.81 | .794 |
| I feel encouraged by management to offer suggestions | 106 | 3.82 | .766 |
| Organization policies and rules enables me to do my work well | 106 | 4.02 | .884 |
| I rate highly this health facility as a good place to work | 106 | 4.04 | .985 |
| I have decent opportunity to improve my skills | 106 | 3.95 | .898 |
| I have clearly defined job description | 106 | 4.03 | .798 |
| My weekly assignment is reasonable | 106 | 3.77 | .784 |
| I would recommend this health facility to other workers as good place to work | 106 | 3.72 | 0.802 |
| Valid N | 106 | | |

Source: Author's Computation (2020)

The results show that on average, participants agree that they are satisfied in their jobs. Most of the statement had a mean of approximately 4.00. The results agrees agree that they have opportunities to attend training in Kenya health sector. The study finding shows that generally, healthcare workers in Kiambu are satisfied with jobs.

4.4 Correlation Analysis

This section explores the relationship among the variables using correlation analysis. The study used Pearson correlation to measure the direction of the relationship and the strength of the relationship among independent and dependent variables. Table 6 shows the direction, strength, and statistical significance of the correlation analysis.

Table 6: Correlation analysis

| | MB | DS | AB | ATM | SP |
|----|--------|--------|--------|------|----|
| JS | 1 | | | | |
| B | .556** | 1 | | | |
| WC | .540** | .441** | 1 | | |
| R | .721** | .696** | .405** | 1 | |
| BP | -.077 | .083 | -.024 | .051 | 1 |

Key: Job Satisfaction (JS), Benefit (B), Working Condition (WC), Recognition (R), Basic Pay (BP)

Source: Author's Computation (2020)

Table 6 shows that the Pearson correlation coefficient for all pairs of variables is less than 0.8. This is important since

regression analysis requires the independent variable not to be highly correlated. The table shows that job satisfaction and benefits are positively correlated, and the coefficient is statistically significant at 1 percent level of significance. The Pearson correlation coefficient is 0.556 (p - value = 0.000). This implies increase in benefits leads to statistically significant increase in job satisfaction. The results suggest that one way to improve job satisfaction among healthcare workers in Kiambu County is to increase their benefits. The study finding confirms [8] study which found that benefits and rewards are positively and significantly correlated with job outcome/satisfaction for healthcare workers in Kenya and South Africa respectively.

The table shows that job satisfaction and working condition are positively correlated, and the correlation coefficient is statistically significant at 1 percent level of significance. The Pearson correlation coefficient is 0.540 (p - value = 0.000). This implies that improvement in working condition leads to statistically significant increase in job satisfaction. The study finding suggests that improving working condition is important for job satisfaction among healthcare worker in Kiambu County.

The table shows that job satisfaction and recognition are positively correlated, and the correlation coefficient is statistically significant at 1 percent level of significance. The Pearson correlation coefficient is 0.721 (p - value = 0.000). This implies that intrinsic rewards like recognition leads to statistically significant increase in job satisfaction. The finding suggests that to improve the job satisfaction among healthcare workers in Kiambu County, both intrinsic and extrinsic rewards will be important.

Table 6 shows that job satisfaction and basic pay are negatively correlated, and the correlation coefficient is statistically insignificant at 1 percent level of significance. The Pearson correlation coefficient is - 0.077 (p - value = 0.433). This implies that increase extrinsic rewards like basic pay does not lead to statistically significant increase in job satisfaction.

The study also found that benefits and working condition have positive and statistically significant Pearson correlation (0.441). The study also found that benefit and recognition are positively correlated, and the correlation (0.696) is significant at 1 percent. Lastly, the working condition and recognition are positively correlated with Pearson correlation of 0.405 and it is statistically significant at 1 percent. As mentioned earlier, the correlation coefficients between independent variables indicates the relationship between variable is not very strong.

4.5 Multi - regression Analysis

The linear regression analysis was used to investigate the effect of basic pay, working conditions, recognition and benefit on job satisfaction of healthcare workers in Kiambu County. The independent variables were basic pay, benefits, working condition, and recognition. The dependent variable on the other hand was job satisfaction. The study reports

Analysis of Variances (ANOVA) and coefficient of determination (R^2) and regression coefficients.

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .777 ^a | .604 | .589 | .40451 |

a. Predictors: (Constant), basic pay, working condition, recognition, benefit

Source: Author’s Computation (2020)

Table 7 shows that overall correlation coefficient (R) between independent variables and job satisfaction was 0.777. It implied that there was a relative strong positive relationship between the independent and dependent variables. Moreover, the analysis show that 60.4 percent ($R^2 = 0.604$) of the variation in job satisfaction can be explained by the basic pay, working condition, recognition, and benefits. Therefore, 39.6 percent of variation in job satisfaction are explained by factors not included in the model.

Table 9: ANOVA Analysis

| Model | Sum of Squares | Df | Mean Square | F | Sig. | |
|-------|----------------|--------|-------------|-------|--------|-------------------|
| 1 | Regression | 25.230 | 4 | 6.307 | 38.547 | .000 ^b |
| | Residual | 16.527 | 101 | .164 | | |
| | Total | 41.756 | 105 | | | |

a. Dependent Variable: Job satisfaction
 b. Predictors: (Constant), Basic, Working condition, recognition, benefit

Source: Author’s Computation (2020)

Table 9 shows the analysis of variance for the model. The ANOVA test whether the coefficients of the independent variables are jointly equal to zero or the overall significance of the model. Table 4.8 shows that model had $F=38.547$ with $p - value = 0.00$. This implies that overall model was statistically significant at 5 percent.

Table 10: Regression Coefficients

| Model | Unstandardized Coefficients | | t | Sig. |
|-----------------------------|-----------------------------|------------|--------|------|
| | B | Std. Error | | |
| (Constant) | .579 | .329 | 1.761 | .081 |
| Benefit (X_1) | .022 | .079 | .276 | .783 |
| Working Condition (X_2) | .294 | .073 | 4.049 | .000 |
| Recognition (X_3) | .611 | .091 | 6.726 | .000 |
| Basic Pay (X_4) | -.044 | .027 | -1.631 | .106 |

Source: Author’s Computation (2020)

$$Y = 0.579 + 0.022X_1 + 0.294X_2 + 0.611X_3 - 0.044X_4$$

Table 10 shows the model had an intercept of 0.579 which had a p - value of 0.081. This indicates that on average, job satisfaction among healthcare workers in Kiambu is 0.579 and the coefficient is statistically insignificant at 5 percent.

From table 10, the coefficient of basic pay is - 0.044 and had a p - value of 0.106 (t - value = - 1.631). This indicates that increase in basic pay has a negative effect on job satisfaction. However, the coefficient is statistically insignificant at 5 percent level of significance. This is a

surprising results given that the existing evidence indicates that basic pay has positive and statistically significant effect on job satisfaction.

The second objective was to establish the effect of benefits on job satisfaction. From table 4.9, the coefficient of benefit was 0.022 and had a p - value of 0.783 (t - value = 0.276). This indicates that increase in benefits has a positive effect on job satisfaction. However, the coefficient is statistically insignificant at 5 percent level of significance.

The third objective of the study was to find out the effect of working condition on job satisfaction. From table 4.9, the coefficient of working condition was 0.294 and had a p - value of 0.000 (t - value = 4.049). This indicates that increase in working condition has a positive effect on job satisfaction and the coefficient is statistically significant at 5 percent level of significance. Specifically, a unit increase in working condition leads to 0.294 increase job satisfaction, holding all other factors constant. Working condition is likely to be important for healthcare workers, due to the risk involved in hospital settings.

From table 10, the coefficient of recognition was 0.611 and had a p - value of 0.000 (t - value = 6.726). This indicates that increase in recognition has a positive effect on job satisfaction and the coefficient is statistically significant at 5 percent level of significance. Specifically, a unit increase in recognition leads to 0.611 increase job satisfaction holding all other factors constant. This result confirm previous studies that indicates that working condition has positive and statistically significant effect on job satisfaction. Recognition is important factor as it is likely to increase employee's motivation and job satisfaction that leads in improvement in job performance. Hence, factors like feedback, promotions, appreciation will have significant effect on job satisfaction.

5.1 Recommendations

Given the study conclusions, the study makes to key recommendation. First, to improve job satisfaction in Kiambu county healthcare sector, the county government should focus to improving the working conditions. The study looked at how employees in healthcare sectors in Kiambu feels about different statement about working conditions. The study findings indicate that improving working relationships, working environment, job security, organization culture, support from management, clearly job description, and provision of tools, equipment, supplies and resources, is the key to improving job satisfaction among healthcare workers in Kiambu county.

Second, the study recommends that county government should implement programmes that recognized employee's contribution at the workplace. The study concluded that there is significant relationship between job satisfaction and recognition. To improve job satisfaction in Kiambu county healthcare sectors, county government should recognize employees' contribution. The study findings indicate that employees' being appreciated for a doing a good job, management listening to feedback, suggestions and opinions of employees, recognizing employees as team members,

promotions, etc., is the key to improving job satisfaction among healthcare workers in Kiambu county.

Generally, the study findings indicate intrinsic rewards are more likely to improve job satisfaction in Kiambu county health sector compared extrinsic rewards. Hence, the study recommends that county government should implement policies that increase intrinsic rewards in order to increase job satisfaction in Kiambu county healthcare sector.

5.2 Areas for Further Studies

The objective of the current study was to investigate the effect of compensation strategies on job satisfaction in Kiambu county healthcare sector. Hence, the study findings are relevant to Kiambu County and may not be generalizable to the rest of the country. The study suggests two main areas of further studies. First, the study proposes that a study should be conducted that focuses on the whole country. This will important as different county maybe faced by different problem in the health sector. Moreover, the study proposes a study to investigate whether the study finding holds in other sectors in Kenya for example education sector.

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