

**EFFECT OF EMPLOYEE VOICE STRATEGIES ON JOB SATISFACTION
AMONG THE MEDICAL STAFF IN PUBLIC HEALTH FACILITIES IN
COUNTY GOVERNMENT OF BOMET, KENYA**

CHEPKOECH CATHLEEN KIMETTO

**A Research Project Submitted to the Institute of Postgraduate Studies in Partial
Fulfillment of the Requirements for the Award of the Master of Science in Human
Resource Management Degree**

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DECLARATION

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RECOMMENDATION

To the Institute of Postgraduate Studies:

The Research Project entitled “**Effect of Employee Voice Strategies on Job Satisfaction Among the Medical Staff in Public Health Facilities in County government of Bomet, Kenya**” written by **Chepkoech Cathleen** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research Project and recommend it be accepted in partial fulfilment of the requirement for award of the degree of Master of Science in Human Resource Management.

Signature:.....

Date:.....

Prof. Simon Kipchumba,
School of Business & Economic Studies
Kabarak University.

Signature:.....

Date:.....

Dr. Chebet Jeptepkeny Bowen
School of Business & Economic Studies
Kabarak University.

DEDICATION

I dedicate this work to my parents, Mr and Mrs John Kimetto, my Brother Collins Ng'eno, sister in law Faith Nge'no and my nephew, Jayden Miller Kiptoo. You are a blessing to me.

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ABSTRACT

The public health facilities in Kenya provide diverse health services to its citizens throughout the country. Public health employees across the country have exhibited some dissatisfaction in the recent past which has led to poor service delivery as well as strikes. This is as a result of delays in salaries, poor remuneration, poor working conditions, lack of Personal Protective Equipment (PPEs) and non-inclusion of employees in airing their views. These issues and others are indicative of having demotivated and unsatisfied employees. This study therefore purposed to establish the effect of employee voice strategies on job satisfaction among the medical staff in public health facilities in County government of Bomet. Specifically, the study sought to examine whether attitude survey, upward communication, employee participation and suggestion schemes have an effect on job satisfaction of employees in public health facilities in County government of Bomet. The study was guided by Herzberg two-factor theory and anxiety uncertain theory. A cross sectional descriptive research design was used. The study targeted 205 medical staff drawn from three public health facilities in County government of Bomet. Stratified random sampling technique was used. A sample size of 136 medical staff was used in the study. A questionnaire was used for data collection. Pilot study was undertaken in Kericho referral hospital. Validity and reliability was carried out using Cronbach alpha coefficient. The validity of the study was checked using content validity through expert judgement. Descriptive analysis was used to describe the study constructs using frequencies, percentages, and means. The study undertook a correlational analysis. The results of the study indicated that all the independent variables had a statistically significant association with the job satisfaction. The study found that the attitude survey had a statistically significant influence on job satisfaction levels. The study concluded that the attitude survey had a statistically significant influence on the job satisfaction levels. The study further found that the unstandardized regression beta stood at 0.597 which indicated that a unit increase in attitude survey would lead to 0.597 change in the job satisfaction. The researcher found that the upward communication had a statistically significant influence on the job satisfaction aspects. The researcher further observed that the regression coefficient that was achieved for the influence of the upward communication on the job satisfaction was 0.404. This indicated that a unit change in the upward communication would be associated with 0.404 change in the job satisfaction. The study found that employee participation within the Bomet hospitals had a statistically significant influence on job satisfaction in the county. The study further found that the regression coefficient stood at 0.546 which implied that a unit change in the employee participation would lead to 0.546 change in the job satisfaction. The study found that the suggestion schemes had a statistically significant influence on the job satisfaction levels. The unstandardized regression coefficient that were observed stood at 0.652 which implied that a unit change in the suggestion schemes led to 0.652 change in the job satisfaction. The study recommends that the healthcare management should focus on the attitude survey, upward communication, and suggestion schemes in order to improve on the job satisfaction amongst the workers.

Key Words: *Attitude Survey, Employee Participation, Employee Voice Strategies, Job Satisfaction, Suggestion Schemes, Upward Communication*

TABLE OF CONTENTS

DECLARATION	ii
RECOMMENDATION	iii
DEDICATION	iv
KNOWLEDGEMENTS	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
OPERATIONAL DEFINITION OF TERMS	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background to the Study	1
1.1.1 Public Health Facilities	4
1.2 Statement of the Problem.....	6
1.4 Objectives of the Study.....	7
1.4.1 General Objective.....	7
1.4.2 Specific Objectives.....	7
1.5 Research Hypotheses	8
1.6 Justification of the Study	8
1.7 Significance of the Study.....	9
1.8 Scope of the Study	9
1.9 Assumptions of the Study.....	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Framework.....	10
2.2.1 Herzberg’s Two Factor Theory	10
2.2.2 Anxiety/Uncertainty Management (AUM) Theory.....	12
2.3 Empirical Literature.....	14
2.3.1 Influence of Attitude Survey on Job Satisfaction.....	14
2.3.2 Influence of Upward Communication on Job Satisfaction	16

2.3.3 Influence of Employee Participation on Job Satisfaction	18
2.3.4 Influence of Suggestion Schemes on Job Satisfaction	21
2.3.5 Job Satisfaction	24
2.4 Conceptual Framework.....	26
2.5 Research Gaps	27
CHAPTER THREE.....	29
RESEARCH METHODOLOGY	29
3.1 Introduction.....	29
3.2 Research Design	29
3.3 Location of the Study.....	29
3.4 Target Population.....	30
3.5 Sample and Sampling Technique	31
3.6 Instrumentation	31
3.7 Pilot Study	32
3.8 Validity of the Instrument.....	32
3.9 Reliability of the Instrument	33
3.10 Data Collection Procedures	34
3.11 Data Analysis Procedures	35
3.12 Ethical Considerations	36
CHAPTER FOUR	37
DATA ANALYSIS, PRESENTATION, AND DISCUSSION	37
4.1 Introduction.....	37
4.2 Response Rate.....	37
4.3 Background Information.....	38
4.3.1 Distribution by Gender.....	38
4.3.2 Distribution by Age	38
4.3.3 Distribution by Length of Service	39
4.4 Descriptive Statistics	40
4.4.1 Attitude Survey	40
4.4.2 Upward Communication	43
4.4.3 Employee Participation	45
4.4.4 Suggestion Schemes.....	48
4.4.5 Job Satisfaction	51
4.4.6 Diagnostic Tests	52

4.4.7 Normality Test	52
4.4.8 Multicollinearity Test.....	53
4.4.9 Autocorrelation Test.....	54
4.4.10 Correlational Analysis	55
4.5 Regression Analysis.....	57
4.5.1 Influence of Attitude Survey on Job Satisfaction.....	57
4.5.2 Influence of Upward Communication on Job Satisfaction	60
4.5.3 Influence of Employee Participation on Job Satisfaction	63
CHAPTER FIVE	69
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	69
5.1 Introduction.....	69
5.2 Summary of the Research Findings	69
5.2.1 Attitude Survey	69
5.2.3 Upward Communication	70
5.2.4 Employee Participation	70
5.2.5 Suggestion Schemes.....	71
5.2.4 Job Satisfaction	72
5.3 Conclusions of the Study	72
5.4 Recommendations.....	73
5.5 Suggestion for Further Studies	74
REFERENCES	75
APPENDICES.....	87
Appendix I: Research Questionnaire.....	87
Appendix II: Kabarak University Research Ethics Committee	91
Appendix III: NACOSTI Research Authorization Letter	92
Appendix IV: List of Publication	94
Appendix V: Evidence of Conference Participation	95

LIST OF TABLES

Table 1: Research Gaps	27
Table 2: Target Population	31
Table 3: Reliability Analysis	34
Table 4: Response Rate.....	37
Table 5: Distribution by Gender	38
Table 6: Distribution by age.....	39
Table 7: Distribution by Length of Period Worked	39
Table 8: Distribution by Attitude Survey.....	41
Table 9: Distribution by Upward Communication	43
Table 10: Distribution by Employee Participation	46
Table 11: Distribution by Suggestion Schemes	49
Table 12: Distribution by Job Satisfaction.....	51
Table 13: VIF and Tolerance Tests for Multicollinearity	54
Table 14: Model Summary ^b	54
Table 15: Correlational Analysis	55
Table 16: Model Summary of Attitude Survey.....	57
Table 17: ANOVA ^a of Attitude Survey	58
Table 18: Coefficients ^a of Attitude Survey	59
Table 19: Model Summary of Upward Communication	60
Table 20: ANOVA ^a of Upward Communication	61
Table 21: Coefficients ^a of Upward Communication	61
Table 22: Model Summary of Employee Participation	63
Table 23: ANOVA ^a of Employee Participation	63
Table 24: Coefficients ^a of Employee Participation	64
Table 25: Model Summary of Suggestion Schemes	66
Table 26: ANOVA of Suggestion Schemes.....	66
Table 27: Coefficients of Suggestion Schemes.....	67

LIST OF FIGURES

Figure 1: Conceptual Framework	26
Figure 2: Normal Probability Plot of Regression Standardized Residual	53

ABBREVIATIONS AND ACRONYMS

AUM	Anxiety/Uncertainty Management
CBA	Collective Bargaining Agreement
CGOB	County Government of Bomet
DOPU	Drop Off and Pick Up
GCC	Gulf Cooperation Council
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency syndrome
IBM	International Business Machines Corporation
IPGs	Institute of Postgraduate Studies
JDI	Job Descriptive Index
NACOSTI	National Commission of Science, Technology and Innovation.
SPSS	Statistical Package for the Social Sciences
UAE	United Arab Emirates

OPERATIONAL DEFINITION OF TERMS

Attitude Survey: the assessment of the moral and the opinions of the employees with a view of improving the work place (Jabir et al., 2019). Thus this study would view attitude survey to refer to the opinions of health workers within public health facilities in Bomet. The study used views of challenges, views on career prospects and feedback on attitude survey on the measurement of attitude survey in public health facilities in County government of Bomet.

Employee Job Satisfaction: this is a favourable sentiment towards an expectation (Anwar *et al.*, 2017). This term was used to mean the favourable sentiments of the employees towards a job expectation amongst health workers in County government of Bomet

Employee Participation: refers to the employee involvement in decision making other than simply complying with diverse orders that are issued (Samsudin & Ahmad, 2018). This was used in this study to imply the health workers' engagement in decision making within the context of public health facilities in County government of Bomet

Employee Voice Strategies: communication undertaken amongst employees undertaken in order to influence the organization's policies, practices and procedures (Prihatsanti, Handoyo, Ardi, & Meliala, 2020). This study used the voice strategies as the communication amongst the health workers in County government of Bomet undertaken to influence public health policies, practices and procedures

Health Workers: a person who devotes himself to the health sector and has the knowledge and /or skills according to education in the health sector which for certain types requires the authority to carry out health efforts (Hafrida et al., 2021). This term was used in this study to imply workers in the health sector within the context of public health facilities in County government of Bomet.

Strategy: this is a large-scale, and long term oriented plan to ensure that the organization work well effectively against its competitors (Siahaan & Risman, 2021). The strategy was used in this study to mean the long term communication plans amongst the health workers in County government of Bomet.

Suggestion Schemes: mechanisms for capturing internal ideas from the employees (Mehrajunnisa & Jabeen, 2020). In this study, the suggestion schemes were used as mechanisms for capturing internal ideas from public health employees.

Upward Communication : the upward communication as those communication from the employees to those up the hierarchy within the organization (Mehrajunnisa & Jabeen, 2020). This study takes the upward communication to refer to the communication from the health workers in Bomet to the public health facilities management.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides the background of the study from a global perspective down to the local area of the study that is County government of Bomet. The chapter presented in detail the statement of the problem, the objectives of the study, the research hypotheses, justification and the significance of the study as well as the scope of the study.

1.2 Background to the Study

This study seeks to examine the effects of select employee voice strategies on the job satisfaction among the medical staff in public health facilities in the County government of Bomet, Kenya. The employee voice strategies have been associated with the job satisfaction levels (Jung & Suh, 2019). According to Prihatsanti, Handoyo, Ardi, and Meliala (2020) employee voice is a form of communication amongst employees undertaken in order to influence the organization's policies, practices and procedures. In the United Kingdom, Elliott-Mabey and Davison (2019) assert that the use of employee attitude survey is critical for providing critical information on the employee engagement levels and opinions on their work places. Such information is then used for the improving on the various work conditions for the employees. In Malaysia, Gosavi, Garud, and Bisen(2018) linked the acting on the employee attitude surveys for use in improving the work places within the country. Gosavi *et al.*, (2018) noted that the employee attitude survey can be used to measure the Job Descriptive Index (JDI) that measures the employee attitude towards items such as pay, promotion, co-workers', supervision, and the work itself. This information is then further used for the improvement of the work places by the employer.

In Pakistan, Hameed, Bhatti, Khan, and Syed(2020) note that the upward communication enables the employee's make suggestions of means of improving their work places, raise concerns on work related aspects and functions, and make suggestions on work improvement as well as work place improvement. In India, Subhakaran and Dyaram(2018) note that there are diverse benefits of undertaking the upward communication including employees' to voice their concerns, opinions, or ideas on work related aspects for the purposes of aiding the management make those suggested aspects. However, the authors caution on possible negative challenges associated with the upward communication which is dependent on the nature of the communication. The problem associated with upward communication according to Subhakaran and Dyaram (2018) may include issues such as bad relationship between superiors and the subordinates, retaliation, being passed over for promotion, and getting unfavourable feedback from the superiors.

In Iran, Bazrkar *et al.*, (2018) assert that the employee participation is directly correlated with the employee job satisfaction through enabling the employee to enhance their skills, independence in job execution, and provision of quality service. In Saudi Arabia, Khalid and Nawab(2018) note the importance of the employee participation aspects. In this context, Khalid and Nawab(2018) assert that in Saudi Arabia that the employee participation is involved with achievement of positive views from the employees, improvement in efficiency and retention aspects that then lead to job satisfaction levels.

In the United Arabs Emirates (UAE), Mehrajunnisa and Jabeen(2020) document the importance of the employee suggestion schemes on the job satisfaction levels. In this context, Mehrajunnisa and Jabeen (2020) note that the employee suggestion schemes enhances employee commitment levels, eliminates top-bottom communication structure and leads to more motivated employees. These aspects are linked with employee job

satisfaction levels. Still in UAE, Jabeen, Mehmood, and Mehrajunnisa(2020) link the employee suggestion schemes with improved employee participation, employee empowerment and development of innovation capacities within the organization leading to job satisfaction levels.

In Nigeria, Okwuagwu, Onoh, and Nnoje(2017b) document the importance of undertaking employee attitude survey in order to determine the experiences, perceptions and expectations of the employees towards work places. These factors have moderating effect on the job satisfaction levels. Okpu and Kpakol (2018) equally raised the importance of using the employee attitude survey in improving job satisfaction within the context of Nigeria. Ju *et al.*, (2020) documents the importance of the upward communication within the work place. The upward communication enabled the management to understand the employee's feelings on diverse aspects such as the allocated tasks, colleagues and organizational performance dynamics. In Ghana, Odai and Ayarkwa (2021) indicates the importance of the upward communication in an organization in fostering job satisfaction levels. They noted diverse ways in which the upward communication impacted on the diverse aspects that have moderating influence on the job satisfaction levels. These factors include gaining deeper understanding of employees' needs, attitudes, views and concerns. The upward communication enables the employees to contribute towards appropriate solutions for diverse work related challenges.

Magolo, Were, Kapkiai, and Okeche (2019) noted that the employee participation can be used for the purposes of improving the employee performance which is associated with job satisfaction levels. On the other hand still within the context of Uganda, Wandera(2019) views the employee participation as being useful in overcoming day to day challenges that the employees face which are then associated with improved job

satisfaction levels. Temu (2019) in Tanzanian context also raises the importance of employee participation levels on job satisfaction. In this context, Temu(2019) notes that the employee participation enables the employee to make contribution to managerial decision making which imparts positively on their job satisfaction aspects. Employee participation was also viewed as enabling the employees to feel part of the organization and not merely implementers of decisions made elsewhere.

Ghanem (2019) notes the importance of the suggestion schemes on job satisfaction levels. The employee suggestion schemes enabled the workers to contribute to their ideas within their areas of operations. In Nigeria, Ebimobowei, Udu, Ugo, and Chukwuma (2019), indicated that the employee suggestion schemes enables to reduce the feeling of frustrations that the employees may have when they have good ideas that are not recognized through formal channels. However, only those ideas that are practical and useful should be recognized for implementation purposes.

In a study focusing on the Air Kenya limited, Githinji and Muli (2018) examined the role of employee engagement on the employee performance of Air Kenya limited. The study found that the employee involvement and participation in decision making aspects serves to improve on the employee performance and job satisfaction aspects. The authors argued that the employees should be provided with a certain degree of freedom to undertake their work and job functions. This leads to job satisfaction aspects.

1.1.1 Public Health Facilities

The public health facilities play a critical role in access to healthcare services in Kenya, achievement of Sustainable Development Goals, and ensuring a healthy nation (Mbugua & Namada, 2019; Mukami & Kiiru, 2019; Muturi & Mungai, 2020). County government of Bomet has several public health facilities with some of the major public health

institutions including Cheptalal Sub County hospital, Kapkoros Sub County Hospital, Longisa county referral hospital, Ndanai sub county hospital, Roret Sub District hospital, Sigor sub district hospital, and Tegat sub county hospital. The study only focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa county referral, Kapkoros sub-county and Ndanai sub-county hospitals. The level 3 and 4 hospitals offer diverse services such as Maternity in-patient services with a ward, curative services, laboratory services, dental and counselling. They also offer pharmacy, TB clinics, diabetes & hypertension clinics. The study only focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa county referral, Kapkoros sub-county and Ndanai sub-county hospitals. The choice of these hospitals was defined by their large number of diverse cadres of medical staff. These three hospitals have a total of 205 health employees.

The job satisfaction levels of the public health facilities is thus critical in enhancing service delivery aspects (Tengah, 2019). However, diverse symptoms of job dissatisfaction are visible in Kenyan public sector such as strikes, turnover levels, and poor service delivery (Kaguthi *et al.*, 2020; KEMRI, 2020; Waithaka *et al.*, 2020). Between 2010 and 2016, which a period of five years, there were a total of six national wide strikes within the public sector KEMRI (2020), (Waithaka *et al.*, 2020). Amongst the most devastating of these strikes were in the 2017 strikes in which the doctors struck for a hundred days while the nurses went for 150 days. Scanlon *et al.*, (2021) further noted that the clinical officers went on 20 days strikes in the midst of the nurses strikes in 2017.

There have also been several regional strikes in various counties across the country. The public health workers strikes are often occasioned by diverse job dissatisfaction resulting from including poor remuneration, poor working conditions, and challenges

associated with implementation of Collective Bargaining Agreement. (Waithaka *et al.*, 2020). Challenges of the employee turnover were also noted amongst the public health workers with an estimated 700 doctors quitting public health sectors due to diverse work conditions indicating job satisfaction challenges (KEMRI, 2020). All these factors are associated with poor job satisfaction aspects amongst the public health facilities.

Diverse measures are utilized in measurement of the job satisfaction aspects. These aspects include sense of belonging, job recognition, sense of achievement and fulfilment, perceptions on the fairness of compensation amounts, reception of recognition for work undertaken, appropriate communication levels in organizations, appreciation of work undertaken and feeling of acceptance amongst colleagues. This study focused on the employee job satisfaction in terms of engagement levels, commitment levels and loyalty levels amongst other aspects.

1.2 Statement of the Problem

The public health facilities in Kenya provide diverse health services to its citizens throughout the country. Public health employees across the country have exhibited some dissatisfaction in the recent past which has led to poor service delivery as well as strikes. In the County government of Bomet, (Kipkemoi, 2020) noted that the medics in the county in 2020 went on strike due to issues of PPEs, insurance, risk allowances, promotions, redesignations, health commission settled. Other issues included delays in salaries, poor remuneration, poor working conditions, lack of PPEs and non-inclusion of employees in airing their views. These issues and others are indicative of having demotivated and unsatisfied employees. A number of scholars such as Bejtkovský (2018), and Colton (2018) have linked employee voice strategies on job satisfaction aspects. The employee voice strategies effect on the job satisfaction by determining their experiences, perceptions and expectations of the employees towards work places,

enabling the employee to enhance their skills, independence in job execution, and provision of quality service. Alfayad and Arif (2017) expressed that employees want their superiors to consider their opinions, recommendations, and ideas., want commitment by being part of the organization. While available reviewed literature have examined the influence of the diverse aspects of the employee voice strategies on the job satisfaction, these reviewed literature have not examined the role of employee voice strategies within job satisfaction in public health facilities. These research gaps coupled with the noted manifestation of job satisfaction challenges highlighted above, led to the foundation of this study in seeking to fill in the gap by establishing the effects of employee voice strategies on job satisfaction among the medical staff in public health facilities in county government of County government of Bomet, Kenya.

1.4 Objectives of the Study

1.4.1 General Objective

To examine the effects of employee Voice Strategies on job satisfaction among the medical staff in public health facilities in county government of County government of Bomet, Kenya.

1.4.2 Specific Objectives

The specific objectives of the study include;

- i. To establish effect of attitude survey on job satisfaction among medical staff in public health facilities in County government of Bomet.
- ii. To examine effect of upward communication on job satisfaction among medical staff in public health facilities in County government of Bomet.
- iii. To determine effect of employee participation on job satisfaction among medical staff in public health facilities in County government of Bomet.

- iv. To establish effect of suggestion schemes on job satisfaction among medical staff in public health facilities in County government of Bomet.

1.5 Research Hypotheses

The study was guided by the following null hypotheses:

H₀₁: There is no statistically significant effect of attitude survey on job satisfaction among medical staff in public health facilities in County government of Bomet.

H₀₂: There is no statistically significant effect of upward communication on job satisfaction among medical staff in public health facilities in County government of Bomet.

H₀₃: There is no statistically significant effect of employee participation on job satisfaction among medical staff in public health facilities in County government of Bomet.

H₀₄: There is no statistically significant effect of suggestion schemes on job satisfaction among medical staff in public health facilities in County government of Bomet.

1.6 Justification of the Study

Diverse incidences in the public health sector have shown challenges of job satisfaction as evidenced by the numerous strikes from the health workers. These strikes are often characterized by calls for dialogue between the striking health workers and the county management. This study thus sought to determine the extent to which the employee voice strategies are able to drive the job satisfaction amongst the public health facilities in County government of Bomet.

1.7 Significance of the Study

The research is of great importance to many health facilities in the county levels. It helps the county governments to understand how important the employee's voice strategies are important in building a relationship between the employer and the employee within an organization. The role of the employee voice strategies is clear to the hospital management for implementation aspects. The study is important to the human resource practitioners in understanding the link between employee voice strategies and job satisfaction aspects. This will inform policies in those institutions. The study is of importance to the academics as a source of literature review.

1.8 Scope of the Study

This study focused at the effects of employee voice strategies on job satisfaction of medical staff in a public health centres in the County government of Bomet. It concentrated majorly on Longisa county referral hospital and two sub-county hospitals within County government of Bomet. The study targeted the medical doctors, nurses and clinical officers working in these health centres. The study was undertaken during the months of February to April 2022 for a period of two months.

1.9 Assumptions of the Study

The study made several assumptions: The employees in the health facility are able to read and understand the questions correctly concerning employee voice strategies and its effect on job satisfaction, the medical practitioners would give correct and honest information and The information given by the sampled hospitals in the County government of Bomet may be similar to or will represent what other public hospitals would have given.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explores the literature review. Amongst the aspects to be explored include theoretical framework, empirical literature, conceptual framework, research gaps, critique of the study, and summary of reviewed literature.

2.2 Theoretical Framework

Murata (2020) views the theoretical framework as the examination of the theories to be used in the study for the objective of explaining the link between the independent and dependent variables. The theories are established explanations on the relationships between the variables that have been empirically demonstrated and validated.

2.2.1 Herzberg's Two Factor Theory

This study was based on the Herzberg's Two Factor Theory. The theory goes by various names including Two Factor Theory, Herzberg's Motivation-Hygiene Theory, and Dual Structure Theory (Siruri & Cheche, 2021). The theory was established by Fredrick Herzeberg in 1959 in an experiment undertaken that involved engineers and accountants in the United States of America. The theory examines the work environment and the components within the work environment that drive the employee job motivation aspects (Shaikh & Khoso, 2021). The theory argues that there are two such broad factors driving employee motivation aspects that is the internal (intrinsic) and external (extrinsic) factors that act to drive employee performance aspects (Dogonyaro, 2021).

The intrinsic factors also known as the motivating factors encourage the workers to work harder. These factors yield positive motivations and are factors that are inherent to the function itself (Gaihre et al., 2021). These factors include achievement, recognition,

tasks at hand, responsibility, growth and advancement. The recognition ensures that the employees are recognized for work done while responsibility is the process of making the employees autonomous and independent in the execution of their work (Sooriyapperuma & Nawarathna, 2021). The meaningfulness of the work is associated with the work being interesting and challenging to the employees in a manner that it motivates them to work harder.

The extrinsic factors are associated with external to the work itself. The presence of the extrinsic factors does not motivate the employees to work harder but their absence demotivates the employees (Shaikh & Khoso, 2021). The extrinsic factors are required in a job environment for the purposes of eliminating demotivating environment for the employees. The examples of the extrinsic factors include company policies, supervisions, relationships, work conditions, and remunerations amongst others (Dogonyaro, 2021).

The two factor theory has been critiqued for viewing the satisfaction and dissatisfaction as being two separate scales (Shaikh & Khoso, 2021). The scholars have critiqued the satisfaction and dissatisfaction as not occupying two different scales within the work place. Rather, these observations of the satisfaction and dissatisfaction being separate being the result of the use of Critical Incidence Technique by Herzenberg in the experiment that they undertook. The later experiments have indicated that the satisfaction and dissatisfaction occupy a continuum (Shaikh & Khoso, 2021). The theory is applicable to this study due to its utilization by other human resource scholars examining job satisfaction levels. These scholars include Gaihre *et al.*, (2021), Dogonyaro (2021), Sooriyapperuma and Nawarathna(2021), and Siruri and Cheche(2021) amongst others. The employee voice strategies impact on the various components of the two factor theory.

With the context of the public health facilities in the County government of Bomet, the attitude survey can be used to measure various intrinsic and extrinsic factors thus enabling the employer to understand the viewpoints of the employees for the purposes of improving on the same. The upward communication enables the employee to communicate on the various intrinsic and extrinsic factors challenges that they could be facing in the organization for management action. The management action enables the employees to be satisfied with their job aspects and performance. The employee participation enables the hygiene factors in an organization to be factored by the employee hence impacting on the employee job satisfaction levels. The suggestion schemes equally lead to the improvement of both the extrinsic and intrinsic environment leading to an improvement of the job satisfaction levels. These factors influenced the use of this theory in this study.

2.2.2 Anxiety/Uncertainty Management (AUM) Theory

The AUM theory was propounded by William (Bill) Gudykunst in 1995(Yang et al., 2019). The study was developed as an extension of Berger and Calabrese's uncertainty reduction theory. The theory examined the concept of interactions or communication between various parties in an environment that was uncertain (MacIntyre, 2019). The interaction can be intragroup and intergroup interactions. The intragroup interactions are deemed to more predictable and easy to have compared to the intergroup interactions. The intergroup interactions are deemed to have strangers thus making the interactions less predictable (Mikucki-Enyart et al., 2018). Central to this theory is the component of the stranger who was described as person who was physically near but conceptually distant at the same time. The initial communication and interaction with a stranger lead to anxiety due to the uncertainty or lack of predictability of their reactions and actions. The uncertainty refers to the amount of predictability that is known about a specific party

in a communication process. On the other hand, Rauscher, Dean, Campbell-Salome, and Barbour(2019) note that uncertainty exists when details of situations are ambiguous, complex, unpredictable, or probabilistic; when information is unavailable or inconsistent; and when people feel insecure in their own state of knowledge or the state of knowledge in general. The anxiety is seen as a by-product of uncertainty and is present in the initial conversation between parties who are strangers to each other due to the low amount of predictability of actions or reactions between parties as they interact(Yang *et al.*, 2019).

The intragroup interactions have high elements of uncertainty leading to anxiety or reduction of such interactions. The uncertainty within groups has been associated with their impact on the cognitions, perceptions, feelings, and behaviours thus creating an environment of fairness. One of the ways of negating the uncertainty amongst parties is provision of more information to the parties. In this regards, Mikucki-Enyart *et al.*(2018) assert that the appraisal of the uncertainty as either positive or negative shapes the information acquisition behaviours. The negative appraisal of the uncertainty between the parties leads to the information seeking behaviour amongst the parties involved in a transaction.

There are diverse criticisms that have been levelled against the theory. The theory is noted to be highly complex with too many axioms attached to it. There have also been noted challenges associated with the structural foundation of the theory. The noted issues include lack of attention to relational changes and need to examine the motivational factors influencing uncertainty reduction process (Yang *et al.*, 2019).

This theory is applicable to this study due to the role of uncertainty on the job satisfaction levels across organizations. Human resource scholars linking uncertainty to challenges of job satisfaction include Yeo *et al.*,(2018), Ngirande and Mjoli (2020),

Adamska(2020), and Bartoll, Findlay, Obaa, Altman, and Spear (2019) amongst other scholars. The information seeking behaviours are critical in eliminating these challenges of uncertainty and information provision has been associated job satisfaction. Studies linking communication aspects to job satisfaction include Amin (2020), Adriyanto (2021), and Bedoya (2021) amongst others. The employee voice strategies are associated with enhancing communication between the employees and their superiors in intergroup communication leading to improved job satisfaction aspects.

The theory is applicable to this study due to the theorized influence of the upward communication on the job satisfaction aspects. Through the upward communication, the employees within the hospital are able to communicate their challenges and opinions which enable them get an audience from the hospital management and hence improve on their job satisfaction aspects.

2.3 Empirical Literature

The empirical literature was used to examine the studies that have been undertaken, the results present in those studies and the conclusions to be made from these studies. The study explores the various objectives of the study.

2.3.1 Influence of Attitude Survey on Job Satisfaction

Okwuagwu, Onoh, and Nnoje(2017) assessed the influence of the attitude survey and organizational citizenship amongst telecommunication firms in Nigeria. In the context of the research design, the study deployed cross sectional research design and administered structured questionnaires to 260 respondents within telecommunication firms. The study found that the attitude survey is important in enabling the employers understand the employees' experiences, perceptions and expectations in their work functions. The study noted that the employee attitude survey can help the management understand on the

work climate, training and development aspects, careers, management dynamics and organizational culture amongst other aspects. The study concluded that the attitude survey enables the employees to feel they have participated in the decision making and in this regard the study recommended that occasional attitude survey should be used in decision making aspects. Ikechi and Zeb-Obipi (2020) in a study based on Nigerian telecommunications had also linked the employee attitude survey to job satisfaction through indicating the employees' level of commitment to their work and organizational commitment aspects.

In a meta-analysis undertaken in India, Akshaykumar, Gosavi, and Garud (2018) examined the employee attitude survey amongst other aspects in the context of workplace satisfaction. The study found that while the undertaking of employee attitude survey itself is important, it is the analysis of these results is further important in enabling the management undertake appropriate action on the employee attitudes and thereafter job satisfaction aspects.

The role of employee attitude survey in work place was further examined in Nigeria in a study by Nwuche and Oshi (2020) examining the phenomenon. A cross sectional research design was adopted for the study and structured questionnaire used for the data analysis process. The study found that the employee attitude survey impacted on the job satisfaction through provision of employees' morale levels, highlight employees' potential problematic areas, and provide the viewpoints on the employees' commitment levels.

Kebite (2018) studied the factors leading to employee turnover within Ethiopia in which the employee attitude surveys were examined. The study used a quantitative research approach and collected data from structured questionnaires. The study found that the

employee attitude surveys impacted on the employee job satisfaction through incorporating the employees' feedback in the policy development and implementation aspects. The employee attitude surveys were also linked to determining of the potential of employee turnover challenges and putting measures to mitigate these concerns leading to improved job satisfaction levels.

In a study focusing on the Air Kenya limited, Githinji and Muli (2018) examined the role of employee engagement on the employee performance of Air Kenya limited. The study found that the employee involvement and participation in decision making aspects serves to improve on the employee performance and job satisfaction aspects. The authors argued that the employees should be provided with a certain degree of freedom to undertake their work and job functions. This leads to job satisfaction aspects.

2.3.2 Influence of Upward Communication on Job Satisfaction

Kagwaini, Marima, Kioko, Ronald, Mwaura, Bharaj, Nyanumba, Oduor, Nderitu, and Chege, (2020) viewed the upward communication as those communications from the employees to those up the hierarchy within the organization. Karatuna and Başol(2018) studied the correlation between upward communication and job satisfaction levels. The study was based in Turkey and collected data using standardized questionnaires. The study found that the efficiency and responsiveness of the employee upward communication is important in enhancing job satisfaction. The study noted that acting on the employees' complaints raised through upward communication is critical in enhancing employee job satisfaction levels. The study further found that the impact of the employees' upward communication is to provide information from the subordinate to the superior on employees' challenges, and advices on the organizational practices and policies that can then be used for improvement of the work place aspects.

Ali, Adnan, Jan, and Khan (2012) studied the influence of upward communication on the job satisfaction within the context of the banking in Pakistan. The study conceptualized the upward communication as the movement of information from employees to their superiors. There were several factors of the upward communication that were found to have an influence on the job satisfaction. These factors include the receptiveness, responsiveness and permissiveness of the upward communication. An organization where there is a high receptiveness of the upward communication leads to higher job satisfaction levels amongst the employees. The study recommended that the organizations should utilize the open door policy with a view of encouraging employee communication to their superiors.

Hoffmeister (2019) examined amongst other aspects the influence of the upward communication on the work engagement levels across diverse sectors. The study found that upward communication was highly correlated with job satisfaction through reduction of role ambiguity, promotion of autonomy and trust with the employees' superiors, and creation of space for the employees to be fully engaged in their required tasks. The satisfaction levels with the upward communication leads to a positive climate conditions within the organization leading to improved job satisfaction levels. The study further indicated that the satisfaction levels with upward communication lead to belongingness with the organization, self-identity with the organization, and sense of accountability leading to an improved job satisfaction levels.

The role of employee communication dimensions and organizational commitment was examined in Kenyan context by (Miheso & Mukanzi, 2020) with a focus on Kenya National Library Service. Upward communication was one of the components examined in respect to the organizational commitment. The study found that the upward communication enables the employees to interact with their seniors hence impacting on

their job satisfaction aspects. The upward communication was achieved through management allowing the employees to air various perspectives of their job functions, upward communication enabling interactions between employees and their seniors, interaction with seniors impacting on job satisfaction levels, and ability to raise complaints when not satisfied with work conditions.

Focusing on capital airtime limited in Kenya, Ogwang (2017) examined the role of upward communication on the employee commitment levels. The study found that the upward communication serves several functions including providing feedback on various work functions to superiors for management action. The upward communication enables the employees to have relieve pressures and diverse frustrations of the work functions. This is critical in enhancing employee commitment levels to the organization.

Within the context of Rafiki microfinance bank, Akala (2018) examined amongst other aspects the role of upward communication on the employee performance. The study viewed the upward communication as the flow of information from lower levels of the organization to higher levels of the organization. The study found that the upward communication serves to generate employee involvement and mutual trust building aspects. The upward communication creates trust through enabling feedback from the employees to the management.

2.3.3 Influence of Employee Participation on Job Satisfaction

The employee participation and job satisfaction levels have been examined by Luo, Miao, and Zhao(2019), Kulachai, Narkwatchara, Siripool, and Vilailert (2018), Mohsen and Sharif(2020), and Kulachai *et al.*(2018) amongst others. Kulachai *et al.* (2018) examined the role of employee participation to the job satisfaction levels. The study collected data from the state officials in Thailand which was the focus of the study. The

study found that employee participation levels impacts on the employee engagement level which was argued to be a mediating factor to the job satisfaction levels. The study found that the employees must be engaged in decision making levels to increase on their engagement and motivation levels which are linked to job satisfaction levels.

Mohsen and Sharif (2020) looked at the link between employee participation in decision making and its influence on the job satisfaction levels in Afghanistan. The study used a mixed research approach and collected data using structured questionnaires. The study found a positive correlation between employee participation in decision making and the job satisfaction levels. The study further found that the employee participation in decision making further enhances employee identification levels with the organization leading to increased job satisfaction levels.

Theresa, Ezinwa, and State(2020) studied the employee participation levels and organizational productivity within manufacturing firms in Nigeria. The study adopted scientific procedure in the undertaking of the research process and used primary data in undertaking of the research process. The study viewed employee participation as creation of an enabling environment for the employees' voice to be heard and factored in decision making aspects. The study found that shared decision making between employees and their superiors leads to greater employee commitment to the organization and enhanced job satisfaction levels. The study further linked the employee participation levels to employee attitude, commitment and productivity within organizations. Similar to Theresa *et al.*(2020), Chukwuemeka(2020) also undertook a study based in Nigeria that sought to link employee participation in decision making to organizational performance. The study found that the employee participation in decision making creates a positive working environment, increases employee commitment levels, and satisfaction with the reached decisions leading to job satisfaction levels. The study recommended periodic

consultations with employees with a view of stimulating the employee morale and promoting self motivation aspects within employees which then leads to employee job satisfaction levels.

The employee participation levels on decision making vis a vis organizational performance was further studied by Ejere and Jarbandhan (2019) in their study based in Nigeria. The study adopted qualitative research study. The study found that the employee participation is executed through enabling the employee influence the decisions and relationships within the organizations. The employee engagement could be direct where the employees directly voice their views in decision making or they could be indirect through a delegate system. The study found that the employee participation impacted on the job satisfaction through avenues for personal growth and development, reduced conflict aspects with management, increased organizational commitment, and improved problem solving capacities for the employees.

Khatoon and Affiliated (2019) studied the impact of employee participation in decision making and its impact on the organizational performance in India. The study viewed the employee participation as totality of activities in which the employees directly or indirectly contribute to organizational objectives through self-determined choices among possible actions during the decision process. The study used descriptive survey research design and collected data through structured questionnaires for the study. The employee participation was linked to the improved job satisfaction through cultivation of the employee interests and dedication in the work that need to be undertaken.

Focusing on the performance of public health facilities in Imenti north sub county, Mukiiira, (2020) undertook a study that amongst other aspects examined the role of employee involvement on the performance of the public health facilities. The study

further utilized a cross sectional research design and a target population of 470 employees. The study found that the employee involvement was linked to the performance of public health facilities in Imenti north Sub County. This was attributed to the management interest in decision making aspects of the employees, employees being provided with platform on making their suggestions, delegation of aspects to the employees, and direct involvement of the employees in diverse tasks.

In a study based on the performance of the government healthcare institutions, Kuria (2017) examined the role of the employee participation in diverse issues on the job performance. The study used the hospitals as the target population and utilized a sample size of 384 respondents. Data was collected using structured questionnaires and analysed using SPSS software. The study found that employee participation impacted on the performance of the government healthcare institutions. The employee participation occurred through consultation, delegation, joint decision making and collective bargaining practices aspects.

2.3.4 Influence of Suggestion Schemes on Job Satisfaction

The suggestion schemes and their links to job satisfactions has been examined by (Mehrajunnisa and Jabeen(2020), Okwuagwu and Eze (2017), and Shehada, (2017) amongst others. Mehrajunnisa and Jabeen(2020) studied the antecedents of employees' suggestion schemes within the context of UAE. The study was a metadata analysis that examined other undertaken empirical literature reviews of the study. The study found that the employee suggestion schemes are associated with creation of innovative and problem solving capacities within the organization. The effectiveness of the employee suggestion schemes was found to require standardized procedures, policy structures and rules to be adhered to in the execution of the employee suggestion schemes. The successes of the suggestion schemes should also be communicated to staff with view of

creating awareness on the potential use of the suggestion schemes. The provision of feedback creates an important role into the success of the suggestion schemes within the organizations.

Mehrajunnisa and Jabeen (2020) studied the strategic factors driving employee suggestion schemes within the GCC organizations. The study found that the employee suggestion schemes were associated with improvement of service delivery, and innovation aspects and improvement to the employee engagement levels. Similar to Mehrajunnisa and Jabeen(2020), Jabeen *et al.*(2020) also found the need for the employee suggestion schemes to be standardized in its operationalization aspects. The study further found a need for an evaluation committee to be able to tap into the suggested inputs from the employees.

In Nigeria, Okwuagwu and Eze(2017) studied the influence of suggestion schemes and the organizational citizenship amongst telecommunication firms in the country. The study found that the suggestion schemes are implemented through making suggestions to the organization through recommended format which are then dropped into a suggestion box that is placed in a conspicuous area within the organization. The study found that the employee suggestion scheme fosters the employee involvement in decision making across the organization and enhancing the employees' commitment levels within the organization. The study further found that enhance innovation amongst the employees in an organization. Okwuagwu and Eze(2017) further noted the importance of the employee suggestions to be considered by the management and to be implemented in the decision making of the organizations.

Shehada (2017) looked at the association between the employee suggestions schemes and business excellence within the Ajman Land and Property Department. The study

was undertaken in the United Arab Emirates (UAE) and collected data from undertaken research. The study examined the studies undertaken by other scholars and was thus a meta data analysis in nature. The study indicated the need for creation of awareness in order to make gains from the employee suggestion schemes. The study recommended that there is need for record keeping in respect to the number of suggestions provided by employees in a given period.

In a study focusing on the public health sector in Kenya, Muthoka (2016) examined the role of employee relations and performance of the sector. The study was undertaken in public health sector in Kenya. One of the components that were examined was the employee suggestion schemes in relation to performance. The study adopted a positivism research philosophy, and a target population of 150 hospitals in Kenya. The study used a census sampling process for sampling method. The study found that the suggestion schemes enables the employees to be motivated and committed through sharing of their ideas and innovations towards wellbeing of the organization. The suggestion schemes were also linked to employee productivity through ideas implementation aspects.

Osato, (2020) undertook a study that examined the role of employee engagement on the performance of fast moving goods. The study was undertaken in Kenya. The study deployed a descriptive research design and collected data using structured questionnaires. Amongst the aspects of employee engagement that were examined include the role of suggestion schemes on the performance of fast moving goods. The study found that the employee engagement through suggestion schemes makes employee more dependable and feel engaged in decision making aspects. This is critical in enhancing employee satisfaction levels.

2.3.5 Job Satisfaction

The public health facilities enhance access to healthcare services at affordable services as the services are heavily subsidized by the government (M`Nyiri & Ngahu, 2018; Oridanigo et al., 2021). According to Buluba, Mawi, and Tarimo (2021) a public health facility is a health facility under the government's control and funded by the public funds. With a view of achieving their organizational mandates, public health facilities often have diverse human resource practitioners under its employment including the medical staff. According to Zheng *et al.*, (2020) the medical staff refers to these employees with direct contact with the patients and undertake direct provisions of the healthcare. These medical staff include doctors, nurses, pharmacists, laboratory staff, clinical officers and medical imaging team amongst others (Zheng *et al.*, 2020). Job satisfaction amongst the medical staff is important to enhancing service delivery in public health facilities. According to Sidin, Saleh, Fatmawati, and Insani (2021), job satisfaction refers to the positive or negative evaluation or judgement of job by the employee. On the other hand, Suji U and Nandhini (2021) viewed the job satisfaction as the employee's perception of their job. Suji U and Nandhini (2021) further defines' job satisfaction as the positive emotional state that is consequent to the perception or evaluation of one's job. Agoi (2019) had further viewed the job satisfaction as the level of contentment that an employee feels as a result of the work that they undertake.

Job satisfaction has been explained in different ways by different authors. Alfayad1& Arif (2017) viewed job satisfaction as on how employees are happy and content with their job, that is, whether they like the job or not or individual facets of jobs. Ashwathapa (2008) stated that it is the extent of overall positive feeling, which employees have towards their work. Rich et al., (2010) viewed job satisfaction as consisting of psychological responses to an individual's work, which have rational,

emotional, and behavioural aspects. It shows employees emotional reactions and responses to the job and can improve or deteriorate. Employee job satisfaction to organization is very important in that when employees feel that they can speak up and deliver their ideas, thought, opinions and recommendations to the management, they will feel satisfied unlike those who cannot express their view. Sinha and Shukla (2012) noted that the more upward communication from employees to the management level, the more job satisfaction achieved. When the employees feel that they can speak up and deliver their ideas, thoughts and recommendations to the management, they will feel more satisfied than employees who cannot express and deliver their ideas and opinions.

Several scholars such as Poudel and Sharma (2019), Elsherbeny & R, (2018), (Osman & Abdlrheem (2019), and Lee, Jeon, Kim, & Joo (2019) amongst others have noted the importance of the medical staff job satisfaction. Job satisfaction is important in any organization such as public health institution due to its link to employee performance (Fristin, 2018), employee loyalty (Khuong & Linh, 2020), employee engagement (Quek *et al.*, 2021), prevention of turnover challenges (Falatah *et al.*, 2021; Otache & Inekwe, 2021), employee retention (Pertiwi & Supartha, 2021), service delivery (Pertiwi & Supartha, 2021) and service quality (Baruah & Barthakur, 2013) amongst other aspects. The job satisfaction of the medical staff is thus useful in the public health facilities in order to achieve the diverse benefits earlier alluded to. However, job satisfaction is often problematic for medical staff amongst public health institutions. This is characterized by medical staff workers strikes (Essex & Weldon, 2021; Kaguthi *et al.*, 2020; Waithaka *et al.*, 2020), turnover intention (Kaguthi *et al.*, 2020; Zhang *et al.*, 2020) and poor service delivery (Kaguthi *et al.*, 2020). Amongst the aspects that the medical staff went to strike over include the disagreements over the Collective Bargaining Agreements (CBAs) with the employer that detail the terms and conditions of employment (Waithaka *et al.*, 2020).

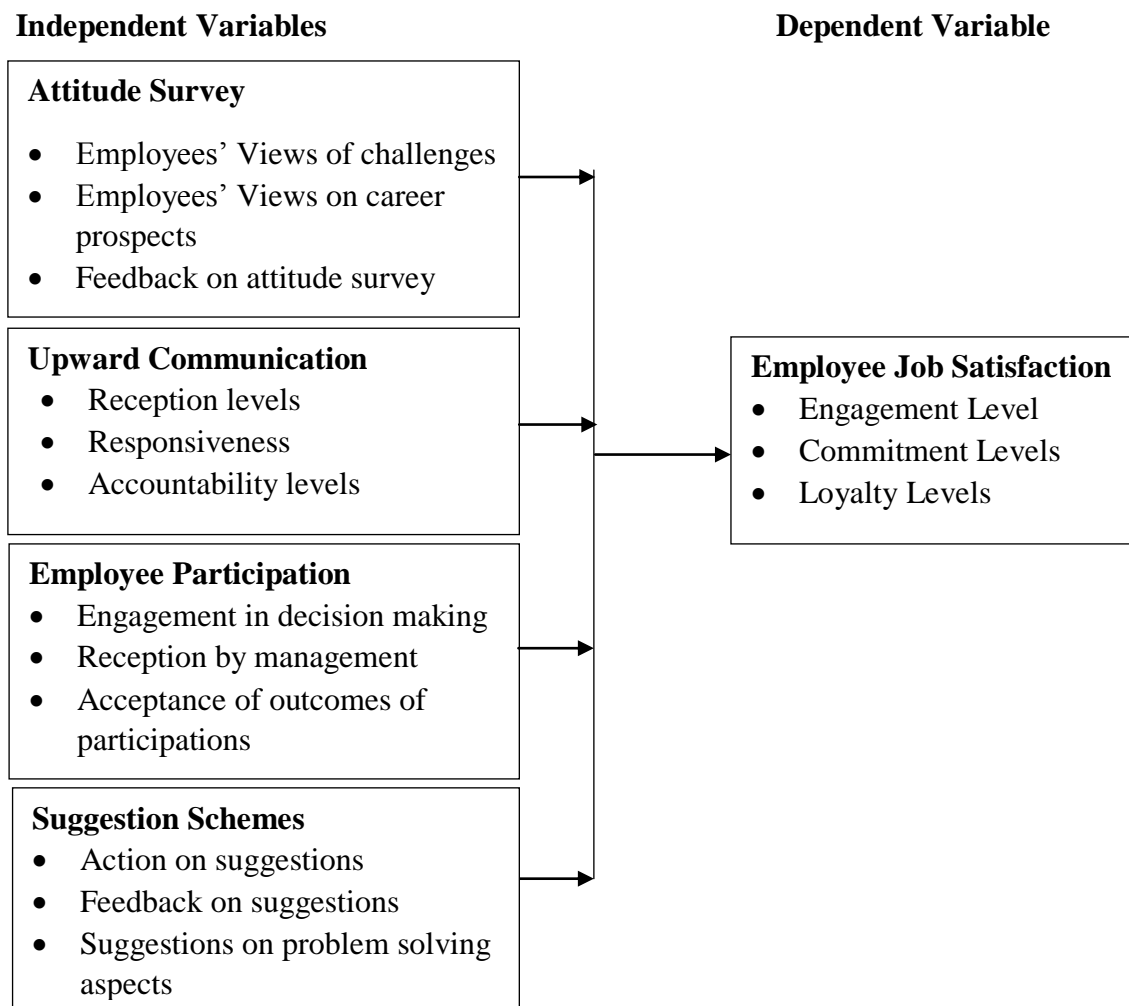
Challenges of the various allowances that were being demanded by the health workers (Essex & Weldon, 2021).

2.4 Conceptual Framework

The conceptual framework seeks to link the independent variables and the dependent variable thus illustrating the manner in which the variables are linked. Imende (2014) affirms that a conceptual framework gives life to a research. The conceptual framework diagrammatically links the independent variables to the dependent as illustrated in Figure 1.

Figure 1

Conceptual Framework



Source: Author (2022)

2.5 Research Gaps

Table 1

Research Gaps

Study	Methodology	Research Findings	Research Gap
Mukiira (2020): Relationship between employee voice strategies and performance of public health facilities in Imenti North Sub County, Meru County, Kenya.	Used correlational research design and collected data from structured questionnaires.	The findings revealed that employee involvement, partnership agreements, grievance procedures, and collective bargaining positively and significantly influence the performance of public health facilities.	The study focused on the relationship between the employee voice strategies and performance of public health facilities. However, this study focuses on the effects of employee voice strategies on job satisfaction aspects.
Okwuagwu et al., (2017a) Internal Attitude Survey and Organizational Citizenship Behaviour In Telecommunication Firms In Nigeria	Used cross-sectional survey research design and collected data from structured questionnaires.	The study found that the attitude survey is important in enabling the employer understand the employees' experiences, perceptions and expectations in their work functions.	The study presents a contextual gap in the sense that it doesn't examine the effect of attitude survey on job satisfaction which is the focus of this study.
Ikechi and Zeb-Obipi, (2020) Job Enrichment and Employee Commitment in the Telecommunication Firms in Port Harcourt, Rivers State, Nigeria	The study used structured questionnaire for data collection.	The study linked the employee attitude survey to job satisfaction through indicating the employees' level of commitment to their work and organizational commitment aspects.	The study was based on the telecommunication firms while the current study is based on the medical staff in public health centres.
Karatuna and Başol (2018) undertook a study that sought to examine to Blow the Whistle or Not: the roles of perceived organizational retaliation and upward communication satisfaction in employee responses to observed wrongdoing.	The study used descriptive research design and structured questionnaire.	The study noted that acting on the employees' complaints raised through upward communication is critical in enhancing employee job satisfaction levels.	The study was only based on whistle blowing while the current study is based on the employee voices holistically.

<p>Kulachai et al., (2018) undertook a study that sought to examine internal communication, employee participation, job satisfaction, and employee performance.</p>	<p>The study used descriptive research design and structured questionnaire.</p>	<p>The study found that employee participation levels impacts on the employee engagement level which was argued to be a mediating factor to the job satisfaction levels. The study found that the employees must be engaged in decision making levels to increase on their engagement and motivation levels which are linked to job satisfaction levels.</p>	<p>The study linked the employee participation to employee performance while the current study seeks to establish the effect of employee participation to employee job satisfaction aspects.</p>
<p>Mehrajunnisa and Jabeen (2020) undertook a study that sought to examine Antecedents to employee suggestion schemes: the study of UAE</p>	<p>The study used descriptive research design and structured questionnaire.</p>	<p>.The study found that the employee suggestion schemes are associated with creation of innovative, and problem solving capacities within the organization. The effectiveness of the employee suggestion schemes was found to require standardized procedures, policy structures and rules to be adhered to in the execution of the employee suggestion schemes.</p>	<p>The study sought to examine the factors that lead to successful employee suggestion schemes while the current study examines the effect of employee participation to employee job satisfaction aspects.</p>

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology chapter provides details of various components that were used in the actualization of the research. These sections include research design, target population, sample and sampling techniques. Other components include instrumentation, pilot study, validity of the instrument, reliability of the instrument, data collection procedures, data analysis and ethical considerations.

3.2 Research Design

The function of the research design is to provide an exploration and interlinking of the various components of the research in order to help the researcher address the research objectives (Hartley et al., 2020). The research design is therefore the action plan or blue print that the researcher follows in undertaking of the research in order to optimally address the research objectives (Debono, 2020). The optimal research design to be used for this study is a descriptive research design. Ewing and Park(2020) views the descriptive study as those studies that seek to describe the research phenomenon as in the manner in which it occurs in its natural setting. This study is cross-sectional descriptive research in nature as there is no attempt to experiment with any of the variables but rather will examine the research phenomenon as it exists in the county government of Bomet.

3.3 Location of the Study

The study was undertaken in County government of Bomet. County government of Bomet has several public health facilities with some of the major public health institutions including Cheptalal Sub County hospital, Kapkoros Sub County Hospital, Longisa county referral hospital, Ndanai sub county hospital, Roret Sub District hospital,

Sigor sub district hospital, and Tegat sub county hospital. The study only focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa county referral, Kapkoros sub-county and Ndanai sub-county hospitals. The level 3 and 4 hospitals offer diverse services such as Maternity in-patient services with a ward, curative services, laboratory services, dental and counselling. They also offer pharmacy, TB clinics, diabetes & hypertension clinics. The study only focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa county referral, Kapkoros sub-county and Ndanai sub-county hospitals. The choice of these hospitals was defined by their large number of diverse cadres of medical staff. These three hospitals have a total of 205 health employees. The location has been chosen due to the prevalence of the challenges of unrest in this location and due to the logistical challenges of accessing all the counties.

3.4 Target Population

Target population is the whole population or group that a researcher is interested in researching and analyzing. Mugenda and Mugenda (2019) defines population as a group of individuals, events or objectives which have common characteristics which are observable. Thus the target population is defined as a set of units for which the survey data is meant to be generalized. The focused on level 3 and level 4 hospitals in County government of Bomet which are three in number that is Longisa county referral, Kapkoros sub-county and Ndanai sub-county hospitals. The choice of these hospitals was defined by their large number of diverse cadres of medical staff. These three hospitals have a total of 205 health employees as indicated in Table 2 below.

Table 2

Target Population

Employees	Frequencies	Percentage
Medical Officers	36	17.5%
Clinical Officers	58	28.2%
Nursing Staff	111	54.3%
Total	205	100%

3.5 Sample and Sampling Technique

The sampling process refers to the process of selecting members from a population to form a small group of members that can be used for conducting the research. The study used the census method as the study had a relatively low number of the respondents. According to Mugenda and Mugenda (2019), the census method is used when all the population members are used in the study.

3.6 Instrumentation

This study used a Likert based structured questionnaire for the data collection process. Jacobsen(2020) structured questionnaires refers to those questionnaires with close ended questions. Various benefits are associated with the structured questionnaires of which it is the basis of their utilization in this study. These benefits include it is easy for the structured questionnaires to be analyzed. The questionnaires are also cost effective in nature when collecting data using them relative to other data collection mechanisms (Hammond & Wellington, 2020; Murata, 2020). The structured questionnaires can also be analyzed using software such as IBM SPSS software which was used in this study. The structured questionnaire of this study was divided into six parts. The first part covered demographic questions and the other five questions covered the independent and dependent variables. The study used a five point Likert based questionnaires with the

points to be used being 1.No Extent, 2.Small Extent, 3.Moderate Extent, 4.Large Extent and 5.Very Large Extent.

3.7 Pilot Study

Dörfler and Stierand(2020) view the pilot study as a small scale study undertaken before the main study with a view of enhancing the logistical success in the main study. The pilot study would thus be concerned with the validity and reliability of the research instruments, logistical considerations in undertaking the final research, clarity and relevance of the questions amongst other aspects (Saridakis & Cowling, 2020; Seligman, 2020). The pilot study must be undertaken under similar conditions and population from which the main study was undertaken (Kingsley & Robertson, 2020). The pilot study of this study was undertaken in Kericho County at the Kericho County referral hospital amongst the medical employees within public health facilities. This was to ensure that the findings of the pilot study were useful in addressing possible logistical challenges in the final study. According to Gathii, Wamukuru, Karanja, Muriithi, and Maina(2019), 10% of the sample size must be used in undertaking the pilot study which is what was used in the study. Ward & Shortt (2020) advocates for the sample members used in the pilot study to be excluded in the final study. This process was adhered to in this study.

3.8 Validity of the Instrument

Mugenda and Mugenda (2019)view the validity of the instrument as the instrument being free from both systematic and non-systematic errors hence impacting on the accuracy of the instrument in measuring the research phenomenon. The validity of the instrument is thus concerned with the accuracy of the research results due to using a specific data collection instrument (Patten & Newhart, 2017). The use of the expert judgements in measuring content validity was the main way that validity of the instrument was measured in this study. According to Salkind (2012) expert judges are

used due to lack of an objective means of measuring the content validity of an instrument. According to Galas, Pilat, Leonardi, and Tobiasz-Adamczyk(2018) the content validity refers to the representativeness of the content of the research instrument in measuring the research phenomenon. Gathii *et al.*(2019) advocate for use of a minimum of five experts in the measurement of content validity. The study used the two research supervisors and three members of the pilot study to act as expert judges in the study and in measurement of the content validity. The results of the study will then be used in the enhancement of the content of the research instrument.

3.9 Reliability of the Instrument

The reliability of the instrument refers to the freeness of the research instrument from random errors (Sabo & Boone, 2013). The reliability of the instrument is thus about the consistency of the results over a period of time (Kar & Biswal, 2019; A. Mugenda & Mugenda, 2019). According to Liamputtong (2019) internal reliability is referred to as internal consistency is often used in a multi item scale in measurement of a variable. This study has measured the variables both independent and dependent as multi item scales thus the measurement of the internal consistency. In measurement of the internal consistency, this study used the Cronbach alpha coefficient. According to Coolican(2018) Cronbach alpha coefficient of a threshold of 0.7 is often considered of a threshold value enough to infer reliability. The Cronbach alpha coefficient was used in such a manner in this study and the result of the analysis is presented in Table 3.

Table 0*Reliability Analysis*

Variable	No. of item	Cronbach's Alpha
Attitude survey	5	0.839
Upward communication	5	0.889
Employee Participation	5	0.792
Suggestion schemes	5	0.748
Job Satisfaction	4	0.818
Overall Cronbach index	Mean	0.817

The examined variables achieved Cronbach alpha coefficients of 0.839, 0.889, 0.792, 0.748, and 0.818 for attitude survey, upward communication, employee participation, suggestion schemes and job satisfaction respectively. According to (Gathii et al., 2019) exceeding the Cronbach alpha coefficient of 0.7 leads to a conclusion of the presence of internal reliability of the variables. A conclusion was thus made that the variables of the study were reliable.

3.10 Data Collection Procedures

In order for the researcher to address the research objectives, data must be collected from the field and scientifically analyzed. This section details the systematic manner in which the data relating to the research phenomenon was collected. Authorization letter were sought for data collection from Kabarak University Institute of Postgraduate Studies (IPGS), National Commission of Science, Technology and Innovation (NACOSTI), and county government of Bomet. These various authorizations were key in facilitating the undertaking of the research process. The researcher further administered the consent statement to the respondents before issuing them with the structured questionnaires. According to Veal(2018) self-administration refers to the issuance of the questionnaires in to the respondents who are able to fill in the questionnaires without any further assistance. The Drop Off and Pick Up later process of questionnaire self-administration

was used in the study. Various benefits of Drop Off and Pick Up later methods have been expounded by various scholars to include an increase in response rates due to provision of sufficient time for filling the questionnaire and low number of missing responses (Atkinson et al., 2020; Hansen & Ren, 2020).

3.11 Data Analysis Procedures

According to Stone-Romero and Rosopa (2020) the data analysis procedures refer to the manipulation of data with a view of discerning the emergent patterns from the data and to address the research objectives. The study undertook the frequency distributions, means and standard deviations as descriptive statistics. According to Mugenda and Mugenda(2019), the descriptive statistics seek to describe the data for the study. The frequency distribution was undertaken for all the questions in the questionnaires while the means and standard deviations was undertaken only for the Likert based questionnaires. The linear regression analysis was further be undertaken for inferential statistics. According to Saridakis and Cowling (2020), the inferential statistics refers to the statistics that are used for making inferences. The linear regression model to be used is as follows;

$$Y=\beta_0+ \beta_1X_1+\beta_2X_2+ \beta_3X_3+ \beta_4X_4+\varepsilon$$

Where

Y=Job Satisfaction

X₁=Attitude Survey

X₂=Upward Communication

X₃= Employee Participation

X₄= Suggestion Schemes

ε =Margin of Error

3.12 Ethical Considerations

Ethical considerations are the moral compass of the research (Stone-Romero & Rosopa, 2020). The ethical considerations serve to ensure that all the applicable standards and moral requirements of research are undertaken with a view of protecting the research participants from possible harm as a result of participating in the study (Saridakis & Cowling, 2020). This study ensured ethical considerations in four main ways; seeking required authorization from relevant bodies, which included KUREC and NACOSTI, administering of consent statement to the respondents and advising the respondents on the aspects of anonymity as well as confidentiality. Ward and Shortt(2020) view the anonymity of the research respondents to inability of the readers' of the work to personally identify the respondents associated with specific respondents. The anonymity was ensuring that the individual respondents are not identified in the report writing aspects.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND DISCUSSION

4.1 Introduction

This chapter examines the data analysis, presentation and discussion aspects of the work. The study sought to examine the effects of select employee voice strategies on the job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study collected data using structured questionnaires and the data was analyzed using IBM statistics software. Means, standard deviations, correlational analysis and regression analysis were presented as part of data analysis components.

4.2 Response Rate

The researcher distributed the structured questionnaires to 205 respondents. The results of the response rate are provided in the table below.

Table 4

Response Rate

Distributed Questionnaires	Returned Questionnaires	Response Rate
205	175	85.3%

The study distributed structured questionnaires. The structured questionnaires that were distributed were 205 out of which 175 questionnaires were returned. The study thus had a response rate of 85.3%. A response rate of above 70% is considered adequate for the undertaking studies using structured questionnaires with finite populations. The researcher having achieved a response rate of 85.3% thus considered the response rate to be excellent for undertaking the study. The response rate was attributed to use of the drop off and pick up later method. A high response rate is also associated with the

elimination of the non-response bias in the study. According to(Ewing & Park, 2020), a response rate of 60% is considered good for most studies.

4.3 Background Information

The background information included the use of gender, age and length of service worked within the county government of Bomet. The background information was asked in terms of gender, age, and length worked in the county government of Bomet.

4.3.1 Distribution by Gender

The study examined the gender distribution aspects of the respondents. The results of the gender distributions were presented in the Table 5 below.

Table 5

Distribution by Gender

Gender	Frequency	Percentage
Male	64	36.5%
Female	111	63.5%
Total	175	100%

The study achieved a gender distribution of 36.5% for males and 63.5% for female members of the county government of Bomet. The high number of the female membership was due to a high prevalence of female membership in nursing profession that forms the bulk of the medical staff across the globe. This is in line with a majority of female members undertaking profession in the care giving sector. The gender distribution levels is thus consistent with those of other studies in the hospitality sector.

4.3.2 Distribution by Age

The researcher also examined the distribution by age of the respondents. The results were presented in Table 6 below.

Table 6*Distribution by age*

	Frequency	Percentage
Below 25 Years	26	14.8%
25-35 Years	46	26.2%
36-45 Years	61	34.8%
46 and Above	42	24.2%
Total	175	100%

The study found that 14.8% of the respondents were below 25 years of age, 26.2% were between 25-35 years of age, 34.8% of the respondents were at 36-45 years of age and 24.2% of the respondents were at 46 years and above. The study results indicated that a majority of the respondents were between 36-45 years of age. The age distribution is reflective of the cadres of the hospital workers within county government of government.

4.3.3 Distribution by Length of Service

The respondents were asked on the period that they had worked within the county government of Bomet. The results of the distributions were presented in Table 7 below.

Table 7*Distribution by Length of Period Worked*

	Freq.	Percentage
Less than a year	10	5.7%
1-5 Years	96	54.8%
6-10 Years	69	39.5%
Total	175	100%

The study found that 5.7% of the respondents had worked for less than a year, 54.8% had worked for 1-5 years, 39.5% of the respondents had worked for 6-10 years.

4.4 Descriptive Statistics

The study sought to examine the effects of employee voice strategies on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study utilized Likert scale based questionnaires in the measuring of the variables. The variables both the independent and dependent variables were measured using 5 point likert based scale. The study used the five point likert scale of 1=No Extent (NE), 2=Small Extent (SE), 3=Moderate Extent (ME), 4= Large Extent (LE), and 5=Very Large Extent (VLE). According to (Carifio & Perla, 2007), the means should be examined using the following criteria. Means of 1-1.8, 1.81-2.6, 2.61-3.4, 3.41-4.2, 4.21-5 imply a conclusion of no extent, small extent, moderate extent, large extent, and very large extent respectively.

4.4.1 Attitude Survey

The study sought to establish the effects of Attitude Survey on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The descriptive statistics results are presented in Table 8.

Table 8*Distribution by Attitude Survey*

	NE	SE	ME	LE	VLE	Mean	Std
	Freq	Freq	Freq	Freq	Freq		Dev
	%	%	%	%	%		
Employee attitude survey is important for providing the viewpoints on the employees' commitment levels.	5 2.9%	8 4.6%	56 32.0%	65 37.1%	41 23.4%	3.7371	.96463
Employee attitude survey is important for highlighting employees' potential problematic areas	1 0.6%	6 3.4%	41 23.4%	76 43.4%	51 29.1%	3.9714	.84709
Employee attitude survey is important for improving employees' morale levels in our organization	0 0.0%	3 1.7%	24 13.7%	77 44.0%	71 40.6%	4.2343	.74816
Employee attitude survey in our organization always focuses on the career aspects	4 2.3%	16 9.1%	60 34.3%	47 26.9%	48 27.4%	3.6800	1.04519
Employee attitude survey in our organization always focuses on the work climate aspects	7 4.0%	20 11.4%	59 33.7%	50 28.6%	39 22.3%	3.5371	1.08148

Employee attitude survey is important for providing the viewpoints on the employees' commitment levels to a large extent ($M=3.7371$, $SD=.96463$). The employees' viewpoints are critical in enhancing the employee commitment levels as the employees feel valued in the organization. The results of this study were consistent with those of Okwuagwu, Onoh, and Nnoje (2017) who highlighted the critical role of the employee attitude survey in providing employees viewpoints. Employee attitude survey is important for highlighting employees' potential problematic areas to a large extent ($M=3.9714$, $SD=.84709$). The highlighting of the employees' potential problematic areas enables the firm to adequately undertake corrective measures thus leading to

improvement of the job satisfaction. The results of the current study are in agreement with those of Ikechi and Zeb-Obipi (2020) who noted the importance of the role of the employee attitude survey helping in highlighting the various challenges that the employees might be facing in their work execution. The highlight of such challenges are critical to the employee job satisfaction as noted by Nwuche and Oshi (2020) as well as Kebite (2018) amongst others. Employee attitude survey is important for improving employees' morale levels in our organization to a large extent ($M = 4.2343$, $SD = 0.74816$). The improvement of the employee morale enables higher employee retention and satisfaction levels. Scholars such as Githinji and Muli (2018) asserted the importance of the employee morale to the employee satisfaction levels.

These studies had also found the importance of the employee morale levels in leading to the employee satisfaction levels. Employee attitude survey in our organization always focuses on the career aspects to a large extent ($M = 3.6800$, $SD = 1.04519$). The career development of the employees within the organization enhances their employee retention levels and motivation aspects. The role of the employee career development in enhancing their motivation and retention levels have been noted by Githinji and Muli (2018) have linked the employee career development to the Employee attitude survey in our organization always focuses on the work climate aspects to a large extent ($M = 3.5371$, $SD = 1.08148$). The work climate aspects ensures that the employees are comfortable in their work thus leading to improvement in employee job satisfaction. The examination of the work climate checks that the employees are in good working environment and that there is adequate work. These results were consistent with those of Kebite (2018) who also noted that the work climate has a major impact on the employee job satisfaction.

4.4.2 Upward Communication

The study sought to examine the effects of Upward Communication on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The descriptive statistics results are presented in relating to the attitude survey were examined and provided in Table 9. The descriptive statistics relating to the upward communication are provided in Table 9 below.

Table 9

Distribution by Upward Communication

	NE Freq. %	SE Freq. %	ME Freq. %	LE Freq. %	VLE Freq. %	Mean	Std Dev.
Communication of the employees to the hospital management always adequately provides information from the subordinate to their superiors on employee challenges	3 1.7%	21 12.0%	56 32.0%	61 34.9%	34 19.4%	3.5829	.99003
Our superiors are always responsive to the upward communication from their juniors	5 2.9%	20 11.4%	70 40.0%	49 28.0%	31 17.7%	3.4629	1.00433
Communication of the employees to the hospital management always enables the employees to express their feelings on diverse work issues	5 2.9%	31 17.7%	56 32.0%	46 26.3%	37 21.1%	3.4514	1.09685
Communication of the employees to the hospital management leads to a sense of belongingness in the organization	4 2.3%	9 5.1%	43 24.6%	70 40.0%	49 28.0%	3.8629	.96105
Communication of the employees to the hospital management leads to a sense of accountability in the organization	2 1.1%	10 5.7%	44 25.1%	81 46.3%	38 21.7%	3.8171	.87805

Communication of the employees to the hospital management always adequately provides information from the subordinate to their superiors on employee challenges to a large extent ($M=3.5829$, $SD=.99003$). The provision of work information is critical to ensuring that work flow progresses adequately within the organization and that all the organizational functions are progressing well. The findings of this study are consistent with those of Karatuna and Başol (2018) who also found that the provision of the information relating to the work requirements is critical to the work execution and ultimately to the employee job satisfaction levels. Our superiors are always responsive to the upward communication from their juniors to a large extent ($M=3.4629$, $SD=1.00433$). The responsiveness of the superior to their juniors leads to the job satisfaction as the employees' concerns are addressed by their superiors. Ali, Adnan, Jan, and Khan (2012) also found that the organizational leadership reception of the employees' communication and concerns is a critical way of building trusts within the organization leading to employee job satisfaction level. Communication of the employees to the hospital management always enables the employees to express their feelings on diverse work issues to a large extent ($M=3.4514$, $SD=1.09685$).

The employees expressing their challenges and concerns in a conducive environment is critical to ensuring that all employees feel free to communicate their views on diverse work functions. This conducive environment leads to the employees feeling the ease of communicating their challenges and ensures information flow within the hospital. The link between the employee ease of expressing the challenges and the work conduciveness and satisfaction that were found in this study were consistent with those of Hoffmeister (2019) as well as Ogwang (2017) who also linked communication leeway of expressing challenges with job satisfaction levels. Communication of the employees to the hospital management leads to a sense of belongingness in the organization to a

large extent ($M=3.8629$, $SD=.96105$). The sense of belonging is critical in ensuring that the employees feel they are loyal to the hospital and would want to continue working under the hospital management. The importance of the communication levels of the employees in leading to employee loyalty has also been noted by Akalah (2018) and Ogwang (2017) in their respective studies. They noted that the communication levels leads to building of trust, loyalty and a conducive environment leading to employee satisfaction levels. Communication of the employees to the hospital management leads to a sense of accountability in the organization to a large extent ($M=3.8171$, $SD=.87805$). The accountability levels within the organization helps to improve the employee job satisfaction as employees feel; empowered to make critical decisions on various work related components. These findings were consistent with those of (Miheso & Mukanzi, 2020) and Ogwang (2017) who have linked the employee accountability levels to the employee empowerment and job satisfaction levels.

4.4.3 Employee Participation

The study sought to examine the effects of employee participation on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The descriptive statistics results are presented in relating to the attitude survey were examined and provided in Table 10. The descriptive statistics for the employee participation were presented in Table 10 below.

Table 10*Distribution by Employee Participation*

	NE Freq. %	SE Freq. %	ME Freq. %	LE Freq. %	VLE Freq. %	Mean	Std Dev.
Employees are always participates in matters touching on their welfare	4 2.3%	13 7.4%	59 33.7%	61 34.9%	38 21.7%	3.6629	.97411
Employees engagement in decision making is always well received by the management team	2 1.1%	5 2.9%	77 44.0%	66 37.7%	25 14.3%	3.6114	.80792
Employee engagement in decision making in our organization often leads to enhanced employee engagement levels	1 0.6%	10 5.7%	59 33.7%	75 42.9%	30 17.1%	3.7029	.83923
Employee participation in various hospital decisions leads to an increase in acceptance of made decisions -	5 2.9%	16 9.1%	35 20.0%	71 40.6%	48 27.4%	3.8057	1.03222
Employee participation is various aspects of decision making is at an adequate level in our organization	7 4.0%	26 14.9%	71 40.6%	48 27.4%	23 13.1%	3.3086	1.00954

Employees are always participating in matters touching on their welfare to a large extent (M=3.6629, SD=.97411). The employee participation on matters touching their welfare makes them feel empowered and valued in the organization. This has the effect of increasing the employee loyalty to the organization and hence improving on the employee retention level. The employees are also able to articulate their concerns to the hospital management team. The importance of the employee participation on the matters impacting on their welfare that was found in this study was consistent with findings made by Kulachai *et al.* (2018) as well as Chukwuemeka (2020)who noted the importance of the employee participation on welfare matters on the employee job

satisfaction levels. Employees engagement in decision making is always well received by the management team to a large extent ($M=3.6114$, $SD=.80792$). The good reception by the management team on the employees' engagement in decision making enables the employees to feel valued and appreciated. This leads to employee loyalty in the organization and hence job satisfaction aspects. These results are in agreement with those of Ejere and Jarbandhan (2019) who also found the importance of the employee engagements on the decision making on the employee job satisfaction levels. These studies indicated that the employee engagement levels on decision making leads to employee empowerment aspects leading to improvement in employee job satisfaction levels.

Employee engagement in decision making in our organization often leads to enhanced employee engagement levels to a large extent ($M=3.7029$, $SD=.83923$). Engagement in decision making is critical in enhancing the ownership of the decisions arrived at after such engagement. The employees' opinion and views are also incorporated in such decision making aspects hence improving on the ownership aspects. The link between the employee participation in decision making and decision ownership levels found in this study was consistent with the findings to by Mukiira (2020) and Kuria (2017) amongst others. These findings noted the centrality of the employee participation in decision making and the acceptance of the made decisions. This leads to improvement in employee job satisfaction. Employee participation in various hospital decisions leads to an increase in acceptance of made decisions to a large extent ($M=3.8057$, $SD=1.03222$). This is premised on the employees being involved in the decision making thus improving the acceptance levels of such decisions. The employees input is incorporated in such decisions leading to the improvement of acceptance and ownership of such decisions. Employee participation in various aspects of decision making is at an

adequate level in our organization to a moderate extent ($M=3.3086$, $SD=1.00954$). Employee participation in decision making needs to be of an adequate level in order to make differences in the decision making aspects. The results of this study are consistent with those of Ejere and Jarbandhan (2019) who also found that the employee participation had an impact on the decisions that were made.

4.4.4 Suggestion Schemes

The study sought to establish the effects of Suggestion Scheme on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The descriptive statistics results are presented in relating to the attitude survey were examined and provided in Table 4.8. The descriptive statistics for the suggestion schemes were presented in Table 11 below.

Table 11*Distribution by Suggestion Schemes*

	NE	SE	ME	LE	VLE	Mean	Std
	Freq.	Freq.	Freq.	Freq.	Freq.		Dev.
	%	%	%	%	%		
Employee suggestion schemes in our organization are always associated with increased innovativeness amongst the employees	1 0.6%	19 10.9%	73 41.7%	53 30.3%	29 16.6%	3.5143	.91512
Employee suggestion schemes in our organization are always associated with problem solving schemes amongst the employees	2 1.1%	8 4.6%	56 32.0%	63 36.0%	46 26.3%	3.8171	.91648
Employee suggestion schemes are well embraced by the management team	3 1.7%	13 7.4%	58 33.1%	61 34.9%	40 22.9%	3.6971	.96176
Feedback is always provided on the outcome of employee suggestion schemes	2 1.1%	3 1.7%	46 26.3%	89 50.9%	35 20.0%	3.8686	.78776
Action is always undertaken on the suggestions provided through employee suggestion schemes	3 1.7%	5 2.9%	45 25.7%	80 45.7%	42 24.0%	3.8743	.86846

Employee suggestion schemes in our organization are always associated with increased innovativeness amongst the employees to a large extent (M=3.5143, SD=.91512). This is attributable to employees being knowledgeable on diverse aspects associated with the organization and hence have the capacity to provide insights on how the organization processes should be improved on. The employee suggestion schemes thus enable the employees to make suggestions relating to the work processes and policies leading to innovation aspects. These results were consistent with those of Okwuagwu and Eze (2017) who noted the employee suggestion schemes leads to the improvement in the innovation amongst the employees. The employees innovation has also been associated with employee performance and hence employee job satisfaction levels (Jabeen *et al.*

2020). Employee suggestion schemes in our organization are always associated with problem solving schemes amongst the employees to a moderate extent ($M=3.8171$, $SD=.91648$). This was attributed to the employee suggestion schemes providing suggestions on how various work challenges can be addressed. This is due to the employees having diverse work insights owing to their work experiences. These results concur with those of Okwuagwu and Eze (2017) who results noted the importance of the employees suggestion schemes on addressing the employee work challenges. The study had noted the employee suggestion schemes provide a platform for the employees to provide suggestions that could be solutions to problems. Employee suggestion schemes are well embraced by the management team ($M=3.6971$, $SD=.96176$).

Embracement of the employee suggestion schemes by the management enhances the feeling of the employee being listened to and the management making decisions based on the employee feedback aspects. These results are consistent with those of Muthoka (2016) and Osato (2020) who found that the feeling of the employees being listened to is critical in the achievement of the employee job satisfaction aspects. The employees being listened to has been noted to impact on the employee job satisfaction levels. Feedback is always provided on the outcome of employee suggestion schemes to a large extent ($M=3.8686$, $SD=.78776$). The ability of the employees to be provided with feedback on their suggestions indicates that their suggestions were listened to and acted upon. This leads to the feeling of being appreciated within the work place. The results of this study are similar to Muthoka(2016) whose study also found out that provision of employee feedback is critical in enhancing the employee morale levels and thus job satisfaction levels. Action is always undertaken on the suggestions provided through employee suggestion schemes to a large extent ($M=3.8743$, $SD=.86846$). The taking of the action by the management based on the employee suggestions improves the job satisfaction

when employees note that their feedback has been incorporated into the organization's management. These results are in line with the findings of Osato (2020) and Muthoka (2016) whose studies found that the management action on the employee suggestions improves on the trust between the employees –employer relationship leading to employee satisfaction levels improvement.

4.4.5 Job Satisfaction

The descriptive statistics for the job satisfaction were presented in Table 12 below.

Table 12

Distribution by Job Satisfaction

	NE Freq. %	SE Freq. %	ME Freq. %	LE Freq. %	VLE Freq. %	Mean	Std Dev.
There are high levels of employee commitment level to the organization	0 0.0%	4 2.3%	39 22.3%	86 49.1%	46 26.3%	3.9943	.76186
There is a high levels of employee retention level to the organization	0 0.0%	4 2.3%	38 21.7%	80 45.7%	53 30.3%	4.0400	.78316
There is a high levels of employee quality service delivery to the organization	2 1.1%	0 0.0%	43 24.6%	80 45.7%	50 28.6%	4.0057	.79869
There are minimal service disruptions in our hospitals	0 0.0%	3 1.7%	41 23.4%	76 43.4%	55 31.4%	4.0457	.78650

There are high levels of employee commitment level to the organization to a large extent (M=3.9943, SD=.76186). The high levels of employee commitment levels is associated with the employee job satisfaction levels. This is attributable to various components such as the employees' views being heard and incorporated into the management feedback aspects. There is a high level of employee retention level to the organization to a large extent (M=4.0400, SD=.78316). Employee retention levels have been linked to employee voice strategies across the globe. There is a high levels of employee quality service

delivery to the organization to a large extent ($M=4.0057$, $SD=.79869$). The quality of service delivery is an indication of the employee job satisfaction due to diverse embracement of the employee voice strategies. There are minimal service disruptions in our hospitals to a large extent ($M=4.0457$, $SD=.78650$). Job satisfaction is important in any organization such as public health institution due to its link to employee performance (Fristin, 2018), employee loyalty (Khuong & Linh, 2020), employee engagement (Quek *et al.*, 2021), prevention of turnover challenges (Falatah *et al.*, 2021; Otache & Inekwe, 2021), employee retention (Pertiwi & Supartha, 2021), service delivery (Pertiwi & Supartha, 2021) and service quality (Baruah & Barthakur, 2013) amongst other aspects.

4.4.6 Diagnostic Tests

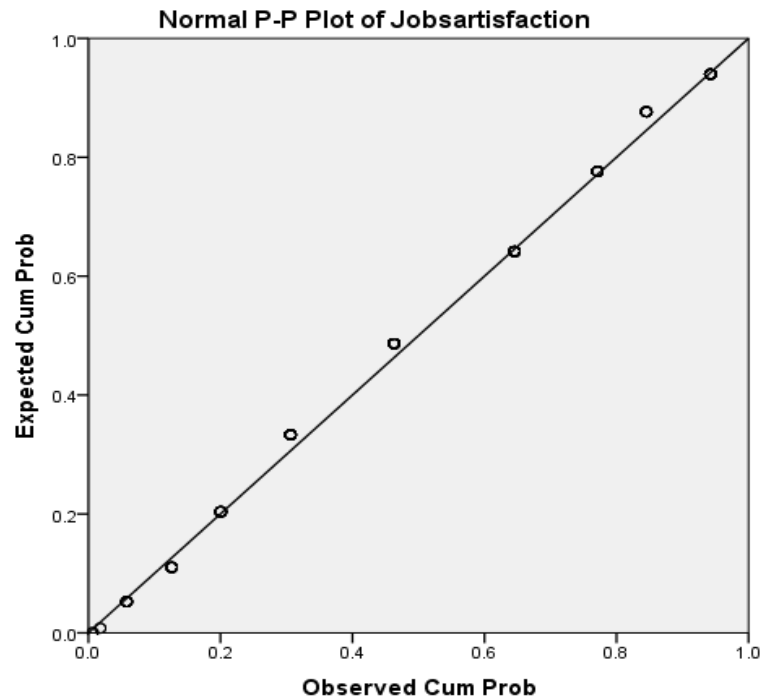
The diagnostic tests were used for the purposes of determining the data is fit for undertaking the regression analysis.

4.4.7 Normality Test

The normality test was undertaken and a probability plot examined. This enabled the comparison of the diagonal regression line to determine the comparison with diagonal regression line to determine normality aspects.

Figure 2

Normal Probability Plot of Regression Standardized Residual



The study concluded that the data is normally distributed given that the observed dots are laying within the diagonal line.

4.4.8 Multicollinearity Test

The multicollinearity was examined to check on whether there were predictor variables that were strongly correlating with each other which would undermine the capacity of the model to determine the unique contribution of the independent variable to the variance in dependent variable. The study results were presented in Table 13 below.

Table 13*VIF and Tolerance Tests for Multicollinearity*

Model		Collinearity Statistics	
		Tolerance	VIF
1	Attitude Survey	.314	3.180
	Upward Communication	.306	3.269
	Employee Participation	.372	2.687
	Suggestion Schemes	.588	1.701

a. Dependent Variable: Job Satisfaction

According to Darlington and Hayes (2017), the achievement of VIF values of less than 10 and tolerance value of above 0.1 leads to the conclusion that there were no multicollinearity challenges. In the context of this study, the achieved VIFs of the attitude survey, upward communication, employee participation, and suggestion stood at 3.180, 3.269, 2.687, and 1.701 respectively. On the other hand, the tolerance values stood at 0.314, 0.306, 0.372, and 0.588 respectively leading to a conclusion that there are no multicollinearity challenges.

4.4.9 Autocorrelation Test

The autocorrelation tests was undertaken using Durbin Watson tests. The tests were examined using Durbin Watson tests. The results were presented in Table 14 below.

Table 14*Model Summary^b*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.775 ^a	.601	.591	.40255	1.876

a. Predictors: (Constant), Suggestion schemes, Upward communication, Employee participation, Attitude survey

b. Dependent Variable: Job satisfaction

The autocorrelation challenges lead to the challenges with the regression model predictions. According to Darlington and Hayes (2017), the achievement of the Durbin Watson test statistics of a range of 1.5 to 2.5 would lead to the conclusion that there are no autocorrelation challenges. This study observed a value of 1.876 which is between the acceptable range thus concluded that there was no autocorrelation challenges.

4.4.10 Correlational Analysis

The study undertook a correlational analysis. According to Gathii et al (2019), the correlational analysis is used further examination of the association between the variables. The results of the correlational analysis were presented in Table 15 below.

Table 15

Correlational Analysis

		Attitude Survey	Upward Communication	Employee Participation	Suggestion Schemes	Job Satisfaction
Attitude Survey	Pearson Correlation	1	.799**	.698**	.553**	.699**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	175	175	175	175	175
Upward Communication	Pearson Correlation	.799**	1	.723**	.480**	.528**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	175	175	175	175	175
Employee Participation	Pearson Correlation	.698**	.723**	1	.615**	.600**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	175	175	175	175	175
Suggestion Schemes	Pearson Correlation	.553**	.480**	.615**	1	.652**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	175	175	175	175	175
Job satisfaction	Pearson Correlation	.699**	.528**	.600**	.652**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	175	175	175	175	175

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

The results of the study indicated that there were several relationship associations between variables. The study found that attitude survey had a positive correlation association with job satisfaction ($r=0.699$, $\text{sig}=0.000$); upward communication and job satisfaction ($r=0.528$, $\text{sig}=0.000$); Employee participation and job satisfaction ($r=0.600$, $\text{sig}=0.000$); Suggestion schemes and job satisfaction ($r=0.652$, $\text{sig}=0.000$). The study's results are consistent with those of other studies. Okwuagwu, Onoh, and Nnoje (2017) concluded that the attitude survey enables the employees to feel they have participated in the decision making and in this regard the study recommended that occasional attitude survey should be used in decision-making aspects. Ikechi and Zeb-Obipi (2020) linked the employee attitude survey to job satisfaction through indicating the employees' level of commitment to their work and organizational commitment aspects. In India, Akshaykumar, Gosavi, and Garud (2018) examined the employee attitude survey amongst other aspects in the context of workplace satisfaction. The study found that while the undertaking of employee attitude survey itself is important, it is the analysis of these results is further important in enabling the management undertake appropriate action on the employee attitudes and thereafter job satisfaction aspects.

Hoffmeister (2019) found that satisfaction levels with the upward communication leads to a positive climate conditions within the organization leading to improved job satisfaction levels. Khatoon and Affiliated (2019) found that employee participation was linked to the improved job satisfaction through cultivation of the employee interests and dedication in the work that need to be undertaken. Mehrajunnisa and Jabeen (2020) studied the strategic factors driving employee suggestion schemes within the GCC organizations. The study found that the employee suggestion schemes were associated with improvement of service delivery, and innovation aspects and

improvement to the employee engagement levels. In Nigeria, Okwuagwu and Eze (2017) studied the influence of suggestion schemes and the organizational citizenship amongst telecommunication firms in the country. The study found that the suggestion schemes are implemented through making suggestions to the organization through recommended format which are then dropped into a suggestion box that is placed in a conspicuous area within the organization.

4.5 Regression Analysis

4.5.1 Influence of Attitude Survey on Job Satisfaction

The researcher undertook simple linear regression analysis with a view of determining the influence of attitude survey on the job satisfaction. The results of the linear regression results were presented in the subsequent sections.

Table 16

Model Summary of Attitude Survey

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.488	.485	.45171

a. Predictors: (Constant), Attitude Survey

According to {Formatting Citation} the correlation coefficient in a regression analysis presents the correlation between the independent variables cumulatively and the dependent variable. In this context, the correlation coefficient of 0.699 indicates that there is a strong positive correlation between attitude survey and job satisfaction aspects. (Maina, 2021) that the coefficient of determination (R Square) provides the change in the dependent variable that is attributable to the independent variable. The study's results found the coefficient of determination stood at 0.488 which indicated that 48.8% of the change in job satisfaction was associated with the attitude survey. This led to the

conclusion that the difference of 51.2% of the change in job satisfaction was a result of other factors that are not in the regression model.

The one-way Analysis of Variance (ANOVA) was examined in the study. According to (Frost, 2020), the ANOVA is used for determining on whether the regression model is good fit for data or not. In this context, the regression model of the Attitude survey against job satisfaction is undertaken to examine on whether this model is good fit for data. The results have been presented in the Table 17 below.

Table 17

ANOVA^a of Attitude Survey

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.682	1	33.682	165.072	.000 ^b
	Residual	35.300	173	.204		
	Total	68.982	174			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Attitude Survey

The study results of the one way ANOVA was $F(1,173)= 165.072$, P value =0.000. According to (Fox, 2016b), an achievement of the p value of less than or equal to 0.05 level of significance implies that the regression model is good fit for data. The study having achieved a p value of less than 0.05 level of significance concluded that the regression model is good fit for data.

The study undertook the t test to examine on whether the attitude survey had a statistically significant influence on the job satisfaction. The results were presented in Table 18 below.

Table 18*Coefficients^a of Attitude Survey*

Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	1.734	.181		9.567	.000
	Attitude Survey	.597	.046	.699	12.848	.000

a. Dependent Variable: Job Satisfaction

The following null hypothesis was tested in the study.

H₀₁: There is no statistically significant effect of attitude survey on job satisfaction among medical staff in public health facilities in the County government of Bomet.

To examine on whether the attitude survey had a statistically significant influence on the job satisfaction, the f test was undertaken. According to (Fox, 2016a), the t test is used to test the null hypothesis that an independent variable does not have a statistically significant influence on the dependent variable at a given level of significance. The level of significance that was used in this study is 5%. Darlington and Hayes (2017), further note that the achievement of a p value of less than or equal to 5% leads to the conclusion of rejection of the null hypothesis and acceptance of the alternative hypothesis. With respect to the influence of the attitude survey on the job satisfaction, the study found that the p value stood at 0.000 which was less than the 0.05 level of significance. The study concluded that the attitude survey had a statistically significant influence on the job satisfaction levels. The study further found that the unstandardized regression beta stood at 0.597 which indicated that a unit increase in attitude survey would lead to 0.597 change in the job satisfaction. The results of the current study are in agreement with those of Ikechi and Zeb-Obipi (2020) who noted the importance of the role of the employee attitude survey helping in highlighting the various challenges that the

employees might be facing in their work execution. The highlight of such challenges are critical to the employee job satisfaction as noted by Nwuche and Oshi (2020) as well as Kebite (2018) amongst others.

4.5.2 Influence of Upward Communication on Job Satisfaction

The researcher undertook simple linear regression analysis with a view of determining the influence of upward communication on the job satisfaction. The results of the linear regression results were presented in the subsequent sections.

Table 19

Model Summary of Upward Communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 ^a	.279	.275	.53627

a. Predictors: (Constant), Upward Communication

The study achieved a regression coefficient of 0.528 which indicated that there was a strong correlation between upward communication and job satisfaction levels. The study further found that the R square stood at 0.275 which indicated that 27.5% of the change in the job satisfaction was a result of the upward communication. The difference of 72.5% change in the job satisfaction was a result of other factors that are not regression model.

The one way Analysis of Variance (ANOVA) was examined in the study. According to (Frost, 2020), the ANOVA is used for determining on whether the regression model is good fit for data or not. In this context, the regression model of the upward communication against job satisfaction is undertaken to examine on whether this model is good fit for data. The results have been presented in the Table 20 below.

Table 20*ANOVA^a of Upward Communication*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.230	1	19.230	66.868	.000 ^b
	Residual	49.752	173	.288		
	Total	68.982	174			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Upward Communication

The study results of the one way ANOVA was $F(1,173) = 66.868$, P value = 0.000. According to (Fox, 2016b), an achievement of the p value of less than or equal to 0.05 level of significance implies that the regression model is good fit for data. The study having achieved a p value of less than 0.05 level of significance concluded that the regression model is good fit for data.

The study undertook the t test to examine on whether the upward communication had a statistically significant influence on the job satisfaction. The results were presented in Table 21 below.

Table 21*Coefficients^a of Upward Communication*

Model		Unstandardized Coefficients		Standardized t	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.552	.184	13.850	.000
	Upward Communication	.404	.049	.528	.000

a. Dependent Variable: Job Satisfaction

The following null hypothesis will be tested in the study.

H₀₂: There is no statistically significant effect of upward communication on job satisfaction among medical staff in public health facilities in County government of Bomet.

The null hypothesis on whether the upward communication had no statistically significant influence on the job satisfaction was tested using the t tests. The study achieved p value of 0.000 in this regard. Since the achieved p value is less than the level of significance, a conclusion was made to reject the null hypothesis that upward communication had no statistically significant influence on the job satisfaction. The researcher thus accepted the alternative hypothesis that the upward communication had a statistically significant influence on the job satisfaction aspects. The researcher further observed that the regression coefficient that was achieved for the influence of the upward communication on the job satisfaction was 0.404. This indicated that a unit change in the upward communication would be associated with 0.404 change in the job satisfaction. The results of the study on the importance of the upward communication is consistent with the other findings such as Ali, Adnan, Jan, and Khan (2012)as well as Ogwang (2017). Ali, Adnan, Jan, and Khan (2012)also found that the organizational leadership reception of the employees' communication and concerns is a critical way of building trusts within the organization leading to employee job satisfaction level. The link between the employee ease of expressing the challenges and the work conduciveness and satisfaction that were found in this study were consistent with those of Hoffmeister (2019) as well as Ogwang (2017)who also linked communication leeway of expressing challenges with job satisfaction levels.

4.5.3 Influence of Employee Participation on Job Satisfaction

The researcher undertook simple linear regression analysis with a view of determining the influence of employee participation on the job satisfaction. The results of the linear regression results were presented in the subsequent sections.

Table 22

Model Summary of Employee Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 ^a	.360	.356	.50514

a. Predictors: (Constant), Employee Participation

The study results indicated that correlation coefficient stood at 0.600 which indicated that there was a strong positive correlation between employee participation and job satisfaction. The study further found that the coefficient of determination (R Square) stood at 0.360 which indicated that 36.0% of the change in the job satisfaction was a result of employee participation and 64% was as a result of other factors not in the model.

The one-way Analysis of Variance (ANOVA) was examined in the study. The ANOVA was undertaken to examine on whether the regression model is good fit for data or not. The results have been presented in the Table 23 below.

Table 23*ANOVA^a of Employee Participation*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.839	1	24.839	97.347	.000 ^b
	Residual	44.143	173	.255		
	Total	68.982	174			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Participation

The study results of the one way ANOVA was $F(1,173)= 97.347$, P value =0.000. According to (Fox, 2016b), an achievement of the p value of less than or equal to 0.05 level of significance implies that the regression model is good fit for data. The study having achieved a p value of less than 0.05 level of significance concluded that the regression model is good fit for data.

The study undertook the t test to examine on whether the employee participation had a statistically significant influence on the job satisfaction. The results were presented in Table 24 below.

Table 24*Coefficients^a of Employee Participation*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.048	.204		10.053	.000
	Employee Participation	.546	.055	.600	9.866	.000

a. Dependent Variable: Job Satisfaction

The following null hypothesis will be tested in the study.

H₀₃: There is no statistically significant effect of employee participation on job satisfaction among medical staff in public health facilities in County government of Bomet.

The study further used the t tests to test the null hypothesis that employee participation had no statistically significant influence on the job satisfaction. The test was undertaken at 5% level of significance. The study achieved a p value of 0.000 which was above the 5% level of significance leading to the conclusion to reject the null hypothesis. The study thus concluded that employee participation within the Bomet hospitals had a statistically significant influence on job satisfaction in the county. The study further found that the regression coefficient stood at 0.546 which implied that a unit change in the employee participation would lead to 0.546 change in the job satisfaction. The results of this study are consistent with other studies. In this context, the link between the employee participation in decision making and decision ownership levels found in this study was consistent with the findings to by Mukiira (2020) and Kuria (2017) amongst others. These findings noted the centrality of the employee participation in decision making and the acceptance of the made decisions.

4.5.4 Influence of Suggestion Schemes on Job Satisfaction

The researcher undertook simple linear regression analysis with a view of determining the influence of suggestion schemes on the job satisfaction. The results of the linear regression results were presented in the subsequent sections.

Table 25*Model Summary of Suggestion Schemes*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.422	.47885

a. Predictors: (Constant), Suggestion Schemes

The study achieved a correlation coefficient of 0.652 which implied that there was a strong correlation between suggestion schemes and job satisfaction levels. The study further found that the coefficient of determination stood at 0.425 implying that 42.5% of the change in the job satisfaction levels was associated with the suggestion schemes. This implied that 57.5% of the change in the job satisfaction was a result of other factors not in the regression model.

The one way Analysis of Variance (ANOVA) was undertaken to examine on whether the regression model is good fit for data.

The results have been presented in the Table 26 below.

Table 26*ANOVA of Suggestion Schemes*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.313	1	29.313	127.836	.000 ^b
	Residual	39.669	173	.229		
	Total	68.982	174			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Suggestion Schemes

The study results of the one way ANOVA was $F(1,173)= 127.836$, P value =0.000. According to (Fox, 2016b), an achievement of the p value of less than or equal to 0.05 level of significance implies that the regression model is good fit for data. The study

having achieved a p value of less than 0.05 level of significance concluded that the regression model is good fit for data.

The study undertook the t test to examine on whether the suggestion schemes had a statistically significant influence on the job satisfaction. The results were presented in Table 27 below.

Table 27

Coefficients of Suggestion Schemes

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	1.574	.219		7.174	.000
1 Suggestion Schemes	.652	.058	.652	11.306	.000

a. Dependent Variable: Job Satisfaction

The following null hypothesis was tested in the study.

H₀₄: There is no statistically significant effect of suggestion schemes on job satisfaction among medical staff in public health facilities in County government of Bomet.

The null hypothesis on whether suggestion schemes had statistically significant influence on the job satisfaction was tested using the null hypothesis. A P value of 0.000 was achieved which was less than 0.05, leading to the conclusion to reject the null hypothesis and accept the alternative hypothesis. The study thus concluded that the suggestion schemes had a statistically significant influence on the job satisfaction levels. The unstandardized regression coefficient that were observed stood at 0.652 which implied that a unit change in the suggestion schemes led to 0.652 change in the job satisfaction. These results were consistent with those of Okwuagwu and Eze (2017) who noted the

employee suggestion schemes leads to the improvement in the innovation amongst the employees. The employees innovation has also been associated with employee performance and hence employee job satisfaction levels (Jabeen *et al.* 2020).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study sought to examine the effects of employee voice strategies on job satisfaction among the medical staff in public health facilities in the County government of Bomet, Kenya. The structured questionnaires were used for the data collection and distributed to 205 respondents in which 175 respondents returned the filled questionnaires. This chapter presents the summary of the results, conclusions of the study and recommendations.

5.2 Summary of the Research Findings

This study examined the influence of the employee voice strategies on the job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya.

5.2.1 Attitude Survey

The study sought to establish the effects of Attitude Survey on job satisfaction amongst the medical staff in public health facilities in County government of Bomet, Kenya. The study used five indicators to measure the attitude survey. The study found to a large extent employee attitude survey is important for providing the viewpoints on the employees' commitment levels, employee attitude survey is important for highlighting employees' potential problematic areas, employee attitude survey is important for improving employees' morale levels in our organization, employee attitude survey in our organization always focuses on the career aspects and employee attitude survey in our organization always focuses on the work climate aspects.. The study found that attitude survey had a positive correlation association with job satisfaction. The study found that the attitude survey had a statistically significant influence on the job satisfaction levels.

The study further found that a unit increase in attitude survey would lead to 0.597 change in the job satisfaction.

5.2.3 Upward Communication

The study sought to examine the effects of Upward Communication on job satisfaction amongst the medical staff in public health facilities in County government of Bomet, Kenya. The study found that to a large extent the communication of the employees to the hospital management always adequately provides information from the subordinate to their superiors on employee challenges, our superiors are always responsive to the upward communication from their juniors, communication of the employees to the hospital management always enables the employees to express their feelings on diverse work issues, communication of the employees to the hospital management leads to a sense of belongingness in the organization, and communication of the employees to the hospital management leads to a sense of accountability in the organization . The study found that upward communication had a positive correlation association with job satisfaction. The study found that the upward communication had a statistically significant influence on the job satisfaction aspects. The researcher further observed that the regression coefficient that was achieved for the influence of the upward communication on the job satisfaction was 0.404. This indicated that a unit change in the upward communication would be associated with 0.404 change in the job satisfaction.

5.2.4 Employee Participation

The study sought to examine the effects of employee participation on job satisfaction amongst the medical staff in public health facilities in County government of Bomet, Kenya. The study found that to a large extent, the employees always participated in matters touching on their welfare to a large extent, employees engagement in decision making is always well received by the management team, employee engagement in

decision making in our organization often leads to enhanced employee engagement levels, and employee participation in various hospital decisions leads to an increase in acceptance of made decisions. The study further found that employee participation in various aspects of decision making is at an adequate level in our organization to a moderate extent. The study found that employee participation had a positive correlation association with job satisfaction. The study found that employee participation within the Bomet hospitals had statistically significant influence on job satisfaction in the county. The study further found that the regression coefficient stood at 0.546 which implied that a unit change in the employee participation would lead to 0.546 change in the job satisfaction.

5.2.5 Suggestion Schemes

The study sought to establish the effects of Suggestion Scheme on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study found that to a large extent, the employee suggestion schemes in our organization are always associated with increased innovativeness amongst the employees, Employee suggestion schemes are well embraced by the management team, employee suggestion schemes in our organization are always associated with problem solving schemes amongst the employees, feedback is always provided on the outcome of employee suggestion schemes and action is always undertaken on the suggestions provided through employee suggestion schemes. The study found that suggestion schemes had a positive correlation association with job satisfaction. The study found that suggestion schemes had a statistically significant influence on the job satisfaction levels. The unstandardized regression coefficient that were observed stood at 0.652 which implied that a unit change in the suggestion schemes led to 0.652 change in the job satisfaction with the rest of the variables held constant.

5.2.4 Job Satisfaction

There are high levels of employee commitment level to the organization to a large extent. The high levels of employee commitment levels is associated with the employee job satisfaction levels. This is attributable to various components such as the employees' views being heard and incorporated into the management feedback aspects. There is a high levels of employee retention level to the organization to a large extent. Employee retention levels have been linked to employee voice strategies across the globe. There is a high level of employee quality service delivery to the organization to a large extent. The quality of service delivery is an indication of the employee job satisfaction due to diverse embracement of the employee voice strategies. There are minimal service disruptions in our hospitals to a large extent. Job satisfaction is important in any organization such as public health institution due to its link to employee performance, employee loyalty, employee engagement, prevention of turnover challenges, employee retention, service delivery and service quality amongst other aspects.

5.3 Conclusions of the Study

The study made the following conclusions with respect to the influence of the employee voice strategies on the job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya.

The study sought to establish the effects of Attitude Survey on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study concluded that attitude survey had a positive correlation association with job satisfaction. The study further concluded that that the attitude survey had a positive and statistically significant influence on the job satisfaction levels.

The study sought to examine the effects of Upward Communication on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study concluded that the upward communication had a statistically significant influence on the job satisfaction aspects.

The study sought to examine the effects of employee participation on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study concluded that employee participation within Bomet hospitals had statistically significant influence on job satisfaction in the county.

The study sought to establish the effects of Suggestion Scheme on job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The study concluded that suggestion schemes had a statistically significant influence on the job satisfaction levels.

5.4 Recommendations

The study made the following recommendations with respect to the influence of the employee voice strategies on the job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya.

Given that the attitude survey had a positive and statistically significant influence on the job satisfaction levels, the study recommended that the county government of Bomet should always implement the attitude surveys. This would enable the county government to understand the attitudes of the county government employees and thus undertake necessary actions to remedy the challenges whenever found.

The study recommended the enhancement of the upward communication strategies with a view to enhancing the job satisfaction amongst the medical staff in public health facilities in the County government of Bomet, Kenya. The upward communication

strategies would enable the county government officials understand the challenges of the employees as well as receive critical feedback in respect to the county operations. This would serve to improve on the employee job satisfaction levels.

The county government of Bomet should implement policies that would enhance the employee participation levels with a view of determining the manner in which such policies impact on the job satisfaction levels. The county government of Bomet should further examine and enhance the use of suggestion schemes in order to improve on the job satisfaction amongst the medical staff in public health facilities in County government of Bomet, Kenya.

5.5 Suggestion for Further Studies

The study recommends that further studies should be undertaken to examine the role of the voice strategies within the context of other county governments. The study examined the context of voice strategies within Bomet County and the study could not be generalized to the other counties. The study thus recommends undertaking a survey of the voice strategies within other counties.

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APPENDICES

Appendix I: Research Questionnaire

My name is Cathleen Chepkoech and I am a student pursuing Master of Science in Human Resource Management at Kabarak University. I am carrying out research on **Effects of Select Employee Voice Strategies on Job Satisfaction among the Medical Staff in Public Health Facilities in the County government of Bomet, Kenya**. The research is for academic purposes only and it will form part of the requirements that will enable me to complete my post graduate program.

[Please, answer the following questions and tick where appropriate].

Background Information

Section 1: Personal Information

1. What is your gender?
Female Male
2. What is your age?
Below 25 years 25 – 35 years
35 – 45 years 45 and above
3. How long have you worked at County Government of Bomet?
Less than one year 1 – 5 years
6 – 10 years More than 10 years

Section II: Attitude Survey

Attitude survey is the assessment of the moral and the opinions of the employees with a view to improving the work place Please tick () the answer that describes your opinion to the following statements in relation to **Attitude Survey**. Using a 5 point Likert-type scale ranging from 1= Strongly disagree to 5=Strongly agree where;
5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree

Statement	1	2	3	4	5
Employee attitude survey is important for providing the viewpoints on the employees' commitment levels.					
Employee attitude survey is important for highlighting employees' potential problematic areas					
Employee attitude survey is important for improving employees' morale levels in our organization					
Employee attitude survey in our organization always focuses on the career aspects					
Employee attitude survey in our organization always focuses on the work climate aspects					

Section III: Upward Communication

The upward communication as those communication from the employees to those up the hierarchy within the organization. Please tick your answer using the following 5-points scale where;

5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree

Statement	1	2	3	4	5
Communication of the employees to the hospital management always adequately provides information from the subordinate to their superiors on employee challenges					
Our superiors are always responsive to the upward communication from their juniors					
Communication of the employees to the hospital management always enables the employees to express their feelings on diverse work issues					
Communication of the employees to the hospital management leads to a sense of belongingness in the organization					
Communication of the employees to the hospital management leads to a sense of accountability in the organization					

Section IV: Employee Participation

Employee participation refers to the employee involvement in decision making other than simply complying with diverse orders that are issued .Please tick your answer using the following 5-points scale where;

5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree

Statement	1	2	3	4	5
Employees are always participates in matters touching on their welfare					
Employees engagement in decision making is always well received by the management team					
Employee engagement in decision making in our organization often leads to enhanced employee engagement levels					
Employee participation in various hospital decisions leads to an increase in acceptance of made decisions -					
Employee participation is various aspects of decision making is at an adequate level in our organization					

Section V: Suggestion Schemes

Suggestion schemes refer to the mechanisms for capturing internal ideas from the employees. Please tick your answer using the following 5-points scale where;

5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree

Statement	1	2	3	4	5
Employee suggestion schemes in our organization are always associated with increased innovativeness amongst the employees					
Employee suggestion schemes in our organization are always associated with problem solving schemes amongst the employees					
Employee suggestion schemes are well embraced by the management team					
Feedback is always provided on the outcome of employee suggestion schemes					
Action is always undertaken on the suggestions provided through employee suggestion schemes					

Section VI: Job Satisfaction

The job satisfaction is the positive or negative evaluation or judgement of job by the employee. Please tick your answer using the following 5-points scale where;

5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree

Statement	1	2	3	4	5
There are high levels of employee commitment level to the organization					
There is a high levels of employee retention level to the organization					
There is a high levels of employee quality service delivery to the organization					
There are minimal service disruptions in our hospitals					

Appendix II: Kabarak University Research Ethics Committee



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/01/06/22

Date: 6th June, 2022

Cathleen Chepkoech Kimetto
Kabarak University,

Dear Cathleen,

RE: EFFECTS OF SELECT EMPLOYEE VOICE STRATEGIES ON JOB SATISFACTION AMONG THE MEDICAL STAFF IN PUBLIC HEALTH FACILITIES IN BOMET COUNTY, KENYA

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-010622**. The approval period is **6/06/2022 – 6/06/2023**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**.
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to **KUREC**;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

Prof. Jackson Kitetu Ph.D.
KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies



As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

Appendix III: NACOSTI Research Authorization Letter

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 556661	Date of Issue: 04/July/2022
RESEARCH LICENSE	
	
<p>This is to Certify that Miss. Cathleen Chepkoech of Kabarak University, has been licensed to conduct research in Bomet on the topic: Effects of select employee voice strategies on job satisfaction among the medical staff in public health facilities in bomet county for the period ending : 04/July/2023.</p>	
License No: NACOSTI/P/22/18592	
556661	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECINOLGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation
off Waiyaki Way, Upper Kabete,
P. O. Box 30623, 00100 Nairobi, KENYA
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077
Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix IV: List of Publication



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EFFECT OF ATTITUDE SURVEY ON JOB SATISFACTION AMONG THE MEDICAL STAFF IN PUBLIC HEALTH FACILITIES IN BOMET COUNTY, KENYA

Chepkoech Cathleen Kimetto¹ⁱ,

Simon Kipchumba²,

Daisy Bowen³

¹Master of Science in Human Resource Management Student,
Kabarak University,
Kenya

²Senior Lecturer,
Professor,
Kabarak University,
Kenya

³Senior Lecturer, Dr.,
Kabarak University,
Kenya

Abstract:

The public health facilities in Kenya provide diverse health services to its citizens throughout the country. Public health employees across the country have exhibited some dissatisfaction in the recent past which has led to poor service delivery as well strikes. This could be a result of delays in salaries, poor remuneration, poor working conditions, lack of PPEs and non-inclusion of employees in airing their views. These issues and others are indicative of having demotivated and unsatisfied employees. This study, therefore, purposes to establish the effect of the attitude survey strategies on job satisfaction among the medical staff in public health facilities in Bomet County. Specifically, the study seeks to examine whether attitude surveys, upward communication, employee participation and suggestion schemes have an effect on the job satisfaction of employees in public health facilities in Bomet County. The study was guided by the anxiety uncertain theory. A cross-sectional descriptive research design was used. The study targeted 205 medical staff drawn from 3 public health facilities in Bomet County. A stratified random sampling technique was used. A sample size of 136 medical staff was used in the study. A questionnaire was used for data collection. A pilot study was undertaken in Kericho referral hospital. The study made the following conclusions. The study concluded that the attitude survey had a statistically significant influence on job satisfaction levels. The study further found that the unstandardized regression beta

¹ Correspondence: email cathleenkimeto@gmail.com

Appendix V: Evidence of Conference Participation



KABARAK UNIVERSITY

Certificate of Participation

Awarded to

Cathleen Kimeto

for successfully participating in the Kabarak University International Research Conference on Business and Economics held from 11th -12th October 2022 and presented a paper entitled *“Effect of Upward Communication on Job Satisfaction Among The Medical Staff in Public Health Facilities In Bomet County, Kenya.”*

Conference Theme

Global Trends in Trade Investments and Growth

Dr. Patrick Kibati
Dean, School of Business and
Economics

Dr. Miriam Muga
Ag. Director Research, Innovation
and Outreach

Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.

(1 Peter 3:15)



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