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Job Satisfaction on Employee Performance at Uasin Gishu County Hospital, Kenya

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Abstract

Job satisfaction and employee performance are effective instruments that support the ongoing development and enhancement of organizational performance in order to meet goals. Since happy workers are more productive, employers stand to gain a great deal from this. A happy workforce will foster a positive work environment that will improve productivity. As a result, research studies on job satisfaction have grown increasingly common. The specific problem addressed in this study is to examine the impact of job satisfaction on employee performance. It considered which (intrinsic and extrinsic) rewards determine job satisfaction of an employee. Data were collected through a field survey using a questionnaire from 141 employees from Uasin Gishu county hospital health care staff. The analysis data revealed that there exists positive correlation between job satisfaction and performance of employees. This research could help the industry better understand how employee performance affects it and become more proactive by putting in place methodical measures to ensure that staff members are engaged, well-suited, and feel like they are part of the industry.

Keywords: Employee, performance and job satisfaction

Introduction

Employee performance and job satisfaction are essential in today's competitive environment for businesses to succeed. As such, employers view employees as a valuable asset to boost productivity (Nor AI 2018) ^[12]. According to Shields, employee performance is the extent to which an employee fulfills their duties and responsibilities. Businesses need to strike the right balance between using policies and procedures to predict employee performance (i.e., inrole work performance) and allowing workers to innovate on the fly in response to challenges and unique opportunities (i.e., innovative job performance).

A company's unseen success, job satisfaction is the culmination of its employees' favorable attitudes toward their work and affects many different areas of the business (Arshad, M. 2023) ^[3]. It incorporates both environmental and physiological elements that lead someone to genuinely feel happy with their work (Gen, O 2016) ^[5]. Numerous studies have demonstrated that happy workers are more productive, which benefits firms (Lim 2019). When workers are happy in their positions, they understand the significance of what they do. Employees that are aware of how their roles impact others function more effectively because they have confidence in their abilities to finish tasks linked to their jobs. Their increased self-assurance and productivity lead to better job performance (Mahalawat, V.).

Like any other nation, Kenya is concerned about having a workforce that is capable of providing timely and effective healthcare services, which is why it is working to guarantee that this workforce is in place. It is commonly acknowledged that employees in the Kenyan healthcare industry are not generating the expected results, and many have expressed their low self-esteem concerns on social media as a result of their unsatisfactory working conditions, lack of recognition, and unrealistic delivery schedules, which are the main obstacles to accomplishing organizational goals. The sub county hospitals receive referrals from Uasin Gishu County Hospital. The Uasin Gishu County Hospital System lacks funding and has inadequate medical facilities, staff, and other resources, which results in disparities in the distribution of healthcare workers, complaints about the quality of care received, low productivity, and poor health care usage.

Literature review

Job satisfaction

Pan and colleagues claim that the evaluation of organizational experiences leads to the positive emotional case of job satisfaction. Durrah and colleagues emphasized the relevance of satisfaction and its significance in raising the standards of expectations among employees in diverse firms. When it comes to whether or not they are pleased, happy, and satisfied at work, employees with varying requirements and expectations are referred to as having diverse levels of employee satisfaction (Mahalawat, 2019) ^[10]. Armstrong *et al* define job satisfaction as "people's feelings and perceptions about their job." According to him, a person's attitude toward their work influences whether they are happy or unhappy; on the other hand, if someone has a positive attitude and thinks positively about their work, they are happy, and vice versa. According to Robbins and Judge (2018) ^[14], job satisfaction is also a positive feeling about work that results from a broad characteristic evaluation. Halkos and Bousinakis (2017) ^[6] contend that employee satisfaction can be greater if you have a healthy workplace and employee welfare, while dissatisfaction brings very negative results for the company. Adigun *et al.* (2017) ^[2] found in another study that there is a substantial relationship between work satisfaction and employee performance. In summary, this work has evaluated the degree of worker performance in connection to their job happiness. The relationship between job satisfaction and employee performance is also positive and significant, as demonstrated by the findings of Bakotic (2016) ^[4], Yuen *et al.* (2018) ^[16], Torlak & Kuzey (2019) ^[15], Abdulkhaliq and Mohammadali (2019) ^[1], Yuen *et al.* (2018) ^[16], Kampkotter (2017) ^[8], Bakotic (2016) ^[4], and Platis *et al.* (2015) ^[13]. In fact, performance can be positively impacted by job satisfaction.

Employee performance

According to Armstrong and Taylor performance is "behavior that achieves results"; similarly, Javed, Balouch, and Hassan describe performance as whether or not an employee is doing well. According to Cardy employee performance is correlated with results, accomplishments, and cooperative efforts as well as behaviors related to organizational goals that are impacted by employees. Similar to this, Anitha defines employee performance as the financial or other outcomes of the employees that are directly linked to the productivity and performance of the organization. This further demonstrates that important factors in determining employee performance include the workplace environment, managers, team and colloquie relationships, training and career development, rewards, policies and procedures, workplace wellness, and employee satisfaction. According to Jufrizen 2021's research, employee performance is crucial in government organizations since it helps each employee accomplish their personal goals for themselves. Because of this, the company needs to keep a close eye on its workers to make sure they are achieving their goals in an effective and efficient manner. Employee performance is influenced by a number of variables, such as

job motivation, organizational involvement, and culture. To increase the performance of the company, every employee is required to adhere to the organizational culture. "Individual performance" refers to both individual accomplishments and levels of success in completing organizational tasks.

Research Design

Research design is the strategy for gathering, measuring, and analyzing data. The study used a descriptive research design to collect its data. In order to help readers see the big picture and gain a better understanding of the distribution of the data, Nelson defines a descriptive research design as a methodology that entails gathering data, describing a particular phenomenon, and then organizing, depicting, describing, and analyzing the data gathered for the study using graphs and charts. The design of this particular study was ideal since it enabled the researcher to provide a concise picture, an empirical evaluation, numerical data, and a statistical analysis of the collected data.

Target Population

The population, as defined by Cooper and Schindler is the set of people or things that the sample will be taken from. Employees of Uasin Gishu County Hospital made up the population in this study, and the target population consisted of 141 health care staff members who were identified through departmental censuses.

Table 1: Target Population

Category	Target Population
Nurses	52
Clinical officers	18
Counsellors	7
Health records	11
Pharmacist	6
Lab technologist	8
Nutritionist	10
Public health officer	20
Physiotherapists	5
Occupation therapist	3
Total	141

Source: Uasin Gishu County Hospital (2024)

Sample Size

Cooper and Schindler define sample size as the number of items chosen from a particular population to infer the entire population. This study employed a census, meaning that every member of the population was examined. The census approach, according to Cooper and Schindler is the study of every member, constituent, and aspect of a population. Since the population of 141 is too small to determine a sample size using a statistical method, the study used the census data.

Data Collection Instrument

Questionnaires were employed as a study tool. The questions employed were all closed-ended. A five-interval Likert Scale was used to evaluate surveys specifically for response. Questionnaires allowed the researcher to collect more thorough data and differentiate responses.

Data Collection Procedure

Questionnaires were supplied to the medical staff to fill out. Drop and pick was the method employed to collect the data. Pick and drop is considered a suitable fit for the research because of the questions' structure and the respondents' variety of work patterns. The right healthcare providers received the questionnaires, and respondents had plenty of time to complete them before the researcher picked them up after a month.

Data Collection Methods

The process of gathering and analyzing information on variables of interest in a predetermined, methodical manner in order to respond to research questions, test hypotheses, and evaluate findings is known as data collecting. Major data served as the study's major source of information. Primary data was collected via a closed-ended questionnaire. The survey was broken up into five sections. Basic features of the respondents were questioned in the first section, while self-efficacy was the subject of the second. Next up is the third component, which comprises questions regarding the influence of job satisfaction. The questionnaire's final section focused on employee performance, the dependent variable.

Research Procedures

A project must begin with a methodical approach known as research methods. These procedures make it simple to gather and record the data used in the study. After obtaining authorization from the department, the researcher was able to apply for a research permit to the National Commission for Science, Technology, and Innovation (NACOSTI). 10% of the Nandi county referral hospital workers participated in a

pilot test when the license was approved. After the pilot test was completed and the research instrument was found to be reliable for data collecting, the researcher gave the respondents the questionnaires for the purpose of collecting data. The questionnaires were delivered to respondents with two weeks to complete them before they were collected for data processing.

Data Analysis Methods

Data input, coding, and using the data to inform choices are all steps in the data analysis process. Data analysis, according to Cooper is the methodical organizing and synthesis of research data as well as the use of such data to evaluate research hypotheses. Inferential statistics like correlation analysis was used to examine the impact of the independent variable on the dependent variable of the research, whereas descriptive analysis was used to analyze frequencies, percentages, means, and standard deviation. As a tool for data management and statistical analysis, the extremely flexible data processing capabilities of the Statistical Package for the Social Science version 24 (SPSS) were utilized. Tables were used to present the data.

Descriptive Statistics Findings

The participants were asked to respond to a series of question. Job satisfaction and employee performance questions are described in this section. Computation was made to determine the mean and standard deviations for each question. The mean highlights the data's central tendency while the standard deviation measures the scattering of data which presents an index of the spread or variability in the data.

Table 2: Descriptive Statistics Findings for Job Satisfaction

Statements		Mean	Std. Dev
I am generally satisfied with the kind of work I do	F	4.2	0.749
	%		
I get the chance to take decisions on the performance of my job role	F	2.3	1.44
	%		
I frequently think of quitting this job	F	4.3	0.872
	%		
I feel very positive and favorable about my job	F	4.1	0.910
	%		
I am satisfied with my current job position.	F	4.0	1.07
	%		

Source: Field data 2024

The findings in the Table 4.1 showed in terms of mean and standard deviations that agreed they are generally satisfied with the kind of work they do (mean=4.2, standard deviation=0.749).The study results further showed in terms of mean and standard deviations that agreed that they get the chance to take decisions on the performance of their job role (mean=2.3, standard deviation=1.440).

Further the study results showed in terms of mean and standard deviations that agreed that they frequently think of

quitting their job (mean=4.3, standard deviation=0.872).The study results showed in terms of mean and standard deviations that agreed that they feel very positive and favourable about their job (mean=4.1, standard deviation=0.910).The study results showed in terms of mean and standard deviations that agreed that they are satisfied with their current job position (mean=4.0, standard deviation=1.070).

Table 3: Descriptive Statistics Findings for Employee Performance

Statements		Mean	Std. Dev
I understand the criteria of performance review of my organization	F	4.3	0.750
	%		
I understand my job and how to carry it out	F	4.5	0.670
	%		
I am able to resolve unexpected schedules on time	F	4.5	0.770
	%		
I can carry out assigned duties effectively and efficiently	F	4.7	0.686
	%		
I am very conversant with the standard operating procedures of my job	F	4.6	0.689
	%		
I manage to plan my work so that I adequately complete assign duties on time	F	4.5	0.742
	%		
I engage in activities that directly affect my performance evaluation	F	4.0	1.070
	%		
I focus at doing the main and essential duties in my work	F	4.0	1.03
	%		
I always fulfill responsibilities specified in job description	F	3.6	1.608
	%		
I don't neglect aspects of the job I am obliged to performance	F	4.6	0.819
	%		

Source: Field data 2024

From the results in Table 3 showed in terms of mean and standard deviations that agreed with the they understand the criteria of review of the organization (mean=4.3, standard deviation=0.750).Further, the study results showed in terms of mean and standard deviations that agreed with the they understand their job and how to carry it out (mean=4.5, standard deviation=0.670).The study results also showed in terms of mean and standard deviations that agreed with the they are able to resolve unexpected schedules on time (mean=4.5, standard deviation=0.770).

Furthermore, the study results also showed in terms of mean and standard deviations that agreed with the they carry out assigned duties effectively and efficiently (mean=4.7, standard deviation=0.686).The study results also showed in terms of mean and standard deviations that agreed with the they are very conversant with the standard operating procedure of their job (mean=4.6, standard deviation=0.686). The study results also showed in terms of mean and standard deviations that agreed with the they manage to plan their work so that they adequately complete assigned duties on time (mean=4.5, standard deviation=0.742).

The study results also showed in terms of mean and standard deviations that agreed with the that they engage in activities that directly affect they performance evaluation (mean=4.0, standard deviation=1.070).The study results also showed in terms of mean and standard deviations that agreed with the that they focus at doing the main and essential duties in my work (mean=4.0, standard deviation=1.030).

The study results also showed in terms of mean and standard deviations that agreed with the that they always fulfil responsibilities specified in job description (mean=3.6, standard deviation=1.608).The study results also showed in terms of mean and standard deviations that agreed with the that they don't neglect aspects of the job they are obliged (mean=4.6, standard deviation=0.819).

Model Fitness

The model fitness was test using ANOVA and the results are presented in Table 4.

Table 4: Results of Model Fitness

	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.600	4	19.650	268.978	.000 ^b
Residual	9.935	136	.073		
Total	88.536	140			

The findings of the study in Table 4 indicated that the relationship between the independent variables and the dependent variable was statistically significant (F=268.978; p = 0.000 < 0.05). This implies that the multiple regression model was good fit for the data. Job satisfaction influences employee performance.

Correlation Analysis

Correlation analysis was done to achieve the direction and strength of the correlation between the study variables. The findings are presented in Table 5.

Table 5: Correlations Analysis Results

Employee performance		
Employee performance	Pearson Correlation	1
Job Satisfaction	Pearson Correlation	.795**
	N	141

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

The study results in Table 4.2 showed that Job satisfaction was positive and strongly correlated with employee performance (r=0.795, p<0.01).

This gave an implication that the study variables were positively correlated to employee performance. Job satisfaction contributes 79.5% to increase in employee performance.

Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between variables being tested.

Conclusion

Satisfied employees have positive attitudes regarding their jobs. On job satisfaction, the majority agreed that they are generally happy with the work they do. On the contrary, the majority disagreed that they have the authority to make decisions about their job performance. Furthermore, the majority indicated that they often consider quitting their jobs. The findings of the study also revealed that they believe they feel favourable and positive about their job. Finally, the majority of respondents thought that they are satisfied with their current job position, according to the findings of the study.

The majority of the participants believed that they are quite familiar with their job's standard operating procedures, according to the study's findings. Furthermore, the majority of respondents felt that they are able to plan their work in such a way that they are able to finish assigned tasks on time. Furthermore, the majority believed that they participate in activities that have a direct effect on their performance evaluation. The majority of those polled believed that they concentrate on their primary and most important responsibilities at work. Furthermore, the vast majority believed that they always carry out the obligations outlined in their job descriptions. Finally, the majority felt that people should not overlook areas of their jobs that are critical to their success.

Further research

This study considered only the influence job satisfaction on performance. But there are other factors which influence on performance. A detailed study considering all these factors would provide an insight to determine the most crucial factor that influence performance of an employee. Future researchers could explore conducting a similar study in a different industry or industry sectors to see if there are any differences in responses. It would be interesting to see how generalizable the conclusions of this study are to other industries, sectors, or environments.

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