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Employee Extrinsic Motivation and Performance of Health Care
Workers at Garissa County Referral Hospital, Kenya



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Employee Extrinsic Motivation and Performance of Health Care Workers at Garissa County Referral Hospital, Kenya

 ^{1*} Saudashahidah Dabar Abdi, ² Dr. Butali Peter Sabwami, ³ Dr Tom Ongesa

^{1*,2,3} School Of Business & Economics, Garissa University

P. O. Box 1801 - 70100, Garissa - Kenya

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Abstract

Purpose: The general objective of the study was to investigate the relationship between employee extrinsic motivation and performance of healthcare workers at Garissa County referral hospital. The specific objectives of the study were to examine the relationship between working conditions, performance appraisal and capacity building and performance of healthcare workers. The study was carried out between January 2023 and May 2024. The study was underpinned by Herzberg Two-Factor Theory, Goal-setting Theory and Human Capital Theory of Motivation.

Methodology: The study adopted a correlational research design. The target population of the study consisted of all 389 healthcare workers in Garissa County Referral Hospital. A sample size of 193 respondents was selected. Stratified sampling technique was used to select respondents proportionally. Collected data was analysed using both descriptive statistics and inferential statistics. The results will be presented in the form of figures, tables and percentages.

Findings: The findings revealed that working conditions had a significant positive effect on the performance of the healthcare workers contributing to 10.2% of the performance of the healthcare workers with a P-value of 0.043. The study findings on performance appraisal and performance of healthcare workers at Garissa County Referral Hospital revealed that there was significant positive impact of performance appraisal on the performance of the healthcare workers contributing to 25.5% of the performance of healthcare workers with a P-value of 0.032.

Unique contribution to theory, policy and practice: To improve fairness in salaries and the work environment at Garissa County Referral Hospital, a thorough salary review aligned with job responsibilities and market standards should be conducted and work-life balance can be enhanced through flexible hours and wellness programs. Upgrading equipment, ensuring ergonomic workstations and training supervisors in fair appraisal methods will foster a positive workplace and improve perceptions of appraisals, supported by standardized procedures for consistency and trust. Strengthen capacity-building initiatives by expanding access to training, workshops, and conferences, along with regular skill gap assessments and targeted training.

Keywords: *Working Conditions, Performance Appraisal, Capacity Building, and Healthcare Workers*

Background to the Study

Extrinsic motivation, which stems from external factors such as rewards, recognition, and incentives, has been extensively studied in relation to its impact on employee performance. Studies have shown that extrinsic motivation can have a significant impact on the performance of healthcare workers (Zeng, Takada, Hara, Sugiyama, Ito, Nihei, & Asakura, 2022). The concept of extrinsic motivation is concerned with the performance of a particular behaviour which is contingent upon the attainment of the anticipated outcome that is separable from the action itself that an individual is pursuing. Generally, the extrinsic motivation is instrumental in nature. Extrinsic motivation related to working conditions involves factors like salary and benefits. Employees may be motivated to work diligently and perform well because they are attracted to the monetary rewards they receive, including their salary, bonuses, and other financial incentives. For instance, if a company offers competitive pay and comprehensive benefits packages, employees might be more motivated to excel in their roles to secure these extrinsic rewards. The working environment plays a significant role in extrinsic motivation. When employees are provided with a comfortable and conducive work environment, they are more likely to be motivated to perform at their best. This can include ergonomic workstations, proper lighting, comfortable seating, and a clean and organized workspace.

A well-designed environment that meets employees' physical needs can boost their motivation to come to work and engage in tasks more effectively. Effective supervision can be a strong source of extrinsic motivation. Supervisors who provide regular feedback, recognize employees' accomplishments, and acknowledge their efforts can enhance motivation. When employees feel that their work is valued and appreciated by their supervisors, they are more likely to be motivated to continue their dedicated efforts and maintain a high level of performance. Providing employees with the necessary resources, such as training, tools, and technology, can fuel their extrinsic motivation. When employees have access to training opportunities that enhance their skills and knowledge, they feel more capable and valued. Similarly, having the right tools and technology to perform their tasks efficiently can make their work more satisfying and motivating (Mwangima, 2019).

In a study conducted in the United States, Stamps and Piedmonte (2018) examined the influence of extrinsic motivation on the performance of healthcare professionals. They found that financial incentives positively affected employee motivation and performance, leading to improved patient outcomes. On the same note, research conducted in Canada by Durand et al. (2019) focused on the relationship between extrinsic motivation and performance among healthcare workers. The study highlighted the importance of non-financial rewards, such as recognition, feedback, and career advancement opportunities, in enhancing motivation and overall job performance. A cross-cultural study by Chen et al. (2020) compared the impact of extrinsic motivation on healthcare workers' performance in China and Germany. The findings revealed that while financial incentives were important in both countries, the type and nature of rewards varied. Chinese healthcare workers valued job security and advancement opportunities, whereas German healthcare workers

emphasized work-life balance and professional development. Additionally, Yuan et al. (2019) conducted a study on nurses in China and found that extrinsic motivation, such as rewards and recognition, had a positive impact on job performance. In a study conducted in Australia, Martin and Gray (2021) examined the effect of extrinsic motivation on the performance of healthcare professionals. The research highlighted the significance of performance-based incentives, such as bonuses and pay-for-performance systems, in improving employee motivation and job performance.

In South Africa, the healthcare sector faces significant challenges such as a shortage of healthcare workers, high disease burden, and inadequate resources. As a result, the government has implemented various policies and strategies to improve healthcare outcomes, including increasing healthcare worker salaries and benefits. However, despite these efforts, healthcare worker motivation and performance remain low. For instance, a study conducted among nurses in South Africa found that nurses who perceived their work environment to be unsupportive were more likely to report lower levels of job satisfaction and motivation (Rispel et al., 2019). A study by Goudge et al. (2018) highlighted the importance of financial incentives and improved working conditions in motivating healthcare workers in South Africa. Additionally, a report by the Human Sciences Research Council (HSRC) emphasized the need for performance-based incentive schemes to enhance healthcare worker motivation and performance.

Generally, Kenyan healthcare system is marred with staffs with depleted motivation mostly related to their working environment and working conditions leading to weak healthcare systems in the country (Muthuri, 2022). The World Health Organization (WHO) and United Nations International Children's Emergency Fund (UNICEF) (2018) recommended that identification and determination of factors that motivate the healthcare workers should be established to ensure that the healthcare workers and professionals are motivated. Okanga & Kamara (2017) noted that Kenyan health sector has been faced with myriad challenges arising from the concerns of the healthcare staffs relating to their dissatisfaction in their places of working and working conditions as well. It has been noted that beside the salary issues in the healthcare organizations, challenges such as poor working conditions, unfair treatment by the management and ineffective and discriminative supervision has been experienced. This has seen incidences of recognition of some staffs with better treatment than the others as well as receiving undeserved promotions. This has gone beyond the normal pay rise issues to focusing on additional extrinsic conditions that creates motivation to the staffs. In Garissa County, there has been evidenced incidence of high level of staff turnover in the healthcare sector migrating from the public sector to the private sector. This has led to incidences of shortage of healthcare professionals in the county which leads to a poor delivery of service. In the county, the current ratio of doctors to the people is 1:41538 while the ratio of nurses to people is 1:2543 (Arale, & Kiruthu, 2019). Therefore, this study aimed to investigate the relationship between employee extrinsic motivation and the performance of health care workers in Kenya.

Statement of the Problem

Motivated health workers are a linchpin in achieving the healthcare-related objectives of the Sustainable Development Goals (SDGs), Kenya's Vision 2030, and the African Union (AU) Agenda 2063. It contributes to improved healthcare access, quality of care, infrastructure, community engagement, equity, economic development, and global partnerships, all of which are vital for advancing the overall well-being and development of Kenya and the African continent. These goals and visions aim to improve the healthcare system, public health, and overall well-being of the people in Kenya and across Africa. Motivated health workers play a crucial role in achieving these goals by providing essential healthcare services, contributing to improved health outcomes, and advancing the overall development agenda. Motivated health workers are more likely to stay in their roles, which reduces staff turnover and ensures consistent access to healthcare services even in remote or underserved areas. This is vital for achieving SDG 3 of good health and well-being. Extrinsically motivated health workers are more likely to provide high-quality care and exhibit a commitment to patients' well-being. They are more likely to stay updated on best practices and deliver efficient and effective healthcare services, contributing to the achievement of various health-related targets within the SDGs, Vision 2030, and Agenda 2063 (UN Sustainable Development Goals, 2015; Kenya Vision 2030; 2007; AU Agenda, 2063).

The performance of healthcare workers in Kenya has been a significant concern in recent years after the devolved government. Despite the crucial role played by healthcare professionals in delivering quality healthcare services, there is a growing concern that the motivation levels of these workers are insufficient, leading to suboptimal performance and consequently affecting service delivery. Health care workers in Kenyan public hospitals have demonstrated low drive towards the performance of their roles. The perceived lack of prospects for professional growth has led to decreased level of motivation and effectiveness of healthcare workers in delivering quality healthcare services. Given the situation in Kenyan health sector, Garissa County Referral Hospital is no exception. Healthcare workers in this facility have regularly complained about poor health related matters including poor working condition. The strikes and salary delays have led to low levels of service delivery in the hospital. If the situation is not addressed, there would be further straining of the health system leading to disruption of continuous provision of quality healthcare hence overall poor health status in the county and country in general. Studies have revealed paucity of data on extrinsic motivation and performance of health care workers in Garissa County Referral Hospital. This study aimed at fulfilling that gap by examining the relationship between extrinsic motivation and the organizational performance.

Research Objectives

- i To examine the relationship between working conditions and performance of healthcare workers at Garissa County Referral Hospital.
- ii To assess the relationship between performance appraisal and performance of healthcare workers at Garissa County Referral Hospital.

iii To determine the relationship between capacity building and performance of healthcare workers at Garissa County Referral Hospital.

Literature Review

Theoretical Framework

The Herzberg Two-Factor Theory

The Herzberg Two-Factor Theory was developed by Frederick Herzberg, an American psychologist, in the late 1950s (Herzberg, 1966). Herzberg conducted extensive research on employee motivation and job satisfaction, which culminated in his publication of the theory in 1959. According to the theory, improving hygiene factors can help alleviate job dissatisfaction, but their presence does not necessarily result in increased motivation or satisfaction. Motivational factors are intrinsic factors that, when present and fulfilled, can lead to job satisfaction and motivation. Motivation factors are related to the intrinsic nature of the job itself and are directly linked to employee satisfaction and motivation. When these factors are present, employees are more likely to feel satisfied and motivated. According to the theory, enhancing motivational factors can lead to increased job satisfaction, motivation, and performance. The Herzberg Two-Factor Theory suggests that improving hygiene factors alone is not sufficient to motivate employees. Rather, the presence of motivational factors is necessary to drive higher levels of motivation and job satisfaction. The absence of dissatisfaction does not necessarily mean the presence of satisfaction. Thus, the theory emphasizes the importance of addressing both hygiene and motivational factors to create a motivating work environment (Mitsakis & Galanakis, 2022). The Herzberg Two-Factor Theory emphasizes the role of working conditions as hygiene factors that can lead to job dissatisfaction if they are inadequate or unsatisfactory. The theory suggests that improving working conditions can help alleviate job dissatisfaction, which in turn can positively impact motivation and performance (Yousaf, 2020). This study used this theory to examine how working conditions provided by Garissa County Referral Hospital influence performance of its health workers.

Goal-Setting Theory

Edwin Lock in 1968 proposed this theory which posits that setting specific and challenging goals leads to higher levels of motivation and performance. It is a motivational theory that focuses on how setting specific and challenging goals can lead to increased performance and motivation. The theory suggests that setting clear and ambitious goals can be a powerful driver of behaviour and achievement. The theory emphasizes that clear goals, combined with appropriate feedback and commitment, can influence individual and team behaviour, leading to improved performance. In relation to this study, when supervisors set clear and challenging performance goals for their subordinates and provide regular feedback on progress, it aligns with the principles of goal-setting theory. Employees are more likely to be motivated to achieve those goals, resulting in improved performance. Goal-Setting Theory can be applied in retention and succession planning by setting career development goals for employees. When employees have clear goals for their professional

growth and advancement within the organization, they are likely to be more committed and perform at a higher level. Performance appraisals that are based on specific and challenging goals can be effective in motivating employees to improve their performance. Regular feedback during staff appraisals allows employees to understand their progress toward their goals and make necessary adjustments to enhance performance. Effective communication is essential in conveying clear and challenging goals to employees. When management communicates performance expectations and objectives clearly, it provides employees with a sense of direction and purpose, influencing their motivation and performance. This study was framed on this theory to determine how performance appraisals adopted by Garissa County Referral Hospital influence performance of its health workers.

Human Capital Theory

Schultz in 1961 proposed the theory which was improved by Becker in 1964. HCT maintains that investments in employees' skills, knowledge, and capabilities (human capital) contribute to their productivity and performance, which ultimately enhances the organization's overall performance. Human Capital Theory is an economic theory that emphasizes the role of education, training, skills, and other human attributes in contributing to an individual's economic productivity and overall well-being. The theory suggests that investing in employees' education, training, and personal development leads to an increase in their human capital, which in turn results in higher job performance and improved organizational outcomes. According to this theory, providing opportunities for personal development like training, education and skill-building programs, increases employees' human capital, leading to improved job performance and organizational outcomes. Based on this theory, the study assessed how capacity building adopted by Garissa County Referral Hospital influences the performance of its healthcare workers.

Conceptual Framework

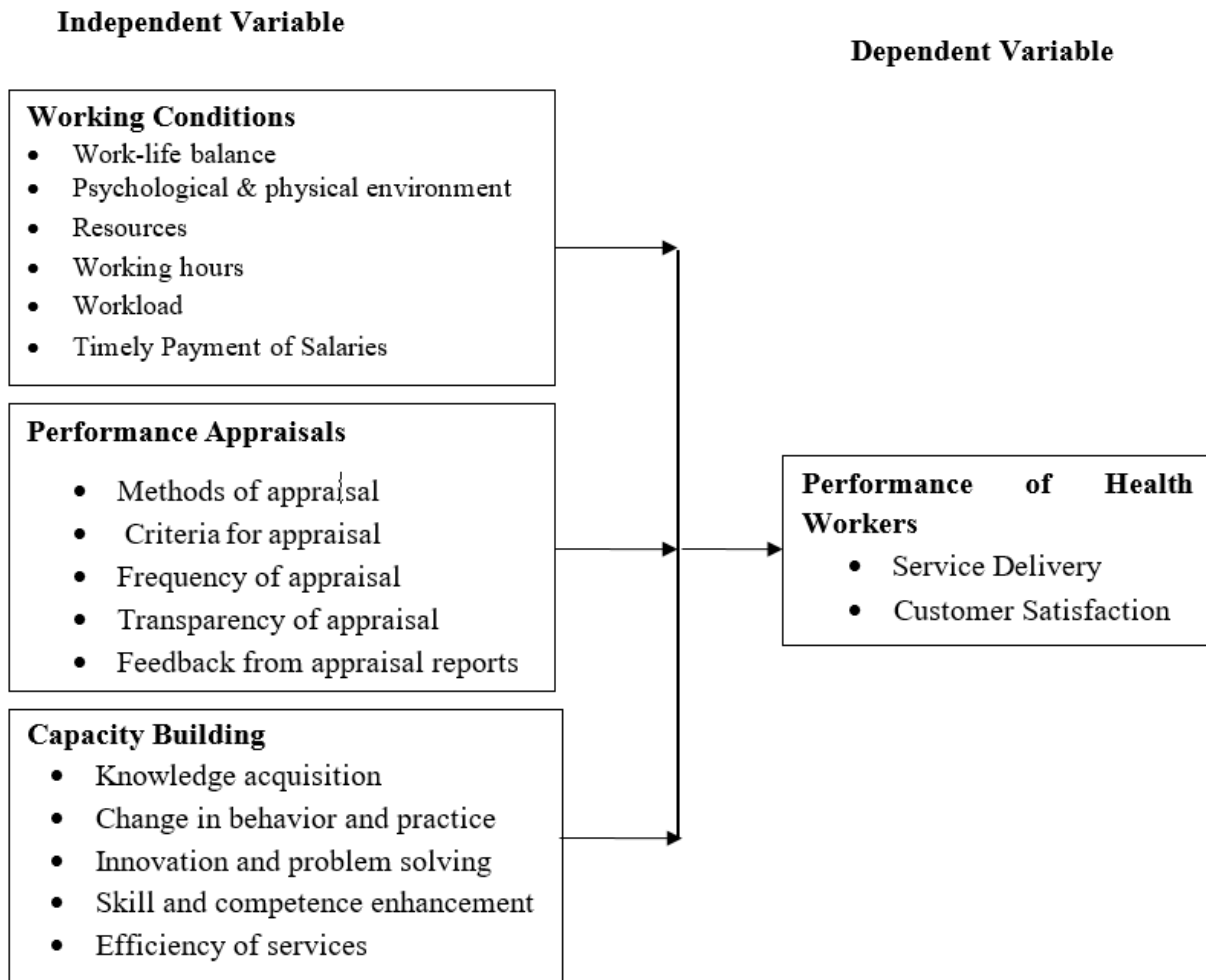


Figure 1: Conceptual Framework

Research Methodology

Research Design

The study adopted a correlational research design. Correlational research design is a type of non-experimental research that aims to investigate the relationship between two or more variables. In this design, the researcher measured the variables of interest without manipulating them to determine if there was a relationship between them (Fraenkel & Wallen, 2019).

Target Population

The term study population pertains to a group of individuals or entities characterized by common attributes, from which a sample is chosen. The target population of the study consisted of all the 389 permanent healthcare workers (HCWs) Garissa County referral hospital.

Sample Size and Sampling Technique

A sample represents a subset of the population that is selected for a study. Researchers use sampling when faced with constraints such as time, energy and financial in data collection. A sample size of 193 respondents was adopted. This was based on the Mugenda & Mugenda (2013) equation for sample determination. Stratified sampling technique was used to select respondents from the heterogeneous population proportionally. Then simple random sampling technique was used to select participants from each stratum randomly to ensure that the sample was representative of the entire population.

Data Collection Instruments and Collection Procedures

Data was collected using structured questionnaires. The survey encompassed only closed-ended inquiries. The administration of the survey was directly conducted by the researcher among the respondents. The closed-ended questions facilitated the collection of quantitative data. Close-ended questions were framed on Likert scale of 5.

Data Analysis and Presentation

After the questionnaires had been filled out, they went through a process of thorough review and refinement to ensure their comprehensiveness. Subsequently, the gathered data underwent a coding process before being entered into the Statistical Package for Social Sciences (SPSS version 28.0). This software was utilized to analyse the data, initially employing descriptive statistical methods to ascertain the proportions and frequencies of the motivation-related study variables. Additionally, correlation and regression tests were employed to establish the relationship between independent and dependent variables. A multiple regression model was used to establish the extent to which the independent variables explain the dependent variable. The outcomes of these analyses were effectively visualized using tables and figures, facilitating clear and concise presentation of the results.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where; Y = Performance of healthcare workers, b_i = Constants, X_1 – Working conditions, X_2 – Performance Appraisal, X_3 – Capacity building,

The regression equation obtained was as follows;

$$\text{Performance of healthcare workers} = 0.870 + 0.102\text{Working conditions} + 0.255\text{Performance Appraisal} + 0.269\text{Capacity building}$$

Research Findings and Discussions

Response Rate

The researcher targeted a sample of 193 respondents and hence the number of research instruments that were issued corresponded to the target number of individuals. One hundred and ninety three (193) questionnaires were issued by the researcher out of which 156 were returned properly filled corresponding to response rate of 81% while the other 19% did not return the research instruments citing commitments and forgetfulness. This response rate was excellent for analysis and publishing

in line with Babbie (2011) who posited that return rate of 50% is acceptable while 60% was good and above 70% was excellent for analysis and publishing.

Descriptive Statistics

After the data collection and analysis processes, the researcher summarized the statistics of the sample as revealed from the data analysis. This was achieved through use of the percentages, and frequencies based on various elements defining a particular research objective which were presented in table forms. The fundamental characteristics of the observed sample were used as the key foundation for the quantitative data analysis for the study. Thus, the data gathered analysed and presented for the study variables made up the descriptive statistics from the study.

Working Conditions and Performance of Healthcare Workers

To examine the relationship between the working conditions and performance of the healthcare workers, the researcher analysed various descriptive statistics for the set variables defining the working conditions. The variable consisted of seven (7) aspects. The responses were ranked on a Likert scale ranging from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). To gauge the level of agreement to the statements by the respondents, the researcher calculated the frequencies and percentages corresponding the various statements. The findings of the ranks were presented in table 1.

Table 1: Descriptive Statistics for Working Conditions

Statement	n	SD%	D%	N%	A%	SA%
The working conditions maintain a healthy work life	156	12 7.7%	94 60.3%	32 20.5%	16 10.3%	2 1.3%
The workplace provides a safe and comfortable environment.	156	7 4.5%	67 42.9%	66 42.3%	13 8.3%	3 1.9%
The workplace provides tools and equipment to perform job effectively.	156	7 4.5%	55 35.3%	61 39.1%	31 19.9%	2 1.3%
The working hours are reasonable and conducive to maintaining a healthy lifestyle.	156	7 4.5%	57 36.6%	69 44.2%	21 13.5%	2 1.3%
The workload is manageable and aligns with my job responsibilities.	156	7 4.5%	66 42.3%	53 34.0%	27 17.3%	3 1.9%
Employees paid on time without delays	156	10 6.4%	51 32.7%	64 41%	30 19.2%	1 0.6%
The salary paid is fair and reflects job opportunities of the worker	156	7 4.5%	68 43.6%	60 38.5%	20 12.8%	1 0.6%

Based on the data analysed and presented in Table 1, it is evident that majority of 60.3% disagreed that the working conditions maintain a healthy work-life balance, 20.5% were neutral, 10.3% agreed, 7.7% strongly disagreed and 1.3% strongly agree with this statement. Regarding the workplace providing a safe and comfortable environment, majority of 42.9% disagree while 42.3%

were neutral, 8.3% agree, 4.5% strongly disagree and 1.9% strongly agree. When asked if the workplace provides tools and equipment to perform the job effectively, majority of 39.1% were neutral, 35.3% disagree, 19.9% agree, 4.5% strongly disagree and 1.3% strongly agree. For the statement that the working hours are reasonable and conducive to maintaining a healthy lifestyle, majority of 44.2% are neutral, 36.6% disagree, 13.5% agree, 4.5% strongly disagree and 1.3% strongly agree. Concerning whether the workload is manageable and aligns with job responsibilities, majority of 42.3% disagree, 34% are neutral, 17.3% agree, 4.5% strongly disagree and 1.9% strongly agree. On the employees being paid on time without delays, 41% were neutral, 32.7% disagree, 19.2% agree, 6.4% strongly disagree and 0.6% strongly agree. Lastly, regarding whether the salary paid is fair and reflects the job opportunities of the worker, majority of 43.6% disagree, 38.5% are neutral, 12.8% agree, 4.5% strongly disagree and 0.6% strongly agree.

Performance Appraisal and Performance of Healthcare Workers

The researcher further assessed the relationship between the performance appraisal and the performance of the healthcare workers using various statements ranked in a Likert scale ranging from 1-5 where they signified the level of agreement as 1- Strongly disagree; 2 - Disagree; 3 - Neutral; 4 - Agree; 5 – Strongly Agree. The objective was assessed through examining eight (8) statements where the results were tabulated according to the frequencies (number of respondents coinciding to them), the percentages, means and standard deviations. The findings were presented in table 2 and discussed thereafter.

Table 2: Descriptive Statistics for Performance Appraisal

Statement	n	SD%	D%	N%	A%	SA%
The immediate supervisor conducting staff appraisal efficiently	156	14 9.0%	79 50.6%	56 35.9%	7 4.5%	0
Individual staffs conduct self-appraisal accordingly.	156	3 1.9%	63 40.4%	68 43.6%	22 14.1%	0
Performance appraisals are conducted fairly	156	2 1.3%	56 35.9%	72 46.2%	25 16%	1 0.6%
Performance appraisals are conducted regularly	156	2 1.3%	53 34%	75 48.1%	25 16%	1 0.6%
The performance appraisal process is transparent	156	2 1.3%	54 34.6%	70 44.9%	28 17.9%	2 1.3%
There is continuous communication during staff appraisals	156	5 3.2%	58 37.2%	64 41%	26 16.7%	3 1.9%
The management provides timely feedbacks after appraising staff	156	2 1.3%	62 39%	59 37.8%	31 19.9%	2 1.3%
The methods used to appraise the staff are favorable	156	2 1.3%	55 35.3%	72 46.2%	24 15.4%	3 1.9%

From the study findings, regarding the statement that the immediate supervisor conducting staff appraisal efficiently, 9.0% of respondents strongly disagree, majority of 50.6% disagree, 35.9% are neutral, 4.5% agree and none strongly agree. For individual staff conducting self-appraisals

accordingly, 1.9% strongly disagree, 40.4% disagree, 43.6% are neutral, 14.1% agree and none strongly agree. When asked if performance appraisals are conducted fairly, 1.3% strongly disagree, 35.9% disagree, majority of 46.2% are neutral, 16% agree and 0.6% strongly agree. Regarding the regularity of performance appraisals, 1.3% strongly disagree, 34% disagree, 48.1% are neutral, 16% agree and 0.6% strongly agree. For whether the performance appraisal process is transparent, 1.3% strongly disagree, 34.6% disagree, majority of 44.9% are neutral, 17.9% agree and 1.3% strongly agree. Concerning whether there is continuous communication during staff appraisals, 3.2% strongly disagree, 37.2% disagree, 41% are neutral, 16.7% agree and 1.9% strongly agree. On whether the management provides timely feedbacks after appraising staff, 1.3% strongly disagree, 39% disagree, 37.8% are neutral, 19.9% agree and 1.3% strongly agree. Lastly, regarding the methods used to appraise the staff are favourable, 1.3% strongly disagree, 35.3% disagree, 46.2% are neutral, 15.4% agree, and 1.9% strongly agree

Capacity Building and Performance of Healthcare Workers

To deal with the last objective where the researcher sought to determine the relationship between the capacity building and performance of the healthcare workers, the researcher sought to investigate seven (7) items related to capacity building practices for healthcare workers in Garissa County Referral Hospital. The responses from the respondents were ranked using the Likert 5 – point scale to establish the respondents’ level of agreement with individual statements their frequencies, percentages, means and standard deviations were presented in table 3 for discussions. The Likert scale ranged from 1 – 5 where 1 represented strongly disagree, 2 disagree, 3 neutral, 4 agree while 5 represented strongly agree.

Table 3: Descriptive Statistics for Capacity Building

Statement	n	SD%	D%	N%	A%	SA%
The employees’ level of skills and competences improve after attending training sessions	156	15 9.6%	70 44.9%	41 26.3%	27 17.3%	3 1.9%
All the employees are accorded the opportunity to attend workshops, seminars and conferences related to health matters	156	12 7.7%	62 39.7%	59 37.8%	21 13.5%	2 1.3%
The organization provides sufficient training to workers to perform their duties effectively.	156	8 5.1%	57 36.5%	67 42.9%	22 14.1%	2 1.3%
Health workers acquire new skills after attending training	156	6 3.8%	52 33.3%	65 41.7%	31 19.9%	2 1.3%
The health workers improve their efficiency in service delivery after attending trainings	156	6 3.8%	52 33.3%	65 41.7%	31 19.9%	2 1.3%
There is continuous training and development programmes for the health workers	156	6 3.8%	67 42.9%	62 39.7%	21 13.5%	0
After training health workers become innovative and develop problem solving skills	156	5 3.2%	58 37.2%	3 1.9%	26 16.7%	64 41%

Based on the study findings, regarding the statement that the employees’ level of skills and competences improve after attending training sessions, 9.6% of respondents strongly disagree and

44.9% disagree with 26.3% being neutral, while 17.3% agree and 1.9% strongly agree. Concerning the statement all employees are accorded the opportunity to attend workshops, seminars and conferences related to health matters, 7.7% strongly disagree and 39.7% disagree with 37.8% being neutral, while 13.5% agree and 1.3% strongly agree. On whether the the organization provides sufficient training to workers to perform their duties effectively, 5.1% strongly disagree and 36.5% disagree, with 42.9% being neutral, while 14.1% agree and 1.3% strongly agree. On whether the healthcare workers acquire new skills after attending training, 3.8% strongly disagree and 33.3% disagree, with 41.7% neutral, while 19.9% agree and 1.3% strongly agree. Similarly, regarding whether the healthcare workers improve their efficiency in service delivery after attending trainings, 3.8% strongly disagree and 33.3% disagree, with 41.7% neutral, while 19.9% agree and 1.3% strongly agree. Regarding whether there is continuous training and development programs for healthcare workers, 3.8% strongly disagree, 42.9% disagree, with 39.7% neutral, while 13.5% agree. Lastly concerning whether after training health workers become innovative and develop problem solving skills, 3.2% strongly disagree and 37.2% disagree while 16.7% agree and 41% strongly agree

Performance of Healthcare Workers

The researcher sought to establish the opinions of respondents in regarding the performance of the healthcare workers in Garissa County Referral Hospital. The respondents were required to respond to the rate to which they agreed or disagreed with various statements regarding the variable of the performance of the healthcare workers in the organization. On the scale of 1 – 5 where 1, 2, 3, 4, 5 signified strongly disagree, disagree, neutral, agree and strongly agree respectively were utilized. The findings were presented in table 4.

Table 4: Descriptive Statistics for Performance of Healthcare Workers

Statement	n	SD%	D%	N%	A%	SA%
Healthcare workers at Garissa County Referral Hospital provide prompt and timely services.	156	11 7.1%	74 47.4%	58 37.2%	13 8.3%	0
The healthcare services provided are of high quality and meet professional standards.	156	7 4.5%	58 37.2%	74 47.4%	16 10.3%	1 0.6%

The research findings presented in table 4 revealed that regarding healthcare workers at Garissa County Referral Hospital provide prompt and timely services, majority of 47.4% disagree while 37.2% were neutral regarding the statement. The other 8.3% agree while the other 7.1% strongly agree. None of respondents strongly agree with the statement. On whether, the healthcare services provided are of high quality and meet professional standards, majority of 47.4% were neutral, 37.2% who disagree, 10.3% agree, 4.5% strongly disagree and 0.6% strongly agree.

Inferential Statistics

Correlation Matrix and Individual Influence of Independent Variables

The researcher sought to determine whether there were relationship among the study variables, the Pearson moment correlation coefficients were computed each pair of the variables. The results were tabulated in the correlation matrix table 5.

Table 5: Pearson Moment Correlation of the Variables

		Working conditions	Performance Appraisal	Capacity Building	Performance
Working conditions	Pearson Correlation	1			
	Sig. (2-tailed)				
Performance Appraisal	Pearson Correlation	.713**	1		
	Sig. (2-tailed)	.000			
Capacity Building	Pearson Correlation	.401**	.872**	1	
	Sig. (2-tailed)	.000	.000		
Performance	Pearson Correlation	.616**	.579**	.500**	1
	Sig. (2-tailed)	.007	.000	.000	
	N	156	156	156	156

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

The results tabulated revealed that performance of healthcare workers and working conditions had a moderate positive correlation ($r = 0.616$, P value < 0.01). This meant that implementation of effective working conditions results to higher performance of healthcare workers. Additionally, the findings indicated that there was moderate positive correlation between the performance of healthcare workers and performance appraisal practices ($r = 0.579$, P value < 0.01). Thus, whenever there are good performance appraisal practices, it leads to better and positive results of performance of healthcare workers. Consequently, performance of healthcare workers and the capacity building of the staffs had a moderate positive correlation ($r = 0.500$, P value < 0.01). This implies that positive improvement of the capacity building practices in the organization results into improvement of the performance of the healthcare workers. Thus, based on the correlations presented, there is positive correlation between the extrinsic motivation and the employee performance of the healthcare workers.

Model Summary

The researcher carried out the coefficients of correlation R and the correlation for determination R squared. The findings were presented in table 6.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.727	.710	.24986

a. Predictors: (Constant), Working conditions, performance appraisal, capacity building

b. Dependent variable: Performance of healthcare workers

The results revealed that there was good association between the study variables with a coefficient of correlation R of 0.857 and the coefficient of determination R square of 0.727. This indicates that the working conditions, performance appraisal and capacity building accounted for 72.7% of the performance of the healthcare workers while the other 27.3% was accounted by the other factors not related to current study.

Analysis of Variance (ANOVA)

The researcher used the F-test to validate the overall linear regression for the regression model. The results of 95% level of significance ANOVA were presented in Table 7.

Table 7: ANOVA

Model		Sum Squares	ofdf	Mean Square F	Sig.	
	Regression	6.715	3	2.238	7.403	.000 ^b
1	Residual	45.956	152	.302		
	Total	52.671	155			

a. Dependent Variable: Performance

b. Predictors: (Constant), Working conditions, Performance Appraisal, Capacity Building

The findings presented in the table 7 revealed that the F calculated was 7.403 with a P – value of 0.00 while F critical is 2.66410671 at 0.05 significance level. Since F calculated = 7.403 > F critical = 2.66410671 it implies that the regression is significant and that all the predictors have an effect to the dependent variable. Hence we support the statement that Intrinsic influence the performance of the workers at GCRH. Since, the P – value was less than 0.05 ($P < 0.05$) which implies that the regression coefficients were highly significant at 95% level of significance, hence the regression model was significant.

Regression Coefficients

The researcher utilized a multiple regression analysis where all independent study variables were put together to establish their collinearity with the dependent variable (performance of healthcare workers). The results were presented in table 8.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	.870	.368		2.363	.019
1 Working conditions	.102	.110	.078	.931	.043
Performance Appraisal	.255	.118	.180	2.158	.032
Capacity Building	.269	.115	.202	2.338	.021

a. Dependent Variable: Performance of Healthcare Workers

The relationship between the employee extrinsic motivation and performance of healthcare workers at GCRH was established through the multiple regression analysis given by the regression equation as;

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3$$

Where; Y = Performance of healthcare workers, B = Constants, X₁ – Working conditions, X₂ – Performance Appraisal, and X₃ – Capacity building

Therefore from the findings in Table 8,

$$Y = 0.870 + 0.102X_1 + 0.255X_2 + 0.269X_3$$

The findings tabulated in the regression coefficients reveals that working conditions had a significant positive effect on the performance of the healthcare workers contributing to 10.2% of the performance of the healthcare workers with a P-value of 0.043. Additionally, it showed that there was significant positive impact of performance appraisal on the performance of the healthcare workers at 25.5% at a P-value of .032. Lastly, the capacity building revealed a significant positive effect on performance of healthcare workers contributing to 26.9% of the performance at P-value of 0.021. Thus, the study findings revealed that extrinsic employee motivation had a statistically significant effect on the performance of healthcare workers. The findings were consistent with the findings by Nyaboga (2022) who asserted that the extrinsic motivational strategies positively influenced performance of healthcare workers.

Conclusion

Based on the study findings regarding working conditions at Garissa County Referral Hospital, it can be concluded that while the hospital provides necessary tools, equipment and reasonable working hours conducive to a healthy lifestyle, there are significant areas needing improvement. Despite these positive aspects, employees expressed dissatisfaction with the fairness of their salaries, the support for maintaining a healthy work-life balance and the overall safety and comfort of the work environment. These areas of low perception highlight the need for the hospital management to review and enhance their policies to improve employee satisfaction and working conditions. In terms of performance appraisal, the study reveals a generally positive perception among healthcare workers regarding the fairness, regularity and transparency of the appraisal process. The staff also appreciated the continuous communication and timely feedback provided by the management. However, the low perception of the efficiency of appraisals conducted by immediate supervisors indicates a gap in the appraisal process that could be addressed through targeted training and development for supervisors to ensure a more effective and trusted appraisal system. Regarding capacity building, while the healthcare workers felt that training programs effectively improved their skills, efficiency and problem-solving abilities, there were notable concerns about the adequacy and accessibility of these training opportunities. The low perception of improvement in skill levels post-training and the limited opportunities for all employees to attend relevant workshops and seminars suggest that the hospital needs to broaden and enhance its training and development programs. This would ensure that all healthcare workers have the opportunity to continually develop their competencies, ultimately leading to higher quality and more timely healthcare services.

Recommendations

To address the concerns about the fairness of salaries and the overall work environment at Garissa County Referral Hospital, it is essential to conduct a comprehensive salary review to ensure compensation reflects job responsibilities and market standards. Enhancing work-life balance through flexible working hours or wellness programs can also help employees feel their working conditions support a healthy lifestyle. Additionally, investing in the safety and comfort of the workplace by upgrading equipment and ensuring ergonomic workstations will contribute to a more positive work environment. Training supervisors in efficient and fair appraisal methods will improve the perception of appraisals as constructive and beneficial. Emphasizing continuous communication and timely feedback during appraisals will help maintain transparency and ensure employees understand their performance expectations and outcomes. Implementing standardized appraisal procedures across the hospital will further ensure consistency and fairness, building trust in the appraisal system. Strengthening capacity-building initiatives will be vital for improving healthcare workers' skills and competencies. Expanding access to training programs, workshops, seminars and conferences will ensure all employees have equal opportunities for professional development. Conducting regular assessments to identify skill gaps and providing targeted training will enhance the overall competency of the healthcare workers. Promoting continuous learning

through tailored development programs will enable staff to keep up with advancements in their field, ultimately improving their efficiency in service delivery.

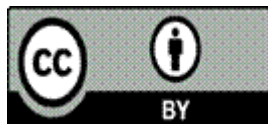
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