

# ASSESSMENT OF FACTORS INFLUENCING SERVICE DELIVERY OF HEALTH WORKERS IN LEVEL 2 HOSPITALS: A CASE OF KANDARA SUB-COUNTY, KENYA

Kamau Samuel Mbuthia<sup>1</sup>, Dr John Muhoho<sup>2</sup>, Dr James Kuria<sup>3</sup>

<sup>1</sup>*Post-graduate student- Faculty of Development Studies, St Paul's University, Limuru, Kenya  
PO BOX Private Bag 00217 Limuru, Kenya.*

<sup>2</sup>*Head of Faculty of Business Studies, Computer Science & Communication Studies, St Paul University, Limuru, Kenya*

*PO Box Private Bag 00217 Limuru, Kenya.*

<sup>3</sup>*Head of Department, Development Studies, St Paul's University, Limuru, Kenya.  
PO Box Private Bag 00217 Limuru, Kenya.*

**Abstract** - Motivation is a key driver in the delivery of services in health organizations. This study was carried out in Kandara Sub- County in Murang'a County. The focus was to assess the factors influencing service delivery of health workers in the sub county. One of the objectives that guided the study was to examine how work environment influence service delivery of health workers in Kandara sub county. The study adopted a descriptive research design where a census method was used to collect the data. The study targeted all the 68 health workers in twenty four level 2 public health facilities in the cadres of clinical officers, Nurses and Laboratory technologists. The study's findings revealed that for effective service deliver to be actualized health workers need to have regular training programs so as to keep on upgrading and expanding their level of skills and knowledge in order to handle the numerous medical challenges that keep on emerging. Health workers need to be given appropriate incentives to keep them focused on their work and consider them for promotions by developing career planning and progression structures. Put favorable work environment in place, by adequately supplying the health facilities with medicines and other non-pharmaceutical products. The study recommended that health managers and stakeholders in health should formulate policies which will ensure favorable working schedules and conducive working relationships among health workers, introduce technology in order to integrate health systems into one computerized unit and look in to other internal and external factors all of which will influence the way service providers perform their job functions.

**Keywords:** Motivation, Service delivery, Work environment, Health workers.

## I. INTRODUCTION

Scholars world over and entrepreneurs globally have always been of the view that organizations should create a

comparative advantage in their strategic management in order to remain relevant in this era of globalization and competition. Among the factors to be considered keenly is motivation of the human resource which is a vital cog in organizations' operations and for which their successes are based upon.

Motivation in health service delivery is crucial as it determines the engagement of the people in development. Health is one of the components of vision 2030 pillar, given the role it plays in maintaining the healthy and skilled workforce necessary to drive the economy (Kenya Health Policy 2014-2030). Health is both a direct component of human wellbeing and a form of human capital that increases an individual's capability and this argument can be used to justify increased investment in health in developing countries (Bloom and Cunning 2003).

In Kenya, the highest percentage of the people seeks health services in the Level 2 health facilities which are commonly known as dispensaries. They are the first point of contact in the health service delivery and are mostly frequented by the sick in the rural areas. This is because the poor people in the rural areas don't have the capacity to seek treatment in higher level facilities or in privately based health facilities.

As most of the people seek treatment in these facilities, their numbers need to be increased in order to conveniently cover them, increase the number of health workers to address the perennial shortage which has always existed. Provide a good supply of medicines and laboratory services where none exist for proper diagnosis of diseases, ensure working structures and policies are put in place to address the internal and external environmental factors which will positively impact on delivery of health service.

For health service delivery to be accessed by the large population of citizens who belong to the lowest echelon of the economic class and who form the bulk of the people in the rural areas, the governments need to rethink their approach in health provision. Structures for motivation such as training,

incentives, career planning and development and above all working environment need to be looked into.

### 1.2 Problem Statement

The health of the people in any nation is determined by the level of the people's engagement in economic development endeavors. Health is an essential tool for poverty reduction as it has a massive effect on the economic growth as well as house hold incomes (Bloom and Cuning 2010).

Health service delivery is expected to be high when there is good motivation among health workers in the health facilities. Motivation in public health facilities in Kenya has always been a concern for health professionals, the general populace and more worrying to the patients in the rural areas whose hope is on these facilities whenever they fall sick.

In the recent past, the health sector in many counties has been on the spot for the rot and neglect which has been witnessed and even reported in the various media outlets. Among these counties is Murang'a which has been worst hit and where health services in the beginning of the year had ground to a halt due to health workers strike which took almost a quarter a year as they made their grievances heard. This poor state of affairs is demonstrated in Kandara sub county which has not only a few dispensaries located very far apart from each other but understaffed with unfavorable working conditions making effective service delivery unachievable

Many studies have been done on this area of health service delivery as approve on how pertinent this subject is in Kenya. Many of the research seem to major on five or on the referral hospital. One of the researches was on factors affecting provision of service quality in public health sector a case of Kenyatta National Hospital which noted that low capability, communication and financial resources have contributed greatly to low quality of service delivery Wanjau et al. 2015. This study and many others have been on higher levels of health service focusing on other aspects of health service delivery. However, little studies have been done on level two hospitals which are critical in health service delivery in rural areas. There is no study which has been done in Kanadara Sub-County on health service delivery hence necessitating this study.

The objective of the study is to examine how work environment influence service delivery among health workers in Kandara Sub County, Murang'a County, Kenya.

## II. LITERATURE REVIEW

### A. Theoretical framework

#### 1) Herzberg's Hygiene/ Motivation Theory

Ibietan, (2010) states that Herzberg two factors theory known as hygiene theory have two sets of factors: - hygiene and motivation which influences employee working behavior and the level of performance. Motivation factors are intrinsic factors that are related to the nature of the job which increase employees' job satisfaction. The characteristics related to customer or employees are related to dissatisfaction hygiene and administrative structures (Robins, 2001). The author argues that the absence of these factors, caused dissatisfaction among workers.

The factors are concerned with how the job is carried out and other extrinsic issues. The inclusion of these factors might not motivate employees, but they may cause dissatisfaction. The factors are: Working condition, job security, salary level and quality of supervision, interpersonal relationships and supervision.

Robins, (2001) pointed out that motivation factors could motivate employees to improve in their work output. The intrinsic factors were primarily concerned with the output of work done by specific employees. Also, for managers to improve output, they would be required to consider some factors in the job settings.

The characteristics related to job motivators include: achievement, recognition, growth/advancement and interest in the job.

Both hygiene and motivation approaches must be done together at the same time. Lack of positive levels in the hygiene factor does not lead to de-motivation but dissatisfaction which will consequently lead to poor service delivery. High levels of hygiene factors combined with high levels of motivation factor, will undoubtedly lead to motivation which will create a ripple effect of high levels of service delivery.

Herzberg's two- theory put into consideration two key aspects of all jobs. What the employee does (Content of the job) and work settings (context of the job) (Schemerhorn, 1993). He also argues that, employers should try to always remove causes of poor hygiene and job dissatisfaction at work place by ensuring that satisfier factors are built into the job content in order to maximize opportunities for motivation. This theory is relevant and significant to this study as it recognizes that employees have two categories of needs that they aspire to achieve at the work place and that both should be addressed. This theory therefore can guide the study in identifying the aspects of motivation which when put in place, will enhance service delivery in a health service system.

The Herzberg's Hygiene and Motivator factor theory will be reinforced by the Locke's Goal Setting Theory where the health workers will be obligated to set goals for them, which will make them operate optimally in order to maximize service delivery.

2) *Locke's Theory of Goal Setting*

The theory of goal setting was developed by Edwin A Locke. The goal setting theory states that the motivation to perform is high when workers set their own specific goals (Mullin, 2005). In order to achieve organizational objectives faster, workers ought to be given pronounced, specific and defined tasks. High goal orientation and clarity helps in avoiding any misunderstanding from health workers in service delivery. The theory of goal setting elucidates that when the goals to be achieved are set at high standards, then employees would be captivated to achieve them at optimal level (Locke, 1990). The goal setting theory is based on the concept of self-efficacy, meaning that an individual has the capacity to perform a hard task (Reiss, 2004).

The application of this theory to the study is that for optimal health delivery to be realized in a health delivery system, managers should put an appraisal system in place that will define how goals and objectives in service delivery will be achieved and the accompanying reward. As the workers aspire to achieve clearly set goals, they will also be motivated to achieve optimal results in service delivery. Locke 2002, emphasizes that setting specific, challenging, performance goals and the commitment to these goals are the key determinants of motivation. Locke, (2002) further suggests the following guidelines which are useful in the goal setting and can guide health workers in service delivery: Setting challenging but attainable goals, setting specific and measurable goals, obtaining goal commitment and in order to do this, include all the health workers in the goal setting process and provide workers with feedback on goal attainment. As the goals are set, support elements should be provided for example, encouragement through training, provide materials needed, resources and moral support through incentives. When goals are set and followed in the delivery service, knowledge of results is essential. This means that goals need to be quantifiable and the feedback communicated to the health workers. Feedback will enhance service delivery and workers become more innovative and creative and this will go a long way in making workers maximize their potential. This goal setting process will result to goal attainment and improved performance and can be used

by the employer as a basis for promotion, role delegation, praise and reward.

Figure 1: Locke's Goal Setting Theory Model (Source: Author)

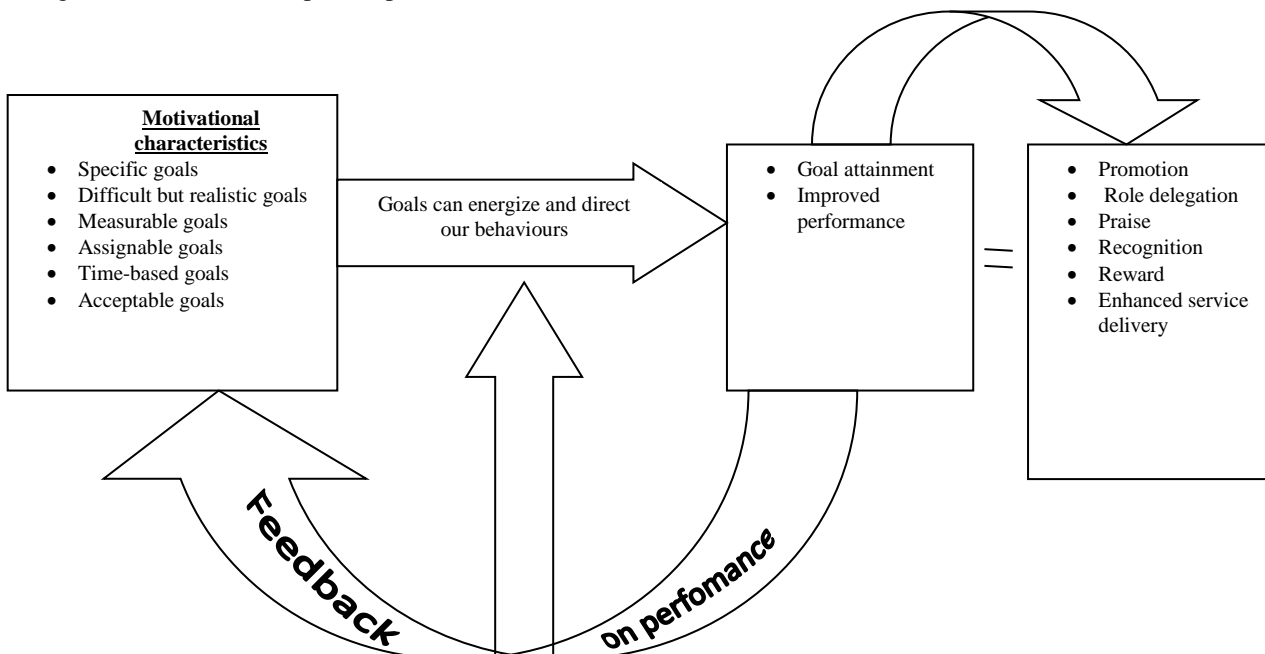
3) *Avedis Donabedian Health Care Service Quality Theory*

Avedis Donabedian, a health service researcher and a physician at Michigan University developed this model in 1966 with an aim of addressing determinants of health service care missing gaps in the health sector.

According to Donabedian (2005), health service care is determined by three domains: He explained that, structure is the context through which health care is given. Structure includes hospital buildings, staff financing and organizational characteristics. Organizational characteristics determine the nature of the structure which guides the decision-making process right from the apex management through to the junior level staff. Staff hiring, staff training, incentives method are also important as they control how the providers and the patients will act in a health care service system. Frenk (2000) agrees that, if the right qualified medical staffs are hired, right administrative structures ensured, and proper provision of facilities is made and fiscal organizations are rightly planned, then good medical care will follow.

Process denotes all the activities making up a healthcare. Process can be grouped into delivery care processes, interpersonal processes and technical processes which all encompass the way care is given (Donabedian, 2005). Processes in a health care delivery system are done so as to enhance patient's health in terms of recovery, survival, patient's satisfaction and functional restoration (McDonald et al., 2007).

Outcomes are effects of health care on patients. They include health related quality of life which will depict changes in health status, knowledge of sicknesses and patients expected behaviors as well as patients' satisfaction. The most important indicator of quality health care delivery is outcomes. This is because improving the health status of patients is the primary goal of health delivery service (Donabedian2005).



Outcomes are based on considerations of interest such as appropriateness, acceptability of care to the recipients, relevance among others (McDonald et al 2007). Avedis Donabedian theory will be used to guide the dependent variable.

### III. EMPIRICAL REVIEW

#### A. *Work Environment*

Timpe in Musriha, (2011) a good working environment is very crucial to the workers which will contribute to effective production to the organization. It intensifies the relationship between the management and the staff which would generate various feedbacks that are positive or negative perceptions from subordinates. The author continues to argue that a better working environment is determined by: coordination, team spirit, responsibility, rewards, standards set and clarity of the organizational goals. If the six dimensions are performed well, they would lead to satisfaction by patients, staff and management of the health sectors.

The work place can be determined by a variety of factors, namely: - ways of decision making, organizational structure of centralized or decentralized forms, relationship between all staff in all levels and the supervisors, compensation and incentive, openness system (Jain and Kuar, 2014). The factors to be considered are good ventilation, cleanliness, appropriate colouring, less noise and security at work place.

Sims and Kroeck, (1994) argues that, employees prefer to work in an environment of organization where work climate is conducive to them. Podsakoff and McKenzie in Scotter, (2000) posits that, attractive working environment help in improving the commitment and contextual performance of the workers in an organization. This agrees with Sims and Kroeck, (1994) where they state that, perceptions of employees on the work environment will affect their outcome, hence the provision of a good work environment by the employer would improve employee output. Haynes, (2008) points out that, the physical access of the work environment connects with behavioural environment which consist of components that relate to how office occupiers connect with each other, impact on the employee absenteeism.

According to World Health Organization, (2006) workforce is fundamental to advancing health in every health system with health care staff being very crucial for health service delivery and the provision of quality care to patients. However, among other factors, unattractive working conditions of health care staff in combination with increased risk of occupational exposure or political violence have been identified as critical push factors that cause health care workers based on low- and middle-income countries to try and migrate abroad, including Organisation for Economic Co-operation and Development (OECD) countries (Kirigia, Gbary, Muthuri, Nyoni, & Seddoh, 2006).

Seth W. Glickman et al., (2007) urges that Organizational structure provides transformational leadership which is geared to communicating the organization's mission. It ensures top management's physical presence, visibility and concern for

quality delivery. This leadership will involve hospital management and board as well as physicians' and clinical leadership in promoting service delivery improvement, overseeing budget agenda and promoting safety measures and standards. These authors' further points that the leadership will encourage a corporate culture that holds an organization together, allowing it to adapt to the changing environments. The organization will encourage a culture that creates accountability for quality in delivery of care at all levels from top level management to care givers.

Mosadeghrad2014 asserts that leadership and management which are paramount to good work environment are important for the delivery of quality health services. Good managers should strive to be good leaders and good leaders, need management skills to be effective. He further states that health managers with good leadership qualities ensure that day to day processes run well to produce the desired results.

According to Peter, (2010) while defining management in work place stated that management is a social discipline that deals with the behaviour of people and human institutions. He further outlined the role of a manager which includes setting objectives, organizing, motivating, communicating and developing people. Good leadership and management in work place which promotes training, enhance incentives, provide good working environment and offer a structured career progression in the work place will most likely ensure quality health service delivery.

Mosadeghrad, (2014) further documents the importance of resources and proper facilities in the health care environment for quality health service to be realized. This includes drugs, medical supplies, and surgical facilities to carry out surgical procedures, technological equipment and stationary. Robert, (2014) agrees by stating that for quality health service delivery to be achieved, a health facility should have a good layout that allows a clean and a therapeutic environment. It should also have facilities with desirable attributes which will afford health workers efficiency, flexibility, easy visibility and accessibility.

Work environment will be good if it's supported by organizational structures that create a working organization design. Burton, (2004) defines an organization design as a formal, guided process for integrating the people, information and technology of an organization. He further posits that structures should support an organization design that serves as a key structural element that allows organizations to maximize value by matching their designs to overall strategy.

Avedis Donabedian, (1990), in his theoretical framework of service quality explains process as the sum total of all actions that make up health care: diagnosis, treatment, preventive care and patient education. Organizational processes are the activities undertaken by an organization in pursuit of its objectives (Scott, 1998). Organizational processes are leadership, coordination and communication and play a crucial role in service delivery. In communication, Information management and technology are aspect of process of organization success. Another important aspect is coordination. McDonald et al., (2007) defines coordination as

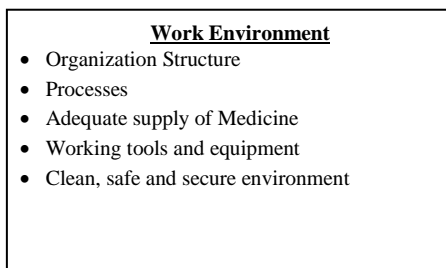
deliberate organization of patient activities that involve more than one participant (patients) to facilitate good service delivery of health care services. Also, he argues that, organizing care will require marshalling staff and available resource needed in carrying out the patient care activities among different participants' responsibilities. For coordination to be effective, a working environment which has collaboration and teamwork among the care givers right from the patient's admission to discharge need to be there. Coordination will work well if the health workers are appropriately motivated.

**Conceptual Framework**

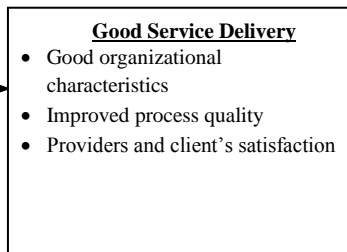
In this research, conceptual frame work outlines work environment as one of the independent variables that will impact very positively on health service delivery. Good work environment will require proper organizational structures and good processes initiated by the health providers. Health facilities will need an adequate supply of medicines, working tools and equipment and a clean, safe and secure environment. When these factors prevail in a health delivery system then good service health outcomes will be realized, and this will be manifested by such outcomes as favorable organizational characteristics, improved process quality and providers and patients' satisfaction.

*a) Below is a conceptual framework showing how work environment (independent variable) relates with service delivery (dependent variable)*

**Independent variable**



**Dependent variable**



**1. Study design**

A census approach was used in the study. A census is a procedure of a survey conducted systematically and records about a given population of a full set belonging to the entire population. Mugenda and Mugenda (2013) states that when population is small a census is appropriate and there is no point of sampling if resources and time allows. It also increases reliability.

**11. Study Area**

The study was carried out in Kandara Sub County which is one of the seven sub counties in Murang'a County. Kandara sub-county consists of 6 wards and covers an area of approximately 236 sq km with a population of 156,663 persons (KHPC- Kenya Household and Population Census

2009). Kandara Sub County has a total of 24 level 2 health facilities.

**111. Target Population**

The study targeted all the health workers of level 2 health facilities in Kandara Sub County. The health workers were categorized as 5 clinical officers, 45 nurses and 18 laboratory technologists making a total of 68 respondents

**IV. Data Collection**

Structured questionnaires with closed-ended questions were administered to the respondents. The questions were formatted into sections covering the socio- demographic characteristics and the questions on the main variables of the study which had a Likert scale rated as follows: Strongly Agree=1, Agree=2, Neutral=3, Disagree=4 and Strongly Disagree=5. The distribution of the questionnaires was done through a pick and drop method at the respondent's offices and the place of work. The purpose of the study was well explained to the health workers. The researcher left the respondents to fill the questionnaires at their own time and collect the forms after one week. This availed the respondents enough time to read, understand and fill the forms with maximum concentration.

**d) Data analysis and research findings**

A total of 68 questionnaires were distributed out of which 58 questionnaires were returned giving a response rate of 85%. This response rate was adequate as confirmed by Mugenda and Mugenda (2013) who states that a response rate of above 70% is an acceptable representation of the total population. From the findings of the study Majority of the respondents 68% was female while the male respondents were 32%. The study grouped the respondents into four categories of below 25 years, 26-35 years, 36-50 years and above 50 years. The study indicated that majority of the health workers 47% are in the middle age bracket. This shows that even after the exit of the older employees, there is a good number to succeed them from the lower age group.

On the level of education, the study revealed that majority of health workers are diploma holders with 63 % of the total number of respondents while post graduate education has only been attained by one respondent. This would imply that the health workers seek to enhance their knowledge and skills through acquisition of additional knowledge which could either arise from personal preference for continuous professional development.

The study also sought information on the work experience of health workers and revealed that majority of the respondents 46% had worked for more than ten years. This is a positive indicator because it means that if the health workforce is provided with the right work environment, they would handle any medical case they would come across hence impacting on service delivery positively.

The study also sought to find out the position the health workers serve in their respective facilities. Majority of the respondents were noted to be nurses with 61.9% response while the minority was clinical officers with 12.7% response.

**Descriptive statistics**

The study sought to examine the influence of work environment on service delivery among health workers. The mean response rates and the standard deviation were calculated. The results are shown in the table below

**Table 1: Influence of work environment on service delivery**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
The tools and equipment used in the health facility are enough	34.90%	48%	9.50%	6.30%	1.60%	1.92	.921
The health professionals are allowed to make their	14.30%	44.40%	17.50%	19.00%	4.80%	2.56	1.104
Information from the County offices get to the	14.30%	14.30%	16%	42.90%	12.90%	3.25	1.270
There is a good supply of medicines in the health facility and	49.20%	33.30%	7.90%	8%	1.60%	1.79	1.003
I am satisfied with my work in the health facility and feel	19%	38.10%	23.80%	11.10%	7.90%	2.51	1.162

Source: The Researcher

The findings of the study majority of the respondents 48% disagreed with the statement that the tools and equipment in the health facility are enough and in good working conditions. 34.90% also strongly disagreed with the same statement. Majority of the respondents 44.40 % disagreed with the statement that health professionals are allowed to make their own decisions about the operations in the health facility. On the statement concerning how fast information from the county offices get into the health facilities majority of them 42 % agreed that information gets to them fast owing to the advancement in information technology. The study also sought to establish whether there is a good supply of medicine in the health facilities and majority of the respondents 49.20 disagreed strongly while 33.3 % disagreed with this statement. The above statements reveal how wanting and challenging the work environment has been in the sub county. With inadequate tools and equipment and the available ones not in proper working condition coupled with shortage of medicines the services delivery becomes completely crippled. This then explains why majority 38.10 of the respondents disagree, 19% of the respondents strongly disagree and 23.80 % of the respondents were neutral with the statement as to whether they are satisfied with their work in the health facility and feel motivated to stay on in the employment.

This study agrees with the study done by Cheboi, (2013) on influence of intrinsic motivation on employees of Moi Teaching and Referral Hospital in Eldoret, where majority of respondents 75.95% strongly agreed that good working environment keeps employee focused, while 75.51% of the respondents strongly agree that good environment promotes employee commitment to an organization. Also, he argues that availing inadequate equipment and unfavorable working environment has affected employees’ performance. Further, in this study, on a five-point scale, the average mean of the responses indicated an average mean of 2.41 which implies that most of the respondents were agreeing with most of the statements but these answers were varied as shown by a standard deviation of 1.09, which showed a big deviation between answers on extremes of the scale.

The study also sought opinions from respondents on what can be done by the hospital management to improve work environment in hospitals in order to enhance service delivery.

The views collected were collated and summarized in the table below

**Table 2: Respondents views on work environment**

Respondents views on work environment	Responses	Percentage (%)
Employ more staff	56	97
Provision of laboratory services	39	67
Regular supervision exercises	42	72
Provision of modern medical technology to computerize all health services	36	62

Source: The Researcher

On work environment, the respondents gave their own views on what the health management should do in order to enhance service delivery, 97 % of the respondents felt that more health workers need to be employed to curb the challenge brought about the serious under staffing being encountered in the Sub-Counties health sector. Provision of laboratory services need to be done especially in the health facilities where none exists, this view was supported by 67 % of the respondents, 72 % of the respondents also felt that there should be regular supervision exercise by the health management as these activities will help unearth the challenges the health workers encounter in their daily operations and put measures to counter them 62 % of the respondents also felt that in order for the sector to keep abreast with the modern health management, modern medical technology should be embraced. This will enable the integration of all health systems into on computerized system.

#### *e) Conclusion*

The objective of the study was to examine influence of work environment on services delivery of health workers in Kandara Sub-county. The findings of the research revealed that work environment strongly determines delivery of service in the health sector. When hospitals have adequate medicines and other essential equipment, the operations run smoothly, and both the service providers and the patients are satisfied.

These findings are consistent with that of (Jain and Kaur 2014) who claimed in their research for service delivery to be actualized, work environment factors such as well-defined duties, clearly spelt out responsibilities, grievances handling procedure, health and safety standards need to be put in place. These and many more aspects can directly impact on attrition rate or else job satisfaction.

These findings are also in agreement with those of Musriha (2011) who argues that favorable work environment in work place can create an atmosphere that encourages morale which in turn increases job performance of employees. The findings of the study conclude that the health facilities are in dire need of modern medical tools and equipment which will facilitate proper and accurate diagnosis of diseases and patients screening instead of relying on guesses and past experience in treatment.

The study also revealed that the facilities do not have adequate supply of medicines and this does not motivate health workers in the service delivery. Medicines play a pivotal role in patients' curative and restorative functions. The health workers become motivated and acquire a sense of fulfilment when they find their clients' health restored back and therefore able to actively participate in their daily chores.

On information management in the health facilities, the study concludes that the health workers are able to get information on time though not because the structures are in place to make it happen but due to the strides the country has made in information technology. The study therefore concludes that a good network of disseminating information among the health workers need to be put in place in order to keep them abreast with whatever is happening in the sector. They also need to be incorporated in an all-inclusive decision-

making process. This will happen if a decentralised process of engagement is developed that will ensure individual health workers are autonomous in operating in their respective facilities.

Lastly according to the study findings, majority of health workers do not feel motivated to stay on in their jobs owing to the poor state of work environment they operate in. This confirms the findings of many studies which indicate that lack of motivation is a key push factor in the health sector. This is because when the workers are dissatisfied in their jobs the alternative will be for them to seek for other organisations where pay and other forms of incentives are attractive. The study's findings are consistent with those of a research by Kirigia et al 2006 on the cost of health professionals' brain drain in Kenya which noted that weak health systems, poor living conditions, inadequate medical stocking, poor facilities and lack of intellectual stimulation as the key push factors of the health workers in the health sector.

#### *f) Recommendations*

From the findings of the study, proper work environment requires the right structures that will allow adequate provision of medicines, laboratory equipment and tools which will make screening and diagnosis of diseases possible.

Efficient processes and systems that will allow make service delivery possible and accessible to all the patients and which give the patients a reason to come back either for review or further consultation.

Policies that will make working relationships favourable and an organisation culture which will enhance adherence to the mission and vision of the health facilities

A decentralised organisation structure that will allow inclusivity in decision making between health managers, health providers, patients and other stakeholders

A clean, safe and secure environment: where both health providers and patients are protected from harm either from internal or external factors.

#### *g) Acknowledgment*

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