

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Influence of Extrinsic Motivation on the Performance of Healthcare Workers in Public Hospitals: A Case of Public Hospitals in Emgwen Sub-County, Kenya

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Abstract:

The workforce is one of the most important inputs to any health system and has a strong bearing on the performance of health facilities. Accordingly, this study aims to investigate the influence of extrinsic motivation on the performance of healthcare workers in public hospitals: a case of public hospitals in Emgwen sub-county, Kenya. To achieve this, the study was guided by the following research objectives: to establish the influence of remuneration on the performance of health workers and to analyze the influence of enabling working environment on the performance of healthcare workers. Herzberg's two factor Theory of Motivation was adopted for the study. Descriptive survey research design was used. A sample size of 219 from a possible 482 was obtained using Miller and Brewer (2003) formula. Healthcare workers comprised of 140 county referral hospitals, 27 in health centers and 52 working in dispensaries. Data was collected using structured questionnaire and interviews and analyzed using quantitative and qualitative statistical methods. The study concluded that extrinsic motivation was significant in motivating employees for higher performance. The study recommended that employee remuneration and rewards and working environment should be enhanced to improve performance.

Keywords: Extrinsic motivation, performance, healthcare workers

1. Introduction to the Study

Low and middle-income countries have poor quality of health services for essential public health services impeding progress toward improving access (Rashad Massoud, Mensah-Abrampah Barker, Leatherman, Kelly, Agins, 2012). This has been aggravated by inefficient use of scarce resources, such as a motivated manpower, medical equipment, and supplies (WHO, 2010). According to Lai (2009) increased productivity rate leads to growth and development of an organization towards the net effect from motivated workforce thus less employees' turnover and retention. Generally, an employee who is motivated will try harder to do a good job than one who is not motivated.

In Africa, health workers immigrate to other countries in search for green pastures when over \$500 million is spent annually on medical education of health workers (WHO, 2006). According to Stilwell, Bycio & Hausdorf (2003) richer countries have targeted recruitment drives for health workers from resource-poor countries in solution to filling vacancies in health care workers. Better salaries and training opportunities typically leaves the poorest countries with all drain and no gain hence Health workers move to countries offering attractions (Stilwell, Bycio & Hausdorf, 2003). Kirigia, Preker, Carrin, Mwikisa, & Diarra-Nama (2006) says that although the Kenya health sector improved in the provision of health services, there is a wide gap in the health services between the private and the health sector. There is a huge preference of the services from the private institutions. It is estimated that 47% of the health services in Kenya is provided by the private sector whereas the public sector owns 33% and the rest by charity and non-governmental organizations (Kirigia, et. al., 2006). Healthcare workforce is the essential determinants in the transformation process from paper to practice (Kyaddondo, 2003). Many healthcare workers spend less time to provide quality services to a patient because they feel frustrated and disillusioned in jobs they expected to find fulfilling. Thus, they feel unappreciated and they feel their skills are underused which in the long run yields to low morale, staff turnover, and overall disenchantment with job opportunities in health care (Byham, Cox & Nelson, 1996). Better patient care, greater job satisfaction, and lower health care costs can be achieved through improving motivation of health care providers. Motivated employees provide high quality patient care and operational efficiencies and are innovative.

1.1. Statement of the Problem

Public hospitals in the recent past have been synonymous with a slow pace of service delivery, frequent disputes between management and healthcare staff in relation to poor pay, delayed salaries, poor working environment, high turnover as well as poor career progression. This has seen long queues in hospitals, deaths which could have been

otherwise been prevented. Public hospitals have witnessed peculiar cases ranging from wrong patient operated on, HIV infected blood transfused to a patient and babies stolen in the maternity wings. This has worked to the disadvantage to the masses who seek health care services in the public hospital. The situation has been further worsened by the patients of functional issues which they interact with during the course of seeking treatment such as poor condition of physical facilities as well as poor and unresponsive healthcare providers. Latham, (2007) in his study said that public health sector is supposed to provide thriving work environment that will enable the employees to perform at their best and give maximum output. The public health sector is also allied with staff trainings to maximize the productivity of the employees and ensure maximum returns for the organization (Latham, 2007). According to Philips (2012) the public health sector is supposed to give its employees good compensation packages and provide opportunities for career growth. Also, adequate opportunities for their staff to realize expand and exploit their talents and capabilities to their fullest potentials should be provided in the public health sector because it has plenty of opportunities to promote employees growth and growth in the organization itself (Philips, 2012). Wanjau, Wangari and Ayodo (2012) in their study identified low adoption of technology, poor communication channels, and inadequate funds as the main factors that affect delivery of quality health services to patients attending public health facilities as factors affecting provision of service quality in public sector Kenyatta National Hospital. The current situation in the Public health sector in Kenya is alarming because of complaints emanating from this sector. Numerof, (2003) said that numerous complaints of staff exploitation and neglect. The cases of lack of compensation for work done by the workers have become a norm. There are issues of high employee turnover among other employee related issues. Despite these numerous problems with employees in Kenya's public sector no study has been done to determine the influence of extrinsic motivation on the performance of healthcare workers in the public hospitals this prompted the researcher to investigate the influence of extrinsic motivation on the performance of health care workers in the quest to improve service delivery in public hospitals.

1.2. Objectives of the Study

The study was guided by the following objectives;

- To establish the influence of remuneration on the performance of health workers in public hospitals in Emgwen sub- County.
- To determine the influence of enabling working environment on the performance of healthcare workers in public hospitals in Emgwen sub-county.

2. Literature Review

According to Robbins, (2009) motivation is a state in a system consisting of three interacting and interdependent elements, i.e., needs, drives, and incentives. Kuranchie-Mensah & Amponsah-Tawiah (2016) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Moreover, in recognizing the central role of motivation, Nielsen and Randall (2012) states that many recent theories of organizational behavior find it important for the field to re-emphasize behavior. Torrington and Taylor (2009), who defined motivation as the desire to achieve beyond expectations, being driven by internal rather than external factors and to be involved in a continuous striving for improvement.

Literature further indicates that employee's performance is measured against the performance standards set by the organization (Crouse, 2005). Productivity, efficiency, effectiveness, quality and profitability measures are some of the numerous measures that can be used when measuring performance. Wood & Stangster (2002) stated that earning profits consistently over a period of time is referred to as profitability which can be expressed as the ratio of gross profit to sales or return on capital employed. Lauby, (2015) posits that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs. In order to attain firm targets employee need to be motivated. Employees who are happy and satisfied with their work are high performers (Miner, 2007). Njeri (2014) recommended that the management should implement both financial and social rewards. He found out that rewarding good behaviour works, as long as managers involve their employees in the settings of their bonuses. As observed by Rustenburg (2002) to increase the motivation of your employees is dependent on the culture of the organization. The strategy of the organization, the market situation and the character of the sales representatives depends on choosing the best incentive system to motivate the employees. This might explain a part of the contradictions that some managers are confirmed that incentive systems motivate, whereas others are against using them. In Pakistan Deeprise (1994), argued that effective reward system is very important for any organization because effective rewards can help achieve the business objectives by attracting and retaining effective employees.

A study on Unilever Company Lahore by Ali and Ahmed (2009) showed that there is positive significant relationship between reward system and employee satisfaction. He found that to achieve employee satisfaction payment (salary) should be addressed. A correlation of 0.546 was established which shows that rewards and employee motivation have positive relationship. In South Africa, Zyl (2010) asserted that if gaps between employee remuneration are regularly increased, it would ultimately increase the gap and convert the positive relations into negative. Ndikwetepo (2018) carried out in Ethiopia and found out that here is a statistical significant relationship between rewards and the nurses work motivation. Payment is the most important and more influential variable. Lambon *et al.* (2010), further revealed that statistically significant differences according to gender and hospital sector, with female doctors and nurses and accident and emergency outpatient doctors reporting greater mean scores ($p < 0.005$). Further in their study it showed that achievement was ranked first among the four main motivators, followed by remuneration, co-workers and job attributes.

Skilled professionals in Uganda felt dissatisfied by working in environments with insufficient supplies of drugs and equipment, unmanageable workloads and limited strategies in place to minimize health hazards and considered their salary packages to be inadequate and unfair (Uganda Ministry of health and capacity project, (2007). Khokher, Bourgeault, and Sainsaulieu (2009) describes physical characteristics of the job that make specific demands of an employee's capacity is referred to working conditions. They may describe physical or mental abilities required to perform the essential functions of the job. Job hours, physical aspects, legal rights and responsibility organizational culture work load and training are some of the working environment and all existing circumstance affecting labor in the work place according to business dictionary. As defined by Manyisa and Aswegen (2017) working conditions include equipment and supplies, infrastructure, support services, regulations at work and lines of authority and decision-making, all of which are important determinants for job satisfaction. Working conditions refer to the working environment and aspects of an employee's terms and conditions of employment. In Zambia 50% of health workers complained of burnout, poor pay, stress and work overload according to a study performed in the context of HIV services in urban health facilities within the public sector. According to a study by Awases (2006), Saharan countries performance of professional nurses is poor not only due to poor working environment factors but also due to lack of human resource management aspect such as recognition, absence of performance appraisal system and poor feedback on performance outcome. Long working hours in public hospitals have been identified as a major complaint amongst health care personnel. Long working hours cause physical and cognitive effects on health care personnel, the most immediate being fatigue, stress, reduced sleep and drug abuse. Study by Tomic and Tomic (2008), revealed that nurses are more prone to mental health problems as compared to those engaged in other types of jobs because they work nights or irregular shifts more than others. In October 28, 2008 more than one thousand nurses and other health workers in California, USA launched a 24 hour strike demanding for reduction on their working hours. The said strike action of nurses goes beyond worsening the economy to raise concern on mortality, morbidity caused by unnecessary hospitalization when patients drop out of care (WHO 2010).

Wallace, Lemaire & Ghali, (2012) asserts that, working conditions of hospital health workers not only affect their own well-being, but to a large degree also the quality of care their patients receive. Critical work conditions such as work overload, workflow interruptions, time pressure, conflicting demands, limited control of work, lack of participation, problems with cooperation between various professions involved in patient care, poor leadership, and low social support have been identified.

3. Research Methodology

Descriptive survey research design was used in this study. The target population for this study was 503 healthcare workers in Emgwen Sub County. It comprised of 482 healthcare workers in different cadres and 21 county health management team members. Emgwen Sub County is located in Nandi county with approximately 368.40 sq. km. with a population of 130,084 according to 2009 Kenya Population and Housing Census. Miller and Brewer (2003) formulawas used to get a sample size of 223 using the mathematical sampling approach. Purposive sampling was used to select health facility and respondents. Table 1 depicts the sample size.

Health Facility	Ward	Hcw Population	Sample Size
County Health Management team	Kapsabet	21	9
Kapsabet County Referral Hospital	Kapsabet	330	146
Kilibwoni Health Centre	Kilibwoni	24	11
Kapkangani Health Centre	Kapkangani	36	16
Chepkumia Dispensary	Chepkumia	16	7
Kabwareng Dispensary	Chepkumia	8	3
Koibem Dispensary	Chepkumia	8	3
Kipsugur Dispensary	Kapkangani	6	2
Kiropket Dispensary	Kapsabet	4	2
Cheindoi Dispensary	Kapsabet	2	1
GK Prison Dispensary	Kapsabet	4	2
Ngenybokurio Dispensary	Kapsabet	6	2
Beyond Zero Clinic	Kapsabet	2	1
Kiptenden Dispensary	Kilibwoni	4	2
Kabirirsang Dispensary	Kilibwoni	3	1
Lolminingai Dispensary	Kilibwoni	8	3
Kipsigak Dispensary	Kilibwoni	6	2
Kipture Dispensary	Kilibwoni	4	2
Kapchumba Dispensary	Kilibwoni	6	2
Terige Dispensary	Kilibwoni	7	3
Tiry Dispensary	Kilibwoni	8	3
Total		503	223

Table 1: Sample Representation

The study used questionnaires and interview schedule. The questionnaire was structured and tested prior to the research study in order to ensure that the research findings are accurate and valid. Content validity was obtained by discussing the items of the questionnaire with the supervisor. Test retest was used to measure the reliability of the instrument. A correlation coefficient of 0.81 was obtained. According to Mugenda & Mugenda (2003) is considered acceptable for this study.

4. Discussion

The first objective sought to establish the influence of remuneration on the performance of health workers in public hospitals in Emgwen sub- County. The findings are presented in the following sections.

4.1. Remuneration and Rewards and Healthcare Workers Performance

This section sought to find out how remuneration and rewards influence healthcare workers performance in public hospitals. The respondents were asked to indicate if they supported the statement that remuneration and rewards determines workers ability to do their jobs effectively. The study sought to establish if better remuneration and rewards enhance performance. The findings were as illustrated in Table 2

Response	Frequency	Percentage
No response	1	0.5
Yes	175	91.1
No	16	8.7
Total	192	100

Table 2: Better Remuneration and Rewards Enhance Performance

Findings indicate that majority of the respondents 91.1% said that better remuneration enhances performance while 8.7% disagreed. The findings agree with Urichuk (1999) argues that lack of proper employee remuneration and reward leads to employee turnover. He further states that in order to encourage workers to do a good job, retain of trustworthy employees can be achieved through and better remuneration which in turn saves time and money to recruit new people.

Further information to find out how health workers remuneration and rewards influence performance of healthcare workers in public hospitals was sought. The respondents were asked to indicate if they were aware of what is expected of them and the majority agreed that they were aware. The respondents were also asked to indicate if they strongly agreed, agreed, disagreed or strongly agreed to the statements as shown in the Table 2.

Statement	5		4		3		2		1		M	SD
	F	%	F	%	F	%	F	%	F	%		
I believe better pay increases productivity and job morale	102	53.1	81	42.2	8	4.2	8	4.2	1	0.5	1.56	0.74
Delay in salaries and benefits contribute to high turnover in public hospitals	53	27.6	93	48.4	15	7.8	14	7.3	17	8.9	2.21	1.19
Performance related pay increases productivity in my duty station	105	54.7	74	38.5	10	5.2	3	1.6	0	0	1.53	0.83
The hospital management needs to introduce allowances for services rendered out of duty station	110	57.3	67	34.9	5	2.6	4	2.1	4	2.1	1.55	0.62
Good remuneration structure enhance job satisfaction	97	50.5	85	44.3	8	4.2	2	1.0	0	0	1.55	0.62
Bonuses on overtime increases performance of healthcare workers	95	49.5	75	39.1	10	5.2	9	4.7	2	1.0	1.67	0.86

Table 3: Remuneration and Rewards and Performance of Healthcare Workers

Source: (Data from Field, 2018)

Key: 5- Strongly Agree 4- Agree 3-Undecided 2-Disagree
1-Strongly Disagree; M= Mean SD= Standard Deviation

Based on Table 3 181 (95.3%) believed that better pay increases productivity and job morale. The remaining 11 (4.7%) disagreed with the statement, the mean is 1.56 and standard deviation is 0.74. This implies that majority of the

respondents believed that better pay increases productivity and job morale hence it is a motivator. Concerning whether delay in salaries and benefits contribute to high turnover in public hospitals 146 (76%) agreed with the statement while 46 (24%) disagreed, the mean is 2.21 and standard deviation is 1.19. This implies that delayed salaries and benefits contribute to high employee turnover in the public hospitals. According to the results in Table 179 (93.2%) agreed that performance related pay increases productivity. 13(6.8%) disagreed, the mean is 1.53 and standard deviation is 0.67. This suggests that performance related pay increases productivity among healthcare workers. Furthermore, 177(92.2%) were of the view that hospital management needs to introduce allowances for services rendered out of duty stations while minority 15(7.8%) were in disagreement, the mean is 1.56 and standard deviation is 0.63. The results mean that majority of the respondents were of the view that hospital management should introduce allowances for services rendered out of duty stations. Majority 182 (94.8%) concurred that good remuneration structure enhances job satisfaction. A minority 10 (5.2%) did not agree with the statement, the mean is 1.54 and standard deviation is 0.84. The results imply that good remuneration structure enhances job satisfaction. Most of the respondents 170 (88.6%) were of the view that bonuses on overtime increase performance of healthcare workers while only 22(11.4%) responded in the negative, the mean is 1.67 and standard deviation is 0.86. The results reveal that bonuses on overtime increase employee performance in healthcare facilities.

To establish the correlation between remuneration and rewards and performance of healthcare workers in public hospitals in Emgwen Sub County, Pearson's correlation coefficient was carried out. The data is presented in Table 4.

		Remuneration	Performance
Remuneration	Pearson Correlation	1	0.104
	Sig (2-tailed)		.000
	N	192	192
Performance	Pearson Correlation	.104	1
	Sig (2-tailed)	.000	
	N	192	192

Table 4: Pearson's Correlation between Remuneration and Rewards and Performance of Healthcare Workers
Source: (Data from Field, 2018)

The results indicate that Pearson Correlation (R-value) is 0.104, which shows that there is a positive relationship between remuneration and rewards and performance of healthcare workers thus improving remuneration and rewards would lead to improved performance of healthcare workers. When interviewed the hospital management said people are often motivated by money. The salary a worker is paid by his employer can have a great influence on his performance. A worker doesn't simply view his salary in terms of amount; he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. A healthcare worker is more likely to perform optimally and do a good job if he's happy with the salary he is earning. A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off.

One of the members of the County Health Management team remarked that:

A well paid employee feels he or she is valued by the county government and is willing to give back by improving standards of service to the patients under his or her care. The county government is cognizant of the importance of well paid healthcare workers and is willing to invest in the human resource in the quest to improve service delivery to our patients. Using a performance related pay strategy can provide a worker with extra motivation to do his job to the very best of his ability. If the employee knows he will receive extra money when achieving a target, it's likely he'll do everything in his power to exceed expectations.

Yet another manager cited that:

In the past we have received complaints from healthcare givers ranging from delays in salary payment, poor promotion structure as well as different package for same level of qualification and experience. The government has introduced mitigating measures as you can remember the governor recently promoted all healthcare givers who had stagnated for long and promised prompt promotion in future. Harmonization of salaries has been undertaken to ensure everybody earns what is well deserves.

The results presented on this objective confirm the findings of Mottaz (1988) who argued that rewards raise effectiveness and efficiency of workers hence improving performance. A further confirmation was given by Adsit & Chingos (2003) who stated that pay-for performance enhances employee motivation. Chin (1995) argued that inadequate basic pay affects employee performance. This suggests that if healthcare workers are not adequately remunerated their performance will decline. Fanham (2000) opines that disparity and fulfilled agreements in payment affects employee performance owing to industrial unrests.

4.2. Working Environment and Performance of Healthcare Workers

This section examines how working environment influence health workers performance in public hospitals. The respondents were asked to indicate if enabling working environment enhances performance in public hospital. Results are as shown in Table 4.

Statement	5		4		3		2		1		M	SD
	F	%	F	%	F	%	F	%	F	%		
Good clean working environment in hospitals increases efficiency in service delivery	141	73.4	50	26.0	1	0.5	0	0	0	0	1.27	0.45
Reliable access to drugs and medication foster effectiveness of healthcare workers	111	57.8	68	35.4	7	3.6	5	2.6	0	0	1.5	0.70
Machines and equipment in good working condition improve timeliness in service delivery	101	52.6	83	43.2	5	2.6	3	1.6	0	0	1.53	0.63
Safety measures in my duty station increases performance in service delivery	115	59.9	71	37.0	6	3.1	0	0	0	0	1.43	0.55
Improved staff welfare enhances staff productivity	117	60.9	68	35.4	6	3.1	1	0.5	0	0	1.43	0.58

Table 5: Working Environment in Health Facilities

Source: (Data from Field, 2018)

Key: 5- Strongly Agree 4- Agree 3-Undecided 2-Disagree 1-Strongly Disagree; M= Mean SD= Standard Deviation

According to Table 5, 191 (99.4%) supported the statement that good working environment in hospitals increases efficiency in service delivery. A negligible 1(0.6%) disagreed with the statement. The mean is 1.27 and standard deviation is 0.46. This implies that good working environment enhances efficiency in service delivery in healthcare facilities. Based on the results in Table 4.9 179 (93.2%) were of the view that reliable access to drugs and medication fosters effectiveness of healthcare workers while a minority 13 (6.8%) disagreed with the statement. The mean is 1.50 and standard deviation is 0.70. The results mean that reliable access to drugs and medication enhances effectiveness of healthcare workers.

At the same time 184 (95.8%) supported the statement that machines and equipment in good working condition improves timeliness in service delivery. A minority 8(4.2%) of the respondents were in disagreement with the statement. The mean is 1.53 and standard deviation is 0.63. These results reveal majority of the respondents were in agreement that maintaining machines and equipment improves timeliness in service delivery. Majority 186 (96.9%) were of the view that safety measures in the employees duty station increases performance in service delivery. A negligible 6 (3.1%) did not support the statement. The mean is 1.43 and standard deviation is 0.56. This implies that safety measures enhance employee performance in healthcare facilities. On the statement that improved staff welfare enhances staff productivity the results were 185(96.3%) agreed with the statement while 7(3.7%) disagreed with the statement. The mean is 1.43 and standard deviation is 0.58. The results imply that improving staff welfare will enhance staff productivity.

The findings is in agreement with Hay Group (2007), contends that work environment will improve productivity work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication. Well-designed and organized offices and work areas make significant differences to how people feel about their work. Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them. A study Society for Human Resource Management, demonstrated that physical work environment contributes a major factor affecting the decision of employee's whether to stay or leave the job. Access to friendly and natural environment helps to reduce job stress, depression and apprehension which are beneficial for health environment as well.

To establish the correlation between working environment and performance of healthcare workers in public hospitals in Emgwen Sub County, Pearson's correlation coefficient was carried out. The data is presented in Table 5

		Working Environment	Performance
Working Environment	Pearson Correlation	1	.411
	Sig (2-tailed)		.000
	N	192	192
Performance	Pearson Correlation	.411	1
	Sig (2-tailed)	.000	
	N	192	192

Table 6: Pearson's Correlation between Working Environment and

Performance of Healthcare Workers

Source: (Data from Field, 2018)

Based on the result in Table 6 Pearson Correlation (r-value) is 0.411 which indicates that there is a positive relationship between working environment and performance of healthcare workers. This means that improving working environment increases the performance of healthcare workers. In a face to face interview with the hospital management the following information was gathered; Employee morale can be impacted in both positive and negative ways by the

workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. An unsafe health facility environment such as unsuitable furniture, lack of ventilation, poor supervisor support, poor work space, poor communication, and lack of personal protective equipment, can adversely affect the productivity of healthcare workers. The findings agree with Mosadeghrad (2014) who concluded workers require adequate facilities and conditions to do their work properly which influences performance.

Efficiency of healthcare workers can be achieved by improving on the physical workplace and facilities, delegating responsibilities, increasing accountability, and encouraging team work. This will promote trust and loyalty among the workers and encourages better teamwork among them. Effective workplace communication is a key to cultivation of success and professionalism. It makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased productivity. Strong communication between management and workers should be developed. A feedback mechanism should be initiated where workers' performance can be communicated to them and create room for improvement. Revision of goals and objectives and involving workers in decision making that concerns them would make them feel as though they are an integral part of the organization. Recognition, flexible working hours and award system should be encouraged. The results on this objective as presented above are in agreement with Tumwine et al, (2010) who argued that shortage of drugs and medical supplies contributes to poor quality healthcare services thus affecting performance. Kariuki (2014) was of the view that inadequate personnel results in low morale of the existing personnel hence affecting performance.

5. Conclusion

In establishing the influence of remuneration on the performance of healthcare workers the study found that remuneration was a significant factor in influencing the performance of workers. Employee remuneration involved better pay, prompt payment of salaries, performance related pay, allowances for work outside employee work station, good remuneration structures as well as bonuses on overtime. Human capital is pivotal and valuable asset in provision of efficient and quality service delivery in public hospitals. Retaining employees in their jobs is crucial to enhance productivity and competitiveness in the health sector. The shortage of healthcare staff and inability to attract and retain highly qualified talent is critical in service delivery in public hospitals. This finding confirmed that extrinsic rewards like salaries and performance related pay enhance the self- efficacy of employees. Correlation analysis indicated that there is a positive relationship between remuneration and rewards and performance of healthcare workers ($r=0.104$, $p=0.152$). As regards the working environment the study established that the work environment has a big influence on the performance of healthcare workers. This work environment comprised access to drugs and medication, maintenance of machines and equipment, various safety measures as well as staff welfare. It is the quality of the employee's working environment that will have the most impact on the degree of motivation and subsequent healthcare worker's performance. Correlation analysis indicated that there is a positive relationship between working environment and performance of healthcare workers ($r=0.411$, $p=0.000$).

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