

Effect of Extrinsic Motivation on Health Workers' Job Satisfaction in County Governments in Kenya

Author

James Ndirangu Kung'u 

Author's email: ndirangukj@yahoo.com

Laikipia University, Kenya.

Cite this article in APA

Kung'u, J. N. (2026). Effect of extrinsic motivation on health workers' job satisfaction in county governments in Kenya. *Journal of business and entrepreneurship*, 5(1), 70-81. <https://doi.org/10.51317/jbe.v5i1.1031>



A publication of Editon Consortium Publishing (online)

Article history

Received: 2026-04-21

Accepted: 2026-05-16

Published: 2026-06-15

Scan this QR to read the paper online



Copyright: ©2026 by the author(s). This article is an Open Access article distributed under the terms and conditions of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License (CC BY-NC-SA 4.0).



Abstract

The purpose of the study was to determine the effect of extrinsic motivation on health workers' job satisfaction in county governments in Kenya. Specific objectives were to establish the effect of basic pay, physical working conditions, relationship with peers and workplace policies on health workers' job satisfaction in county governments in Kenya. Four theories were anchored in the study: Maslow's hierarchy of needs, McGregor's theory X and Y, Herzberg's two-factor theory and social exchange theory. A descriptive research survey design was adopted, a target population of 222 employees, and a sample of 69 respondents was arrived at using a stratified random sampling technique. A self-administered questionnaire with closed-ended questions was used to collect primary data. Descriptive and inferential data analysis were used. The study rejected the null hypotheses that physical working conditions, relationship with peers, and workplace policies do not have a statistically significant effect on health workers' job satisfaction in the county governments in Kenya. The study accepted the null hypothesis that basic pay does not have a statistically significant effect on health workers' job satisfaction in county governments in Kenya. The study recommends that governments should ensure that the basic salaries for the health workers are competitive with the industry and those offered by the national government and referral and teaching hospitals. Health workers should be facilitated with the necessary tools of work and an enhanced working environment. Continued improvement in workers' relationships at the workplace. Hospitals establish well-conducive working environments, detailing the need to balance between work and personal life of health workers.

Key terms: Basic pay, extrinsic motivation, physical working conditions, relationship with peers, workplace policies.

INTRODUCTION

In the study of job satisfaction, a number of concepts come to mind: the job itself, the worker and motivation. The content of the job and the environment in which the worker finds himself determine the likeness of the job. Many scholars have defined the term job satisfaction differently, and all definitions narrow down to positivity or negativity towards one's job. Permana et al. (2021) termed employee job satisfaction as happiness and emotions that result from assessing a person's work experience. However, Adeosun et al. (2018) defined employee job satisfaction as a positive feeling about one's job resulting from an assessment of its characteristics.

Every worker claims some amount of job satisfaction in his or her workplace in one way or another. If a worker is dissatisfied with his or her job, he or she contemplates leaving the job. Therefore, job satisfaction is gauged on continuum levels of high, medium and low job satisfaction. Umemezia and Akenzua (2020) argue that workers with high levels of job satisfaction are likely to be highly motivated. Motivated workers are more effective and efficient, resulting in high levels of job performance.

Globally, competition and advancements in information and communication technologies have driven many business entities to be more technology-driven. However, it is important to note that the advancements do not reduce the value of workers in an organisation on the grounds that technology requires human resources to operate. It is evident that innovation destroys and creates jobs, and this worries workers so much because no worker would wish to be affected negatively by innovation. It is also evident that there is an underestimation of job creation of fundamental technological transformations because of a lack of knowledge and imagination about the types of jobs that can be created under the new technological paradigm (European Parliament, 2018). Knowledge of the possibility of the creation of new jobs through innovation motivates workers, and this brings about job satisfaction, which further leads to better performance.

Motivation is a process that stimulates workers to act to achieve organisational goals. According to (Yang & Ali, 2020), employee motivation has two sources:

intrinsic and extrinsic. Extrinsic motivation can be attributed to factors in the workplace, whereas intrinsic motivation is an inner driving force that propels a worker to achieve more (Mazllami, 2020). Well-rewarded workers feel that the organisation values them and therefore they feel satisfied with their work and the organisation that they work for. Jeni et al. (2020) argue that if an employer takes care of their workers and rewards them for appreciating their work, in return, the workers will put maximum effort to achieve their defined targets.

The relationship between the workers and the employer should be mutual for the two to benefit to the maximum. When the employer meets the expectations of the workers, the workers will reciprocate by offering the best they can to ensure improved performance. A study carried out in the United States (US) by Abubaha (2019) indicated that bonuses, pay increases, compliments, feedback, job variety, flexibility at work and leadership skills are strategies that business leaders use to increase workers' job satisfaction and improve performance.

In Africa, high labour turnover is one of the key challenges facing organisations. In Egypt, for instance, research carried out in 2018 indicated that the rate of labour turnover across all firms, large, medium and small, is quite high (Korir & Ndegwa, 2020). In Nigeria, organisations across industries are having a challenge retaining a productive workforce following the 2016 recession. Employees are often changing jobs, which is reported to adversely affect an organisation's performance, with banks leading to turnover rates (Oganezi & Lozie, 2017).

In Kenya, attracting and maintaining top employees are among the key challenges facing firms (Kamau, 2019). High-skilled workers are being attracted by more than one organisation at a time with different kinds of attractive incentives. In order to minimise turnover of the core workforce, many firms have resorted to paying high salaries as a way of motivating and maintaining their key members of staff. A study by Deloitte East Africa established that worker poaching is among the major challenges that human resource managers are grappling with in the Kenyan market. This is especially so with those sectors that are plagued by high worker turnover. As a result, the

management of various entities is increasingly forced to re-examine their human resource management methodologies in ensuring that they retain their top-performing members of staff (Deloitte, 2018).

With the above background perspectives in consideration, it is evident that worker job satisfaction is emerging as a significant contemporary issue in regard to workforce management. The trend is equally true in Kenya in light of the current economic uncertainty and following cases of corporate downsizing. Supervisors who use job satisfaction strategies have effectively increased productivity and reduced employee turnover (Marshall, 2019). Minimising worker dissatisfaction is key to increasing efficiency and minimising the turnover of employees, and when employees' needs are met, job satisfaction and organisational commitment are positively affected. Extrinsic motivation is not considered a core cause of job satisfaction for workers, but a lack of it may cause dissatisfaction. As argued by other scholars, extrinsic motivation may have an effect of increasing efficiency, job satisfaction and performance of an organisation, which is the key reason as to why that organisation exists (Riasat et al., 2016; Miah & Hafit, 2021).

The major challenge facing public health facilities globally is dissatisfaction among healthcare professionals. Workers' job dissatisfaction leads to industrial actions and poor quality service delivery. In Kenya, 80 per cent of workers in public health facilities are dissatisfied with their current jobs (Nyang'ori, 2021). Public health facilities are confronted with issues such as a high labour turnover rate and diminishing performance, particularly in the contemporary turbulent economic times that have been characterised by recurrent incidences of workers' strikes. Poor remuneration, inadequate training and development opportunities, and occupational health and safety are found to be the identified causes (Nyang'ori, 2021).

Despite huge salaries and allowances paid to public health workers in Kenya, the health workers have always downed their tools, lamenting about their compensation, which raises concern about their job satisfaction (Mmbusa & Kiiru, 2019). Many lives of poor Kenyans have been lost when public health

workers go on strike. As KEMRI Welcome Trust (2020) and Waithaka et al. (2020) put it, the recurrence of strikes in the public sector and destruction brought about by the prolonged strikes have contributed to loss of trust from the public in public health facilities. This has a long-term effect on treatment seeking and ultimately the public health system. What causes all these health workers' job dissatisfaction? If this question of health workers' job dissatisfaction can be answered, then county governments, teaching and referral hospitals would have an easy way of dealing with health workers at the workplace.

Therefore, this study was designed to test the following null hypotheses: basic pay has no statistically significant effect on health workers' job satisfaction in county governments in Kenya; physical working conditions have no statistically significant effect on health workers' job satisfaction in county governments in Kenya; relationship with peers has no statistically significant effect on health workers' job satisfaction in county governments in Kenya; and workplace policies have no statistically significant effect on health workers' job satisfaction in county governments in Kenya.

Theoretical Underpinning

Maslow's hierarchy of needs theory was proposed by Abraham Maslow in 1943 (Maslow, 1943). According to Maslow, people are likely not to adjust well if they grew up in an environment in which their needs are not met. Maslow theorised five categories of human needs that are activated in a hierarchical manner (Maslow, 1943). The five categories of needs are activated in a specific procedural order from the lowest to the highest, in a way that the lowest-order need must first be met before the next need is triggered, and the process proceeds in that manner until the highest-order need is met. These needs, starting from the lowest to the highest needs in hierarchy, are physiological, safety and security, love and belonging, self-esteem and self-actualisation needs. This theory provided guidance in understanding the extent to which extrinsic motivation affects workers' job satisfaction. One can easily establish the link between the theory's need hierarchy and the study's objectives: basic pay, physical working conditions and relationship with peers. Basic pay was addressed in both the psychological and safety needs.

Physical working conditions were addressed in the security and safety need, and lastly, the relationship with peers was addressed in the third need in the hierarchy, the love and belonging need.

The McGregor theory X and theory Y were proposed by Douglas McGregor in 1957 (McGregor, 1960). Theory X and Y are sets of assumptions about the nature of people. Theory X considers individuals who dislike work and avoid it where possible, individuals who lack ambition, dislike responsibility and prefer to be led, and individuals who desire security. The management implication for theory X workers is that, to achieve organisational objectives, a business would need to impose a management system of coercion, control and punishment. Theory Y considers effort at work just like rest or play, for ordinary people who do not dislike work. Depending on the working conditions, work could be considered a source of satisfaction or punishment for individuals who seek responsibility (if they are motivated).

The management implication for theory Y workers is that, to achieve organisational objectives, rewards of varying kinds are likely to be the most popular motivator. The challenge of management with theory Y workers is to create a working environment or culture where workers can show and develop their creativity (McGregor, 1960). Basic pay and physical working conditions are well related to the theory X and Y. The basic pay was addressed in the sense that for Y workers to perform, they need to be motivated through rewards. Physical working conditions were addressed in the working environment and culture of the organisation. For theory Y workers to perform, working conditions must be conducive so that the workers can develop their creativity.

Herzberg's two-factor theory was put forward by Fredrick Herzberg in 1959 (Herzberg et al., 1959). It has two parts: motivating factors and hygiene factors. Motivational factors can lead to job satisfaction; however, they do not reduce job dissatisfaction. On the other hand, hygiene factors are workplace factors that prevent job dissatisfaction. Saif et al. (2012) stated that the Herzberg two-factor theory emanated from a study conducted by Fredrick Herzberg, a behavioural scientist, in 1959 amongst accountants and engineers to determine what makes an individual feel good or

bad about their job. Herzberg identified motivating factors that are found within the job and cause people to work. He called them the satisfiers. Regarding satisfiers, Herzberg noted that there were five features of work that bring about satisfaction, namely, achievement, recognition, the job itself, responsibility and advancement. He also identified hygiene factors, the absence of which would cause the workers to get dissatisfied on the job. The hygiene factors, according to Herzberg, included: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Absence of hygiene factors would demoralise employees while they perform their job. This theory provides guidance in understanding the extent to which extrinsic motivation affects workers' job satisfaction. One can easily establish a link between this theory and the workplace policies.

Finally, social exchange theory was developed by George Homans in 1958 (Ahmed et al., 2023). Homans studied small groups, and he initially believed that any society, community or group was best seen as a social system. He approached the study of social exchange by starting with groups, then working down to individuals. According to Cropanzano & Mitchell (2005), social exchange theory explains that obligations are created through exchange between two or more parties who are in a state of reciprocity. So, employees have a belief of getting extra benefits such as supervisors' support and family-friendly support, and they may feel compelled to put extra effort to compensate for it. Therefore, it helps in explaining how feelings in the workplace affect workers' job satisfaction and job performance. This theory provides guidance in understanding the extent to which extrinsic motivation affects workers' job satisfaction. It easily establishes a link between the theory and the workplace policies in the study, which was the effect of workplace policies on workers' job satisfaction.

LITERATURE REVIEW

Salary plays an important role in determining workers' job satisfaction and performance. The perception of being paid what one is worth may predict a worker's job satisfaction. A number of studies have been carried out on basic pay and other factors that have an effect on workers' job satisfaction. In the global perspective,

Idris et al. (2020) carried out a study in Indonesia on the mediating role of job satisfaction on compensation, work environment and employee performance. The research used an explanatory research approach. The study found that compensation has no impact on job satisfaction and performance. In addition, job satisfaction cannot mediate compensation and employee performance. Kim (2017) undertook a study on the association between job satisfaction and pay from dental clinics in South Korea. The results of the study showed tendencies that employees' job satisfaction increases when age and monthly income increase. Increasing the autonomy of workers and simplifying the pay system would improve pay satisfaction.

The work environment describes the surrounding conditions in which employees operate. It constitutes the physical conditions, for example, the working equipment, the working processes and procedures involved in the organisation, the working hours in the organisation, and the job safety and security. Kossivi et al. (2016) describe a good working environment as one that offers workers a flexible atmosphere, whereby there is freedom to balance work and life, and the resources are adequately available, making working experience meaningful. The importance of a conducive working environment in workers' job satisfaction has been well researched. Adequate resources have been reported to be a determining factor in workers' job satisfaction (Wood et al., 2013). Besides resources, Manhertz (2011) found that flexibility is also another key work environmental factor that determines workplace turnover rates.

A flexible working environment helps strike a balance between the personal and professional lives of workers. In his study, Paillé (Paillé, 2013) found that employees in the contemporary work environment want flexible work schedules that give them room to attend to both their personal and professional life demands. In the same study (Paillé, 2013), it was further found that employees are bound to stay longer in an organisation provided their job gives them the opportunity to fulfil their family responsibilities.

Kossivi et al. (2016) are of the opinion that a supporting work environment is one in which the employer implements a harmonious work-life balance

to improve job satisfaction and retention. Further, the study points out that a good working environment is created when there is a good rapport between workers and the management and amongst workers. Similar findings were replicated in a study by Mita et al. (2014), who found that the employee-manager relationship is the second most common cause of worker turnover in the workplace. Nwokocha and Iheriohanma (2016) opined that identification and caring for individual worker needs in a great way helps provide a conducive work environment that translates to long-term worker commitment. A good work environment is also one with good social support. According to Miller et al. (2018), improving the feeling of belongingness at the workplace greatly contributes to commitment. However, worth noting is the fact that there is no particular single strategy to satisfy every worker in the organisation due to different personalities, demands and expectations of the workers.

The COVID-19 pandemic affected the mental health of workers. Deteriorations of well-being were also caused by changes in the working relationship. Remote working can affect both social interactions and job satisfaction. Stangrecka and Bagienska (2021) carried out a study on the role of employee relations in shaping job satisfaction as an element promoting positive mental health at the workplace in the era of COVID-19 in Poland. It was found that employee relationships positively affect job satisfaction in IT companies in Poland. On the other hand, Yaruzkurt and Kiral (2020) carried out a study on the relationship between workplace and job satisfaction in educational institutions in Turkey. The study revealed that there were moderate-level and positive relationships between teachers' satisfaction and workplace perceptions. It was determined that the teachers' opportunities perception predicted their job satisfaction significantly and positively.

Workers may feel stressed about their jobs due to the increasing level of competition that the organisation may face, which leads to time pressure and challenges that they may need to face in the job. A good colleague or co-worker is one of those factors, and more importantly, co-worker support may increase workers' productivity and, at the same time, reduce errors in work. Srimarut and Mekhum (2020) carried

out a study on the influence of workload and co-worker attitude on job satisfaction among employees of the pharmaceutical industry in Bangkok, Thailand. The finding of the study was that co-worker attitude positively influences job satisfaction when workers perceive good support from their co-workers. This finding suggests that the influential role of social support at work generates favourable job attitudes.

Responsibilities for both females and males have increased due to the changing nature of the workforce and family composition, like dual career couples, increasing trends of nuclear families and an increasing number of working mothers. People spend each day performing various roles such as spouse, worker and caregiver. Therefore, drawing boundaries between work and family has become very difficult due to increased use of portable computers, mobile phones and emails. Yadav and Sharma (2021) undertook a study to investigate the perceived support from family-friendly policies and supervisors on job satisfaction by incorporating work-family conflict as a mediator. Results revealed that more job satisfaction can be achieved by lowering the work-family conflict of workers with the help of increasing the perceived support among workers using family-friendly policies and supervisor support. Family-friendly policies also significantly affect work-family conflict.

Rules or guidelines that control an organisation's operations need to be strictly enforced by the management. Organisations should direct their workers to comply with various existing regulations. Sarnubi and Hasyim (2021) studied the effect of work discipline and work motivation on job satisfaction and its impact on the performance of government employees in Jakarta, Indonesia. The results of the study showed that work discipline has a positive and significant effect on job satisfaction. The study concluded that every worker should have a high discipline attitude because employee job satisfaction will emerge from employee discipline.

Worker job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Every industry has different policies for employment and different compensation measures. Singhal (2020) analysed the influencing factors, best

policies of job satisfaction and its impact on business growth. The study investigated the level of job satisfaction in six companies in India. In order to find the level of satisfaction among employees of different industries, it was subjected to the T-test statistical tool for variance calculation. The study concluded with the statement that HR policies are different in different industries. The way the HR policies are implemented in different organisations has a greater impact on worker satisfaction.

Work-life balance policies and practices benefit everyone, including businesses, through easy recruitment, improved retention and easier service delivery and the economy as the labour grows. Ainapur et al. (2016) carried out a study on work-life balance policies, practices and their impact on organisational performance in the pharmaceutical industry in India. The results of the study showed that work-life balance policies and practices are most effective when they enhance workers' autonomy and increase their capacity to perform well in their work and family situations. Also, convergence between work and non-work aspects can be a win-win for employers and workers alike.

In Africa, Egbewole et al. (2021) carried out a study on compensation management and job satisfaction amongst staff of the Central Bank of Nigeria, Lagos state. It further examined the effect of wages on the bank's staff. This was with the view to providing information on the impact of compensation on job satisfaction. The study revealed that wages and salaries have a positive effect on employees' job satisfaction among the workers.

Olanipekun (2021) studied the effect of work environment and employee job satisfaction in selected branches of Lapo Micro Finance Bank in Lagos, Nigeria. The findings of the study revealed that there was a strong relationship between the work environment and employee job satisfaction. The findings also revealed that job security had a strong relationship with employee job satisfaction. This shows that bad working conditions restrict employees from portraying their capabilities and attaining their full potential, so it is imperative that businesses realise the importance of a good working environment.

Vigan and Giaugue (2020) carried out a study on job satisfaction in African public administrations. They reviewed public agents' job satisfaction in Africa between 1990 and 2014 using a systematic review methodology. The findings of the study were that organisational support, good relations with the supervisor, quality of life at work, teamwork, relationship with colleagues and sense of belonging to a community were all highly correlated to job satisfaction.

In Kenya, Nyaga et al. (2020) carried out a study on the effect of remuneration on employee job satisfaction at the Public Service Commission in Kenya. The study found that remuneration has a statistically significant effect on employee job satisfaction at the Public Service Commission in Kenya. This study collaborates with the study carried out by Nyakundi and Atambo (2025) on employee compensation practices and job satisfaction in the county government of Nairobi, Kenya. This study had picked two compensation components: performance-based compensation and competitive salary structures. The findings revealed a strong correlation between competitive salary structure and job satisfaction, followed by performance-based compensation.

Korir and Ndegwa (2020) argue that workers' job satisfaction and performance will vary because conditions under which a job is performed can be different from those that are completely comfortable to those that are very difficult and dangerous to workers' lives and health. Jobs with difficult working conditions may be performed by only those workers who meet specific requirements in terms of age, qualification, health, physical and mental conditions and psycho-physiological and psychological capabilities.

Poor workplace conditions cause major risks to well-being, the quality of staff, and job satisfaction. Job satisfaction is crucial to organisational performance, which can be affected by environmental concerns (Otary & Kiiru, 2020). Their study, titled "Work Environment and Job Satisfaction in the National Police Service in Kenya," was conducted at the Directorate of Criminal Investigation (DCI). The study found that the physical environment was positively related to workers' job satisfaction, suggesting a

strong relationship between job security and job satisfaction. Positive job environment improves self-confidence and inspires higher efficiency and achievement for both workers and employers, allowing staff to enjoy their job truly and become more productive, happier and successful. Finally, an appropriate workplace climate helps to lower the absenteeism rate and therefore boosts job satisfaction and performance of the workers.

METHODOLOGY

The study adopted a descriptive research survey design. The target population was 222 staff of Nyandarua County Government in the health service sector. This included the following staff in the department of health: medical officers and specialists 23, pharmacists and dental officers 5, clinical officers and technologists 73, enrolled and registered nurses 98 and administrative staff 23. A sample of 69 respondents was arrived at using a stratified random sampling technique. A structured questionnaire with closed-ended questions was used to collect primary data. The drop and pick method was used, where the questionnaires were left with the respondents and collected later after the questionnaires had been filled out. Descriptive and inferential data analysis were done.

Extrinsic motivation was represented by: basic pay, physical working conditions, relationship with peers and workplace policies. Employees' job satisfaction was the dependent variable. The multiple regression model was given by the following: $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$. Y represented the employees' job satisfaction, α was the constant, $\beta_1 - \beta_4$ represented the coefficients of the independent variables, $X_1 - X_4$ represented the independent variables, and ϵ was the error term.

Authorisation to conduct the study was sought from the Nyandarua County government director of human resource management. The director of human resource management communicated the authorisation to the hospital administrators at J. M. Kariuki Memorial Hospital and the Engineer level four hospitals. It was also communicated to all in charge of the health centres and dispensaries in the county. Consent from prospective respondents was sought before the interview. The questionnaire did not bear

the name of the participant, and neither were there any identifiers linked to the respondents. Only the researcher had access to the data, which was stored in a password-protected computer.

The study of extrinsic motivation and its effects on health workers' job satisfaction will help County Governments in Kenya to identify gaps in health workers' job satisfaction and address them. Information generated will be useful to the Salaries and Remuneration Commission (SRC) in identifying problems in human resource management at the county level. SRC will use the recommendations of the report to determine proper placement and grading for different cadres in the health sector in the county governments. The study will make a great contribution to the body of knowledge in the area of extrinsic motivation and employees' job satisfaction in county governments in Kenya. It will reconcile theory to reality, while its findings will be used for further studies in the field in future. The study findings will be of great importance to scholars and researchers in the field of human capital. The study will contribute to the formation of appropriate policies by the County Public Service Boards (CPSBs) in the area of employees' job satisfaction and performance.

FINDINGS AND DISCUSSION

Data was analysed at two levels: descriptive and inferential. In descriptive data analysis, the aggregate average of all responses was computed. In inferential data analysis, multiple regression analysis was carried out, which involved the determination of the correlation coefficient (r), the coefficient of determination (adjusted R-squared), analysis of variance (ANOVA) and testing of the hypotheses of

the study. In descriptive data analysis, quantitative questions had constructs with a Likert scale of 1 – 5. In the Likert scale, 1 represented strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. Basic pay recorded an average mean score of 3.94. Physical working conditions recorded an average mean score of 3.27, and relationship with peers and workplace policies recorded an average mean score of 1.95 and 2.78, respectively. Basic pay and physical working conditions recorded an average of between 3.94 and 3.27, which were higher than the mean average score of 3.0. Therefore, the majority of the respondents were in agreement on the statements about basic pay and physical working conditions. Relationship with peers and workplace policies recorded an average mean score of 1.95 and 2.78, which were less than 3.0, which means that the majority of the respondents were in disagreement with the statements on relationship with peers and workplace policies.

The second was inferential data analysis, which was performed through multiple regression analysis. This analysis included: correlation coefficient, adjusted R-squared and testing of hypotheses. A standard multiple regression analysis was done for all independent variables on workers' job satisfaction. The independent variables included: basic pay, physical working conditions, relationship with peers and workplace policies. Table 1 below shows that the R computed was 0.779 and the adjusted R-squared was 0.582. This means that when all the independent variables are combined, they explain 58.2 per cent of workers' job satisfaction. Other factors outside the model explain 41.8 per cent. The findings are shown in Table 1 below.

Table 1: Linear Estimation of Independent Variables and Workers' Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779	.607	.582	.647

The analysis of variance (ANOVA) results in Table 2 below indicate the findings of the standard multiple regression model. The F-value was 5.620 with a p-value of 0.001, which was below 0.05. This indicates that the model was significant in predicting workers' job satisfaction in county governments in Kenya. Hence, the study rejected the null hypothesis that extrinsic

motivation has no statistically significant effect on workers' job satisfaction in county governments in Kenya. In addition, this study confirms that there is a positive and significant effect of extrinsic motivation on workers' job satisfaction in the county government in Kenya.

Table 2: Analysis of Variance (ANOVA) for Independent Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.413	4	9.413	5.620	.001
	Residual	26.379	63	.419		
	Total	35.792	67			

Table 3 below shows the regression coefficient of the multiple regression model. The constant was 0.695 with a p-value of 0.000. The p-value was less than 0.05 and therefore significant. Basic pay had a beta value of 0.073 with a p-value of 0.123, which was greater than the 0.05 level of significance and therefore insignificant. Therefore, the study did not reject the null hypothesis that basic pay has no statistically significant effect on workers' job satisfaction in county governments in Kenya and concluded that, indeed, basic pay has a significant effect on workers' job satisfaction in county governments in Kenya.

Physical working conditions had a beta value of 0.173 with a p-value of 0.005, which was less than the 0.05 level of significance, and therefore it was significant. Therefore, the study rejected the null hypothesis that physical working conditions do not have an effect on workers' job satisfaction in county governments in Kenya and concluded that physical working conditions

have a significant effect on workers' job satisfaction in county governments in Kenya.

Relationship with peers had a beta value of 0.222 with a p-value of 0.002, which was less than the 0.05 level of significance, and therefore it was significant. Therefore, the study rejected the null hypothesis that the relationship with peers does not have an effect on workers' job satisfaction in county governments in Kenya and concluded that the relationship with peers has a significant effect on workers' job satisfaction in county governments in Kenya. Workplace policies had a beta value of 0.146 with a p-value of 0.015, which was less than the 0.05 level of significance, and therefore it was significant. Therefore, the study rejected the null hypothesis that workplace policies do not have an effect on workers' job satisfaction in county governments in Kenya and concluded that workplace policies have a significant effect on workers' job satisfaction in county governments in Kenya.

Table 3: Joint Effect of all Independent Variables on Workers' Job Satisfaction

	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	.695	.514		.000
Basic Pay	.073	.116	.075	.123
Physical Working Conditions	.173	.096	.237	.005
Relationship with Peers	.222	.107	.263	.002
Workplace Policies	.146	.101	.160	.015

Table 3 shows the regression coefficient of the multiple regression model. The independent variables had a p-value: basic pay = 0.123, physical working conditions = 0.005, relationship with peers = 0.002 and workplace policies = 0.015. Therefore, the independent variables, with the exception of basic pay, contribute significantly to the model. The model can provide information needed to predict workers' job satisfaction from three independent variables put together. The multiple regression equation is

presented as follows; $+ 0.173X_2 + 0.222X_3 + 0.146X_4$; Where; Y = Employee Job Satisfaction, β_0 = Constant = 0.695, X_2 = Physical Working Conditions = 0.173, X_3 = Relationship with Peers = 0.222, and X_4 = Workplace Policies = 0.146

CONCLUSION AND RECOMMENDATIONS

Conclusion: Based on the findings, the study concluded that basic pay does not have an effect on workers' job satisfaction in county governments.

However, a lack of improved basic pay may lead to workers' job dissatisfaction. Therefore, pay levels, skill level and job relevance must be reviewed in county governments in Kenya in order to discourage workers' job dissatisfaction. Physical working conditions have an effect on workers' job satisfaction, and therefore, an improvement in physical working conditions increases workers' job satisfaction in county governments in Kenya. County governments and health centres should provide health workers with the necessary working tools and facilities, ensure a good office layout and workers' safety at the workplace.

Relationship with peers has an effect on workers' job satisfaction, and therefore, an improvement in the relationship with peers increases workers' job satisfaction in county governments in Kenya. County governments should encourage improved workers' relations, co-workers' supportiveness and co-worker involvement. Finally, workplace policies have an effect on workers' job satisfaction in county governments in Kenya. Appropriate and friendly policies are expected to improve workers' job satisfaction. Friendly policies include policies on flexible working time, friendly workers' discipline procedures and welfare policies.

Recommendations: To improve health workers' job satisfaction in the county governments, basic pay, physical working conditions, relationship with peers and workplace policies should be strengthened. Basic pay for health workers should be competitive with the industry and that of the national government and teaching and referral hospitals. Workers should be facilitated with the necessary tools of work and an enhanced working environment. County governments should ensure continued improvement in workers' relationships at the workplace. This will ensure well-coordinated activities aimed at improved service delivery at the hospitals. The most important devolved service offered by county governments is health services. The health of citizens, especially in rural areas, is very important. Finally, the county governments should establish policies that enable a conducive environment detailing the need to balance between work and personal life. To achieve this, the study recommends that the county governments create friendly policies that consider family life in the workers. This should be demonstrated by allowing employees to settle on work schedules that suit them, and also allowing employees time off to attend to personal matters.

REFERENCES

- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, Article 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Abubaha, A. (2019). Job satisfaction strategies to improve the performance of small businesses. (Published Doctoral Dissertation, Walden University). <https://scholarworks.waldenu.edu>
- Adeosun, A. O., Adeyemi, A. O., & Adelowo, G. E. (2018). Job satisfaction of secondary school vocational teachers in Oyo state, Nigeria. *Greener Journal of Education and Training Studies*, 4 (11), 1 – 9.
- Ainapur, P., Vidyavathi, B., Kulkarni, K., & Mamata, P. (2016). Work-life balance policies, practices and their impact on organisational performance. *International Journal of Latest Technology in Engineering, Management and Applied Sciences (IJLTEMAS)*, V (V11), 11-21
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Deloitte (2018). Best company to work with for a survey. Measure, inspire, motivate and engage. Deloitte
- Egbewale, K. I., Olusesi, L. D., & Abdulazeez, A. O. (2021). Compensation management and employees' job satisfaction among staff of the Central Bank of Nigeria, Lagos. *Annals of Spiru Haret University. Economic Series*, 21 (1), 95 -108. <https://doi.org/10.26458/2114>
- European Parliament. (2018). *The impact of new technologies on the labour market and the social economy*. [https://www.europarl.europa.eu/thinktank/en/document/EPRS_STU\(2018\)614539](https://www.europarl.europa.eu/thinktank/en/document/EPRS_STU(2018)614539)
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. John Wiley.
- Idris, I., Idi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The moderating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*, 8 (2), 735 – 750.

- Jeni, F. A., Mutsuddi, P., & Das, S. (2020). The impact of rewards on employee performance: A study of commercial banks in the Noakhali region. *Journal of Economics, Management and Trade*, 26 (9), 28 – 43.
- Kamau, M. (2019, October 10). Retaining key staff is now the top priority for Kenyan managers. The Standard Newspaper, p. 12. The Standard Newspapers Archive, www.standardmedia.co.ke/article/20000680/73
- KEMRI Welcome Trust (2020). Health workers' strikes in Kenya. Kemri Welcome Trust <https://kemri-welcom.org>
- Kim, E. J. (2017). An association between job satisfaction and pay: The case of the wage system of dental clinics in Korea. The Norman J. Arnold School of Public Health, University of South Carolina.
- Korir, C., & Ndegwa, P. (2020). Job satisfaction and employee performance at Finlays Limited in Kericho County, Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 2 (2), 82 – 97
- Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. *Open Journal of Social Sciences*, 4, 261–268.
- Manhertz, H. (2011). *Worldwide trends in employee retention : How to keep your best employees in any market.* Tampa, Florida, USA.
- Marshall, J. (2019). *Human resource management.* Southern – Western College
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 430–437. <https://doi.org/10.1037/h0054346>
- Mazllami, A. (2020). The impact of reward on employee performance. In SMEs in the Polog region. *Economic Vision International Scientific Journal of Economics, Finance, Business, Marketing, Management and Tourism*, 7 (13-14), 53 – 62
- McGregor, D. M. (1960). *The human side of enterprise.* McGraw – Hill
- Miah, M. M., & Hafit, N. I. A. (2021). The relationship between extrinsic rewards and employee performance: A mediating role of employee job satisfaction. *International Journal of Academic Research in Business and Social Sciences*, 11 (1), 485 – 496.
- Mmbusa, I. M., & Kiiru, D. (2019). Influence of compensation strategies on employee performance in the public health sector in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3 (5), 20 – 39.
- Miller, N., Erickson, A., & Yust, B. (2018). Sense of Place in the Workplace: The Relationship between Personal Objects and Job Satisfaction and Motivation. *Journal of Interior Design*, 27, 35-44.
- Mita, M., Aarti, K., & Ravneeta, D. (2014). Review Paper – Study on Employee Retention and Commitment. *International Journal of Advanced Research in Computer Science and Management Studies*, 2 (2), 154 -164.
- Mukolwe, E., Korir, J., Buyeke, E., Wafula, M., & Musyoki, J. (2015). Effects of interpersonal conflicts on organisational performance in selected hotels in Kisii town, Kenya. *African Journal of Hospitality, Tourism and Leisure*, 4 (1), 1 - 15
- Nwokocha, I., & Iheriohanma, E. B. J. (2016). Emerging trends in employee retention strategies in a globalizing economy: Nigeria in focus. *Asian Social Science*, 8(10), 198–207. <https://doi.org/10.5539/ass.v8n10p198>
- Nyaga, J. W., Gakobo, T. W., & Njuguna, P. M. (2020). Effect of remuneration on employee job satisfaction at the Public Service Commission in Kenya. *Developing Countries Studies*, iiste, 10 (10), 58 – 64
- Nyakundi, G. K., & Atambo, W. (2025). Employee compensation practices and job satisfaction in the County Government of Nairobi, Kenya. *International Journal of Social Sciences Management and Entrepreneurship*, 9(1), 688-701
- Nyang'ori, F. W. (2021). Job satisfaction among the health care professionals in a selected public hospital in Trans-Zoia County, Kenya. (Published Master's Dissertation, Kenyatta University). <https://ir-library.ku.ac.ke>
- Oganezi, B., & Lozie, D. R. (2017). Employee retention strategy and performance of commercial banks in Ebonyi State, Nigeria. *Funai Journal of Accounting, Business and Finance (FUJABF)*, 1 (1), 279 – 287.
- Olanipekun, L. O. (2021). Effect of work environment and employees' job satisfaction in selected branches of Lapo Micro Finance in Lagos State. *LC International Journal of STEM*, 2 (3), 27 – 40.

- Otory, W., & Kiiru, D. (2020). Work environment and job satisfaction in the national police service, Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 2 (4), 33 – 52
- Paille', P. (2013). Organization citizenship behaviour and employee retention: how important are turnover cognitions? *The International Journal of Human Resource Management*, 24, 768 – 790.
- Permana, A., Aima, M. H., Ariyanto, E., Nurmahdi, A. H., & Endri, E. (2021). The effect of compensation and career development on lecturers' job satisfaction. *Accounting*, 7 (6), 1287 – 1292.
- Riasat, F., Aslam, S., & Nisar, Q. A. (2016). Do intrinsic and extrinsic rewards influence job satisfaction and job performance? Mediating role of the reward system. *Journal of Management Info*, 11 (1), 16 – 34
- Saif, S. K., Nawaz, A., Jan, F. A., & Khan, M. I. (2012). Synthesising the theories of job satisfaction across the cultural/attitudinal dimensions. *Interdisciplinary Journal of Contemporary Research in Business*, 3 (9), 1382 – 1396
- Sarnubi & Hasyim (2021). The effect of work discipline and work motivation on job satisfaction and its impact on the performance of government employees. *American International Journal of Business Management (AIJBM)*, 4 (10), 56 – 65
- Singhal, R. (2020). An analysis of employee satisfaction as a reliable predictor of employee retention in MNCS working in India. *International Journal of Recent Technology and Engineering (IJRTE)*, 9 (1), 1478 – 1486
- Srimarut, T., & Mekhum, W. (2020). The influence of workload and co-worker attitude on job satisfaction among employees of the pharmaceutical industry, Bangkok, Thailand: The mediating role of training. *Sys Rev Pharm*, 11 (2), 603 – 611
- Stangrecka, H. B., & Bagienska, A. (2021). The role of employee relations in shaping job satisfaction as an element promoting positive mental health in the workplace in the era of COVID-19. *International Journal of Environmental Research and Public Health*, 18 (1903), 2 -18
- Umemezia, E., & Akenzua, E. A. (2020). Compensation effect on job satisfaction among private schools' teachers in Benin City, Nigeria. *DBA Africa Management Review*, 10 (4), 92 – 105.
- Vigan, F. A., & Giaugue, D. (2020). Job satisfaction in African public administrations: A system review. *International Journal of Review of Administrative Sciences*, 596 – 610.
- Waithaka, D., Karanja, N., Nzinga, J., Tsofa, B., Leli, H., Mataza, C., Nyagura, A., Bejon, P., Gilson, L., Barasa, E., & Molyneux, S. (2020). Prolonged health workers' strikes in Kenya – perspectives and experiences of frontline health managers and local communities in Kilifi County. *International Journal of Equity in Health*, 19 (23), 1 – 15
- Wood, M., Mansoor, G., Hashem y, P., Namey, E., Gohar, F., Ayoubi, S., & Todd, C. (2013). Factors influencing the retention of midwives in the public sector in Afghanistan: A qualitative assessment of midwives in eight provinces. *Midwifery*, 29, 1137-1144.
- Yadav, V., & Sharma, H. (2023). Family-friendly policies, supervisor support and job satisfaction: Mediating effect of work family conflict. *Vilakshan - XIMB Journal of Management*, 20 (1), 98 -113. <https://doi.org/10.1108/XJM-02-2021-0050>
- Yang, Y., & Ali, X. (2020). An empirical study on the relationship between reward and employee creativity in advertising agencies: Motivation as a mediator. *Proceedings of 4th International Conference on Innovation on Artificial Intelligence* (pp 205, 2010). <https://doi.org/10.1145/3390557.3394323>
- Yavuzkurt, T., & Kiral, E. (2020). The relationship between workplace friendship and job satisfaction in educational organisations. *International Journal of Progressive Education*, 16 (5), 404 - 425