

# Influence of Intrinsic Factors Influencing the Job Motivation of Public Sector Health Care Workers in Nakuru County

Grace Watiri Githatu

Master of Business Administration Health Management,  
Strathmore Business School,  
Strathmore University, Kenya

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## Abstract

Diverse factors provide indicators of job motivation challenges amongst the healthcare workers. These factors include the high level of employee turnover. For example, in 2017, an estimated 700 doctors quit employment from 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 the healthcare workers including doctors, nurses, and clinical officers have held numerous industrial strikes against their employer. Consequently, this study seeks to study the factors influencing the 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 were examined. The study further found that there was a positive and statistically significant correlation between intrinsic factors and job motivation ( $r=0.795$ ,  $p$  value  $=0.000$ ). The regression analysis results revealed that a unit increase in the intrinsic factors is associated with 0.596 increase in the job motivation levels.. The study thus recommends that the intrinsic factors such be considered and factored within the institutions in order to improve on the job motivation levels. The intrinsic factors that had the lowest scores were 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.

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## I. Background to the Study

The job satisfaction level is influenced by intrinsic factors across the world. The job motivational factors were deemed to be intrinsic/internal factors driving employee job motivation while the extrinsic factors are extrinsic/external factors preventing employee demotivation motivation levels. Thus Huiet *al.*, (2012) assert that job motivation factors are sources of job motivation while factors contributing to demotivation motivation are known as extrinsic factors. According to Edoho, Bamidele, Neji, and Ekaette (2015) the extrinsic factors are related to the work environmental factors that would influence job motivation. These are factors that employers need to address as they lead to lack of job motivation. The extrinsic factors include aspects such as salary, fringe benefits, vacations, and insurance amongst others (Hezekiah, Ayodotun, & Maxwell, 2014; Ukandu & Ukpere, 2014). According to Lukwagoet *al.*, (2015) while the extrinsic factors aim to avoid demotivation motivation, the motivators have been noted as those factors whose presence would to lead to job motivation levels with the job functions. The motivators include aspects such as recognition, achievement, personal growth, and challenging work amongst others (Njenga, 2017).

The job motivation has been considered to control the efforts of the employee to achieving 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 the job motivation regulates the attitude of the employee towards their fellow colleagues, work place, and diverse stakeholders within their work environment. Within the context of the 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).

## **II. 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 private sector or further education abroad (Graham, 2018). The various groups of the healthcare workers including doctors, nurses, and clinical officers have held numerous industrial strikes against their employer. These strikes have been undertaken to protest on the salary aspects, work conditions, career advancement and job recognition which informs their focus on 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 County Government of Nakuru., (2021) amongst the challenges that has 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). This study sought to examine the influence of intrinsic factors on job motivation in the healthcare public sector.

## **III. Research Objectives**

To examine the extent to which intrinsic factors (job recognition, career advancement and increased responsibility) influence the job motivation of the healthcare workers in the public sector.

## **IV. Empirical Literature**

The job motivation factors refers to those work related factors that improve on the job motivation aspects of the tasks undertaken. These tasks include job recognition, career advancement and increased job opportunities amongst other aspects. The job recognition is a critical aspect that has an influence on the job motivation of the healthcare workers. According to Mutuku (2014) recognition refers to the timely, informal or formal acknowledgement of a persons or teams behavior, effort or business result that supports the organizations goals and values, and which have clearly been beyond normal expectations. In a study on the factors influencing job motivation among health workers, Daneshkohan *et al.*, (2015) studied the role of recognition on the job motivation of the health workers in Iran. The study noted that lack of recognition and appreciation was a factor influencing the job motivation of the health workers in Iran. In Uganda, Shumba, Kielmann, and Witter (2017) undertook a study that sought to examine the health workers' perception of the private-not-for-profit health facilities' organizational culture and its influence on retention in Uganda. The study noted the importance of the job recognition amongst peers. In this context, Shumba *et al.*, (2017) indicated that the health workers in Uganda had low job motivation due to the lack of recognition amongst general cadres of health workers. The laboratory staff further indicated their job demotivation motivation due to lack of recognition in their job functions by the other health workers (Shumba *et al.*, 2017). The study concluded that the recognition of the health workers is important in order to improve their job motivation levels. The study was based on the health workers in Uganda while the current study is based amongst the public sector health workers. It also doesn't seek to link the role of the recognition of the health workers on the job motivation levels which is the focus of this study.

In seeking to examine the influence of recognition on the employee performance in Vietnam, Nguyen and Giang (2019) undertook a study that used structural equation modelling and confirmatory analysis for data analysis aspects. The study found that recognition played the most important role in the job motivation of the employees within the garment industry in Vietnam. This was attributed to the recognition mechanisms influences job motivation levels, productivity, and commitment aspects (Nguyen & Giang, 2019).

The role of the job recognition on the job motivation levels was studied by Mutuku (2014) in a study that was based on the public universities in Kenya. The study was quantitative in nature and derived its target population from South Eastern Kenya University, Kenyatta and Machakos University College. The study found that acknowledging achievement encourages work commitment levels and hence job motivation levels. The study concluded that job recognition amongst the employees led to increased job motivation levels, improvement in employee productivity and enhancing employee retention levels (Mutuku, 2014). While the study links the job recognition to the job motivation levels within the university set up, this study sought to

examine the role of job recognition on the job motivation levels of the public health workers. A research gap therefore exists to be filled by this study.

In a study based on the Machakos, Nandi and Nyeri counties, Tuwei (2019) in their study on the mediating effect of job motivation on the relationship between quality of work life and service delivery also studied the career advancement aspects. Amongst the career advancement aspects that the study found to be critical in a healthcare system included presence of a clear career advancement policy, fair and transparent way of filling open positions, promotion of the internal staff before hiring from the outside, and well-structured induction process to new roles. Tuwei (2019) further found that career growth and development had weak positive relationship with job motivation that was statistically significant. The study details the career development aspects in a healthcare system didn't link the same to the job motivation of the healthcare workers which is the focus of the current study.

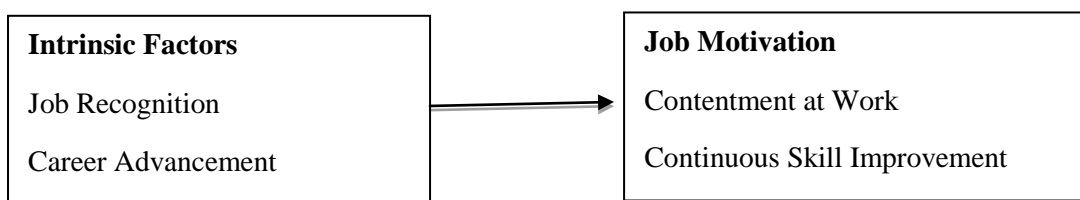
The influence of the increased responsibilities on the job motivation aspects was studied. Aninkan (2014) undertook a study based in Nigeria that sought to examine the role of job enrichment on the job motivation levels. The study utilized the quantitative research design for the study which focused on the job motivation amongst the university employees. The study found that the increased responsibilities that required a variety of skills was positively and significantly associated with higher job motivation. Aninkan (2014) further found that increased responsibilities with higher task significance had a positive and statistically significant relationship with job motivation amongst the universities. While this study examines the manner in which increased job responsibilities influences job motivation, the study was based in a university setup while the current study is based amongst the public sector.

Similar to Aninkan (2014), Nanle (2015) also undertook a study in Nigeria that focused on the employee job motivation of selected public universities in South West Nigeria. The study utilized the descriptive survey design and gathered data using the structured questionnaires for the study. The study revealed that by increasing the scope of one's job tasks then there was also increased job motivational levels. This was found to be especially true in contexts where the increased job responsibilities enhanced the skills of the employee as well as the importance of those increase job responsibilities in the wider job functions.

Burmad and Malik (2018) examined the factors influencing job motivation within call centers in Malaysia. The study found that diverse human resources factors influence the job motivation levels within the call centers in the country. Amongst the aspects that the study found to influence the job motivation levels included job characteristics, work environment, and job tasks supervisory aspects. The study while linking the aspects that influence job motivation aspects was undertaken in Malaysia while the current study is undertaken in Kenya.

## **V. Conceptual Framework**

The conceptual framework is a diagrammatic representation of the relationship between the variables. The study had one independent variable that is the intrinsic factors that has job recognition, career advancement, and increased responsibilities. 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 influence of intrinsic factors on the job motivation aspects were examined using job recognition, career advancement and increased responsibilities. The job recognition impacts on the job motivation through recognition of job achievement (Merga, 2017). The career advancement and increased responsibilities impacts on the job motivation through addressing the appreciation of the capacity of the employee to take higher roles.

## **VI. 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
<b>Total</b>	<b>1756</b>

**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).

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

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
Clinical Officers	(172/1756)*326
Laboratory Technicians	(116/1756)*326
Pharmaceutical Technologists	(132/1756)*326
Nurses	(1230/1756)*326
<b>Total</b>	<b>326</b>

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

$\beta_0$  =constant;

$\beta_1$  = Coefficients of estimates;

$X_1$  = Intrinsic Factors

$\varepsilon$  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.

## VII. Data Analysis

### Response Rate

The study collected data through structured questionnaire from healthcare sector personnel comprising medical doctors, clinical officers, laboratory technicians, pharmaceutical technologists, and nurses. A total of 326 questionnaires were deployed and the response rate was as demonstrated in table 1 below.

**Table 1; Response Rate**

Job Cadres	Distributed Questionnaires	Returned Questionnaire	Response Rate
Doctor	20	12	60.0%
Clinical Officers	32	25	78.1%
Laboratory Technician	22	14	63.6%
Pharmacists	24	16	66.7%
Nurses	228	205	62.9%
<b>Total</b>	<b>326</b>	<b>272</b>	<b>83.4%</b>

According to Boslaugh and Watters (2008), a response rate of 60% and above is considered adequate for studies with a huge number of respondents. A high response rate is desirable as it acts to reduce the non-response bias.

### Demographic Characteristics

The demographic characteristics of the respondents in the study are presented in tables below.

### Gender Distribution

The gender distributions of the results were presented in table 2 below.

**Table 2; Gender Distribution**

	Frequency	Percentage
Male	122	44.9%
Female	150	55.1%
<b>Total</b>	<b>272</b>	<b>100%</b>

The gender distribution results revealed that 44.9% of the respondents were male compared to 55.1% of the respondents who were female. The high number of the female members compared to the male members is in tandem with other studies on the healthcare sector. For example, (Nafei, 2015) in their study based on hospitals in Egypt achieved similar distributions. Other scholars observing similar trends include (Sumah& Baatiema, 2019), as well as (Muhindo, Joloba, & Nakanjako, 2016) amongst others. The high number of respondents that were female is attributable to the large number of female nurses which increases the overall number of female healthcare practitioners.

### Age Group Distribution

The age distributions of the results were presented in the table 3 below.

**Table 3; Age Group Distribution**

Age Group	Frequency	Percentage
Below 30 Years	46	16.9%
31-40 Years	117	43.0%
41-50 Years	69	25.3%
Above 50 Years	40	14.8%
<b>Total</b>	<b>272</b>	<b>100.0%</b>

As shown in table 3 above, 16.9% of the respondents were below 30 years of age, 43.0% of the respondents fell in the 31-40 years of age, 25.3% of the respondents in the 41-50 years of age, and 14.8% of the respondents above 50 years of age. The age demographic information was useful in the study as members in different age groups have different motivational requirements.

**Job Cadre**

The job cadre of the respondents were examined with the results presented in table 4 below.

**Table 4; Job Cadre Distribution**

Job Cadre	Frequency	Percentage
Doctor	12	4.4%
Clinical Officers	25	9.1%
Laboratory Technician	14	5.1%
Pharmacists	16	5.8%
Nurses	205	75.6%
<b>Total</b>	<b>272</b>	<b>100%</b>

The results revealed that 4.4% of the respondents were doctors, 9.1% of the respondents were clinical officers, 5.1% of the respondents were laboratory technicians, 5.8% of the respondents were pharmacists, and 75.6% of the respondents were nurses. The motivation levels of the staff in different cadres are different due to the differences in work environment and remuneration aspects.

**Descriptive Statistics**

The descriptive statistics were utilized for the purposes of checking on the spread of the responses amongst the various indicators of the variables. The role of the intrinsic factors on the job motivation of the healthcare workers was examined using twelve indicators. The results were presented in the table 5 below.

**Table 5; Descriptive Statistics of the Intrinsic Factors**

	NE Freq %	SE Freq %	ME Freq %	LE Freq %	VLE Freq %	Mean	Std.Dev
I am recognized in a timely manner when I undertake,	40	172	38	11	11	2.19	0.882
I excel in my work	14.7%	63.2%	14.0%	4.0%	4.0%		
Informal acknowledgements are often utilized in departments for excellent work	7	10	39	143	73	3.97	0.890
Formal acknowledgements are often utilized in departments for excellent work	29	177	26	13	27	2.38	1.070
Peers recognize the work that is well done by an individual	7	14	34	166	51	3.88	0.860
I value the job recognition for tasks that I undertake	5	17	28	141	81	4.01	0.905
Job recognition led to the improvement of work commitment levels	12	10	31	150	69	3.93	0.954
Job recognition led to the improvement of work productivity	4	14	37	167	50	3.90	0.807
There is presence of a clear career advancement policy	33	172	27	13	27	2.37	1.082
Open positions in my department are filled in a fair manner	12.1%	63.2%	9.9%	4.8%	9.9%		
Open positions in my department are filled in a transparent manner	40	179	26	25	2	2.15	0.809
Increased responsibilities led to acquisition of variety of skills	43	163	44	17	5	2.18	0.839
Increased responsibilities on significant tasks led to satisfaction	15.8%	59.9%	16.2%	6.2%	1.8%		
	15	19	34	128	76	3.85	1.078
	5.5%	7.0%	12.5%	47.1%	27.9%		
	12	5	20	149	86	4.07	0.926
	4.4%	1.8%	7.4%	54.8%	31.6%		

The respondents were asked on whether they were recognized in a timely manner whenever they excelled in their work. The results of the study in respect to the metric was a mean of 2.19 and a standard deviation of 0.882. This indicated that the respondents on average felt that they were recognized in a timely manner to a small extent. The metric on the informal acknowledgements being utilized in departments for excellent work done achieved a mean of 3.97 (large extent) and standard deviation of 0.890 (moderate spread). The respondents on being asked on whether formal acknowledgement were often utilized in departments for excellent work scored a mean of 2.38 and standard deviation of 1.070. This indicated that it was undertaken to a small extent. The peers' recognition of the work well done by an individual created a mean of 3.88 (large extent) and a standard deviation of 0.860 (moderate dispersion). The respondents were asked on whether they valued the job recognition for the tasks undertaken which achieved a mean of 4.01 (large extent) and standard deviation

of 0.905 (moderate consensus). The job recognition leading to the improvement of the work commitment levels had a mean of 3.93 (large extent) and standard deviation of 0.954 (moderate spread). The respondents were further asked on whether job recognition led to the improvement of the work productivity levels. This metric had a mean of 3.90 (large extent) and a standard deviation of 0.807 (moderate spread). The role of the various aspects of the job recognition on the job motivation factors has also gained coverage amongst diverse scholars.

On there being a presence of a career advancement policy, a mean of 2.37 (small extent) and a standard deviation of 1.082 (large dispersion) were achieved.

The respondents were asked on whether increased responsibilities led to acquisition of variety of skills which led to the achievement of a mean of 3.85 (large extent) and standard deviation of 1.076 (large dispersion). The study results were similar to the other studies that have examined the research phenomenon. Finally, the respondents were asked on whether the increased responsibilities on significant tasks led to satisfaction with a mean of 4.07 (large extent) and a standard deviation of 0.926 (moderate spread).

**Job Motivation of Health Workers**

The job motivation of the health workers was examined using four components that is contentment in job undertaking, continuous increasing of skills in current job, looking forward to go to work, and commitment to the job in the long run. The results of the study were presented in table 6 below.

**Table 6; Job Motivation of Health Workers**

	NE Freq %	SE Freq %	ME Freq %	LE Freq %	VLE Freq %	Mean	Std.Dev
I feel contented undertaking my job	62 22.8%	153 56.2%	41 15.1%	15 5.5%	1 0.4%	2.04	0.795
I continuously increasing my skills in my current job	7 2.6%	21 7.7%	27 9.9%	158 58.1%	59 21.7%	3.89	0.920
I always look forward to going to work	51 18.8%	149 54.8%	38 14.0%	16 5.9%	18 6.6%	2.27	1.044
I am willing to commit myself into this job in the long run	58 21.3%	161 59.2%	38 14.0%	7 2.6%	8 2.9%	2.07	0.848

The respondents were asked on whether they felt contented undertaking their job. The study found a mean of 2.04 (small extent) and a standard deviation of 0.795 (moderate spread). The study further asked the respondents on whether they were continuously increasing their skills on their current job in which a mean of 3.89 (large extent) and a standard deviation of 0.920 (moderate spread) was achieved. The study further found that in respect to looking forward towards going to work a mean of 2.27 (small extent) and a standard deviation of 1.044 (wide spread of responses from mean) was achieved. The study further asked the respondents on whether they were willing to commit themselves into the job in the long run. The study achieved a mean score of 2.07 (small extent) and standard deviation of 0.848 (moderate spread). The long term job commitment is a key measure for the job motivation levels.

**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 intrinsic factors) and job motivation were presented in Table 7 below.

**Table 7; Correlational Analysis**

	Job Motivation
	Pearson Correlation
Intrinsic Factors	.795**
	Sig. (2-tailed)
	.000
	N
	272

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The study found that there was a positive and statistically significant correlational relationship between intrinsic factors and job motivation ( $r=0.795$ ,  $p$  value =0.000). The study noted that the Pearson correlation coefficient of 0.795 was moderately positive correlational relationship between intrinsic factors and job motivation levels.

**Regression Analysis**

The regression analysis was undertaken for the purposes of determining the influence of the extrinsic and intrinsic 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 8), ANOVA (Table 9), and Coefficients (Table 10).

**Table 8; Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.786 <sup>a</sup>	0.618	0.615	0.14255

a. Predictors: (Constant), Intrinsic Factors, 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 the intrinsic and 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 the intrinsic and 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 9; ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	8.830	2	4.415	217.288	0.000 <sup>b</sup>
	Residual	5.466	269	0.020		
	Total	14.296	271			

a. Dependent Variable: Job Motivation

b. Predictors: (Constant), Intrinsic Factors, 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;

$$H_0: \beta_1 = \beta_2 = 0$$

$$H_1: \beta_i \neq 0 \text{ where } i=1 \text{ or } 2$$

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  $F(2,269) = 217.288$  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 10 below.

**Table 10; Coefficients<sup>a</sup>**

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
Intrinsic Factors	0.596	0.035	0.636	16.862	0.000

a. Dependent Variable: Job Motivation

The study further tested on whether the intrinsic factors had a statistically significant influence on the job motivation levels in which the following hypothesis was tested;

$$H_0: \beta_2 = 0$$

$$H_1: \beta_2 \neq 0$$

where  $\beta_2$  is the regression coefficient of intrinsic 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  $t(271) = 16.862$  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 intrinsic factors have a statistically significant influence on the job motivation levels. A unit increase in the intrinsic factors is associated with 0.596 increase in the job motivation levels with extrinsic factors kept constant.



### **VIII. Discussions of the Results**

The respondents were asked on whether they were recognized in a timely manner whenever they excelled in their work. The results indicated that the respondents on average felt that they were recognized in a timely manner to a small extent. Utilization of the informal recognition is key in the employees putting an extra effort in their jobs and hence improve on the job motivation levels (Wang, 2016). In agreement with Wang (2016), (Souza, 2015) further found that the employee informal recognition is key for building long term employee job commitment levels. (Wanjiru, 2017) also found that informal job recognition helps the employees to become motivated in the job execution aspects.

The study found that the job recognition leading to the improvement of the work commitment levels was achieved to a large extent. The role of the various aspects of the job recognition on the job motivation factors has also gained coverage amongst diverse scholars. In a study on the factors influencing job motivation among health workers, Daneshkohan *et al.*, (2015) studied the role of recognition on the job motivation of the health workers in Iran. The study noted that lack of recognition and appreciation was a factor influencing the job motivation of the health workers in Iran. In Uganda, Shumba, Kielmann, and Witter (2017) undertook a study that sought to examine the health workers' perception of the private-not-for-profit health facilities' organizational culture and its influence on retention in Uganda. The study noted the importance of the job recognition amongst peers. In this context, Shumba *et al.*, (2017) indicated that the health workers in Uganda had low job motivation due to the lack of recognition amongst general cadres of health workers. The laboratory staff further indicated their job demotivation motivation due to lack of recognition in their job functions by the other health workers (Shumba *et al.*, 2017). The study concluded that the recognition of the health workers is important in order to improve their job motivation levels. The study was based on the health workers in Uganda while the current study is based amongst the public sector health workers. It also doesn't seek to link the role of the recognition of the health workers on the job motivation levels which is the focus of this study.

On there being a presence of a career advancement policy, a mean of 2.37 (small extent) and a standard deviation of 1.082 (large dispersion) were achieved. (Sheikhi, Khoshknab, Mohammadi, & Oskouie, 2016) noted that the career advancement led to the high job retention and job motivation levels. Similar to (Sheikhi *et al.*, 2016), (I. Khan, Kashif, & Ahamd, 2017) also linked the career advancement with the employee retention which is key to the job satisfaction levels. Other studies linking career advancement with job motivation included (IKhan *et al.*, 2017), (Nhuta&Nhuta, 2017), and (Nkatha, 2017) amongst others. The respondents were further asked on whether the open positions are filled in a fair manner with a mean of 2.15 (small extent) and a standard deviation of 0.809 (moderate spread) being observed. On the transparency of filling the open positions in the department, a mean of 2.18 (small extent) and a standard deviation of 0.839 (moderate dispersion) were achieved. (Khan, Aajiz, & Ali, 2018) study found that in contexts where the vacant positions were filled through political pressure and favourism then the job morale was low.

The respondents were asked on whether increased responsibilities led to acquisition of variety of skills which led to the achievement of a mean of 3.85 (large extent) and standard deviation of 1.076 (large dispersion). The study results were similar to the other studies that have examined the research phenomenon. Aninkan (2014) undertook a study based in Nigeria that sought to examine the role of job enrichment on the job motivation levels. The study found that the increased responsibilities that required a variety of skills was positively and significantly associated with higher job motivation. Finally, the respondents were asked on whether the increased responsibilities on significant tasks led to satisfaction with a mean of 4.07 (large extent) and a standard deviation of 0.926 (moderate spread).

The respondents were asked on whether they felt contented undertaking their job. The study found a mean of 2.04 (small extent) and a standard deviation of 0.795 (moderate spread). The results of this study in respect to the job contentment were consistent with other scholars. (Duwayri, 2019) indicated the need for healthcare workers to be contented with their job functioning aspects. This point is further emphasized by (Nalem, 2015) and (Klaimani, 2018).The study further asked the respondents on whether they were continuously increasing their skills on their current job in which a mean of 3.89 (large extent) and a standard deviation of 0.920 (moderate spread) was achieved. The study further found that in respect to looking forward towards going to work a mean of 2.27 (small extent) and a standard deviation of 1.044 (wide spread of responses from mean) was achieved. The study further asked the respondents on whether they were willing to commit themselves into the job in the long run. The study achieved a mean score of 2.07 (small extent) and standard deviation of 0.848 (moderate spread). The long term job commitment is a key measure for the job motivation levels.

### **IX. Conclusions of the Study**

study also sought to examine the influence of intrinsic 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 a positive influence of the intrinsic factors on the job motivation levels.

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