

**THE INFLUENCE OF REWARDS ON JOB SATISFACTION OF HEALTH WORKERS
IN NAKAWA DIVISION**

BY

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DECLARATION

I, Pamela Mary Arinanye, do hereby declare that this dissertation is my original work and has never been submitted for any award in any university or institution of higher learning.

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APPROVAL

This is to certify that this dissertation by Arinanye Mary Pamela was done under our supervision and is ready for submission for examination with our approval as university supervisors

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DEDICATION

This dissertation is dedicated to my beloved family, for unwavering financial support, guidance, encouragement, and inspiration that have been the cornerstone of my academic journey. Your boundless support has propelled me through the challenges and triumphs of pursuing my master's degree, instilling within me the perseverance and determination necessary to reach this milestone. With profound gratitude and love, I honor his profound influence on my life and dedicate this dissertation to you.

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LIST OF ACRONYMS

CVI	Content Validity Index
DNPR	Diverse Needs and Personalised Rewards
HIV/TB	Human Immunodeficiency Virus/ Tuberculosis
MOH	Ministry of Health
USAID	United States Agency for International Development

ABSTRACT

Job satisfaction is a crucial determinant of success in the healthcare sector, yet it remains a challenge to achieve among its diverse workforce. This study investigated the effect of job rewards on job satisfaction of health workers. The survey among health workers in Nakawa Division aimed to achieve four objectives: (1) determine the influence of extrinsic rewards on job satisfaction, (2) examine the effect of intrinsic rewards on job satisfaction, (3) assess how employee sex moderates the relationship between extrinsic rewards and job satisfaction, and (4) investigate how employee sex moderates the relationship between intrinsic rewards and job satisfaction. A cross-sectional survey design was adopted applying both qualitative approaches and quantitative. Data was gathered from a sample of 183 health workers. However, responses were only obtained from 147 respondents using questionnaires and interviews were conducted with 12 respondents. Data was analysed using SPSS to produce regression models and correlations. The study revealed that extrinsic ($\beta= 0.364$, p-value <0.05) and intrinsic rewards ($\beta=.747$, p-value <0.05) have a significant influence on job satisfaction. The study underscores the importance of enhancing rewards to improve job satisfaction in healthcare organizations. Moreover, it established that demographic characteristic as moderators shape the influence of rewards on job satisfaction. Recommendations for this study include enhancing extrinsic rewards by elevating salaries and offering job benefits, while also fostering an environment conducive to intrinsic motivation through challenging tasks and decision-making empowerment. Fairness and equity in reward distribution, tailored to demographic profiles, are further emphasized.

Keywords: Job satisfaction, Rewards, Extrinsic rewards, intrinsic rewards, Demographic characteristics.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Health sector has been preoccupied by workers from all walks of life but, job satisfaction is an essential and substantial aspect in different organizational settings including but not limited to the health sector. This denotes an average attitude of a worker at the job. Should a worker be satisfied with their work, he or she is most likely to perform the task with a positive attitude which may eventually draw commitment to serve their organization. However, this may not be the case in the absence of rewards (Wang & Feng, 2003).

Much as rewards are presumed to drive a worker's satisfaction level to a certain degree, it is not yet clear whether the demographic aspects of the workers in any way determine how one employee's satisfaction level will differ from the other. Besides, there is still limited empirical evidence that has established so, hence rising concerns. In this case therefore, the current study investigated whether rewards influence job satisfaction of health workers when moderate by employee demographics. This chapter presents the background of the study, statement of the problem, study objectives, study hypothesis, scope of the study and conceptual framework.

1.2 Background to the study

This background is divided into four key areas that is, historical background, theoretical background, contextual background and conceptual background as discussed below.

1.2.1 Historical background

Job satisfaction in firms is fundamental for success of entire organization (Terera & Ngirande, 2014). Over years, job satisfaction was highly valued in the social scientific literature (Clifford, 1985). The early 1930s economic and employment difficulties are believed to have had an impact on the advancement in attitude assessment and most importantly, job satisfaction amongst employees.

By 1940s and 1950s, most researchers developed interest to conduct empirical studies on how work environment and individual traits influence different levels of job satisfaction (Spector, 1997). Therefore, Job satisfaction has been a subject of debate among the academicians and practitioners. In fact, it is a widely studied concept regarding the kind of feelings that a worker has towards their job.

In this sense, 1960 could be referred to as the "golden age" of studies on job satisfaction, when psychologists started to formulate significant theoretical stances. Herzberg, Mausner, and Snyderman in 1959 developed the "Two-factor theory" which became popular and was largely used in practice for more than ten years. In 1964, Victor Vroom created an Expectancy Theory of Motivation that also emphasised on satisfaction (Wright, 2006).

Since 20th century, businesses all over the globe have prioritized job satisfaction. Managers can enhance their understanding of the employee experience, identify factors influencing job satisfaction, and develop potential solutions for positive change by utilizing theories that intersect with those explaining motivation (Stater & Stater, 2019). For instance, the conventional job satisfaction model concentrates on the way an individual feel about their job.

Nonetheless, what satisfies one at their job or what satisfies them cannot only be limited to the nature of the job, but by perception, attitude, expectations from the job itself (Hong, While , & Barringall , 2005). The contentment with the aspects of a job that the employee loves or hates can be used to explain general job satisfaction (Kumari, Barkat Ali, & Abbas, 2021). However, in circumstances where the overall satisfaction is high, job satisfaction receives less consideration. Therefore, examining various features may help to understand why job satisfaction is still low in organizations especially among health workers by pinpointing the parts of the job that health workers detest.

1.2.2 Theoretical background

Several theories explain the concept of motivation as a means of boosting workers' satisfaction at the job and these include; The hierarchy of needs theory by Abraham Maslow, Two factor theory by Herzberg, McGregor's X and Y theory among others (Sarwar, & Abugre, 2013) but, the study adopted The Theory of Diverse Needs and Personalized Rewards and Herzberg two factor theory developed in 1959.

The Theory of Diverse Needs and Personalized Rewards

This theory posits that job satisfaction among employees is influenced not only by the nature and magnitude of rewards but also by the unique needs and preferences of individuals within a diverse workforce (Jiang et al., 2021). The Theory of Diverse Needs and Personalized Rewards acknowledges that employees have a wide range of needs and aspirations, including financial security, career growth, work-life balance, and recognition. These needs are influenced by individual factors like age, sex, educational background, and job role (Ramlall, 2004).

Therefore, according to this theory, in order to maximize job satisfaction, organizations should adopt a personalized approach to rewards. This involves tailoring reward systems to align with the specific needs and preferences of different demographic groups. For example, flexible work arrangements might be more appealing to working parents, while skill development opportunities could motivate younger employees.

In the context of the study on rewards, employee job satisfaction, and employee demographics at private health facilities, the Theory of Diverse Needs and Personalized Rewards guided this research by considering how different demographic groups within the organization have distinct needs and preferences regarding rewards and job satisfaction. The study can explore which types of rewards resonate most with various demographic segments and how these preferences influence overall job satisfaction.

Herzberg's Two-Factor Theory

The study was anchored on Herzberg's Two-Factor Theory attributed to the works of Herzberg (1959).

The theory posits that two factors play a pivotal role in determining workforces' working attitudes and degree of job satisfaction. The factors identified by the theory are Motivation and Hygiene Factors (Wright & Bonett, 2017). Motivation Factors are Intrinsic Factors that are likely to cause an increment in a worker's job satisfaction while of the other hand, Hygiene Factors refer to those external factors that inhibit a worker from getting dissatisfied.

The theory also presupposed that when hygiene factors are fully supplied, workers do not necessarily get satisfied at their jobs (Westover & Taylor, 2010). The theory therefore argues out

that motivational factors ought to be catered for if job satisfaction is to be achieved among the workers.

Two-Factor Theory is narrowly connected to Maslow's hierarchy of needs, though, in its explanation, it supplemented the Maslow's theory of needs with other factors to measure how workers are motivated at their places of work. The theory further posits that when low-level needs of workers are provided (extrinsic or hygiene factors) then workers are not necessarily motivated, but instead they prevent the employees from getting dissatisfied. Similarly, when high-level needs of workers are provided (intrinsic or motivation factors), employees are prevented from getting dissatisfied but do not get motivated to add any extra effort (Kuhlen, 1963).

The theory was found to be informing this study. It is from this theory that the study got insights to test whether extrinsic and intrinsic rewards as stipulated in the theory were indeed influencers of health workers job satisfaction in the context of Uganda.

1.2.3 Conceptual background

The major constructs of the study were rewards and job satisfaction. Besides, the study was also interested in establishing the role of workers demographics as the moderator in the study. These constructs have drawn interest from a number of scholars who have tested the relationship between two variables such as Terera and Ngirande (2014). But what has not been largely tested especially in the context of Uganda is whether employee demographics have a moderating role on the relationship between rewards and job satisfaction.

According to Ge et al. (2021), job satisfaction is defined as a measure for evaluating the value of work experiences. Job satisfaction according to Kumar and Singh (2011), is a pleasing emotional

state from the appraisal of one's job. In view of health worker's perspective, job satisfaction would mean that they stay in their current position for considerably long time. Kumar and Singh (2011) assert that job satisfaction rests on a worker's understanding of how their employment provides their needs and desires in addition to how their expectations are met or even surpassed. Notwithstanding of the concrete situations and conditions, job satisfaction is a cognitive reaction which is invisible but only, incidental. Job satisfaction is further defined as "a consciousness worker possesses regarding their employment situations and they expect towards their work" (Locke, 2017).

Subject to the rewards, Terera and Ngirande (2014), view rewards as inducements workers get from management to continue performing to the expectations of the organization. According to Terera and Ngirande (2014), rewards are possible sources of incentives for the employee". It is a representation of what people expect from their jobs or what they want to achieve.

Previous studies have demonstrated the importance of employment rewards in predicting job happiness. For instance, according to Wright and Bonett (2007), the existence of rewards increases job satisfaction of the workers and in the long run reduces their appetite for search of new job opportunities thus reducing employee turnover rates. According to Kumari et al. (2021), there isn't a reward that is superior to another. Organization ought to consider the situation and the person's needs when determining the rewards to offer to employees. Rewards have been categorized into two, intrinsic and extrinsic rewards, even though many employees might value extrinsic rewards, some would like to be intrinsically motivated. In this study, rewards have been conceptualized as extrinsic and intrinsic.

Similarly, Aduo-Adjei et al. (2016) also views intrinsic reward as a psychological incentive that employees receive for successfully completing meaningful job. Ge et al. (2021) found that intrinsic rewards are positively correlated with employee job satisfaction. Employees often value the need for autonomy and authority. Hofmans et al. (2013) concur that employees would prefer a job that would involve more responsibility and risk. Therefore, one would argue that intrinsic rewards provided to employees may boost job satisfaction. Whilst, these incentives are employed excessively, Ashraf (2020) asserts that workers may grow accustomed to them and their motivational value would be reduced. Therefore, according to Froese et al. (2019) organizations should opt changing their nature and timing if there is a need to retain their effectiveness on employee satisfaction.

Employee demographics, particularly sex, emerge as a critical mediator in the relationship between rewards and job satisfaction. Health workers' perceptions of intrinsic and extrinsic rewards often vary based on demographic factors. In healthcare settings, these perceptions play a pivotal role in determining job satisfaction, which in turn affects workforce stability, productivity, and patient care quality. According to Meyer et al. (2020), women in healthcare may prioritize non-financial rewards like flexible working hours, autonomy, and opportunities for career development. These factors contribute significantly to their overall job satisfaction. Conversely, male health workers may place higher importance on extrinsic rewards like salaries, bonuses, and financial incentives as key drivers of satisfaction (Gunnarsdóttir et al., 2019).

Understanding these differences is crucial for private health facilities seeking to enhance job satisfaction through targeted reward strategies. Moreover, the moderating effect of sex extends to how rewards are perceived in terms of fairness and equity. Female health workers may feel more

satisfied if they perceive a workplace culture that fosters recognition and emotional well-being, while male workers may seek tangible financial rewards for their contributions. Perceived equity in the distribution of rewards across sexes can, therefore, influence overall job satisfaction and engagement (Armstrong & Taylor, 2020). Previous studies have established a clear link between rewards and job satisfaction (Kumari et al., 2021; Stater & Stater, 2019), but the role of sex as a mediator has not been fully explored within the Ugandan context, particularly in private health facilities. A more comprehensive understanding of this relationship will enable healthcare managers in Nakawa Division to design gender-sensitive reward systems that promote job satisfaction, employee retention, and organizational success.

1.2.4 Contextual Background

This study context was private health facilities in Nakawa Division. Private health facilities account for almost 90% of the health facilities that operate in Kampala Capital City Authority USAID Report (2018). Nakawa alone is a hub for close to 65% of the total private health facilities in Kampala (Uganda Healthcare Federation, 2022).

Modern medical technologies and the need for further complex patient care necessitate a highly competent staff in the healthcare sector. Health workers' job satisfaction is progressively being acknowledged as a metric that ought to be considered part programmes for improving the quality of care. However, the reward structures operated by the different private facilities are not yielding expected results in terms of job satisfaction (Uganda Healthcare Federation, 2022).

Majority of these hospitals have gone further to offer various incentives based on sex sensitivity where female employees that work at night shifts are given extra bonuses, more demographics

such as age, experience and marital status have also been considered in designing rewards structures. However, despite all these initiatives, private health facilities are characterized by a high rate of employee turnover and there is a drop down in health workers productivity, an indication that job satisfaction amongst health workers is low.

Whereas, studies such as Kumari et al. (2021), Stater and Stater (2019) have demonstrated a positive relationship between rewards and employee satisfaction, In Uganda there are still gaps within the health workers in private hospitals. Health workers in private hospitals have come under scrutiny from the customers who labelled them unsatisfied with their professions.

In support, health workers in private hospitals of Nakawa have also staged strikes in contention of the manner in which they have been rewarded. In order to determine whether rewards have an influence on health workers job satisfaction in private hospitals in Uganda, this study first explores the need to adopt a broader conceptualization of rewards by focusing on how sex moderators the relationship between the two concepts.

1.3 Problem Statement

Modern medical technologies and the need for further complex patient care necessitate a highly satisfied staff in the healthcare sector. Health workers' job satisfaction is progressively being acknowledged as a metric for improving the quality of care and is a critical factor in health facilities' success (Uganda Healthcare Federation, 2022). As a result, private health facilities in Uganda are continuously seeking effective human resource management strategies to foster job satisfaction. For instance, one of the strategies is the implementation of several intrinsic and

extrinsic rewards such as monetary incentives, promotions, recognitions and non-monetary benefits to draw job satisfaction.

Despite all these initiatives, job satisfaction among employees of health facilities in Nakawa Division is low. Private health facilities in Nakawa Division experience fluctuations in employee job satisfaction levels over the past years (Uganda Healthcare Federation, 2022). There are increasing cases of employee turnover where each health facilities average is over 65%. Not only that, workers' productivity is low and disengagement levels of employees is increasing (MOH Report, 2019). Client's complaints regarding employee behaviour at work such as inattentive staff, low morale and lack of empathy are on a rise in health facilities in Nakawa Division as reported in Daily Monitor (2022).

Although previous studies, such as Kumari et al. (2021) and Stater and Stater (2019), have established a link between rewards and job satisfaction, there has been limited investigation into the role that demographic characteristic, particularly sex, play in moderating this relationship. Sex may influence how health workers perceive and respond to both intrinsic and extrinsic rewards, potentially affecting their job satisfaction. For instance, research has shown that female health workers may value intrinsic rewards such as recognition and work-life balance more than their male counterparts, who may prioritize extrinsic rewards such as financial incentives (Meyer et al., 2020). Understanding these differences is essential for crafting tailored reward systems that address the specific needs and preferences of different demographic groups. This study, therefore, introduces sex as a moderating factor in the relationship between rewards and job satisfaction.

1.4 Purpose of the study

The aim of this study was to examine the influence of rewards on job satisfaction of health workers in Nakawa Division.

1.5 Specific objectives

- i. To determine the influence of extrinsic rewards on the job satisfaction of health workers in Nakawa Division.
- ii. To examine the effect of intrinsic rewards on the job satisfaction of health workers in Nakawa Division.
- iii. To assess the moderating effect of employee sex on the link between extrinsic rewards and job satisfaction of health workers in Nakawa Division.
- iv. To investigate the moderating effect of employee sex on the link between intrinsic rewards and job satisfaction of health workers in Nakawa Division.

1.6 Research hypotheses

- i. Extrinsic rewards do not have a significant effect on job satisfaction of health workers in private health facilities in Nakawa Division.
- ii. Intrinsic rewards have no significant effect on job satisfaction of health workers in private health facilities in Nakawa Division.
- iii. Employee sex has no moderation effect on the relationship between extrinsic rewards and job satisfaction of health workers in Nakawa Division.

iv. Employee sex has no moderation effect on the relationship between intrinsic rewards and job satisfaction of health workers in Nakawa Division

1.7 Scope of the study

1.7.1 Content Scope

The study investigated the moderating role sex on the influence of rewards on job satisfaction of health workers in private facilities in Nakawa Division. The study mainly established the influence of extrinsic and intrinsic rewards on the job satisfaction of health workers in private health facilities in Nakawa Division, and assessed the moderating role of sex on the influence of rewards on job satisfaction of health workers in private health facilities in Nakawa Division.

1.7.2 Geographical Scope

This survey was carried out in Nakawa Division, located on eastern part of Kampala Capital City in Kampala District. This area was selected because it has a substantial number of private health facilities with close to 65% of the total facilities in Kampala capital city authority Nakawa Division, and majority are facing a challenge of high turnover rate of health workers (Uganda Healthcare Federation, 2022).

1.7.3 Time Scope

The research was conducted in a period of 6 month and considered secondary data between 2018 to 2022. This period provided update information that was relevant to inform the current study. Private health facilities between 2018-2022 have experienced rising turnover rates and low

productivity which justify job satisfaction challenges in private health facilities (Seperia & Samuel, 2022) .

1.8 Significance of the study

The study provides a contemporary framework for understanding how health facilities and other organizations can optimize their reward systems by recognizing the diversity of their workforce and tailoring rewards to individual and demographic-specific needs, ultimately leading to improved job satisfaction and organizational success.

Ultimately, this research provides actionable recommendations to management of health facilities to optimize their reward systems and create a more satisfying and productive work environment for employees.

To the researchers; the findings of this study do not only benefit health facilities in Nakawa Division but also contribute to the broader understanding of the relationship between rewards and job satisfaction in contemporary workplaces which future studies can use to inform their studies.

1.9 Conceptual framework

The framework indicates the hypothesized nature of relationship that exists between rewards and job satisfaction (Ager & Strang, 2008). The main concepts of the study were rewards and Job satisfaction. Employee demographics were the moderators in the study.

REWARDS (IV)

JOB SATISFACTION (DV)

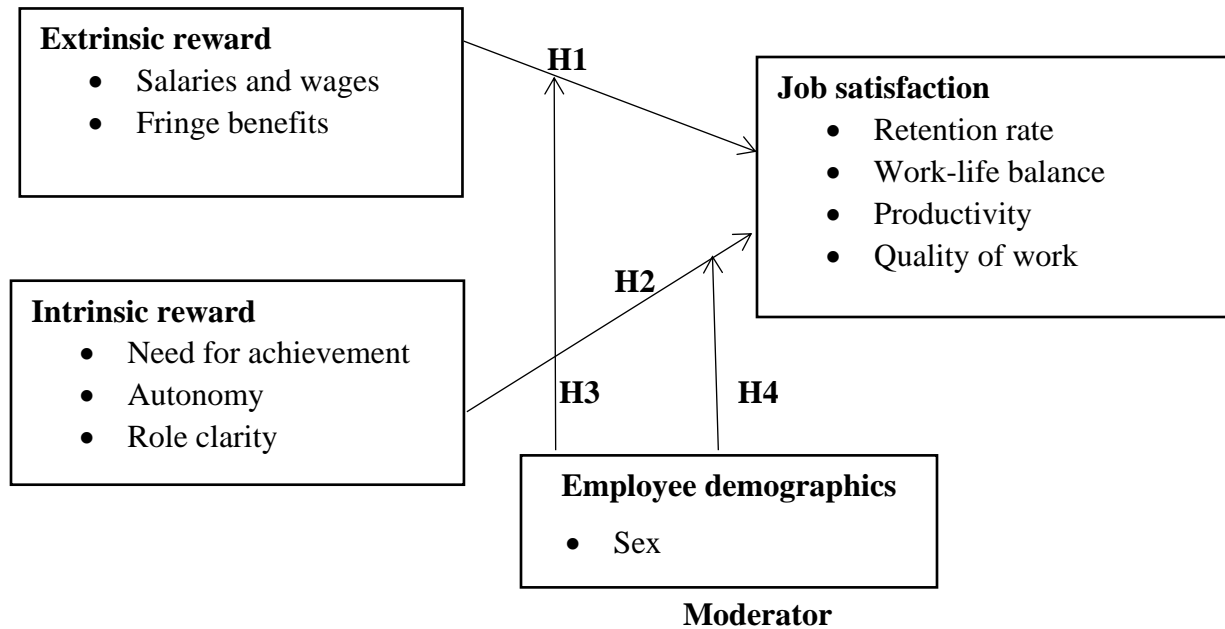


Figure 1.1: The conceptual framework

Source: Adapted from Laulié et al. (2021)

The conceptual framework depicted in this study serves as a visual illustration of the theoretical underpinnings and anticipated connections among various variables. At its core, the framework delineates the interplay between rewards, job satisfaction, and the potential moderating influence of sex.

Rewards, positioned as the independent variable, encompass both extrinsic and intrinsic dimensions as suggested by Laulié et al. (2021). Extrinsic rewards encompass tangible incentives such as salary, bonuses, and benefits, while intrinsic rewards pertain to intangible aspects like recognition, fulfilment, and personal growth. It is postulated that rewards, in both extrinsic and intrinsic forms, exert a direct impact on job satisfaction. Job satisfaction, serving as the dependent variable, is gauged through attrition rates and productivity levels. Overall, the conceptual

framework serves as a guiding structure for understanding the complex interactions between rewards, job satisfaction, and sex, providing a foundation for empirical investigation and theoretical development within the study.

In conclusion, this chapter provided a comprehensive foundation for understanding the need to explore the impact of rewards on job satisfaction. The background of the study highlighted the growing importance of addressing employee satisfaction within private health facilities in Nakawa, underscoring the need for organizations to remain competitive and motivated in the post-pandemic era. It revealed how diverse reward mechanisms are employed to address the specific needs of healthcare professionals like doctors, nurses, and midwives. The statement of the problem demonstrated the ongoing challenges in ensuring consistent employee satisfaction, particularly within Private health facilities, where job satisfaction directly impacts service delivery and patient outcomes. The objectives of the study was to focus on understanding the relationship between rewards and job satisfaction. The conceptual framework presented guides the study's focus, depicting the relationship between rewards (independent variable) and job satisfaction (dependent variable).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the relevant literature on the previous empirical studies written on rewards and employee job satisfaction. The chapter presents literature following the specific objectives. In the literature, the study gap is highlighted and the sources for this literature include; textbooks, journals articles, magazines, newspapers, and reports.

2.1 Theoretical review

The study was embedded in The Theory of Diverse Needs and Personalized Rewards and Fredrick Herzberg's Two-Factor Theory.

The Theory of Diverse Needs and Personalized Rewards posits that employee job satisfaction is influenced not only by the nature and magnitude of rewards but also by the unique needs and preferences of individuals within a diverse workforce (Jiang et al., 2021). The Theory of Diverse Needs and Personalized Rewards acknowledge that employees have a wide range of needs and aspirations, including financial security, career growth, work-life balance, and recognition. These needs are influenced by individual factors like age, sex, educational background, and job role (Ramlall, 2004). Therefore, according to this theory, in order to maximize job satisfaction, organizations should adopt a personalized approach to rewards. This involves tailoring reward systems to align with the specific needs and preferences of different demographic groups. For

example, flexible work arrangements might be more appealing to working parents, while skill development opportunities could motivate younger employees.

In the context of the study on rewards, employee job satisfaction, and employee demographics at private health facilities, the Theory of Diverse Needs and Personalized Rewards guides this research by considering how different demographic groups within the organization have distinct needs and preferences regarding rewards and job satisfaction. The study explored which types of rewards resonate most with various demographic segments and how these preferences influence overall job satisfaction.

The study was guided by Two Factor theory by Herzberg (1959). The theory was developed to explain the findings of investigations on what motivates employees. In the Two Factor Theory, motivators and hygiene factors are examined and explained. The theory focused on reward systems and job satisfaction.

From Herzberg's standpoint, the satisfiers have been called motivators and dissatisfies as maintenance factors that play an important role in preventing dissatisfaction but do not satisfy employees. Achieving, recognition, performance itself, responsibilities, advancement and growth, role clarity, autonomy, need for success are some of the factors that led to satisfaction (Galanakis & Peramatzis, 2022). Herzberg's Theory proposed how people's occupations may be transformed to add more motivators for unhappiness with business rules, supervision, and relationships with supervisors, working conditions, compensation reductions, and relationships with coworkers (Opio et al., 2022).

The theory was based on the idea that workplace factors influence job satisfaction and if they are not there, they may cause discomfort or dissatisfaction. In this context, the theory assumes that respect for other people is fundamental in achieving employee motivation, regardless of how it might change over a person's entire life (Deriba et al., 2017).

According to Herzberg (1959), a person's ability to perform better than average is very paramount. All the monetary considerations were status, opportunity for advancement, recognition, responsibility, challenging or satisfying work, a sense of accomplishment and career growth (Lee et al., 2022).

In the theory, it is explained that benefits of nonfinancial nature were associated with the working environment and context, e.g. a standard of supervision, working conditions, organizational policies, relations with colleagues and pay scales. Without an incentive in the form of cash, there is likely to be a lack of satisfaction with work that will eventually lead to workers' dissatisfaction (Khan, , 2019).

The current study focused on salary and wages, fringe benefits, autonomy, role clarity, and the drive for achievement as some of the factors to be tested on the extent to which they explain variations in employees' job satisfaction. These are factors of emphasis from the theory which are relevant for the current study.

2.2 Empirical review

2.2.1 Extrinsic rewards and job satisfaction

Extrinsic rewards, comprising tangible benefits such as salary, bonuses, and benefits, have long been recognized as influential factors in shaping employees' perceptions of job satisfaction within organizational contexts. This study analyses various empirical studies that explore the relationship between extrinsic rewards and job satisfaction, highlighting key findings and theoretical frameworks.

Extrinsic rewards serve as potent motivators for employees, as they provide tangible reinforcements for desired behaviours and performance outcomes (Herzberg, 1959). In the context of job satisfaction, extrinsic rewards play a crucial role in fulfilling employees' economic needs and providing a sense of financial security and stability (Adams, 1963).

A meta-analysis conducted by Judge et al. (2010) established a significant correlation job satisfaction and compensation. They indicate that employees who are satisfied with compensation tend to achieve higher job satisfaction. Similarly, research by Lawler (1971) supported the notion that equitable and fair compensation systems contribute to greater job satisfaction among employees.

Moreover, extrinsic rewards have been associated with various outcomes indicative of job satisfaction, such as reduced turnover intentions and increased organizational commitment (Allen & Meyer, 1990; Heneman & Schwab, 1972). When employees perceive their rewards as fair and commensurate with their contributions, they feel valued and motivated to remain with the organization (Eisenberger et al., 1990).

According to Kitsios and Kamariotou (2021), extrinsic rewards are external, material goods that an employee receives directly in exchange for their labour. Extrinsic benefits, according to Teck-hong and Waheed (2011), come from appreciation, which might take the shape of promotions and financial awards. The most typical form is salary and bonus/incentives, which are provided to employees by management with the goal of encouraging them to perform well at work and raise their levels of job satisfaction.

Prior studies reveal that extrinsic rewards are very vital in the area of employment where workers seem to be highly moved by rewards such as bonuses, salary and fringe benefits. Extrinsic rewards, such as salary, and allowances, were found to be the most motivating factor to establish peak levels of employee satisfaction (Ijosiga et al., 2016). This was supported by Revenio and Dalluay (2017), who conducted similar study on employee job satisfaction. They discovered that salary levels, management-provided vacation time, and the opportunity to learn new skills all had the potential to increase job satisfaction.

Employee satisfaction and extrinsic pay determinants were analysed by Nick (2010). This study concentrated on how pay and salary affect how satisfied employees feel with their jobs. This study established that satisfaction and salary elements are related using policies capturing data from 206 students.

Ali et al. Cotterell (2013) looked at the connection between employee job satisfaction and extrinsic rewards. The objective was to identify relevant aspects of extrinsic rewards that can affect workers' job satisfaction. Additionally, they advised management to regularly review employee salary agreements to make sure that their pay and benefits are in line with the general state of the economy.

In conclusion, the literature underscores the significant impact of extrinsic rewards on employees' perceptions of job satisfaction within organizational contexts. Organizations that design and implement effective reward systems are more likely to cultivate a satisfied and engaged workforce. Understanding and leveraging extrinsic rewards can thus serve as a vital strategy for enhancing employee well-being and organizational performance.

2.2.2 Intrinsic rewards and employee satisfaction

Intrinsic rewards are unmeasurable benefits that an employer provides to a worker as a result of their labor in an effort to boost their level of job satisfaction (Opio et al., 2022). Intrinsic rewards, characterized by intangible benefits such as recognition, autonomy, and personal fulfillment, have garnered significant attention in organizational psychology literature due to their profound impact on job satisfaction among employees. This has also sparked a contentious discussion among academics on how intrinsic rewards affect job satisfaction among workers in various industries. The following are a few of the empirical research studies on intrinsic motivation that were highlighted.

Hee et al. (2016) discovered that intrinsic reward was essential to improving nurses' job happiness. According to a study by Okeke and Ugwu (2020), non-financial award drives employee happiness towards the maximum degree of performance in the organization. Intrinsically motivated workers are highly productive and aspire to advance in their employment.

According to Marahastuti and Haryono (2020) and Kitsios and Kamariotou (2021) the more adequately employees perceive their non-monetary compensation, the greater their job satisfaction. In reality, the basic pay has a less gratifying relationship than non-monetary

incentives, according to Opio et al. (2022). When non-monetary rewards are deemed to be satisfying, employees feel satisfied at work than when they are being paid.

Similar findings were reported by Kitsios and Kamariotou (2021), who recommended that a variety of non-monetary incentives, such as housing, tuition reimbursement, sick leave, and vacations, among others, are indicators of non-monetary incentives that improve employee job satisfaction. Aktar (2012) also asserts that intrinsic incentives and job satisfaction are significantly related in Bangladesh.

Similarly, intrinsic rewards, often stemming from the inherent enjoyment and fulfilment derived from performing a task, have been identified as critical determinants of job satisfaction among employees (Deci & Ryan, 1985; Hackman & Oldham, 1976). Not only that, in a study conducted by Hackman and Oldham (1976) found that jobs enriched with intrinsic rewards such as skill variety and task identity were associated with increased levels of job satisfaction among employees. Similarly, Amabile et al. (1985) found that employees experienced greater job satisfaction when they engaged in tasks that were challenging, interesting, and provided opportunities for creativity.

Furthermore, Deci, Koestner and Ryan (2001) suggest that intrinsic rewards contribute significantly to employees' psychological well-being and overall job engagement. When employees feel a sense of autonomy and control over their work tasks, they are more likely to experience positive emotions and higher levels of job satisfaction (Gagné & Deci, 2005). Moreover, intrinsic rewards have been linked to greater job commitment, reduced turnover intentions, and enhanced organizational citizenship behaviours (Richer & Vallerand, 1998; Podsakoff et al., 2000).

In conclusion therefore, the literature consistently highlights the importance of intrinsic rewards in shaping employees' perceptions of job satisfaction within organizational settings. Organizations that prioritize the provision of intrinsic rewards, such as autonomy, skill variety, and task significance, are likely to cultivate a workforce that is more satisfied, engaged, and committed to their roles. As such, understanding and leveraging intrinsic rewards can serve as a valuable strategy for enhancing overall organizational performance and employee well-being. To enhance the performance of health professionals concentration should be on developing intrinsic reward systems.

2.2.3 The moderation role of employee demographics

Previous studies proposed that the total package of work advantages is included in the employment rewards while considering employee demographics. Employee demographic disparities are related to job satisfaction (Laulié et al. 2021). Different individuals are motivated differently because they have different psychology, potentials, values, interests, societal predestinations, roles, and needs. Demographics define the strength, confidence, activity, aggression, autonomy, and resoluteness of an employee are determinants of an employee's job satisfaction (Armania-Kepuladze, 2010a).

According to sex-based stereotypes, male employees have certain characteristics that define them as well as women. Male employee's exhibit rationality, initiative, a propensity for generalization and abstraction in cognition, is logical, arrogant and domineering, and is intent on achieving his objectives with competence (Armania-Kepuladze, 2010). Therefore, when offering rewards consideration should be paid towards such characteristics that define a male employee. For female employees, they are complying, caring, dedicated, and patient. Woman embody womanhood, which includes being submissive and obedient, as well as passive, receptive, gentle, and obedient.

Male employees and female employees of different age and marital status are driven differently because they have different wants and goals. Similarly, when it comes to rewards, they are differently moved by different rewards. As a result, Shaikh et al. (2018) agrees that employee demographics should define the rewards offered to employees and this may affect job satisfaction levels within individual employees.

Female employees especially marrieds appear to be much concerned of their family, friends, the environment, and lifestyle. Therefore, demographics in female appear to limit them from performing certain jobs. They tend to favour jobs that offer them rewards which are enough to support her demands (Edrak et al., 2018). This therefore explains why women have distinct motivations and behave in particular ways.

According to Blanck, Reis, and Jackson's (2015) on their study on the impact of rewards on employee performance with sex as a moderator, it was established that while recognition for male employees has a greater impact on their satisfaction, the effect is reversed for female employees. This is supported by the distinct socialization factors that males and females experience differently.

Additionally, Gualberto et al. (2018) examined the motivational differences between collegiate male and female athletes who received financial aid and those who did not. Data was gathered from 162 responders who work with athletes in the United States. The Sport Motivation Scale (SMS) was utilized in the study to evaluate participants' intrinsic and extrinsic motivation as well as their motivation.

According to their findings, external rewards are associated with lower levels of intrinsic motivation, higher levels of extrinsic drive, and somewhat lower levels of motivation depending

on sex. The study also provides evidence that sex has a significant role in moderating the impact of motivation on athletes' pleasure.

Similarly, Froese et al. (2019) demonstrated that job happiness is positively impacted by intrinsic rewards. There was no discernible correlation between extrinsic rewards and work happiness. When it comes to the relationship between age and job satisfaction, older individuals are happier in their positions than younger people (Aduo-Adjei, Emmanuel, & Forster, 2016).

In conclusion therefore, demographic characteristics have been found to moderate the relationship between rewards and job satisfaction of an employee. But this were not empirically tested in the context of Uganda.

2.3 Literature gap

There were mixed findings from prior studies in regards to the direction of relationship between rewards and job satisfaction as well as, to what extent do employee demographics moderate the relationship. Some literature showed that intrinsic variables serve as greater contributors to job satisfaction than extrinsic rewards. However, to some studies, extrinsic rewards are more fundamental, as demonstrated by Maslow's hierarchy of needs and only intrinsic rewards follow afterward. But all in all, majority of the studies revealed that intrinsic and external rewards are linked. In regards to moderation by employee demographics, prior studies demonstrate that employee characteristics, such as sex, age and marital status determine the rate at which rewards contribute to job satisfaction. However, there was a lack of consensus from the studies on the extent to which they moderate the relationship neither do they focus on a number of demographics but rather consider one demographic in the studies. This creates a vacuum in the analysis. Lastly,

very few or none of the prior studies had been tested in the context of health facilities especially in Nakawa Division.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the approach that was used to carry out this study successfully. It describes the research concept, study population, sample size and sampling technique, data collection methodologies, data quality control procedures, data analysis techniques, and the data collection restrictions that are anticipated.

3.1 Research design

A cross-sectional survey design was adopted, which involved gathering information from a variety of respondents all at once. This was chosen because it enabled the study in its process of achieving the objectives to understand the current state of rewards and job satisfaction among health facilities in Nakawa Division by having a comprehensive view of the situation at a particular moment (Zangirolami, Jorge & Claudio, 2018). Quantitative approach enabled the study to measure rewards and job satisfaction using standardized scales which made it easier to analyse and compare data objectively as supported by Sekaran (2003). Qualitative approach was used to uncover intricate details about a situation in private hospitals which may not have been possible through quantitative approach.

3.2 Study population

The unit of analysis in this study was the individual health workers employed in private health facilities. This is because the study examined how rewards influence their job satisfaction. The

health workers are the primary focus because job satisfaction and how rewards affect it is typically measured at the individual level. Therefore, the estimated study population was 285 staff from 5 targeted private health facilities (USAID Health Facilities Census Report, 2021). The study focused on those private health facilities that had existed for more than 5 years.

3.3 Sample and sample size determination

The sample size was determined using the Krejcie and Morgan (1970) table. The table indicates that in a population of 285, the sample size of 164 should be considered. The unit of inquiry were nurses, doctors and midwives who were expected to be present at the work for 8 hours or more per day. Nurses, doctors, and midwives are essential frontline healthcare workers who significantly contribute to patient outcomes. Their job satisfaction is crucial because it directly affects the quality of care they provide. Understanding how rewards impact their satisfaction can offer insights into improving service delivery, patient safety, and overall healthcare performance. For interviews, a sample of 20 respondents from managerial positions of health facilities was involved in the study. This constituted of individuals in authority to design and administer rewards for health workers in health facilities. There were target group who provided relevant information regarding their considerations when administering rewards.

3.4 Sources of data

Both primary data and secondary data sources were used. Primary data sources are the original materials on which research is based. They provided first-hand accounts or concrete proof of the subject at hand (Leedy & Ormrod, 2015). To gather primary data, questionnaire and interview methods were employed. Secondary data sources are those that have been previously collected for

other primary use but contained relevant information that was relevant to inform the current study. Secondary data was gathered from reports.

3.5 Data collection and tools

Self-administered, closed-ended questionnaires and interview guide were used as the main instruments for data collection to simplify data collection (Cooper & Schindler, 2003).

3.5.1 Questionnaire

The study developed self-administered questionnaires containing closed-ended questions with specific guidelines on how respondents were expected to complete them independently and with little oversight. The questionnaire was filled by the target respondents who are employees in Private Health facilities in Nakawa Division. According to Mugenda and Mugenda (2005), questionnaires can be used to gather data from a large sample in a wide geographical area. Since the current study considered gathering data from a sample of 164 respondents, it became appropriate to use the questionnaire. This was also supported by Sekaran (2003) who also contends that questionnaires are effective data collection tools since they are less expensive and time-consuming when gathering quantitative data. Questionnaire is also simple to administrate (Bryman 2013).

3.5.2 Interview guide

An interview guide was carefully developed to ensure a structured approach during interviews with directors and top managers of private health facilities (Appendix II). The interview guide allowed the researcher to maintain consistency across multiple interviews. By adhering to a

predefined set of questions and thematic areas, it ensured that all interviewees were asked the same core questions, which facilitated easier comparison of responses. This uniformity was key in ensuring that data collected was systematic and relevant to the research objectives. Although the guide provided a structure, it was designed to be flexible, allowing the researcher to probe deeper into specific areas when responses seemed unclear or incomplete. This flexibility was essential in qualitative research, as it enabled the interviewer to explore unanticipated insights that might not have been covered by the initial questions.

3.6 Validity and reliability

The study tested instruments for validity and reliability before they were used for data collection.

3.6.1 Validity

To ensure validity, data collection instruments was prepared and reviewed by supervisors and other experts who checked for the correctness. The supervisors' comments were integrated to improve on the quality of the instruments. Pretesting of questionnaires was done prior to data collection on 10 respondents. This helped to identify the gaps and make modifications accordingly as supported by (Mugenda & Mugenda 2005). Lastly, Amin (2005) also advises that a content valid index (CVI) can be calculated to determine the tool's validity. As a result, the following formula was used:

$$\begin{aligned} \text{CVI} &= \frac{\text{Items rated Relevant (R) in the Questionnaire}}{\text{Total items in the Questionnaire (Rated relevant (R) + Irrelevant (IR))}} \\ &= \frac{\text{R (19)}}{\text{R + IR (22)}} \end{aligned}$$

Therefore, the CVI of the questionnaire was 0.864 which met the threshold of 0.70 as suggested by Amin (2005).

3.6.2 Reliability

Reliability is defined as the level of consistency that a research instrument produces after repeated use. To ensure reliability, Cronbach's Alpha was computed using the pre-test results as suggested by Amin (2005). The variables that met the threshold of an alpha of 0.7 or above were treated reliable as suggested by Sekaran (2003) who asserts that, the closer the alpha to 1, the stronger the reliability.

Table 3.1: Reliability test

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Intrinsic rewards	0.84	6
Extrinsic rewards	0.85	7
Job satisfaction	0.74	6

Therefore, based on the tests, the Cronbach's Alpha coefficients were all above 0.7 which suggests that the research instrument were reliable for data collection.

3.7 Measurement of variables

The study adopted items of measurement for variables from the previous studies and modified them to suit the current study. Nominal and ordinal scales were used to measure the variables. For instance, in the case of sample characteristics such as employees' sex, age, level of education, and experience, a nominal scale were used while for dependent and independent variables, an ordinal

on a five-point Likert scale were adopted to categorize and rank responses on each item of measurement as suggested by and Amin (2005).

3.8 Data analysis

Under quantitative approach, the study used descriptive statistics to analyse the sample characteristics. All the quantitative analyses were performed using SPSS version 23.0. The study computed Pearson's correlation coefficient to explain the level of association of variables on a scale (-1 r 1), which is a statistical method. Regression analysis was used to establish coefficient of determination which was supported if the p-value is less than 0.05. The level of significance will be at 5%.

Qualitative data was categorized and structured. The study employed thematic analysis to present the emerging themes from the qualitative data (Sarantakos, 2005). All significant findings from the quantitative analysis were presented in sub-theme. Before starting the analysis, the transcripts, and responses were read and summarized into important sections, quotes, or recurring phrases that stood out and were relevant to the research questions or objectives. The data was then coded by assigning labels or short phrases to specific sections of the text. After which, NVivo was used to process the data. The opinions, viewpoints, and comments of respondents were explicitly interpreted and presented in themes.

3.9 Ethical considerations

The study guaranteed adherence to the rules of ethics in research. For instance, the researcher first obtained the letter of introduction from the Directorate of Research of Kyambogo University. This

letter of introduction was used to seek for approval from the health facilities under study. In addition, before the study, the researcher sought participants' consent.

Furthermore, the study guaranteed voluntary participation, allowing survey participants to opt out at their discretion without incurring any penalties, fines, or loss of benefits. There is absolutely no coercion whatsoever involving the respondents. Additionally, confidentiality and privacy was guaranteed.

3.10 Limitations and Delimitations of the Study

The researcher experienced some limitations but within this section, but the researcher predefined strategies of dealing with them.

Some respondents purposefully withheld from researchers the necessary information required to complete the study. However, the study thoroughly explained clearly the intent of the study and confidentiality consideration in the entire study. The respondents were assured that data would only be used for academic purposes and that it was handled with the highest care.

Due to the fact that this study was self-sponsored, the researcher faced some financial difficulties. Transport, printing, and photocopies of pertinent materials. However, in order to get around the financial restriction, the researcher borrowed a little money from family and friends and utilizes it judiciously.

Lastly, some respondents did have time to talk to the researcher because of busy schedule. However, the researcher scheduled for convenient meetings.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the analysis and interpretation of the study findings. It consists of the response rate, descriptive statistics, sample characteristics and inferential statistics of the variables under study.

4.1 Response rate

Out of the 164 questionnaires distributed, 147 valid questionnaires were filled, representing the response rate to 89.6%. This response rate is appropriate and adequate according to Lindner and Wingenbach (2002) who stated that a response rate above 50% is sufficient for survey research and can be considered reasonable to give confidence in the study findings.

4.2 Sample Characteristics

The survey also examined other demographic factors, such as respondents' educational background

Table 4. 1: Sample Characteristics of Respondents

	Category	Frequency	Percentage %
Sex	Female	50	34.0
	Male	97	66.0
Age	25 years and below	38	25.9
	26-35 years	49	33.3
	36-45 years	34	23.1
	46-55 years	17	11.6
	Above 55 years	9	6.1
Marital status	single	102	69.4
	Married	34	23.1
	Divorced	11	7.5
Level of education	Certificate	24	16.3
	Diploma	40	27.2
	Bachelors	62	42.2
	Masters	20	13.6
	Others	1	0.7
Position held in the health facility	Doctor	19	12.9
	Nurse	49	33.3
	Radiographer	13	8.8
	Mid wife	45	30.6
	Dentist	11	7.5
	Surgeon	4	2.7
	Laboratory personnel	3	2.0
	Pharmacist	3	2.0
Job status	Full time/Permanent	106	72.1
	Part time	41	27.9
Length of Service	Less than a year	33	40.7
	1-5 years	48	59.3
	Above 5 years	28	19.0

Source: Primary data, n=147

From the results, the sex was evenly distributed, as shown in Table 4.1 above, with 34% of the respondents being female and 66% being male. This reveals the importance of considering gender-specific reward preferences. For example, female workers may value intrinsic rewards such as flexibility, work-life balance, and recognition, while male workers may place more emphasis on extrinsic rewards like monetary incentives

Regarding the age distribution of the sample, the respondents who were between the ages of 25 and 36 made up the largest percentage (33.3%), followed by those who were 25 and under (24.9%), those who were between the ages of 36 and 45 (23.1%), and those who were between the ages of 46 and 55 (11.6%). This implies a relatively young workforce. Younger employees often value career development opportunities and professional growth.

Majority had a bachelor's degree (42.2%), followed by diploma holders (27.2%). Master degree holders made up 13.6% of the population, while the rest made up 0.7%. This educational composition indicates a well-educated workforce. Workers with higher educational qualifications, such as Master's holders, may expect more professional development and leadership opportunities.

In terms of marital status, the majority of respondents—69.4% of the sample—were single, followed by married people (23.1%) and divorced people (7.5%). This implies that many health workers in Nakawa Division may not have significant familial responsibilities, possibly influencing their reward preferences. Single employees may prioritize extrinsic rewards such as financial compensation, while married employees might value benefits related to family care

When asked what roles they held, at the healthy facilities, midwives made up 30.6% of the respondents, followed by nurses at 33.3%. Doctors (12.9%), radiologists (8.8%), dentists (7.5%),

surgeons (2.7%), and laboratory staff and pharmacists (2.0%) made up the remaining responses. When it came to the respondents' employment status, the majority (72.1%) were full-time employees or permanent staff, while the remaining 27.9% worked part-time. This implies that reward systems should focus on these two professions as they represent a substantial portion of the workforce. For example, non-monetary rewards, such as recognition and opportunities for skill development, could be particularly important in retaining nurses and midwives, who often experience high levels of burnout due to the demanding nature of their work

When asked how long they had worked at their respective health facilities, the majority of respondents (59.3%) had worked there for a period of one to five years. This was followed by those who had worked there for less than a year, who made up 40.7%, and those who had worked there for more than five years made up 19%. This implies that there is a possible high turnover rates or recent hiring trends. Employees with less experience may require more mentorship and career support, whereas workers with longer tenure (above 5 years) may prioritize job security and loyalty rewards

4.3 Descriptive Statistics

This portion presents the descriptive statistics for the variables examined in the study. These variables encompass extrinsic rewards, intrinsic rewards, and job satisfaction among health workers in Nakawa Division.

4.3.1 Extrinsic Rewards provided to health workers

Under this section, respondents were required to indicate their level of perception of whether extrinsic rewards are important motivators for health workers. Table 2 below indicates the findings from the survey

Table 4.2: Descriptive statistics on Extrinsic Rewards provided to health workers

Items	Mean	Std. Deviation
In this health facility my basic pay is a major form of extrinsic reward	3.67	1.14
In this health facility I received a benefit package as a form of rewards	3.68	.99
In this health facility I receive a variable pay based on performance as a reward	3.47	1.02
In this health facility I receive social security benefits as a reward	3.45	1.04
In this health facility I am offered a performance-based bonuses as an addition to my fixed pay	3.32	1.18
In this health facility, employees are often promoted as a reward for performance	3.52	1.01
In this health facility career development opportunities are available for all employees as a reward	3.59	1.12
Grand Mean	3.53	

Source: Primary data, n=147

With a grand mean score of 3.53 overall, it is clear from Table 4.2 above that respondent thought extrinsic rewards were very important for job satisfaction. There was, however, a significant difference in the respondents' perceptions of extrinsic rewards.

Receiving a benefit package, for example, had the highest mean score =3.68 and S.D =0.99. The highest mean score reflects that health workers consider receiving a comprehensive benefit package as the most crucial extrinsic reward. This may include health insurance, retirement plans, and other financial benefits that enhance employees' sense of security and well-being. The relatively low standard deviation indicates a consensus among respondents about the importance of benefit packages, suggesting that health facilities should prioritize offering competitive benefits to improve job satisfaction.

Basic pay was perceived as the second most important form of extrinsic reward (mean=3.67 and standard deviation 1.14). This indicates that competitive salaries are essential for attracting and retaining health workers. The higher standard deviation suggests some variability in perceptions; while many workers value salary, some may feel their pay is inadequate compared to their work demands and responsibilities.

The results also showed that employees were happy to receive career development opportunities (mean = 3.59 and the standard deviation was 1.12). This reflects that employees desire avenues for professional growth, such as training, workshops, and mentorship programs. Organizations that invest in their employees' professional development are likely to foster greater job satisfaction, as these opportunities can lead to career advancement and enhance employee engagement.

Findings further indicated that employees considered promotion an important extrinsic reward with a mean score =3.52 and S.D =1.01). This finding suggests that clear career pathways and promotion policies can significantly enhance job satisfaction. A transparent promotion process could also reduce turnover rates as employees feel recognized for their contributions and have a clear understanding of their career trajectory.

Not only that, respondents also agreed that variable pay based on performance was an important extrinsic reward (mean score of 3.47 and standard deviation 1.02). Findings also show that respondents perceived social security benefits an important extrinsic a reward (Mean =3.45 and standard deviation =1.04). Lastly, respondents perceived performance-based bonuses also important (Mean = 3.32 and standard deviation =1.18).

Therefore, findings general show that extrinsic rewards are perceived to be important to employees in health institutions. Provision of these rewards could have a positive impact on job satisfaction of health workers in health sector of Uganda. The findings agree with the interview responses where the general manager of one of the hospitals commented the following;

“Health workers are very important to the growth of health sector in Uganda. They commit extra time given the nature of business that takes place in hospitals. Therefore, giving them tangible rewards such as extra bonuses, increasing salaries, career development and many more plays a significant role in having them perform their roles well. I would say that extrinsic rewards are very important motivators for health workers in Uganda.” (General Manager 1)

4.3.2 Intrinsic rewards provided to health workers

The study required respondents to rate their perception on whether intrinsic rewards are important for motivating health workers. This was to enable the study understand the key intrinsic rewards that would be used to drive health workers job satisfaction.

Table 4.3: Descriptive statistics on Intrinsic Rewards and Job Satisfaction among Health Workers

	Mean	Std. Dev
--	------	----------

In this health facility, I get a feeling of accomplishment	4.07	.759
My position in this health facility gives me a reasonable balance between work and my other life responsibilities	3.96	.942
In this health facility, my desire to grow is very high	4.04	.793
In this health facility, I get very excited with the challenging tasks assigned to me	3.88	1.02
In this health facility, I am free to make my own decisions regarding my work	3.55	1.195
In this health facility, the feeling of excitement I see from my supervisor is so encouraging	3.50	1.016
In this health facility, I am so excited to work form longer working hours as long as I complete my tasks	3.70	1.12
Grand mean	3.81	0.977

Source: Primary data, n=147

Table 4.3 above shows that respondents perceive intrinsic rewards as important motivators for health workers as indicated by a grand mean of 3.81 that was above an average of 3.00.

However, there was a notable variation in how each of the extrinsic motivators was perceived by the respondents as justified by varying mean scores in Table 4.3. For instance, the findings revealed that a feeling of accomplishment within an individual stood as the highest intrinsic motivator with a mean =4.07 and S.D =0.759. This high score suggests that health workers derive substantial satisfaction from successfully completing their tasks and contributing positively to patient care. The low standard deviation indicates a strong consensus among respondents about the importance of this motivator, highlighting that recognizing personal achievements can enhance overall job satisfaction.

This was followed by the extent to which one desires to grow with a mean =4.04 and S.D =0.793. This reflects that health workers are motivated by opportunities for professional development and personal growth within their roles. The low standard deviation indicates a uniformity in opinion, emphasizing the importance of providing continuous learning opportunities, such as training, workshops, and mentorship programs, to enhance job satisfaction.

Similarly, respondents perceived a reasonable balance between other life responsibilities and work as important reward with a mean of 3.96 and S.D =0.942. This intrinsic reward can significantly influence job satisfaction, as employees who maintain a healthy work-life balance are often more engaged and productive.

Not only that, findings also show that respondents would prefer to perform challenging tasks which they valued as an important intrinsic reward with a mean of 3.88 and a standard deviation of 1.02. This intrinsic motivator suggests that providing employees with meaningful and challenging assignments can lead to greater job satisfaction. Organizations should design roles that incorporate challenges, allowing employees to push their limits and achieve personal growth.

Other intrinsic motivators that respondents perceived important were; working for longer hours as long as a task is completed scored with a mean of 3.70 and a standard deviation 1.12, freedom to make own decisions regarding work with a mean of 3.55 and supervisor continuous encouragement for staff with a mean score of 3.50 and a standard deviation of 1.02.

The findings generally indicate that intrinsic rewards are vital for health workers motivation. Health workers often value that internal connection they have with assignment and organization.

This agrees with the interview responses from an interview with one of the health officials who had this to say;

“Nothing is exciting than being internally motivated to accomplish the task. Whereas pay is good for performance, I believe intrinsic rewards are much more important. No one wishes to work when not internally motivated. I think the key internal drivers of motivation are sense of belonging, need for achievement, and performance of challenging tasks that require creativity and innovativeness of the worker.” Health Officer 1

4.3.3 Health workers perception of job satisfaction

Under this section, respondents were asked to indicate the extent to which they felt satisfied with their jobs. The rating was done in a scale of 1-5 and Table 4 below presents findings from the study.

Table 4. 4: Descriptive statistics on Job satisfaction among Health workers

Items	Mean	Std. Deviation
I am fully committed to this health facility	3.93	.737
I am satisfied with tasks in this health facility	3.61	1.017
I am satisfied with my workmates in this health facility	3.52	1.235
I am happy to continue working in this health facilities for a long time	3.44	1.111
I am willing to accept more tasks if assigned to me	3.95	.982
Grand Mean	3.69	1.016

Source: Primary data, n=147

Table 4.4 above shows a unanimous agreement by health workers on the dimensions of Job satisfaction given the grand mean score which is above average (3.69). Results revealed that

healthy workers were willing to accept more tasks if assigned to them (mean =3.95 and a standard deviation =0.982). This implies that health workers are not only open to taking on additional responsibilities but are also motivated by their roles. The relatively low standard deviation suggests a strong consensus among respondents, which implies that most health workers are eager to contribute further to their organization.

It was also revealed that healthy workers were fully committed to their healthy facility with a mean score of 3.93 and S.D =0.737. This reflects a solid dedication among health workers to their facility. The low standard deviation indicates that this sentiment is widespread, suggesting that health workers feel a sense of belonging and loyalty to their organization.

Respondents also showed that they were often satisfied with the tasks they performed with a mean of 3.61 and S.D =1.02. This shows that health workers are generally satisfied with the tasks they perform. While this score indicates a favorable view, the slightly higher standard deviation suggests some variability in responses, pointing to the need for ongoing evaluations of task assignments.

They were also satisfied with their workmates with a mean of 3.52 and a standard deviation. The results imply that health workers are generally content with their colleagues. Positive relationships among workmates contribute to a supportive work environment, which is crucial for job satisfaction. However, the standard deviation indicates some diversity in perceptions, suggesting that there may be instances of conflict or dissatisfaction that need to be addressed. Lastly, there was agreement from respondents that they were happy with working in the healthy facility for a long time scored a mean of 3.44 and S.D =1.11.

4.4 Correlation Analysis

In this section, Pearson’s correlation coefficient was established to assess the relationship between the different study variables and the findings are presented in Table below.

Table 4.5: Correlation results

		Extrinsic rewards	Intrinsic rewards	Job satisfaction
Extrinsic rewards	Pearson	1		
	Correlation			
Intrinsic rewards	Pearson	.583**	1	
	Correlation			
Job satisfaction	Pearson	.455**	.720**	1
	Correlation			

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

Source: Primary data, n=147

Results in Table 4.5 indicate that extrinsic rewards and Job satisfaction of healthy workers are significantly related as well as between intrinsic rewards and job satisfaction of health workers as reflected ($r = 0.455$ and $r = 0.720$ respectively). The relationships were all significant at 0.01 level. This means that extrinsic and intrinsic rewards are significantly and positively associated with job satisfaction of healthy workers.

4.5 Regression Analysis

Regression analysis was done to predict the potential effect of rewards on job satisfaction. The study examined the effect of extrinsic and intrinsic rewards on job satisfaction and the moderating

role of employee demographics on the link between rewards and job satisfaction of health workers in Nakawa Division.

4.5.1 The effect of extrinsic rewards on job satisfaction

Considering the first objective, the study established the extent to which extrinsic rewards affect job satisfaction of health workers, linear regression analysis was performed. Table 6 below shows the findings.

Table 4.6: Regression results on extrinsic rewards and job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.403	.216		11.145	.000
Extrinsic rewards	.364	.059	.455	6.147	.000

R-Square= 0.207

Adjusted R-square =0.201

F-value =37.784

Sig= .000^b

a. Dependent Variable: Job satisfaction

Results in Table 4.6 above show that the model was fit for the data given that (F=37.784, P-Value <0.05). The model further indicates an Adjusted-R square of 0.201 implying that extrinsic rewards explain a 20.1% variation in job satisfaction of health workers with 79.9% being explained by other factors. The influence of extrinsic rewards on overall job satisfaction of health workers is $\beta = 0.364$ implying that a unit increase in extrinsic rewards leads to 0.364 increase in job satisfaction among health workers.

4.5.2 The effect of intrinsic rewards on job satisfaction

The study also established the effect of intrinsic rewards on job satisfaction. A regression analysis was done to address the objective as presented in the Table 4.7 below.

Table 4.7: Regression results on Intrinsic Rewards and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.840	.232		3.625	.000
	Intrinsic rewards	.747	.060	.720	12.498	.000

R-square = .519

Adjusted R-square =.515

F-value =156.192

Sig= .000^b

a. Dependent Variable: Job satisfaction

In Table 4.7 above the ANOVA shows that the model fits well the data and there was a clear indication that the predictors in the study significantly explain a variation in the level of job satisfaction (F=156.192, P-Value <0.05). The model further indicates an Adjusted-R square of 0.515 implying that intrinsic rewards explain a 51.5% variation in job satisfaction of health workers with 49.5% being explained by other factors. The contribution of intrinsic rewards therefore to the overall job satisfaction of health workers is $\beta=.747$ meaning that a unit increase in extrinsic reward is associated with 0.747 increase in job satisfaction among health workers.

4.5.3 The effect of job rewards on job satisfaction

The study performed a multiple regression to establish the combined contribution of both extrinsic and intrinsic rewards on job satisfaction of health workers. Results from the regression analysis are presented in the table below.

Table 4.8: The effect of extrinsic and intrinsic rewards on job satisfaction of health workers

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.812	.235		3.457	.001
Extrinsic rewards	.042	.057	.053	.741	.460
Intrinsic rewards	.715	.074	.689	9.705	.000

R-square = .520

Adjusted R-square =.514

F-value =78.128

Sig= .000^b

a. Dependent Variable: Job satisfaction

As observed in regression models, the model is significant which means the extrinsic and intrinsic rewards collaboratively explain the changes in job satisfaction among health workers. According to adjusted R square of 0.514, it is observed that extrinsic and intrinsic rewards explain 51.4% changes in job satisfaction among health workers. Meanwhile, the Beta of 0.053 for extrinsic rewards and 0.689 for intrinsic rewards show that intrinsic rewards contribute highly to job satisfaction. The findings imply that should organizations consider increasing job satisfaction among health workers, consideration should be put to both intrinsic and extrinsic rewards.

4.6 The moderating role of employee demographics

This study assessed the moderation role of sex on the influence of rewards on job satisfaction. This was achieved through conducting a hierarchical regression where the study first regressed intrinsic and extrinsic rewards against job satisfaction before introducing sex. Later, a comparison was made between the results after the introduction of sex into the regression equation as observed below.

4.6.1 The moderation role of sex on extrinsic rewards and job satisfaction

This study performed moderation by introducing sex into the regression equation. This enabled the study to make a comparison between model 1 without sex and Model 2 where sex is considered. The results are presented in Table 9 below.

Table 4.9: The effect of sex on the link between extrinsic rewards and job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.840	.232		3.625	.000
	extrinsic rewards	.747	.060	.720	12.498	.000
2	(Constant)	.788	.305		2.586	.011
	extrinsic rewards	.767	.077	.739	9.895	.000
	Sex X extrinsic rewards	-.046	.084	-.041	-.545	.586
Model summary		Model 1		Model 2		
	R	.720		.722		
	R ²	.519		.522		
	Adjusted R ²	.515		.512		

a. Dependent Variable: Job satisfaction

Considering the results shown in the models above, all the models are good fit for the data given that P-Values are less than 0.05. According to model 1, before the introduction of Sex into the

relationship, extrinsic rewards explain 51.5% of the job satisfaction among health workers. After the consideration of sex, extrinsic rewards would only explain 51.2% of the variations in job satisfaction. However, coefficients indicate that moderation of sex on the relationship between extrinsic rewards and job satisfaction is insignificant since the P-value is greater than 0.05). This implies that even after consideration of sex when enhancing motivation of staff to influence job satisfaction, sex's contribution in the process remains insignificant.

4.6.2 The moderation role of sex intrinsic rewards and Job satisfaction

This study performed moderation by introducing sex into the regression equation. This enabled the study to make a comparison between model 1 without sex and Model 2 where sex is considered.

The results are presented below.

Table 4.10: The effect of sex on the link between intrinsic rewards and job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.403	.216		11.145	.000
	Intrinsic rewards	.364	.059	.455	6.147	.000
2	(Constant)	2.802	.228		12.300	.000
	Intrinsic rewards	.269	.061	.335	4.379	.000
	Sex X Intrinsic rewards	.328	.087	.291	3.770	.000
Model summary		Model 1		Model 2		
	R					.538
	R ²					.290
	Adjusted R ²					.275

a. Dependent Variable: Job satisfaction

The results presented in Table 4.10 above show that the models were a good fit for the data (P-values<0.05). The results also show that sex is a significant moderator of the relationship between intrinsic rewards and job satisfaction among staff. For instance, before the introduction of sex,

intrinsic rewards would only explain 20.1% variations in job satisfaction. However, after sex consideration, intrinsic rewards explain up to 27.5% variations in job satisfaction. Meanwhile, focusing on the regression coefficients, significantly affects the relationship. This implies that when health facilities consider sex of staff when determining intrinsic rewards, there would be a significant change in job satisfaction levels among staff.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion and discussion of findings in line with the study objectives. The chapter also shows the recommendations from the study findings.

5.1 Summary of the findings

Job satisfaction among health workers holds paramount importance for organizational success, as they play a pivotal role in sustaining the health workers' well-being. Recognizing this significance, healthcare institutions must prioritize strategies aimed at enhancing job satisfaction.

In this context, the present study sheds light on the relationship between rewards and job satisfaction among health workers, drawing upon empirical evidence gathered from Nakawa Division, situated within the jurisdiction of Kampala Capital City Authority. Specifically, the study sought to accomplish three primary objectives: firstly, to ascertain the influence of extrinsic rewards on the job satisfaction of health workers; secondly, to delineate the effect of intrinsic rewards on their job satisfaction; and thirdly, to investigate the moderating effect of employee demographics on the intricate link between rewards and job satisfaction within Nakawa Division's healthcare workforce.

The empirical findings of the study underscore the substantial impact of both extrinsic and intrinsic rewards on the job satisfaction of health workers. It becomes evident that the provision of extrinsic

and intrinsic rewards significantly correlates with heightened levels of job satisfaction among this demographic.

In summary, the study's outcomes underscore the critical role of rewards in fostering job satisfaction among health workers, thereby highlighting the imperative for healthcare institutions to strategically tailor reward systems to effectively nurture and sustain a satisfied and motivated workforce. Such endeavours are essential for ensuring not only the well-being and retention of health personnel but also the provision of high-quality healthcare services to the community at large.

5.2 Discussion of findings

In light of the study findings presented in chapter four above, these findings are discussed below in line with the study objectives of the study.

5.2.1 Extrinsic rewards and job satisfaction

Extrinsic rewards have been found to have a significant effect on job satisfaction of health workers. This study reveals that components of extrinsic rewards such as basic pay, bonuses, promotions and job benefits are perceived by health workers as important drivers of job satisfaction. Health organizations therefore need to pay critical attention to what extrinsic rewards they should provide for their staff. The findings in this study agree with the assertions of Herzberg's two factor theory that highlights the importance of extrinsic rewards which he terms as hygiene factors. The theory suggests that provision rewards such as promotion, basic pay and bonuses reduce the dissatisfaction of workers regarding their jobs.

The findings of this study not only suggest that extrinsic rewards are important but also agree with prior studies that have applied the same concepts in different surveys across various contexts. For instance the findings agree with Ijosiga et al. (2016) who established that extrinsic rewards, such as salary, pensions, and allowances, are motivating factors for establish peak levels of employee satisfaction. Similarly, findings concur with Revenio and Dalluay (2017), who investigated the impact of extrinsic rewards on employee job satisfaction. They discovered that salary levels, management-provided vacation time, and the opportunity to learn new skills have the potential to increase job satisfaction. In this context, health workers are considered to value extrinsic rewards and will therefore commit themselves to serving organizations.

In a similar vein, the findings concur with Ajmal (2020) who established a substantial positive correlation between extrinsic rewards and job satisfaction. The study findings reveal that extrinsic rewards are associated with job satisfaction. This suggests that organizations that enhance their extrinsic rewards are likely to register job satisfaction amongst their staff. This connection seems to support the general perception where most staff in various organizations consider money an important motivator. Nick (2010) also concur with findings as it also highlights a significant relationship between satisfaction and salary elements.

5.2.2 Intrinsic rewards and employee satisfaction

This study established that intrinsic rewards are very vital in driving job satisfaction among health workers. The findings suggest that when employees are intrinsically motivated, they have a strong connection with organization and their jobs. It is therefore important to note that health workers are motivated by intrinsic rewards. Just as Herzberg's two factor theory emphasises the importance of intrinsic rewards which are termed as motivators, this study finds the assertions true.

Those charged with governance should therefore look into possible strategies for enhancing intrinsic motivation of employees. The findings of this study concur with Hee et al. (2016) who also established that intrinsic rewards are essential to improving nurses' job happiness. Similarly, Okeke and Ugwu (2020) also highlight that a well-managed non-financial award drives employee happiness towards the maximum degree of performance in the organization. Therefore, intrinsically motivated workers are highly productive and aspire to advance in their employment.

The findings are also in agreement with Marahastuti and Haryono (2020) and Kitsios and Kamariotou (2021) who also agree that the more adequately employees perceive their non-monetary compensation, the greater their job satisfaction. The findings also suggest that intrinsic rewards have a high contribution towards enhancing job satisfaction than extrinsic rewards. This is in agreement with Opio et al. (2022) who also agree that basic pay has a less gratifying relationship than non-monetary incentives. Similarly, the study established that intrinsic rewards have a significant relationship with employee performance. This concurs with Aktar (2012) also established a significant correlation between intrinsic incentives and job satisfaction.

5.2.3 The moderation role of sex on the effect of rewards on job satisfaction

In this study, it has been established that demographics and sex in particular has a moderating role it plays on the effect of rewards on job satisfaction among employees in health facilities. For instance, whereas the study established insignificant role of sex in influencing job satisfaction through intrinsic rewards, this was not the case with extrinsic rewards. The study established a significant moderation of the influence extrinsic rewards on job satisfaction by sex. This implies that should organizations consider sex when offering extrinsic rewards as a basis of enhancing job satisfaction among health workers, they are likely to register success.

This finding agrees with Edrak et al. (2018) who also agree that female employees especially marrieds appear to be much concerned of their family, friends, the environment, and lifestyle and any job that offers them extrinsic rewards which are enough to support her demands will register job satisfaction. Similarly, findings concur with Blanck, Reis, and Jackson's (2015) who also established that while recognition for male employees has a greater impact on their satisfaction, the effect is reversed for female employees. This is supported by the distinct socialization factors that males and females experience differently. Therefore, external rewards are associated with lower levels of intrinsic motivation, higher levels of extrinsic drive, and somewhat lower levels of motivation depending on sex. In addition, this finding concur with Froese et al. (2019) by providing evidence that sex has a significant role in moderating the impact of motivation on athletes' pleasure. The findings demonstrate that job satisfactions are positively impacted by extrinsic rewards when moderated by demographics which include sex.

5.3 Conclusion

The study set out to examine the effect of rewards on the job satisfaction of health workers in Nakawa Division, with a specific focus on both extrinsic and intrinsic rewards. Based on the findings, it is evident that rewards play a crucial role in influencing job satisfaction among health workers. Notably, intrinsic rewards have the most significant impact on enhancing job satisfaction. Nevertheless, extrinsic rewards play an important role in promoting job satisfaction. While their influence is slightly lower compared to intrinsic rewards, extrinsic rewards remain essential, particularly for retaining employees and fostering a positive working environment. Therefore, organizations that effectively balance both intrinsic and extrinsic rewards are more likely to see sustained improvements in the job satisfaction of their health workers. By fostering an

environment that values both personal growth and financial well-being, these organizations can enhance employee engagement, reduce turnover, and ultimately improve the quality of healthcare services provided.

5.4 Recommendations

Since this study revealed that rewards affect job satisfaction positively, this study therefore recommends the following;

Those charged with governance of health institutions should enhance extrinsic rewards for their workers. They should elevate salaries, offer performance related bonuses and provide job benefits such as housing, feeding and transport. This is because given the nature of work where health workers are expected to respond to customers at all times, they need to be close to facilities and have fast means of movement. Extrinsic related rewards are key in reducing dissatisfaction of health workers thereby enhancing job satisfaction

The study also revealed that intrinsic rewards significantly affect job satisfaction. This study therefore recommends that those charged with governance of health institutions should support staff to achieve their internal motivation levels about the job. They should offer challenging tasks that require creativity and appreciate workers after accomplishments have been registered. Not only that, an enabling environment should be created that allows workers to make decisions related to tasks they perform to create a sense of ownership and belonging.

The study also recommends that when offering rewards, fairness and equity should be considered based on demographic characteristics of workers. For instance, female workers that work at night should be offered bonuses, and other benefits like housing to avoid exposing them to risks.

Therefore, aspects such as sex, age and marital status should be considered when distributing some rewards to promote fairness.

5.5 Areas of further studies

The study recommends further studies to be conducted to establish the approaches of balancing between rewards and profit objective of private hospitals. The studies can also be conducted to establish whether rewards affect job satisfaction of employees in other industry.

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APPENDICES

Appendix 1: Questionnaire for the Study

Dear Respondent,

I am a student of Kyambogo University Pursuing a Master's in Business Administration of Kyambogo University. In fulfilment of this requirement, I am expected to undertake a study. Therefore, the purpose of contacting you is to gather the data that will enable me to complete this study. Data collected will be used purely for academic reasons. Please feel free to provide all information you know regarding the topic of study which focuses on establishing the effect of rewards on job satisfaction and the moderating role of employee demographics on the two.

Your information will be treated with highest level of confidentiality and will exclusively be used for that purpose.

Section A: Demographic information about the respondent

Instructions: Please respond to the given questions/statements by putting a tick mark [] in the spaces provided as guided

1. Sex of respondent

1. Male 2. Female

2. Age

1. 25 years and below 2. 26- 35 years 3. 36- 45 years

4. 46 – 55 years 5. Above 55 years

3. Marital status

1. Married 2. Single 3. Divorced

3. Highest level of education

1. Certificate 2. Diploma 3. Bachelor's 4. Master's

5. Others. Please specify.....

4. What is your position?

1. Doctor 2. Nurse 3. Radiographer 4. Mid wife

5. Dentist 6. Surgeon 7. Laboratorian 8. Pharmacist

5. Job status

1. Part time 2. Full time

6. Length of service

1. Less than 1 year 2. 1 - 5 years 3. Above 5 years

SECTION B: EXTRINSIC REWARDS

In this section, please respond to the statements given basing on your level of agreement to them. The rating scale is; strongly disagree (1) Disagree (2) Not sure (3) Agree (4) strongly agree (5) as given by Bhandari (2020).

1	2	3	4	5			
Strongly Disagree [SD]	Disagree [D]	Moderately Agree (MA)	Agree [A]	Strongly Agree [SA]			
Respond to the Statements			Response rate				
			SD	D	MA	A	SA
ER1	In this health facility my basic pay is a major form of extrinsic reward						
ER2	In this health facility I received a benefit package as a form of rewards						
ER3	In this health facility I receive a variable pay based on performance as a reward						
ER4	In this health facility I receive social security benefits as a reward						
ER5	In this health facility I am offered a performance-based bonuses as an addition to my fixed pay						
ER6	In this health facility, employees are often promoted as a reward for performance						
ER7	In this health facility career development opportunities are available for all employees as a reward						

SECTION C: INTRINSIC REWARDS

In this section, please respond to the statements given basing on your level of agreement to them.

The rating scale is; strongly disagree (1) Disagree (2) Not sure (3) Agree (4) strongly agree (5) as given by Bhandari (2020).

1	2	3	4	5		
Strongly Disagree [SD]	Disagree [D]	Moderately Agree (MA)	Agree [A]	Strongly Agree [SA]		
S/N	Respond to the Statements	Response rate				
		SD	D	MA	A	SA
		1	2	3	4	5
IR1	In this health facility, I get a feeling of accomplishment					
IR2	In this health facility, I feel rewarded in some way or other					
IR3	My position in this health facility gives me a reasonable balance between work and my other life responsibilities					
IR4	In this health facility, my desire to grow is very high					
IR5	In this health facility, I get very excited with the challenging tasks assigned to me					
IR6	In this health facility, I am free to make my own decisions regarding my work					
IR7	In this health facility, the feeling of excitement I see from my supervisor is so encouraging					
IR8	In this health facility, I am so excited to work form longer working hours as long as I complete my tasks					

SECTION D: JOB SATISFACTION

In this section, please respond to the statements given basing on your level of agreement to them. The rating scale is; strongly disagree (1) Disagree (2), Moderately Agree (3) Agree (4) strongly agree (5) as given by Bhandari (2020).

S/N	Respond to the Statements	Response rate				
		SD	D	MA	A	SA
		1	2	3	4	5
JS1	I am fully committed to this health facility					
JS2	I feel fully involved in the affairs of this health facility					
JS3	I am satisfied with tasks in this health facility					
JS4	I am satisfied with my workmates in this health facility					
JS5	I feel I have a very positive attitude towards this health facility					
JS6	I am happy to continue working in this health facilities for a long time					
JS7	I am willing to accept more tasks if assigned to me					

Thank you for your cooperation

Appendix 2: Interview guide

1. Can you describe your current role within the organization and how long you've been with the company?
2. How would you define job satisfaction, and why do you think it's important within the context of your role and the organization as a whole?
3. In your opinion, what are the most significant factors that contribute to your job satisfaction?
4. Let's talk about extrinsic rewards. How do you perceive extrinsic rewards, such as salary, bonuses, and benefits, in relation to your overall job satisfaction?
5. Can you recall a specific instance where you felt particularly satisfied or dissatisfied with the rewards provided by the organization? What were the circumstances surrounding this experience?
6. How do you believe the organization's reward system impacts employee motivation and engagement in their roles?
7. Have you noticed any changes in your level of job satisfaction based on changes or adjustments made to the extrinsic reward structure within the organization?
8. How do you think the organization could enhance its current reward system to better support employee job satisfaction and motivation?
9. Do you believe there are any disparities or inequities in the distribution of rewards within the organization? If so, how do you think these disparities impact employee morale and satisfaction?

Appendix 3: Introduction Letter

Appendix 4: Plagiarism Test

Plagiarism			
ORIGINALITY REPORT			
20%	18%	7%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	umispace.umi.ac.ug Internet Source		2%
2	irbackend.kiu.ac.ug Internet Source		1%
3	etd.aau.edu.et Internet Source		1%
4	dissertations.umu.ac.ug Internet Source		1%
5	ir.kiu.ac.ug Internet Source		1%
6	Submitted to Sheffield Hallam University Student Paper		1%
7	erepository.uonbi.ac.ke Internet Source		1%
8	ir.mu.ac.ke:8080 Internet Source		<1%
9	Submitted to Hanoi University Student Paper		<1%