

**INFLUENCE OF PSYCHOLOGICAL CONTRACT ON JOB SATISFACTION  
AMONG MEDICAL LABORATORY PROFESSIONALS IN SELECTED PUBLIC  
HEALTH SECTOR INSTITUTIONS AT THE NATIONAL GOVERNMENT, KENYA**

**PENINNA MWONGELI NZOKA**

**A RESEARCH THESIS SUBMITTED TO THE DEPARTMENT OF HEALTH SYSTEMS  
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CONFERMENT OF THE DEGREE OF MASTER OF SCIENCE IN HEALTH SYSTEMS  
MANAGEMENT OF KENYA METHODIST UNIVERSITY.**

**OCTOBER, 2025**

## DECLARATION AND RECOMMENDATION

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“This thesis is my original work and has not been presented for a degree or any other award in any other university”.

**Signed**.....

**Date**.....

Peninna Mwongeli Nzoka

HSM-3-4446-3/2012

### Recommendation

“This thesis has been submitted with our approval as University Supervisors”.

**Signed**.....

**Date** .....

Dr. Kezia Njoroge, PhD

School of Public and Allied Health

Department of Public Health

Liverpool John Moores University

**Signed:** .....

**Date**.....

Dr. Caroline Kawila Kyalo, PhD

School of Health Sciences

Department of Health Systems Management and Medical Education

Kenya Methodist University

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## **DEDICATION**

I dedicate this research to God, my loving mother, beloved daughter, and sons.

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## ABSTRACT

The psychological contract is an implicit agreement that shapes employee-employer expectations and significantly influences employee attitudes and behaviors in organizations. A positive psychological contract enhances job satisfaction by creating a supportive work environment. While research has explored psychological contracts among healthcare professionals in Kenya, there are limited specific studies on Medical Laboratory Professionals (MLPs) and how this contract affects their job satisfaction. This study aimed to assess the influence of the psychological contract on job satisfaction among MLPs in the public health sector, focusing on the Human Resources for Health pillar. The study aimed to determine the influence of employee and employer obligations, entitlements, and delegation on job satisfaction within National Government-selected health institutions. Utilizing the Psychological Contracts 'Iceberg' Model, a descriptive cross-sectional study design was applied, on 106 Medical Laboratory Professionals (MLPs) through Likert-scale questionnaires. Data collection included self-administered structured questionnaires and key informant interviews with human resource personnel and MLP managers. Qualitative analysis followed set themes, and quantitative data were processed using SPSS version 29 for both descriptive and inferential statistics. A response rate of 98 (92.7%) was attained. Male respondents were 48 (49%), female 50 (51%). Most of the respondents were >45 years, 58 (59.2%), 51% were undergraduate degree holders, 24.5% master's degree holders, 19.4% diploma holders, with 2.0% having a Doctorate qualification. The results of Pearson's correlation coefficient indicated that Employee obligations ( $p < 0.001$ ), Employee entitlements ( $p < 0.001$ ), Employer obligations ( $p < 0.001$ ), and Delegation ( $p < 0.001$ ) were significantly associated with Job satisfaction. Further, Multiple regression analysis revealed that Employee entitlements ( $p < 0.001$ ), Employer obligations ( $p\text{-value} = 0.003$ ), and Delegation ( $p < 0.001$ ) were significantly associated with Job satisfaction, while Employee obligations ( $p\text{-value} = 0.578$ ) insignificantly influenced Job satisfaction. The four independent variables combined account for 57.7% variation of the dependent variable ( $R^2 = .577$ ) with a model fit ( $F(4, 93) = 31.70$ ;  $p\text{-value} < 0.001$ ). Delegation had the strongest positive and significant association with job satisfaction ( $\beta = 0.362$ ), indicating that it was the most important predictor in the model. Employee entitlements ( $\beta = 0.351$ ) and employer obligations ( $\beta = 0.253$ ) also showed significant positive relationships with job satisfaction. Conversely, employee obligations were found to have a negative association with job satisfaction. The study concludes that enhancing job satisfaction in the public health laboratory sector requires attention to the psychological aspects of employee relations, including obligations and entitlements, as well as structural elements like delegation. It suggests that organizations should build an environment that fosters motivation, value, and support for their workforce. Recommendations include focusing on purpose-driven expectations, implementing fair human resource policies, and defining roles clearly, balancing obligations with rewards to create a thriving workplace, and creating structures that encourage delegation practices by managers and human resource practitioners.

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## **ABBREVIATIONS AND ACRONYMS**

|                   |                                                          |
|-------------------|----------------------------------------------------------|
| <b>APHL:</b>      | Association of Public Health Laboratories                |
| <b>ASCLS:</b>     | American Society for Clinical Laboratory Science         |
| <b>CNA:</b>       | Certified Nursing Assistant                              |
| <b>COVID-19:</b>  | Coronavirus disease 2019                                 |
| <b>EU:</b>        | European Union                                           |
| <b>FBO:</b>       | Faith-Based Organization                                 |
| <b>GHSA:</b>      | Global Health Security Agenda                            |
| <b>HBV:</b>       | Hepatitis B Virus                                        |
| <b>HCV:</b>       | Hepatitis C Virus                                        |
| <b>HCWs:</b>      | Health Care Workers                                      |
| <b>HIV:</b>       | Human Immunodeficiency Virus                             |
| <b>HRH:</b>       | Human Resources for Health                               |
| <b>HRM:</b>       | Human Resource Management                                |
| <b>HRM&amp;D:</b> | Human Resource Management and Development                |
| <b>IHR:</b>       | International Health Regulations                         |
| <b>IPPD:</b>      | Integrated Payroll and Personnel Data                    |
| <b>KeMU:</b>      | Kenya Methodist University                               |
| <b>KII:</b>       | Key Informant Interview                                  |
| <b>KTTA:</b>      | Kenya Tissue and Transplant Authority                    |
| <b>MLAs:</b>      | Medical Laboratory Assistants                            |
| <b>MLPs:</b>      | Medical Laboratory Professionals                         |
| <b>MLPAO:</b>     | Medical Laboratory Professionals' Association of Ontario |
| <b>MLTs:</b>      | Medical Laboratory Technologists                         |
| <b>MOH:</b>       | Ministry of Health                                       |

|                  |                                                          |
|------------------|----------------------------------------------------------|
| <b>MSS:</b>      | Midwifery Service Scheme                                 |
| <b>NACOSTI:</b>  | National Commission for Science, Technology, and Science |
| <b>NGO:</b>      | Non-Governmental Organization                            |
| <b>NSI:</b>      | Nursing Solutions Inc                                    |
| <b>OBE:</b>      | Occupational Blood Exposure                              |
| <b>PC:</b>       | Psychological Contract                                   |
| <b>PCTech:</b>   | Patient Care Tech                                        |
| <b>PCT:</b>      | Psychological Contract Theory                            |
| <b>PPB:</b>      | Pharmacy and Poisons Board                               |
| <b>SAGAs:</b>    | Semi-Autonomous Government Agencies                      |
| <b>SDGs:</b>     | Sustainable Development Goals                            |
| <b>SERC:</b>     | Scientific and Ethical Review Committee                  |
| <b>SET:</b>      | Social Exchange Theory                                   |
| <b>SPSS:</b>     | Statistical Package for Social Sciences                  |
| <b>SRC:</b>      | Salaries and Remuneration Commission                     |
| <b>TB:</b>       | Tuberculosis                                             |
| <b>UPB:</b>      | Unethical Pro-organizational Behavior                    |
| <b>USA:</b>      | United States of America                                 |
| <b>WHO:</b>      | World Health Organization                                |
| <b>WHO/AFRO:</b> | World Health Organization Regional Office for Africa     |

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Health systems are weak across many parts of the developing world in terms of achieving the global health agenda and Sustainable Development Goals (SDGs). For this reason, the World Health Organization (WHO) developed a common framework of action for assessing health systems composed of six building blocks of the health system. According to the WHO, a well-performing workforce is one that is responsive to the needs and expectations of people and is fair and efficient to achieve the best outcomes possible given available resources and circumstances (World Health Organization [WHO], 2007). Thus, investment in health management systems is required to retain a satisfied healthcare workforce that offers high-quality care to patients in Sub-Saharan Africa (Kim et al., 2021). The study is anchored on the Human Resources for Health (HRH) pillar with the aim of strengthening this particular building block in order to achieve better health outcomes.

Medical Laboratory Professionals are trained and licensed healthcare personnel responsible for conducting laboratory tests that are critical to the diagnosis, treatment, and prevention of diseases. In this study, the term specifically refers to individuals working within public health sector institutions under the jurisdiction of the National Government, including medical laboratory technologists and technicians. These professionals play a pivotal role in supporting clinical decisions through accurate and timely diagnostic services. Their roles frequently necessitate high levels of technical expertise, ethical conduct, and adherence to healthcare standards, rendering them especially vulnerable to psychological contract perceptions and job satisfaction levels in institutional settings.

Within the various departments, Medical Laboratory Professionals operate within the various policy and strategic priorities of the Kenya government based on the Kenya Health Policy 2014-2030 which outlines the drive of the country towards attaining the overall health aspirations of the people of Kenya. This is informed by the Kenya's Vision 2030, the Constitution of Kenya 2010, and the global health commitments included in the International Health Regulations (IHR, 2005), the Global Health Security Agenda (GHSA), and the WHO/AFRO Maputo Declaration 2008 on strengthening of laboratory systems. Laboratory is depicted as one of the core capacities that countries must develop for the implementation of IHR and seen as the surest way to invest in preparedness. GHSA is geared towards a global effort to strengthen the world's ability to prevent, detect and respond to infectious disease threats like the hemorrhagic fevers (Ebola and Marburg virus disease) and Covid-19. The Maputo Declaration of 2008 urged global stakeholders and national governments to prioritize laboratory system support and harmonization in Sub-Saharan Africa through comprehensive national strategies and policies. This shift acknowledges the critical importance of basic laboratory testing, impacting clinicians, healthcare policy makers, and donor organizations (Nkengasong et al., 2018).

The healthcare sector is among the most crucial global sectors. Faced with numerous challenges of accessibility, affordability, and quality the industry continues to evolve as healthcare spending increases. The growth of healthcare spending has been a longstanding policy concern. Global healthcare sector is expected to grow at an annual rate of 4.1 percent between 2017-2021, up from simply 1.3 percent in 2012-2016 and 5.4 percent in 2018-2022, a significant increase from 2.9 percent in 2013-2017 (Deloitte, 2018; Deloitte, 2019). Healthcare systems form a key part of government strategies across the world. Robust healthcare systems require the right health workforce and necessitate a talent retention strategy hence paying heed to the psychological contract.

The psychological contract is an implicit agreement key in shaping employee-employer expectations and comprehending employment relationships as well as attitudes and behaviours displayed by employees in an organization. However difficult it may be to define, a psychological contract is experienced by anyone within a working relationship, often defined as unspoken, unwritten, and promissory in nature. The psychological contract is at the most elementary level of the employment relationship. Spindler (1994) postulates that unlike legal contracts, psychological contracts lack legal recourse in case of violation, allowing aggrieved parties to halt contributions or completely pull out of the relationship (Longurasia, 2008). While explicit policies, such as the formal employment contract, benefit from constancy and comprehensibility written policies might be stiff, restrictive, boring, or all three. Formalized policies are used to define the work connection and the psychological contract. Written policies lose significance if they lack backing by a supportive culture (Armstrong, 2006). PC bridges the gaps in the employment relationship by addressing concerns that would be difficult to address by a formal, written contract. For the proper management of the employment relationship, the psychological contract continues to be an important component of all aspects of people management.

Psychological contracts are essential in establishing trust between individuals and organizations, as they motivate them to fulfill their obligations if they believe the other party will do the same. Psychological contract provides valuable insights into the mutual expectations between employees and employers.

According to Guest and Conway (1998), metaphorical thinking is better applied with regard to psychological contract to assess the condition of the work relationship and plot major changes. Psychological contract guides the job relationship ongoing evolution, which is continually changing over time. The importance of creating and sustaining a positive psychological contract cannot be overemphasized. It is closely connected to increased commitment to the

organization, improved employee contentment, and enhanced working relationships. A positive psychological contract results from pursuing a set of progressive HRM practices such as providing opportunities for learning, career advancement, emphasizing the ability to keep one's job, promotion opportunities, fair reward systems, and involvement processes (Guest & Conway, 2004). Building a positive psychological contract result in positive employment relationships (Patrick, 2008). A positive employment relationship fosters positive work-related outcomes by creating a conducive atmosphere for enhanced performance and productivity (Akinyemi, 2009).

The healthcare industry has experienced a significant shift in the workforce globally, with a 3.2 percent decrease in hospital turnover and a 4.6% decrease in Registered Nurse turnover from 2021 in the United States of America (USA). Of all hospital separations during this period voluntary terminations accounted for 94.7 percent. Even though in the latter half of 2022 employee exits decreased, labour shortage, employee burnout and retirement have kept hospital turnover rates high. Furthermore, the patterns of turnover reveal that Medical Technologists came in fourth at 17.8 percent from Staff Registered Nurse: 22.5 percent, Patient Care Tech (PCT): 32.3 percent and Certified Nursing Assistant (CNA): 33.7 percent ( Nursing Solutions Inc [NSI], 2023).

“Over 4 billion medical laboratory tests are performed annually in the USA (The American Society for Clinical Laboratory Science [ASCLS], 2023).” “Laboratory testing remains the single highest-volume medical activity affecting Americans (Stone, 2022).” Unperceivable as they are, behind the healthcare curtains, the laboratory personnel need to step out and assert themselves as champions for patients, truth, and the importance of data-driven medicine. The pandemic has highlighted the vital role yet underrepresentation of MLTs in the healthcare system (Dignos et al., 2023). With the capability to undertake 76,000 tests in a single day, the Medical Laboratory Personnel in Ontario collected and analyzed 13,262,409 COVID-19 tests

in 2021 (Gohar & Nowrouzi-Kia, 2022). Besides being the backbone for the healthcare system and crucial for diagnostic specimen analysis, Medical Laboratory Technologists (MLTs) and Medical Laboratory Assistants (MLAs) are often overlooked, according to Gohar and Nowrouzi-Kia. The Institute of Medicine (IOM) designated laboratory medicine as one of the ten core services in the US health system, ushering in a new era for medical laboratories (Plebani et al., 2020).

Laboratory results play a crucial role in every medical decision. With 70% of medical decisions relying on laboratory results, the workforce in medical laboratories has been on the decline for decades. Out of the 6,203 practicing Medical Laboratory Technologists, 41 percent were eligible to retire within 2-4 years, 87 percent were experiencing burnout from working 24/7 during COVID-19, 42 percent were anticipating leaving the field/early retirement, or stress/sick leave. The cycle of shortages, increased workload, burnout, and turnover worsened the Human Resources for Health (HRH) crisis. Revealed, was a significant shortfall between the current shortage of 466 Medical Laboratory Technologists positions and the 291 onboarding. Recognizing the knowledge and consulting role of medical laboratory professionals is vital for a robust and value-based patient-centric healthcare system model (Church & Naugler, 2020). A survey in Madrid found low job satisfaction among doctors, with half willing to change professions, one-third experiencing harassment, and many women facing discrimination. Nurses' professional functions are not clearly distinguished from doctors', with the nursing professional association claiming they are treated as assistants to physicians (Buchan & Perfilieva, 2006). This highlights the need for improved job satisfaction and professional development for nurses. Lithuania, a European Union (EU) member state, is facing a significant threat of losing health professionals due to migration to other countries. In 2002, 60.7 percent and 26.8 percent of specialist trainees and physicians respectively expressed their intention to leave Lithuania (Krosnar, 2004). The emigration of physicians and nurses

may be owed to EU accession (Buchan & Perfilieva, 2006). In Ireland, psychological contract-related breaches are mostly prevalent in the public sector and large organizations, with little research on their implications as some studies show (Collins & Beauregard, 2020 as cited in Guest & Conway, 2002). This mismatch between expectations and realities affects doctors' job satisfaction and well-being (Collins & Beauregard, 2020). His findings correspond with those of Bennett et al. (2014) in that, training expectations among Irish non-consultant doctors remained largely unmet and fell below that available elsewhere in the EU.

Insights by notable speakers disseminated on laboratory empowerment through sustainability and innovation disclose that the onset of the COVID-19 pandemic was like building a plane in the air while flying it and all that was made possible through the medical laboratory professionals' collaboration and knowledge sharing until vaccines could eventually be obtained. Their role was acknowledged as increasingly important at all levels. Notably there were large staffing gaps in North America and Europe besides the growing need for laboratory specialists and leaders in the healthcare industry. For instance, the laboratory profession was one of the lower-priority options for medical students in North America. To address the challenges cited, a change in the image of laboratory medicine was inevitable. That required promotion of the field, which was key in making it appear prestigious, visible, and valued. That way, attracting bright young people will be a must. The good training courses in place required updating to accommodate the rapidly changing field of laboratory medicine and diagnostics and the likely impacts of technological advancements (Omnia Health, 2022). Laboratory medicine is crucial for public health, with treatment based on laboratory confirmation becoming the norm. Medical Laboratory Professionals (MLPs) are a key pillar in the health sector, particularly at the center of healthcare delivery (Joncic et al., 2023).

Laboratory diagnosis is evidence-based hence it is relied upon by all healthcare professionals for decision making in the treatment of diseases, thus making clinical laboratories an important part of the global healthcare system. An efficient clinical laboratory network is a pertinent element of healthcare systems, aiding in disease burden estimation, timely diagnosis, and treatment response monitoring, and is essential for global health security (The Lancet Global Health, 2017). Any healthcare facility is as good as its laboratory.

According to their study, Koomson and colleagues 2022 revealed that in Ghana psychological contract breaches were widespread among doctors, indicating that employers did not satisfy expectations. However, there was an insignificant negative link discovered between psychological contract breaches and job involvement. Nevertheless, conscientiousness, a key trait among doctors, may have helped them withstand organizational or system failures (Koomson et al., 2022). In Uganda, major variables influencing the provision of healthcare services in public facilities were low pay (61 percent), a hostile work environment (42 percent), and a lack of employer support (45 percent) (Najjuma et al., 2016).

Job satisfaction levels among healthcare professionals in Kenya range from 26.7 percent in Busia County (Wamalwa, 2017) 47.5 percent in Trans Nzoia County (Nyang'ori, 2021), to 60 percent at Homabay County referral hospital (Tony, 2018). Nursing job satisfaction level in Mombasa, Kwale, and Kilifi counties is as low as 28.2 percent (Tengah & Otieno, 2019). The job satisfaction level was 36 percent in Makueni County and below 50 percent in most of the counties in Kenya (Mathulu & Mbithi, 2016). However, this data is not broken down by cadre. According to Blaauw et al. (2013), this level is lower than in Tanzania (82.6 %), Malawi (71 %), and South Africa (52.1 %).

The Ministry of Health (MOH) manages Kenya's health sector, which includes the public system, Semi-Autonomous Government Agencies (SAGAs), and private facilities. Health services are provided through over 4,700 facilities across the country, with the public sector accounting for 51% of these facilities. Private for-profit, Non-Governmental Organization (NGO), and Faith Based Organization (FBO) facilities also contribute to the network (National Coordinating Agency for Population and Development [NCAPD] & ORC Macro, 2005). Health is a devolved function run at the National and County levels of government. The National government is responsible for formulating and coordinating health policies, regulatory functions, capacity building, and technical assistance to counties and national referral health facilities within the devolved health function (Masaba et al., 2020). The MLPs are deployed at the Ministry of Health Headquarters (Afya House and Afya Annex Complex), Pharmacy and Poisons Board (PPB), the Kenya Transfusion and Transplant Authority, National Cancer Institute, National Spinal Injury Teaching and Referral Hospital, and Mathari Teaching and Referral Hospital.

Longurasia (2008) found that job satisfaction is linked to distributive justice with employees under the age of 40 at the Kenya Meat Commission, indicating satisfactory performance with zero layoffs and showing attachment to the job and its aspects immediately after entry into the organization. Makau (2010) established a link between psychological contracts and employee commitment among Safaricom Limited customer service personnel, with normative commitment being the lowest. The link between psychological contract and Migori County Government employees' commitment was significantly influenced by content, feature, and evaluation-oriented frameworks, with a somewhat substantial effect from leadership styles (Kajo, 2021). Njenga (2008) found that employers' obligations were moderately met from the perspective of managers, indicating that the Thika Municipal Council had somewhat breached the psychological contract, either unwittingly, via interruption, or outright breach. Violations

were often related to training and development, remuneration and benefits, and promotional opportunities. Job dissatisfaction resulting from violation of psychological contract items was reported with significant correlation between perceived psychological contract and job satisfaction among most of the teachers in Gem District (Odhiambo, 2015). Abwavo (2005) revealed that employers' psychological obligations and employees' job satisfaction were positively associated at commercial banks in Nairobi.

Strikes in Kenya's public sector is mostly caused by disagreements over salary and benefits, although a favourable working environment, challenging jobs, flexible work conditions, job security, and respectable positions are major non-monetary motivations for employees. Employee morale is impacted by low pay, unclear promotion criteria or absence thereof, and unfavourable working conditions. The Salaries and Remuneration Commission (SRC) used the study on the salary gap between the public and private sectors as a springboard for harmonizing housing, hardship, leave, and subsistence allowances (Salaries and Remuneration Commission [SRC], 2011-2017). In Kenya, doctors went on a 100-day strike (Dec 2016 to March 2017), with nurses following suit with an even longer strike, which lasted 150 days (July to November 2017); the longest-running strike experienced in Kenya's history (Waithaka et al., 2020). Other cadres involved in the dispute included clinical officers and 17 non-unionized cadres under Kenya's health professional associations umbrella, such as pharmaceutical technologists, nutritionists. Community health aides took part in the unrest as well.

In a nationwide telephonic survey for nearly 4,000 health workers, out of the 1,907 nurses interviewed, 85 percent had stress, 40 percent had post-traumatic disorder, 23 percent exhibited depression symptoms and 17 percent reported anxiety. From the data, 72 percent of the nurses had attained a Diploma in Nursing, 68 percent had less than 10 years of work experience, and 54 percent of them were working in public health facilities. On the other hand, the figures for 2027 community health volunteers were less similar, with 25 percent depressed, 85 percent

stressed, 38 percent with post-traumatic stress, and 15 percent reporting anxiety. Identified as the top causes of stress, post-traumatic stress and anxiety were low pay and burnout (Odero et al., 2023).

## **1.2 Statement of the Problem**

Job dissatisfaction among Medical Laboratory Professionals (MLPs) in Kenya's public health sector is a pressing issue, leading to strikes, turnover, labour disputes, and health risks for patients. Factors such as inadequate wage payments, allowances, and delayed career progression exacerbate dissatisfaction (SRC, 2011-2017). Additionally, issues like staffing shortages, occupational health risks, and poor visibility of clinical laboratory science as a profession contribute to the problem (Association of Public Health Laboratories [APHL], 2020; Kanyina et al., 2017; Waheed et al., 2023).

Globally, percutaneous injuries, including sharps injuries, affect 1 in every 10 healthcare professionals annually, with significant rates of infections such as Hepatitis B Virus (HBV) - 37 Percent, Hepatitis C Virus (HCV) - 39 percent, and Human Immunodeficiency Virus (HIV) - 4.4 percent, mostly prevalent among MLPs due to the nature of their work (Mossburg et al., 2019; WHO, 2002). Occupational Blood Exposure (OBE) causes significant psychological stress, such as job-related depression (Howsepian, 1998; Worthington et al., 2006), as well as high management expenses (Mannocci et al., 2016). Between 2000-2030, it is estimated that 16,000 HCV infections attributable to sharps injuries will result in 142 early deaths. Similarly, the 66,000 HBV infections will lead to 261 early deaths, and about 736 Health Care Workers will die prematurely from 1000 HIV infections (Prüss-Üstün et al., 2003) .

Moreover, the absence of comprehensive policies and supportive organizational cultures exacerbates dissatisfaction, impacting healthcare service delivery and patient outcomes. Attempts to enhance working conditions and health workers allowance have formed part of the retention strategies (SRC, 2011-2017; Wamalwa, 2017). Addressing these challenges

necessitates a multidimensional approach which comprises improving working conditions, strengthening occupational health and safety, and applying evidence-based solutions. Most studies have focused on job satisfaction perspective among clinicians, nurses and healthcare professionals generally without associating it with psychological contract (Mathulu & Mbithi, 2016; Nyang'ori, 2021; Tengah & Otieno, 2019; Tony, 2018; Wamalwa, 2017).

Research on the psychological contract's impact on job satisfaction among the Kenyan health workforce is therefore limited, highlighting the need for further study. This study aims to fill this gap by investigating the influence of psychological contract on job satisfaction among Medical Laboratory Professionals at selected public health sector institutions at the National Government.

### **1.3 General Objective**

To investigate the influence of psychological contract on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

#### **1.3.1 Specific Objectives**

- i. To establish the influence of employee obligations on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.
- ii. To determine the influence of employee entitlements on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.
- iii. To determine the influence of employer obligations on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.
- iv. To establish the influence of delegation on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

## **1.4 Hypotheses**

Ho<sub>1</sub>: Employee obligations have no significant influence on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

H<sub>11</sub>: Employee obligations have significant influence on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

Ho<sub>2</sub>: Employee entitlements have no significant relationship with job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

H<sub>12</sub>: Employee entitlements have significant relationship with job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

Ho<sub>3</sub>: Employer obligations have no significant influence on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

H<sub>13</sub>: Employer obligations have significant influence on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

Ho<sub>4</sub>: Delegation has no significant relationship with job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

H<sub>14</sub>: Delegation has significant relationship with job satisfaction among Medical Laboratory Professionals in selected public health sector institutions at the National Government.

### **1.5 Justification of the study**

The public health sector faces unprecedented challenges in managing resources; human capital is the most valuable asset. The challenges have been exacerbated by the COVID-19 pandemic, exposing the weak points of the healthcare system. The considerable personnel shortfall caused by attrition might cause interruptions in medical laboratory services, potentially creating major disturbances to the whole healthcare system. The psychological contract continues to be a factor in determining organizational behavior through external influences and internal communication. The MLPs at the National Government continue to operate under centralized, rigid, and less responsive bureaucracies which have resulted in delayed promotions and salary reviews, inadequate involvement in decision-making, limited access to professional developmental opportunities, and perceived lack of recognition and appreciation for their role. Critical examination demonstrates that psychological contracts will continue to be a topic of interest in organizations in the future, as well as in prospective research.

Kenya has seen a significant rise in the development of the public health infrastructure as a result of increased demand for healthcare services and knowledge of constitutional rights by the citizens. Researchers have so far brushed aside the conceptual emphasis on the process within the employment relationship, despite the construct's importance in helping us comprehend what transpires between an employee and their employer. There is no known study done locally in the area of psychological contract vis-à-vis job satisfaction within the public health sector in Kenya. There is limited research on the influence of psychological contract on job satisfaction among MLPs in Kenya. This study is therefore an attempt to fill this gap in knowledge.

### **1.6 Limitations of the Study**

The researcher concentrated on the National Government-selected health institutions hence the inferences made from the research might be challenged. Nevertheless, the research findings formed a basis for further study in the County Government and the private health sector. The findings generated may not apply to the private health sector, Semi-Autonomous Government Agencies (SAGAs) or such other settings because operational circumstances, environment and human resource practices and policies are different. The availability of especially the top managers may be a challenge, despite the fact that their importance in this research may not be downplayed because they are policy makers and implementers. The researcher overcame the challenge by way of liaising with the personal assistants to make prior arrangements and call-backs thus assuring their availability. Besides challenges envisaged in the employment relationship being a sector-wide as well as a worldwide phenomenon, the study only focused on the selected cadre of employees in the selected public health sector institutions given that time and financial resources are limited.

### **1.7 Delimitation of the Study**

The research study was conducted in selected public health sector institutions within the National Government and targeted the practicing MLPs on contractual and permanent, and pensionable terms of employment. The study addressed these four variables: employee obligations, employee entitlements, employer obligations, and delegation.

### **1.8 Significance of the Study**

The study aims to enhance knowledge by assisting management professionals in public health sector institutions in understanding how employment relationships impact attitude and behaviour among Medical Laboratory Professionals (MLPs), who are at the centre stage of the healthcare system and within healthcare institutions. The study's findings will be useful to advanced students, lecturers, and researchers in organizational psychology, organizational

studies, management studies, human resource management, occupational psychology and management consulting, careers and career management, and career counseling.

The study's findings will aid managers in managing expectations, fostering positive relationships, and maintaining productive behaviors among employees. They will also help managers appreciate the impact of implied agreements in employment relationships and the potential consequences of breach. The research will also contribute to further research on enhancing psychological contract as an important concept with potential influence on job satisfaction and related work behavioural outcomes, such as job performance, organizational citizenship behavior, and intention to leave the organization.

It will therefore contribute greatly to the body of knowledge in health systems strengthening through the generation of new ideas on psychological contract for public health sector competitiveness and sustainability as an equal opportunity employer.

### **1.9 Assumptions of the Study**

The following assumptions were made:

- i) That all respondents were practicing Medical Laboratory Professionals.
- ii) That the respondents would provide the study with accurate and honest information.
- iii) That all the study's findings applied to all public health sector institutions in Kenya.

## 1.10 Operational Definition of Terms

|                                            |                                                                                                                                                                                                                                                                            |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Psychological contract:</b>             | Is an individual employee's belief in mutual obligations between that person and another party, such as an employer (Rousseau & Tijoriwala, 1998).                                                                                                                         |
| <b>Job Satisfaction:</b>                   | An attitudinal work-related outcome defined as how individuals feel about their job or the degree to which people are content or unsatisfied with their jobs in general and with certain elements of their jobs (Spector, 1997).                                           |
| <b>Obligation:</b>                         | Is a commitment to some future action that occurs because people agree in some way to be obligated (Rousseau, 1995).                                                                                                                                                       |
| <b>Employee obligations:</b>               | Refers to what employees perceive as their promises and commitment as employees to the organization                                                                                                                                                                        |
| <b>Employee entitlements:</b>              | Refers to what employees perceive as organizational promises and commitment to them in exchange for their contributions.                                                                                                                                                   |
| <b>Employer obligations:</b>               | Refers to inducements, which are rewards and support, monetary or otherwise, which attract, develop, and retain skilled employees such as competitive compensation, support, job security, conducive work environment and development opportunities (March & Simon, 1958). |
| <b>Medical Laboratory Professionals:</b>   | Trained and licensed healthcare personnel responsible for conducting laboratory tests that are critical to the diagnosis, treatment, and prevention of diseases.                                                                                                           |
| <b>Psychological contract fulfillment:</b> | The extent to which one contracting party believes the                                                                                                                                                                                                                     |

other has fulfilled its commitments (Lee et al., 2011).

**Psychological contract breach:** Cognitive perception of unfulfilled promises. An employee's belief that the organization has failed in the fulfillment of its obligations to the employee (Akinyemi, 2009).

**Psychological contract Violation:** A violation occurs when the employee experiences a discrepancy between the actual fulfilment of obligations by the organization and what it has previously promised to do (Anderson & Schalk, 1998).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter seeks to give a complete overview of the literature on Psychological Contract and Job Satisfaction. The information in this chapter, therefore, serves as a bridge to subsequent chapters describing other steps in the research process.

#### **2.2 The Influence of Psychological Contract on Job Satisfaction**

Al-Hussami (2008) highlights that employee satisfaction is a multifaceted issue influenced by job nature and employee expectations. Schein (1998) highlights that psychological contract violations, often disguised as explicit concerns like compensation, working hours, and employment conditions, can lead to labour unrest, employee dissatisfaction, and worker alienation. These challenges form the basis of a negotiable agenda rather than a psychological agenda, and are often dressed up as explicit issues, highlighting the importance of understanding expectations between organizations and employees.

Research by Kim et al. (2021) reveals that health managers enhance job satisfaction and retention in healthcare providers, with individual-level needs like supervisor interaction, salary, and management quality being more significant determinants. Kim et al. found that healthcare professionals who worked in well-managed institutions were more likely to stay and be happy with their careers.

In Uganda, doctors are more likely to quit their jobs within two years due to better training opportunities in other fields (Hagopian et al., 2009). In Ethiopia, doctors are more likely to leave their jobs than nurses due to higher chances of moving to other fields (Ferede et al., 2018). According to Garcia et al. (2020), laboratory professionals aged 41 or older had the highest job satisfaction, while those aged 35 to 44 had the lowest. Females were more satisfied

with their current profession than males (63.3 percent and 58 percent respectively). The more an employee fulfills his or her obligations, the happier the person is with his or her employment. Respondents who reported high levels of satisfaction were managers, who appeared to have had more challenging job experiences and were more involved in decision making (Abwavo, 2005).

Psychological contract is a research construct that has gained interest from scholars and practitioners (Kristof-Brown et al., 2005). A PC is characterized by three aspects: a clear focus on the employment relationship, the exchange relationship and the dynamic employee behaviour (Conway & Briner, 2005). It suggests that employees believe that their contributions will obligate their organization to reciprocity (Rousseau, 1990).

### **2.3 Employee obligations and Psychological Contract on Job Satisfaction**

Employers expect commitment, loyalty, performance, and availability. Robinson et al. (1994), show that employees reciprocate treatment by adjusting obligations, while Rousseau (1995), suggests that negative employee loyalty and performance may be as a result of organizational failure.

#### **2.3.1 Work Effort**

According to Chang (2018), psychological needs serve as a crucial explanatory framework that links psychological contracts to outcomes. Levinson et al. (1962), found that under-fulfillment of psychological contracts leads to decreased work effort and job dissatisfaction.

In their view, Rusbult et al. (1988) and Withey and Cooper (1989), work is positively correlated with job satisfaction. With employees experiencing psychological contract violations and job dissatisfaction, they may contribute less to their organizations. The Exit, Voice, Loyalty, and Neglect typology of job dissatisfaction responses offer an exchange and integrative model along dimensions of constructiveness versus destructiveness (impact on the employee-

organization relationship and immediate sources of dissatisfaction) and activity versus passivity (employees' coping mechanisms in an effort to deal with dissatisfaction). Voice and loyalty are constructive, while neglect and exit are destructive. Neglect was defined by Rusbult et al. as passive, allowing circumstances to worsen through decreased effort or spending time meant for work on personal matters. This is comparable to quitting before actually leaving the organization.

### **2.3.2 Person-Environment fit**

According to Kristof-Brown and Billsberry (2012) fit is assessed by the explicit comparison of a person and environment characteristics to determine whether or not there is a match. A lack of fit can lead to decreased performance, dissatisfaction, and stress. Studies show that when abilities match job demands and values align with company values, job satisfaction and commitment increase (Kristof-Brown et al., 2005; Kristof-Brown & Billsberry, 2012; Verquer et al., 2003). The person-job and person-organization fit significantly impact job satisfaction and commitment, as they influence our attitudes and attitudes towards our work environment.

Job satisfaction is mostly strongly related to person-job fit, organizational commitment with person-organization fit, coworkers' satisfaction with person-group fit, and supervisor satisfaction with person-supervisor fit (Mitchell et al., 2001).

According to Mafini and Dlodlo (2014) Person-environment fit was positively related to and predicted job satisfaction. In their study, Gregory et al. (2010) discovered that person-organization fit significantly impacts employee satisfaction.

### **2.3.3 Loyalty**

Mbindyo et al. (2009) as cited in Arage et al. (2022), postulates that an effective health system calls for trained, motivated, and supported health personnel. The effectiveness of the health system is dependent on the involvement of highly qualified and dedicated health personnel.

Study findings by Mbindyo et al. (2009) state that health professionals with high commitment have characteristics such as a strong desire to work hard for organizational goals, greater job satisfaction, and a desire to remain in the organization. Moreover, owing to their sense of belonging, connection, and attachment to organizational performance, they display minimal absenteeism, a low intention to leave, a good mental spirit, increased effort, and inspiration. However, a significant portion of the workforce is disengaged, with a fourth being completely disengaged, half working just enough to survive, and only 25% being enthusiastic (Bates, 2004). This discontentment often leads to frustration and dissatisfaction, prompting employees to seek opportunities elsewhere.

According to Adegoke et al. (2015) Employees' perceptions of how their employer regards them have a substantial influence on their deliberate commitment and organizational identification. Bateman and Organ's study, conducted in 1983 (as cited in Rusbult et al., 1988), asserts that high job satisfaction seems to encourage acts of loyalty, such as good citizenship behaviour. As such, employee loyalty is a strong motivation to stay with an organization, even if it's not financially beneficial. Loyalty binds employees to their organizations even if it's not financially advantageous. (Logan, 1984).

Elegido (2013) asserts that employees have a purposeful commitment to promote their employer's best interests, even if it means sacrificing personal interests. Vuong et al. (2021) conducted a study on predictors of doctors' satisfaction and loyalty in public hospitals in Vietnam. The study findings revealed that job satisfaction leads to loyalty among doctors, aligning with the business organization's proposal that mutual benefits are the best form of loyalty.

## **2.4 Employee entitlements and Psychological Contract on Job Satisfaction**

Based on the exchange theory, entitlements refer to what employees expect to receive or receive from the organization in return for their contributions (Isaksson et al., 2010). Levinson et al. (1962) as cited in Akinyemi (2009), used the concept of Psychological Contract to outline a set of expectations and obligations held in the implied agreement between employee and employer. Levinson described that job performance, security, financial rewards, and being looked after by the employer were some of the expectations and obligations held by employees either consciously or unconsciously. Employees typically expect justice, fair compensation, and fair treatment and appreciation from employers, while employers expect commitment, loyalty, competence, flexibility and availability (Akinyemi, 2009).

### **2.4.1 Treatment at work**

Organizational justice is a notion that links how workers are treated with motivation and job satisfaction. There are three components of organizational justice, according to McDowall and Fletcher (2004); distributive justice, procedural justice, and interactional justice. McDowall and Fletcher and Cropanzano and Folger (1989), defined distributive justice as how employees perceive their treatment in resource distribution, including workload, work schedule, salary, promotion, and allowances. The consistency and fairness of procedures as perceived by the employees is known as procedural justice. It also concerns personnel selection for training and promotion decisions (Folger & Konovsky, 1989). Interactional justice refers to the dignity and respect accorded to persons through interpersonal communication related to the organization (McDowall & Fletcher, 2004).

The absence of a uniform policy framework that guides allowance payment in the public service has led to injustice and unfairness over time, increasing discontent with and within public sector organizations. This has sparked outrage and calls for equity of treatment among cadres performing similar work under similar conditions (SRC, 2011-2017). For example, there

exist differences in pension payouts among public-sector pensioners. SRC has attempted to provide a transparent and equal remuneration and benefits structure.

According to Akinyemi (2009) employees often want their employers to be fair, supportive, and just as well as to reward and recognize them equally. Researchers revealed that how fairly someone is treated has a considerable influence on their level of satisfaction.

Employees evaluate organizational policies, supervisory treatment, and compensation based on fairness, as per various studies (Cohen-Charash & Spector, 2001; Colquitt, 2001; Meyer et al., 2002; Van Dierendonck & Jacobs, 2012). Health workers, particularly clinical officers and medical assistants, were found to be especially unhappy with unfair access to possibilities for career progression and continuing education by Manafa and colleagues in 2009. The study aligns with McAuliffe et al.'s (2009) research, which found that the level of job satisfaction among mid-level cadres strongly correlated with perceptions of justice, including good treatment by managers and informed decision-making.

#### **2.4.2 Recognition and Reward**

Employees unconsciously hold a certain set of expectations from employers. Bowen (2000) defined recognition as public appreciation of an individual's contribution to an organization, while reward is a tangible payment for something good done or service. The two are seen by Jun et al. (2006) as the main influential and attested factors that motivate employees among the several factors of job satisfaction. Ong'ayo (2008) affirms that every employee wants to have their accomplishments acknowledged. Employees desire to be recognized for their achievements through bonus payments, public recognition, and promotion. Motivational factors inspire employees to improve work performance, leading to job satisfaction. Recognizing good performance is crucial for boosting morale and job satisfaction. In a study

involving nurses, a manager's expressions of appreciation, recognition, and thanks had the greatest impact on their job satisfaction (McNeese-Smith, 1997).

A study by Waqas et al. (2014) found that recognition and reward positively impact job satisfaction in the financial sector. In the same vein, Frempong et al. (2018) stated that recognition and reward have a positive impact on employees' job satisfaction.

### **2.4.3 Career Advancement**

Career advancement significantly impacts an individual's quality of life and socio-economic involvement. An effective job market depends on career development. People who pursue careers that fully utilize their potential become motivated and productive, increasing their level of job satisfaction (Wamalwa, 2017)). Developmental chances motivate individuals to grow professionally and pursue advancement prospects (Ojakaa et al., 2014). A prominent example of career advancement is promotion. Promotion was cited by Wamalwa (2017) as a major contributor in raising staff morale, with most employees promoted in the previous four years acknowledging its positive impact on their jobs. The study also revealed that career development significantly impacts job satisfaction among health workers in Tier 3 facilities by providing progression and performance tools.

Employee engagement and organizational performance are both enhanced by training. According to Ojakaa et al. (2014) the absence of professional development opportunities is one of the biggest barriers to health worker retention. Training and career development opportunities significantly enhance employee retention, organizational commitment, and performance; as a result, they must be made available fairly if individuals are to advance in their careers (Newman et al., 2011). All employees will be motivated if there are available, clearly defined promotion policies (Wamalwa, 2017). Bartlett (2001) found that training positively impacts affective commitment, but not continuance commitment as a human

resource practice. Affective commitment is a strong predictor of job satisfaction (Meyer & Herscovitch, 2001). Training opportunities foster social identity, reciprocity, and employee satisfaction (Brum, 2007). Organizations that prioritize professional development promote emotional bonds with employees, enhancing their sense of belonging and loyalty (Jehanzeb et al., 2013).

Tsai (2014) claims that implementing a learning organization is a strategy that increases employees' commitment in healthcare organizations and aids in enhancing their creativity and efficiency in the workplace. Therefore, when management practices foster and encourage personal growth, the enhancement of employees' capabilities, and performance promote commitment and sense of belonging among healthcare employees (Singh & Schwab, 2000).

## **2.5 Employer obligations and Psychological Contract on Job Satisfaction**

Employees perceive that their employer owes them something in exchange for their contributions to the employment relationship. Employer obligations, March and Simon (1958), include inducements, which are rewards and support, monetary or otherwise, that attract, develop, and retain skilled employees, such as competitive compensation, support, job security, a conducive work environment, and development opportunities. Certain employees may perceive that the organization is not fulfilling their expectations or promises (Cable, 2008).

### **2.5.1 Remuneration and Benefits**

Employees want to be compensated fairly. Ong'ayo (2008), emphasizes that compensation is a requirement for high satisfaction, even though it is not a sufficient condition in and of itself. There is a significant correlation between how satisfied the employees are with the way compensation is administered. Job satisfaction is typically achieved when team members' expectations are met, and performance-related pay is fair and equitable, along with other perks and benefits.

Healthcare professionals who get low pay frequently experience feelings of being overlooked and undervalued worldwide (Ahmed et al., 2016; Atmaja & Puspitawati, 2018; WHO, 2013). Research study by Islam et al. (2018) reveal that compensation and rewards were among the predictors with the greatest degree of correlation and effect on employee job satisfaction.

Most HCWs expressed dissatisfaction with the work environment components such as compensation, training and development, social support, and working conditions in a study conducted by Nyang'ori (2021). Most key informants (60 percent) expressed comparable dissatisfaction, citing low salary, insufficient training and development opportunities, and a generally unfavourable work environment as the main causes.

### **2.5.2 Work Environment**

Akinwale and George (2020) state that the work environment is a crucial factor in the healthcare industry, driving commitment, productivity, and employee satisfaction. It encompasses both physical and emotional aspects of the workplace. Study findings suggest that the work environment is a predictor for employees' job satisfaction, especially in the healthcare industry, which is inconvenienced by repeated strike actions owing to the unconducive work environment. According to Dartey-Baah and Amoako (2011), the work environment into two major categories: work and context. Work includes all aspects of employment and task activities such as training, autonomy, and job fulfillment. the work environment into two major categories: work and context. Work includes all aspects of employment and task activities, such as training, autonomy, and job fulfillment. Context as an aspect of the work environment and employee satisfaction, cover both the physical working environment and social working conditions. Mathulu and Mbithi (2016), discovered that poor working conditions were among the reasons for as few as 42 percent of nurses wanting to leave the hospital for other facilities. This contradicts findings from an Ethiopian study that found

65.1 percent of health workers were dissatisfied with their jobs due to poor working conditions (Mengistu & Bali, 2015). Similarly, Ayamolowo et al. (2013) found a significant relationship between the overall work environment and job satisfaction among nurses in Nigeria.

In his study among clinicians at Homabay County Teaching and Referral Hospital, Tony (2018) found that out of the 25 respondents, 44 percent were satisfied with the work environment. The study results revealed that 50 percent of the 10 doctors were dissatisfied with the work environment. Edem et al. (2017) broad view of a work environment, highlighted elements ranging from wages, working hours, employee independence, organizational structure, to effective communication between management and the workforce and their potential positive impact on employee satisfaction.

### **2.5.3 Job Security**

According to Coyle-Shapiro et al. (2019) job insecurity can contribute to contract breaches, (Costa & Neves, 2017b; Piccoli & De Witte, 2015; Shoss et al., 2018) as it leads to a lack of perceived reciprocity between employees and the organization (Piccoli & De Witte, 2015). Insecure employees are more likely to investigate breaches and become more vigilant, indicating a lack of regard for their contributions (Costa & Neves, 2017b). Shoss et al. (2018) stress that unsatisfied workers sense a contract breach. The results of these studies establish that job insecurity negatively impacts employment relationships since it is strongly correlated with contract breaches. A study by Akroyd et al. (1994), found job satisfaction among nurses to be largely unrelated to compensation and job security.

Both physical and social working conditions contributed majorly to the dissatisfaction among National Midwifery Service Scheme (MSS) midwives, according to Adegoke et al. (2015). High job security, particularly in government, education, healthcare, and law enforcement,

reduces the likelihood of job loss, as per Ong'ayo (2008). Having to worry about the security of one's job is a stressor that makes employees dissatisfied at work.

## **2.6 Delegation and Psychological Contract on Job Satisfaction**

Delegation is a managerial tool that enables managers to develop and utilize subordinates' potential to achieve organizational goals and objectives (Yukl, 1998). Understanding contract law, oral contracts, and psychological contracts is crucial for proper delegation, as both verbal and formal contracts provide a mechanism for delegation (Serrat, 2010). Ferrari's (2014) indicates that delegation is influenced by organizational structures, decision-making processes, and authority transfer. Thus, an emphasis on organization and the development of organizations that value delegating. Serrat (2010) found no significant correlation between supervisor characteristics and subordinate satisfaction in relation to delegation.

### **2.6.1 Psychological Empowerment**

Psychological empowerment is a crucial aspect of employee empowerment, linked to job satisfaction, work performance, and burnout, as studied in hospitals, highlighting its impact on behavioral and attitudinal outcomes (Hechanova et al., 2006; Hochwälder, 2007). The mediating effect of empowerment in delegation positively impacts decision quality, commitment to decision execution, job satisfaction, and effective time management (Yukl, 2006).

Participative leadership, delegation, and empowerment comprise managerial behaviours that enhance employees' autonomy, trust, commitment, and cooperation by bridging power and behavior approaches to leadership (Gavares, 1993; Yukl, 2006).

### **2.6.2 Feedback-seeking Behaviour**

Feedback enhances employee performance evaluation, and leader delegation promotes feedback-seeking behavior by psychologically empowering subordinates, with trust being a key factor in determining this behaviour (Barner-Rasmussen, 2003; Zhang et al., 2017). Continuous, honest feedback should be provided to everyone, not as a measure but as a reflection on assigned tasks. Riisgaard et al. (2016) emphasize the importance of soliciting feedback on stakeholder satisfaction, understanding how delegates affected outcomes, identifying improvement areas and providing insights for future improvement.

### **2.6.3 Trust**

Delegation involves demonstrating confidence and trust in subordinates, which can improve efficiency, productivity, and staff retention (Ghumro et al., 2011). Delegating authority and responsibility can foster trust and organizational importance among subordinates, as noted by Chen and Aryee (2007). Trust and relationships are crucial for successful delegation, as they create comfort and ownership, and managers naturally delegate tasks to those they trust, backed by facts rather than assumptions. Managers must demonstrate trust with their subordinates to prevent low morale, poor performance, and non-delivery, as broken promises can lead to employee withdrawal and decreased engagement (Cooper, 2013; Muir, 1995; Robinson, 1996). Deery et al. (2006) found a negative association between psychological contract violations and employer trust. Robinson and Rousseau (1994) found that breaches of the psychological contract negatively impact trust and satisfaction while violation of the psychological contract inversely relates to employee fulfillment, trust, and intent to remain with the organization. Similarly, Ozyilmaz (2010) discovered that trust significantly influence employees' intentions and behaviours in the organization.

## **2.7 Theoretical Framework**

### **2.7.1 Social Exchange Theory (SET)**

The Social Exchange Theory, which has roots in psychology, sociology, and economics in the 1920's was developed after Mill's Utility Theory (Malinowski, 1922; Mauss, 1925) and Thorndike's (1932, 1935) research on the Reinforcement Theory and was first seriously considered in the early 1960s. Social psychology (Gouldner, 1960; Homans, 1958; Thibault & Kelly, 1959), sociology (Blau, 1964), and anthropology (Firth, 1967; Sahlins, 1972) are all affected by SET. Academics like Homans (1958) were among the first to introduce the notion of "social behavior as exchange" in literature, and he later developed it into its most basic forms (Homans, 1961). Thibault and Kelly (1959) suggested a convergent concept of "group social psychology." People feel bound to repay their partner's resources when they get them in exchange (Gouldner, 1960).

Blau (1964) introduced the concept of "exchange and power," referring to a party's ability to influence another party to act. Blau emphasized the five primary parts of SET as well as the theory's economic orientation, whereas Homans (1961) focused more on psychological orientation, namely, instrumental behaviors. Blau cautioned that psychology should not be used to obscure features of social exchange, such as social linkages (social and economic resource exchanges) and interpersonal interactions. Homans (1969) broadened SET's study to include sociology and behavioral psychology principles, with the need for further research emphasized, whilst Anderson et al. (1969) reiterated on whether or not the theory was of economic significance.

Emerson (1972) also made significant contributions to the SET. Goode (1973) converged role and exchange theories. Emerson (1976) claimed that as a frame SET throws a shadow on a variety of hypotheses. Organ (1990) expanded SET beyond transaction rules and benefits, revealing that employees may swap commitments for organizational support (Eisenberger et

al., 2001). One of the most prominent conceptual models for explaining workplace behaviour has been developed by Cropanzano and Mitchell (2005). Furthermore, the process of exchange or the advantages exchanged between two parties determines the nature of their connection.

According to Blau (1964), analyzing benefits and costs serves as the foundation for all interpersonal interactions, a viewpoint shared by Bagraim (2011), who claims that decisions are made by taking into account the prospective costs and benefits of each alternative. Methot et al. (2016) and Cropanzano et al. (2017) introduced the "multiple" workplace relations concept, which include formal and informal components, and have both positive and negative components and the concept of "transactional chains," which describe how connections form over time through numerous interactions in the workplace. Effective exchanges gradually birth a social exchange relationship from an initial economic exchange connection. Cropanzano et al. (2017) research also indicated that people may not reciprocate according to their preferences owing to uncontrolled reasons.

The complexity of business relationships necessitates an update of the Theory of Social Exchange (SET) due to the increasing complexity of firms and employee conduct (Chernyak-Hai & Rabenu, 2018; Cooper-Thomas & Morrison, 2018). SET's breadth and foundations have yet to be extensively examined. Management scholars often misunderstand SET due to a lack of basic knowledge of the theory's foundational ideas and limited exploration of pathways like reciprocity principles and economic orientation (Ahmad et al., 2023). The SET acts as the framework for the psychological contract, which guarantees that the contractual obligations of both the employee and the employer are met.

### **2.7.2 The Psychological Contract Theory (PCT)**

The psychological contract is a well-established construct within the field of organizational psychology. It is commonly defined as the set of beliefs and expectations held by employees and employers regarding their reciprocal obligations in the employment relationship (Rogozińska-Pawełczyk & Gadomska-Lila, 2022; Rousseau, 2004). Psychological contracts are based on social exchange theory and help to comprehend social exchange relationships. The underlying explanatory mechanism for the construct's influence on employee attitudes and behaviour is the norm of reciprocity (Coyle-Shapiro & Parzefall, 2008).

The psychological contract is best understood as a concept and theoretical foundation for exploring the employment relationship (Rousseau, 1995). Employees have informal expectations beyond formal employment contracts, known as the psychological contract (Akinyemi, 2009). They develop perceptions of obligations employers should fulfill in response to their contributions.

Levinson et al. (1962) as cited in Coyle-Shapiro et al. (2019), emphasize the importance of meeting psychological needs as the cornerstone of psychological contracts. Although psychological contracts are based on subjective perceptions and expectations without any objective materiality, Levinson (1966) noted that, unlike legal contracts, which have specific, explicit, and defined expectations, psychological contracts have an impact on behaviour and tangible outcomes. The psychological contract has been connected to organizational commitment, turnover, and employee motivation both theoretically and empirically (Sparrow, 1998b; Sparrow, 1996a; Sparrow, 1996b; Shore & Tetrick, 1994). Unsound contracts can operate as demotivators and cause varying degrees of withdrawal behavior if it is perceived that they have not been upheld or are in some other way unbalanced (Sparrow, 1998a). However, it must be noted that there isn't much empirical evidence to back up these correlations (Guest et al., 1996).

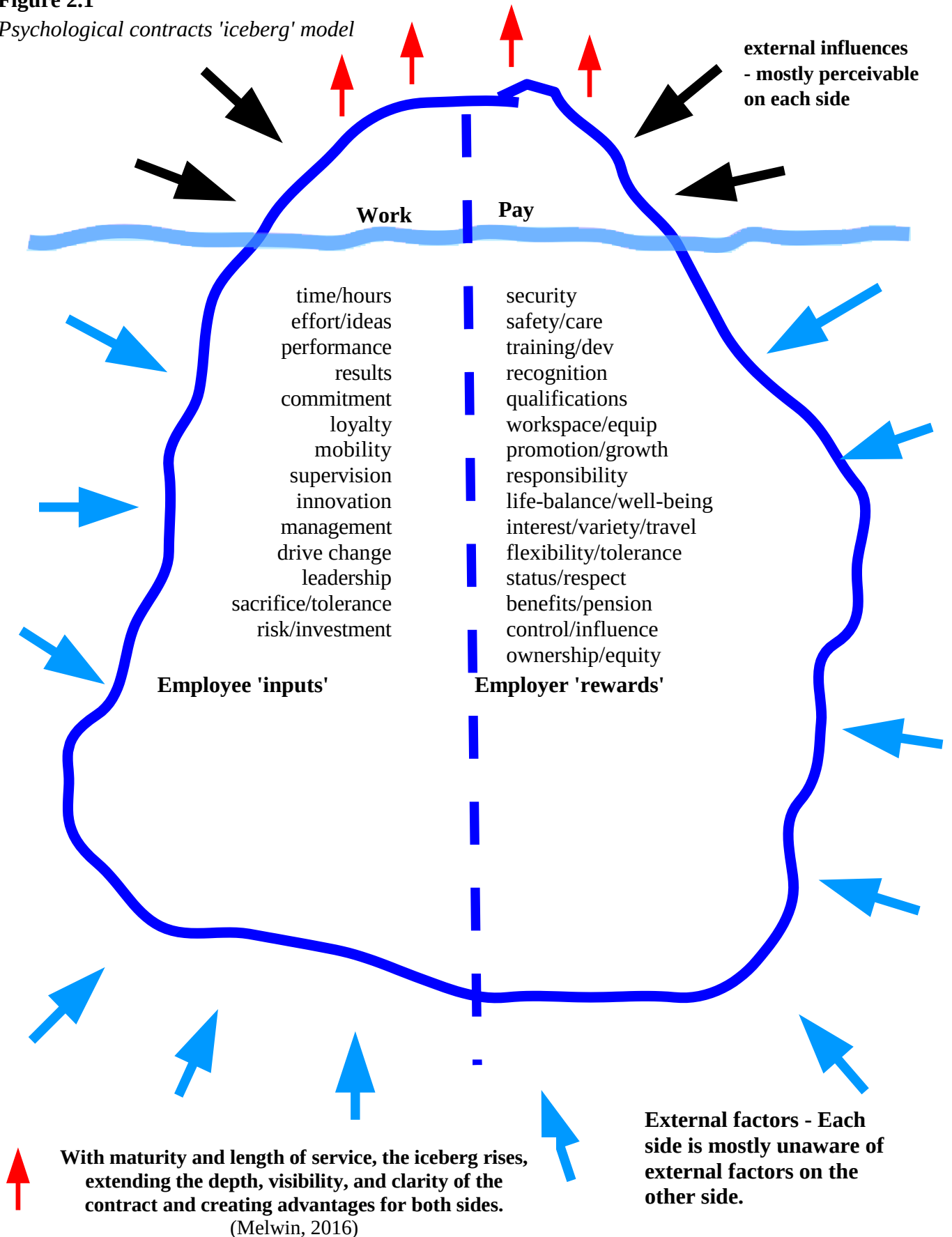
Relational and transactional contracts are generally considered as the two fundamental types of psychological contracts. Relational contracts are synonymous with long-term employment arrangements that emphasize employee loyalty, job security, and organizational commitment.

According to Rogozińska-Pawełczyk and Gadomska-Lila (2022) and Rousseau (1990) this type of contract assumes that employees' short-term sacrifices are eventually compensated, reflecting a reciprocal exchange of contributions and inducements between employees and employers. Transactional contracts, on the other hand, tend to be associated with short-term employment or roles with clear tasks and responsibilities. In this structure, employees expect a specific amount of pay proportional to the length of time they work.

Such contracts discourage employees from working outside their job position, reducing their concern about obtaining employment elsewhere. They are more likely to change organizations frequently (Rousseau, 2004; 1990). Hybrid contracts, the third type of psychological contract, combine relational contracts duration and reciprocal incentives with transactional contracts specific demands (Rousseau, 2004). Bunderson (2001) explained how contracts change from relational to transactional. The present study will be guided by the psychological contract theory.

**Figure 2.1**

*Psychological contracts 'iceberg' model*



Although Freud (1915) did not invent the iceberg model; he used the analogy of an iceberg to describe the three levels of the mind. The researcher identifies three stages of consciousness: conscious mind, preconscious mind, and unconscious mind. The iceberg model is “a psychological concept that states that, similar to an iceberg submerged 90% beneath the surface of the sea, so is the intrinsic human desire which is hidden in the subconscious (Oxford University Press, 2023).” This metaphor is suitable for the psychological contract, as most perceptions are unwritten and hidden (Melwin, 2016). The model serves as a conceptual guide, not a scientific checklist of equal values, and is not definitive or reciprocating.

**Table 2.1**

*Psychological Contracts 'Iceberg' Model*

|                               |                                                                                                                                                |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Left side of iceberg          | Employee inputs (employer needs).                                                                                                              |
| Right side of the iceberg     | Rewards given by employer (employee needs).                                                                                                    |
| Above the water level         | Influences usually perceivable and agreed by both sides.                                                                                       |
| Work   Pay                    | Perceivable written employment contract.                                                                                                       |
| Black arrows                  | Usually perceivable and clear market influences on the work and pay                                                                            |
| Red arrows                    | Iceberg rises with success and maturity, experience, etc., (bringing unperceivable perceived influences into the perceivable agreed contract). |
| Below the water level         | Influences are usually perceived differently by both sides, or hidden, and not agreed upon.                                                    |
| Left side of the iceberg      | Examples of employee inputs, which equate to employer expectations - informal, perceived, and unwritten.                                       |
| The right side of the iceberg | Rewards examples and employee's expectations                                                                                                   |
| Blue arrows                   | Influences on employee and employer affecting perceptions, usually unperceivable or misunderstood by the other side.                           |

(Melvin, 2016)

### **2.7.3 Critique of Theoretical Framework**

Social Exchange Theory (SET) is a useful framework for understanding workplace relationships, but it has distinct limitations. First, it assumes that people act based on expected returns, which may not reflect real-world motivations like organizational loyalty and professional duty. Cropanzano and Mitchell (2005) address the limitations of the SET's transactional assumptions. Second, it is often based on Western values like equity and individualism, making it less applicable in collectivist cultures. Additionally, SET also overlooks power imbalances between employees and employers in the workplace, a probable cause of unequal or unfair exchanges. Emerson (1976) emphasized power dependency in exchanges. Lastly, SET does not consider the potential effect of organizational systems, culture, or broader social structures on behaviour.

Psychological Contract Theory (PCT) explains how employees form mutual obligations with their employers, although it has been criticized for its subjective nature and failure to take into consideration team, organizational, or cultural effects. Rousseau (1995) acknowledges that subjectivity is both a strength and a restriction. Conway and Briner (2005) emphasize the need to move beyond individual-level analysis. PCT is founded heavily on Western assumptions about work relationships which may not be applicable in certain cultures.

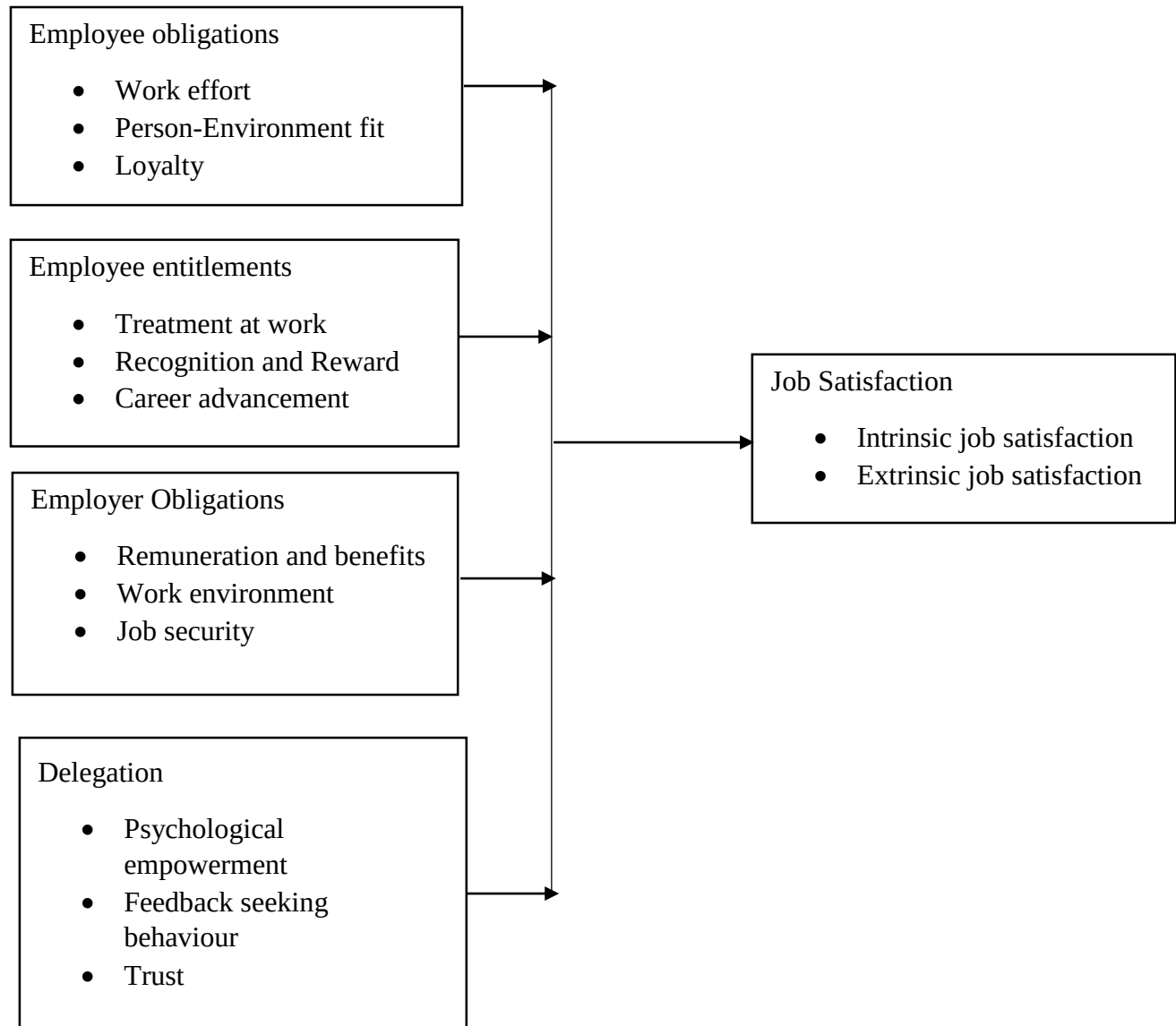
## 2.8 Conceptual Framework

**Figure 2.2**

*Conceptual Framework*

**Independent Variables**

**Dependent Variable**



## **CHAPTER THREE**

### **METHODOLOGY/METHODS AND MATERIALS**

#### **3.1 Introduction**

This chapter detailed the research study's phases, including research design, target population, sampling procedure, data collection instruments/instrumentation preparation, data collection procedures, and data analysis methods.

#### **3.2 Research Design**

Kerlinger and Lee (2000) define research design as the systematic plan and structure of investigation aimed at answering research questions. It outlines the entire research program. A descriptive cross-sectional design was used to establish causal relationships between variables. The design was found appropriate for a comprehensive collection of both quantitative and qualitative data (Guyo, 2015).

Kombo and Tromp (2013) asserts that the quantitative approach relies on verifiability, while the qualitative approach uses confirmation, proof, corroboration, or substantiation. The study will benefit from the advantages of a mixed methods approach. The cross-sectional study design was used to collect data about a population of interest at a specific time, allowing for inferences about the population at that point. That implied that the researcher conducted a one-time interview of the respondents concerned.

#### **3.3 Target Population**

The study target population comprised the bonafide MLPs (public health sector employees) in the Ministry of Health at the National Government despite the terms of employment. The population of interest was 7 stations at the National Government level; MOH Headquarters (Afya House and

Afya Annex complex), Pharmacy and Poisons Board (PPB), Kenya Tissue and Transplant Authority (KTTA), National Cancer Institute, National Spinal Injury Referral Hospital, and Mathari National Teaching and Referral Hospital all of which fall and operate under the National Government jurisdiction. The aim was to have a fair chance of selecting the subgroups of the target population, so the researcher used proportionate stratified sampling.

The study area was chosen because MOH is the body that manages Kenya's health sector whereas the choice of the selected National Government health facilities/institutions and regulatory body is as a result of their being more into policy and guideline formulation and regulation compliance. Focusing on the National Government was essential since facilities/institutions serve at the apex of the centers of healthcare and influence policy, training, and standards for the rest of the country. If job dissatisfaction among MLPs at this level persisted unaddressed, the ripple effects may undermine the efficiency and credibility of the entire public health system. The study excluded Kenyatta National Hospital, Kenyatta University Teaching, Referral and Research Hospital, Port Health, and Moi Teaching and Referral Hospital, and any other recently elevated facility into level 6 status, as they are more into service provision and policy/guideline implementation.

Being a case study, the researcher targeted the Ministry of Health at the National Government in Nairobi. The study specifically targeted 144 practicing MLPs on both contractual and permanent and pensionable terms of employment. In order to explore unanticipated new ideas and issues, the researcher interviewed 5 key informants in the study area at the strategic level for flexibility.

**Table 3.1***Sampling Frame*

| <b>Station deployed</b>                         | <b>Total Population</b> | <b>Percent of Population</b> | <b>Sample</b> | <b>Cumulative sample</b> |
|-------------------------------------------------|-------------------------|------------------------------|---------------|--------------------------|
| MOH Headquarters                                | 6                       | 4.2%                         | 4             | 4                        |
| Afya Annex Complex                              | 91                      | 63.2%                        | 67            | 71                       |
| Kenya Tissue Transplant Authority               | 28                      | 19.4%                        | 21            | 92                       |
| National Cancer Institute                       | 1                       | 0.7%                         | 1             | 93                       |
| Pharmacy and Poisons Board                      | 2                       | 1.4%                         | 1             | 94                       |
| Mathari National Teaching and Referral Hospital | 12                      | 8.3%                         | 9             | 103                      |
| National Spinal Injury Referral Hospital        | 4                       | 2.8%                         | 3             | 106                      |
| <b>TOTAL</b>                                    | <b>144</b>              | <b>100%</b>                  |               | <b>106</b>               |

Source: Ministry of Health - Integrated Personnel Pay Data (IPPD), as at 15<sup>th</sup> October, 2023

### 3.4 Sampling Procedure

#### 3.4.1 Sampling Techniques

As a technique, sampling helps to collect information about a population with minimal cost, time, and personnel, and ensures that all characteristics of the population are present.

The researcher was interested in establishing the influence of psychological contract on job satisfaction among MLPs in selected public health sector institutions at the National Government at the MOH, Kenya. Since it was impossible to conduct a nationwide survey, the researcher employed a simple random sampling method within the MLPs. That ensured that all research participants or individuals had an equal probability of being selected, lowering the risk of bias.

### 3.4.2 Inclusion Criteria

All Medical Laboratory Professionals working for the Ministry of Health are on either permanent or contractual terms of employment.

### 3.4.3 Exclusion Criteria

Respondents who had met the inclusion criteria but may have wanted to be compensated for their participation in the study, as well as those who were unavailable throughout the study.

### 3.4.4 Sample Size Determination

The Human Resource Management's Integrated Payroll and Personnel Data as of July 2023 was used to calculate the study's sample size. To guarantee that all members of the research area population got questionnaires equally, the Yamane (1973). The formula for a limited population was applied. Yamane's population sample formula was applied in this study since the population was less than 1,500 and was given by:

$$n = N / (1 + N (e)^2)$$

Where;

n signifies the sample size

N signifies the population under study

e signifies the margin error (it could be 0.10, 0.05 or 0.01)

Thus:

$$144 / (1 + 144(0.05)^2)$$

$$144 / (1 + 144(0.0025))$$

$$144 / (1 + 0.36)$$

$$144 / 1.36$$

$$= 105.9$$

$$n = 106$$

The sample size was 106 out of a total population of 144. This was the minimum number of responses required to maintain a 95 percent confidence interval.

### **3.5 Instrumentation**

Quantitative data were collected through a self-administered structured questionnaire based on a Likert scale administered to medical laboratory respondents. Complementary qualitative data were collected using Key Informant Interview (KII) guide with open-ended questions across the study objectives. The KII guide was used to collect data from 2 strategic level personnel, Directors or Deputy Directors Human Resource Management and Development in the State Departments for Medical Services and Public Health and Professional Standards who are administrators/implementers of human resource procedures and 3 strategic level MLPs' managers.

### **3.6 Pretesting**

The pretest study was done on 30 respondents from a total population of 54 MLPs at Mbagathi County Referral Hospital (23) and Mama Lucy Kibaki Hospital (31), a level 5 hospital in Nairobi County located along Mbagathi road and off Kangundo road (Nairobi County) respectively to determine the validity and reliability of the research tools. Systematic sampling was used to select every  $K^{\text{th}}$  element from the population list.

$$n = N / (k)$$

n= Desired sample size

N= Population size

(k)= Sampling interval

k = Total population size/Desired sample size

$k = 54/30 = 1.8$  Thus,  $k = 2$ . The 2<sup>nd</sup> person on the list was randomly selected as an initial respondent. Then every 2<sup>nd</sup> person was randomly selected until a total of 30 respondents was arrived at.

The facilities were ideal since the characteristics of the population in the facilities were similar to those in the target population. Primarily, the facilities are also high-volume hospitals with high-throughput testing laboratories. In addition, they are high-level facilities in the county's healthcare system. Various anomalies and ambiguities were revealed and corrected accordingly.

### **3.7 Validity of the instrument**

Validity in research relates to how precisely the research's elements represent the theory, idea, or variable being investigated (Norman & Streiner, 2003). The validity of the instrument and the study design as a whole form a significant criterion in determining the usefulness of the research findings. The researcher ensured that the data gathering tools reflected the study's aims.

### **3.8 Reliability of the instrument**

Reliability is the consistency of a research instrument's results after repeated trials, which ensures the precision of measures employed (Mugenda & Mugenda, 2009). Failure by the researcher to sufficiently address research's aspects consequently results in a random error, affecting reliability. A pretest study was conducted to identify potential errors. Cronbach's alpha was subsequently applied to assess the internal consistency of the instrument and to determine the extent to which items in the scale measured the same characteristic (Ferreira, 2012).

### **3.9 Methods of Data Collection**

Designed self-administered structured questionnaires were used for the sampled population through the 'drop and pick' later method. Key Informant Interviews were conducted with 2 top-

level employees at the strategic level within the state departments of Medical Services and Public Health and Professional Standards, particularly the Directors or Deputy Directors, Human Resource Management and Development (HRM&D), who are bestowed with responsibilities regarding human resource practices among the health workforce, and the 3 strategic-level managers for the MLPs.

The researcher ensured that all logistical issues were addressed well in advance to avoid setbacks during data collection. That included consolidation of writing materials, a computer, transport, and finances in advance.

### 3.10 Operational Definition of Variables

**Table 3.2:**

*Operational Definition of Variables*

| Objectives                                                        | Type of variable | Indicators                                                        | Type of data                  | Analysis techniques        |
|-------------------------------------------------------------------|------------------|-------------------------------------------------------------------|-------------------------------|----------------------------|
| Influence of employee obligations on job satisfaction among MLPs  | Independent      | Work effort<br>Person-Environment fit<br>Loyalty                  | Ordinal<br>Ordinal<br>Ordinal | Descriptive<br>Inferential |
| Influence of employee entitlements on job satisfaction among MLPs | Independent      | Treatment at work<br>Recognition and Reward<br>Career advancement | Ordinal<br>Ordinal<br>Ordinal | Descriptive<br>Inferential |
| Influence of employer obligations on job satisfaction among MLPs  | Independent      | Remuneration and benefits<br>Work environment<br>Job security     | Ordinal<br>Ordinal<br>Ordinal | Descriptive<br>Inferential |
| Influence of delegation on job satisfaction among MLPs            | Independent      | Psychological empowerment<br>Feedback-seeking behaviour<br>Trust  | Ordinal<br>Ordinal<br>Ordinal | Descriptive<br>Inferential |
| Job satisfaction                                                  | Dependent        | Intrinsic job satisfaction<br>Extrinsic job satisfaction          | Ordinal<br>Ordinal            | Descriptive<br>Inferential |

### **3.11 Methods of Data Analysis**

Quantitative data was cleaned and verified for completeness. The Statistical Package for Social Sciences (SPSS) version 29 was used to generate descriptive statistics including mean, variance, standard deviation, and frequencies from the collected responses. Inferential statistics were generated to determine conclusions about the larger population. Qualitative data were keyed in a spreadsheet and analyzed under the already predetermined themes of the study variables. Using multiple regression analysis, the researcher determined the level of influence between the independent variables: X1-influence of employee obligations, X2-influence of employee entitlements, X3-influence of employer obligations, and X4-influence of delegation, and the dependent variable Y-job satisfaction. The statistical method explored relationships among variables as well as allowed the researcher to estimate changes in the dependent variable as a result of variance in the independent variables. In addition to increasing the credibility, dependability, confirmability, and transferability of conclusions drawn from the analyzed data, and p-value determined the statistical significance of results.

### **3.12 Ethical Consideration**

Ethical considerations were observed by seeking approval to conduct the research study from the KeMU Scientific and Ethical Review Committee (SERC), National Commission for Science, Technology, and Innovation (NACOSTI) and permission sought from Nairobi County and Ministry of Health. Consent was obtained from the respondents and confidentiality ensured. Anonymity of the respondents was assured. The researcher anonymized participant responses and securely stored data in password-protected devices, while physical records were kept in locked storage for confidentiality. Participation in the study was voluntary, and participants were informed of their right to withdraw from the study at any time.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter analyzes, interprets, and reports on data about the impact of employee obligations, employee entitlements, employer obligations, and delegation on job satisfaction among Medical Laboratory Professionals in the public health sector at the National Government.

#### **4.2 Response Rate**

The study successfully reached 98 Medical Laboratory Professionals, with the highest response rate at MOH Headquarters, Afya Annex Complex, National Cancer Institute, Pharmacy and Poisons Board, and National Spinal Injury and Referral Hospital, 100% and the lowest at the Kenya Transfusion and Transplant Authority, 71.4%, as shown in Table 4.1. Kothari (2016) stated that a response rate of 70% or above was appropriate for health-related research. The 100% response rate was not achievable due to some of the respondents who were preoccupied, hence unable to complete the questionnaire.

**Table 4.1***Response Rate*

| <b>Instrument type</b>       | <b>Category</b>                                 | <b>Sample Size</b> | <b>Frequency</b> | <b>Percent of Population</b> |
|------------------------------|-------------------------------------------------|--------------------|------------------|------------------------------|
| Questionnaire                | MOH Headquarters                                | 4                  | 4                | 100.0                        |
| Questionnaire                | Afya Annex Complex                              | 67                 | 67               | 100.0                        |
| Questionnaire                | Kenya Tissue Transplant Authority               | 21                 | 15               | 71.4                         |
| Questionnaire                | National Cancer Institute                       | 1                  | 1                | 100.0                        |
| Questionnaire                | Pharmacy and Poisons Board                      | 1                  | 1                | 100.0                        |
| Questionnaire                | Mathari National Teaching and Referral Hospital | 9                  | 7                | 77.8                         |
| Questionnaire                | National Spinal Injury Referral Hospital        | 3                  | 3                | 100.0                        |
| <b>Average response rate</b> |                                                 |                    |                  | <b>92.7</b>                  |

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*Source: Research Findings (2025)*

**4.3 Pretest Results**

A pretest assesses questions, layout, order, and instructions before the actual rollout. To ensure accuracy and consistency of the research instrument, validity and reliability tests were performed before the main data collection.

**4.3.1 Test of Reliability**

Displayed in Table 4.2 is the reliability of multiple variables. The measurement scales' reliability was assessed using Cronbach's alpha, showing high internal consistency across all constructs. Specifically, Employee Entitlements ( $\alpha = 0.921$ ), Delegation ( $\alpha = 0.905$ ), Job Satisfaction ( $\alpha = 0.891$ ), Employee Obligations ( $\alpha = 0.880$ ), and Employer Obligations ( $\alpha = 0.803$ ) all exceeded the

acceptable threshold of 0.70, with overall reliability at  $\alpha = 0.880$  across the 76-item instrument. This demonstrated that the data collection tool was reliable and credible for statistical analysis hence deemed suitable for further research with the ability to provide the desired results.

**Table 4.2**

*Reliability Results*

| <b>Variable</b>       | <b>Cronbach's<br/>alpha</b> | <b>No of<br/>Items</b> | <b>Comments</b> |
|-----------------------|-----------------------------|------------------------|-----------------|
| Employee obligations  | 0.880                       | 19                     | Accepted        |
| Employee entitlements | 0.921                       | 14                     | Accepted        |
| Employee obligations  | 0.803                       | 13                     | Accepted        |
| Delegation            | 0.905                       | 15                     | Accepted        |
| Job Satisfaction      | 0.891                       | 15                     | Accepted        |

#### **4.3.2 Test of Validity**

At the outset, the supervisors examined the questionnaire's construct and content validity, improving on it. The questionnaire's content validity was enhanced by reviewing respondents' opinions on ambiguous statements and phrases, adding missing connections or replacing them with easily understood phrases.

#### 4.4 Demographic Characteristics of the Respondents

**Table 4.3**

*Demographic Characteristics*

| <b>Demographic</b>            | <b>Classification</b>   | <b>Frequency<br/>(N)</b> | <b>Percentage<br/>(%)</b> | <b>JS score<br/>(M)</b> | <b>SD</b> | <b>P-value</b> |
|-------------------------------|-------------------------|--------------------------|---------------------------|-------------------------|-----------|----------------|
| <b>Gender</b>                 | Female                  | 50                       | 51                        | 3.51                    | 0.57      | .509           |
|                               | Male                    | 48                       | 49                        | 3.59                    | 0.62      |                |
| <b>Age</b>                    | 20-35 years             | 8                        | 8.2                       | 3.56                    | 0.50      | .999           |
|                               | 36-45 years             | 32                       | 32.7                      | 3.55                    | 0.62      | .999           |
|                               | >45 years               | 58                       | 59.2                      | 3.54                    | 0.59      | .998           |
| <b>Level of<br/>education</b> | Certificate level       | 1                        | 1.0                       | 3.81                    | N/A       |                |
|                               | Diploma level           | 19                       | 19.4                      | 3.56                    | 0.53      |                |
|                               | HND                     | 2                        | 2.0                       | 3.92                    | 0.33      |                |
|                               | Undergraduate<br>Degree | 50                       | 51.0                      | 3.53                    | 0.60      |                |
|                               | Masters                 | 24                       | 24.5                      | 3.51                    | 0.64      |                |
|                               | PhD                     | 2                        | 2.0                       | 3.91                    | 0.81      |                |
| <b>Designation</b>            | DDMLS                   | 1                        | 1.0                       | 3.29                    | N/A       |                |
|                               | MLT I                   | 29                       | 29.6                      | 3.45                    | 0.53      |                |
|                               | MLT III                 | 5                        | 5.1                       | 3.30                    | 0.65      |                |
|                               | PML Techn               | 3                        | 3.1                       | 4.08                    | 0.24      |                |
|                               | PMLT I                  | 7                        | 7.1                       | 3.52                    | 0.64      |                |
|                               | PMLT II                 | 19                       | 19.4                      | 3.55                    | 0.73      |                |
|                               | SMLT                    | 34                       | 34.7                      | 3.63                    | 0.55      |                |
| <b>Length of service</b>      | 1-5 years               | 8                        | 8.2                       | 3.41                    | 0.76      |                |
|                               | 6-10 years              | 18                       | 18.4                      | 3.69                    | 0.57      |                |
|                               | 11-15 years             | 20                       | 20.4                      | 3.46                    | 0.54      |                |
|                               | 16-20 years             | 7                        | 7.1                       | 3.51                    | 0.69      |                |
|                               | Over 20 years           | 45                       | 45.9                      | 3.56                    | 0.59      |                |
| <b>Terms of Service</b>       | Contract                | 11                       | 11.2                      | 3.55                    | 0.57      | .815           |
|                               | Permanent               | 87                       | 88.8                      | 3.51                    | 0.73      |                |

The finding established in Table 4.3 shows that most respondents (51%) were female, with males accounting for 48(49%) at the time of the study, indicating a more balanced gender distribution. This finding is consistent with the results reported by Abwavo (2005), in which the number of female respondents exceeded that of male respondents. However, it stands in contrast to the findings of Karan et al. (2021), who reported that male health workers outnumber their female counterparts. This may have been as a result of the indigenous perceptions that have held females back from taking science subjects with their male counterparts dominating the field. There has been a shift with time, and this was supported by what a respondent for the key informant interview had to say, *“Gender is a distinguishing factor in this context, when you go to the laboratory and generally sciences it is one area that for a long time was dominated by the males but now at least we have seen the number of females coming in and rising but there are still challenges since some of the duties require that they work for long extended hours. These have negative implications on the family setup and may lead to disagreements between spouses.”* (Key Informant 5).

*“Culturally, there are those who believe that women cannot lead. Maybe when you find headship is given to a woman, with the rest being men, they feel that the performance of a woman does not match the performance of a man. These are perceptions held generally by the older generation. However, with the young generation, I think that may not be a cross-cutting element in their minds.”* (Key Informant 4).

Male respondents reported a higher job satisfaction at a mean of  $M=3.59$  than their female counterparts  $M=3.51$ . However, with a t-statistic of  $t(96)$  at ninety-six degrees freedom  $=0.662$ ,  $p\text{-value}=.509$  greater than  $p<0.05$  and effect size of  $d=0.134$ , the findings indicated little practical difference in job satisfaction even if the result were statistically significant.

The research revealed that most respondents (59%) were above the age of 45, followed by those aged 36 to 45 (33%). The study assumed that individuals of older age have more employment experience, thus contributing to the understanding of their perceptions on job satisfaction. This also indicated that many of the respondents were in their mid-life career and beyond.

In terms of education, most respondents (over half) held an undergraduate degree 51% followed by 24.5%, master's/graduate degree holders making up nearly a quarter of the sample. With over 75% of the respondents holding at least an undergraduate degree (undergraduate degree: 51%, master's/graduate degree: 24.5%, and PhD: 2%), it is reasonable to conclude that the respondents were generally well-informed.

The study discovered that the largest group had more than 20 years of experience, accounting for 45 respondents (46%), indicating a highly experienced cohort. This was followed by 20 respondents (20.4%) with 11-15 years of experience. The distribution suggested most seasoned Medical Laboratory Professionals, indicating a relatively long job history with fewer early career individuals within 1-5 years of experience (8.2%). Regarding length of service, respondents who had between 6-10 years of experience reported the highest mean at  $M=3.69$ , followed by those who had >20 years of experience,  $M=3.56$ . While there was no strict linear trend between years of experience and the level of job satisfaction, the mean was at the peak among respondents with 6-10 years of experience ( $M=3.69$ ), before slightly declining and stabilizing among those with longer tenure. Respondents with 1-5 years of experience reported the lowest job satisfaction mean ( $M=3.41$ ). This may reflect employees in their early career and the struggle they have to jungle with as they adjust to organizational culture, expectations, and work-life balance, contributing to lower satisfaction. *“With the younger generation, all they want is to get up the ladder very quickly, which does not align with the policies we have today.” (Key Informant 4).* Interestingly,

satisfaction is at the peak among those with 6-10 years of experience ( $M=3.69$ ), employees are likely to have gained confidence, skill mastery, and clearer career trajectory. These, coupled with more recognition and responsibility, may have contributed to their job satisfaction. This what a key informant respondent had to say, *“The skills they have are up to date and under-utilized. The professionals require tools to be operational, with some of the laboratories properly equipped, while others are ill-equipped. With the provision of the required tools and in the right quantities, considering the available skills, the outcome would be very positive: high productivity, efficiency, sustainability, and effectiveness in the delivery of services.”* Key Informant 2.

However, the onset of career plateauing, stagnation, diminishing opportunities for career advancement my temper with satisfaction of employees with 11-15 years of experience ( $M=3.46$ ). According to Tomlinson (2013), newcomers often enter organizations with overly high expectations, and when reality sets in, it is usually extremely unpleasant, causing them to feel "reality shock". This causes sentiments of resentment and betrayal, which reduce commitment, satisfaction, performance, and intention to remain (Wanous et al., 1992). Among 16-20-year group, a moderate recovery in satisfaction is noticeable since employees may have achieved a level of stability and seniority that supports job fulfillment. Finally, respondents with over 20 years of experience reported a relatively high mean ( $M=3.56$ ), which may reflect a sense of accomplishment, institutional loyalty, or even acceptance. Intrinsic factors, such as legacy and work identity, influence job satisfaction more compared to extrinsic rewards.

Most respondents, 88.8%, were employed permanently, while only 11.2% were on contractual terms. This indicates a high level of job stability among the respondents with permanent employment being a predominant arrangement. Respondents employed permanently reported higher job satisfaction at a mean of  $M=3.55$  than those employed on contractual terms,  $M=3.51$ .

Similarly, with a t-statistic of  $t(96)$  at ninety-six degrees of freedom  $=0.235$ ,  $p\text{-value}=.815$  greater than  $p < 0.05$  and size effect of  $d=0.0751$ , the findings indicated that there was no statistically significant difference in job satisfaction between the categories of service terms.

#### **4.5 Descriptive Responses on Employee Obligations**

The first objective of this study was to establish the influence of employee obligations on job satisfaction among Medical Laboratory Professionals in the public health sector at the National Government. Data was obtained from 98 respondents with the help of questionnaires. Respondents were asked to indicate how much they agreed with assertions about employee obligations. They scored as follows; Strongly Agree (SA) = 5, Agree (A) = 4, Not Sure (NS) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1 on a scale of 1-5 as displayed in Table 4.4. The results discussion combined strongly agree and agree categories to reveal the “agree” category responses, strongly disagree and disagree categories to reveal the “disagree” category responses, and “not sure” stood as a category to reveal nuances that may be hidden unconsciously. For one of the dimensions (indicators) the responses were scored as Strongly Agree = 7, Agree = 6, Somewhat Agree = 5, Neither Agree nor Disagree = 4, Somewhat Disagree = 3, Disagree = 2, and Strongly Disagree = 1. For ease of carrying out analysis, the 7-point Likert scale responses were combined to a 5-point Likert scale to match the measurement scale for the rest of the indicators. The results discussion combined strongly agree, agree, and somewhat agree categories to reveal the “agree” category responses and strongly disagree, disagree, and somewhat disagree categories to reveal the “disagree” category responses, while “not sure” stood as a category.

Employee obligations variable had three indicators: Work effort, Loyalty, and Person-Environment. Each parameter was analyzed and reported in Table 4.4.

**Table 4.4***Responses on Employee Obligations*

| <b>Variable</b>                                                                 | <b>SA<br/>(%)</b> | <b>A<br/>(%)</b> | <b>NS<br/>(%)</b> | <b>D<br/>(%)</b> | <b>SD<br/>(%)</b> | <b>N</b> | <b>Min</b> | <b>Max</b> | <b>M</b>    | <b>Std<br/>Dev</b> |
|---------------------------------------------------------------------------------|-------------------|------------------|-------------------|------------------|-------------------|----------|------------|------------|-------------|--------------------|
| <b>Work Effort</b>                                                              |                   |                  |                   |                  |                   |          |            |            |             |                    |
| I work extra hours to have tasks done                                           | 73.0              | 27.0             | 0                 | 0                | 0                 | 98       | 4          | 5          | <b>4.73</b> | 0.44               |
| I take additional responsibilities                                              | 65.0              | 34.0             | 0                 | 0                | 1.0               | 98       | 1          | 5          | <b>4.62</b> | 0.60               |
| I voluntarily assist workmates in their work                                    | 68.0              | 31.0             | 1.0               | 0                | 0                 | 98       | 3          | 5          | <b>4.67</b> | 0.49               |
| I am reliable in my work                                                        | 82.0              | 18.0             | 0                 | 0                | 0                 | 98       | 4          | 5          | <b>4.82</b> | 0.39               |
| I am a good team player                                                         | 21.0              | 79.0             | 0                 | 0                | 0                 | 98       | 4          | 5          | <b>4.79</b> | 0.41               |
| <b>Sub Mean (Work Effort)</b>                                                   |                   |                  |                   |                  |                   |          |            |            | <b>4.73</b> |                    |
| <b>Loyalty</b>                                                                  |                   |                  |                   |                  |                   |          |            |            |             |                    |
| I abide by the organization's rules                                             | 62.0              | 36.0             | 2.0               | 0                | 0                 | 98       | 3          | 5          | <b>4.60</b> | 0.53               |
| I adhere to professional standards                                              | 74.0              | 25.0             | 1.0               | 0                | 0                 | 98       | 3          | 5          | <b>4.73</b> | 0.47               |
| I present my organization's image positively                                    | 71.0              | 29.0             | 0                 | 0                | 0                 | 98       | 4          | 5          | <b>4.71</b> | 0.45               |
| I keep the organization's information confidential                              | 74.0              | 24.0             | 2                 | 0                | 0                 | 98       | 3          | 5          | <b>4.72</b> | 0.49               |
| <b>Sub Mean (Loyalty)</b>                                                       |                   |                  |                   |                  |                   |          |            |            | <b>4.69</b> |                    |
| <b>Person-Environment Fit (PE-Fit)</b>                                          |                   |                  |                   |                  |                   |          |            |            |             |                    |
| <b>a) Person-Organization Fit (PO Fit)</b>                                      |                   |                  |                   |                  |                   |          |            |            |             |                    |
| The things that I value in life are very similar to what my organization values | 39.1              | 39.1             | 12                | 3.1              | 7.1               | 98       | 1          | 5          | <b>3.69</b> | 0.88               |
| My values match my organization's values                                        | 48.0              | 36.0             | 7.1               | 2.0              | 7.1               | 98       | 1          | 5          | <b>3.82</b> | 0.89               |

|                                                      |      |      |      |     |      |    |   |   |             |      |
|------------------------------------------------------|------|------|------|-----|------|----|---|---|-------------|------|
| I am comfortable with the culture of my organization | 29.0 | 30.0 | 17.0 | 8.2 | 15.3 | 98 | 1 | 5 | <b>3.40</b> | 1.14 |
|------------------------------------------------------|------|------|------|-----|------|----|---|---|-------------|------|

**b) Needs-Supplies Fit (NS Fit)**

|                                           |      |      |     |     |     |    |   |   |             |      |
|-------------------------------------------|------|------|-----|-----|-----|----|---|---|-------------|------|
| My job offers me what I look for in a job | 51.0 | 29.0 | 9.0 | 6.1 | 5.1 | 98 | 1 | 5 | <b>3.81</b> | 0.87 |
|-------------------------------------------|------|------|-----|-----|-----|----|---|---|-------------|------|

|                                                                                        |      |      |      |      |     |    |   |   |             |      |
|----------------------------------------------------------------------------------------|------|------|------|------|-----|----|---|---|-------------|------|
| The characteristics that I look for in a job are fulfilled very well by my present job | 42.0 | 32.0 | 10.0 | 12.0 | 4.0 | 98 | 1 | 5 | <b>3.70</b> | 0.97 |
|----------------------------------------------------------------------------------------|------|------|------|------|-----|----|---|---|-------------|------|

|                                               |      |      |      |     |      |    |   |   |             |      |
|-----------------------------------------------|------|------|------|-----|------|----|---|---|-------------|------|
| My current job has everything I want in a job | 27.0 | 24.0 | 16.0 | 9.2 | 22.1 | 98 | 1 | 5 | <b>3.24</b> | 1.13 |
|-----------------------------------------------|------|------|------|-----|------|----|---|---|-------------|------|

**c) Demands-Abilities Fit (DA Fit)**

|                                                               |      |      |     |     |     |    |   |   |             |      |
|---------------------------------------------------------------|------|------|-----|-----|-----|----|---|---|-------------|------|
| The demands of my job and my personal skills are a good match | 69.0 | 23.0 | 4.0 | 2.0 | 2.0 | 98 | 2 | 5 | <b>4.15</b> | 0.68 |
|---------------------------------------------------------------|------|------|-----|-----|-----|----|---|---|-------------|------|

|                                               |      |      |     |   |     |    |   |   |             |      |
|-----------------------------------------------|------|------|-----|---|-----|----|---|---|-------------|------|
| My abilities fit well with my job requirement | 87.0 | 10.0 | 2.0 | 0 | 1.0 | 98 | 1 | 5 | <b>4.37</b> | 0.63 |
|-----------------------------------------------|------|------|-----|---|-----|----|---|---|-------------|------|

|                                                        |      |      |     |     |   |    |   |   |             |      |
|--------------------------------------------------------|------|------|-----|-----|---|----|---|---|-------------|------|
| My trainings fit well with my current job requirements | 84.0 | 12.0 | 2.0 | 2.0 | 0 | 98 | 2 | 5 | <b>4.29</b> | 0.61 |
|--------------------------------------------------------|------|------|-----|-----|---|----|---|---|-------------|------|

|                                                                 |      |      |     |     |     |    |   |   |             |      |
|-----------------------------------------------------------------|------|------|-----|-----|-----|----|---|---|-------------|------|
| My personal abilities are a good match to the demands of my job | 83.0 | 13.0 | 1.0 | 2.0 | 1.0 | 98 | 1 | 5 | <b>4.27</b> | 0.68 |
|-----------------------------------------------------------------|------|------|-----|-----|-----|----|---|---|-------------|------|

|                          |  |  |  |  |  |  |  |  |             |  |
|--------------------------|--|--|--|--|--|--|--|--|-------------|--|
| <b>Sub Mean (PE-Fit)</b> |  |  |  |  |  |  |  |  | <b>3.87</b> |  |
|--------------------------|--|--|--|--|--|--|--|--|-------------|--|

|                   |  |  |  |  |  |  |  |  |             |  |
|-------------------|--|--|--|--|--|--|--|--|-------------|--|
| <b>Total Mean</b> |  |  |  |  |  |  |  |  | <b>4.27</b> |  |
|-------------------|--|--|--|--|--|--|--|--|-------------|--|

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From Table 4.4, most of the respondents 88 (89.8%), accounted for the agree category with the disagree category responses accounting for 6 (6%). A substantial majority (nearly 90%) of respondents agreed that they uphold their responsibilities to the organization with a relatively high mean of M=4.27. This high level of endorsement or agreement suggests a strong sense of duty and

personal accountability among employees, with a low disagreement (6%) indicating minimal deviation from this norm. This reflects a balanced contract, where MLPs perceived themselves as fulfilling their end of the bargain from a psychological contract perspective. Deviating from the current study findings, Lijo and Lyngdoh (2016) indicate a significant correlation between psychological contract dimensions such as employee obligation, employer obligation, and psychological contract fulfillment with job satisfaction among HR professionals in Start-up service sectors.

This agrees with what some of the key informant respondents had to say, *“We are blessed to have employees who are dedicated. I have met quite a number of them, and they are very passionate about what they do. Some have even gone out of their way to qualify, but upon coming back, they end up not seeing the fruits of their labour. When you hear an officer indicating to you that I have worked for thirty years, and I am in job group “K”. That is completely embarrassing to the management and to us as the MOH because job group “K” is an entry point for a graduate today. These are some of the issues we need to actually address to capture the needs of our staff, motivate, and even appreciate them.”* (Key Informant 4).

*“The MLPs can take up their roles and scopes and to perform in different leadership capacities.”* (Key Informant 1).

*“There is also the issue knowledge and skills transfer where we should have means of tapping into the experiences that the employees nearing exit have accumulated over the years so that before they leave they can tell us for instance when we had the covid-19 pandemic the innovative ways they used to manage stress and strain, since no one knows about the future and probably we could have a worse pandemic than the covid-19 one.”* (Key Informant 3).

#### 4.6 Descriptive Responses on Employee Entitlements

Employee entitlements variable had three indicators: Treatment at work, Recognition and reward, and Career advancement. Each parameter was analyzed and reported in Table 4.5.

**Table 4.5**

*Descriptive Responses on Employee Entitlements*

| <b>Variable</b>                                                  | <b>SA<br/>(%)</b> | <b>A<br/>(%)</b> | <b>NS<br/>(%)</b> | <b>D<br/>(%)</b> | <b>SD<br/>(%)</b> | <b>N</b> | <b>Min</b> | <b>Max</b> | <b>M</b>    | <b>Std<br/>Dev</b> |
|------------------------------------------------------------------|-------------------|------------------|-------------------|------------------|-------------------|----------|------------|------------|-------------|--------------------|
| <b>Treatment at work</b>                                         |                   |                  |                   |                  |                   |          |            |            |             |                    |
| I am valued at my place of deployment                            | 23.0              | 42.0             | 23.5              | 8.2              | 3.1               | 98       | 1          | 5          | <b>3.71</b> | 1.05               |
| My supervisor is always concerned about my wellbeing             | 14.0              | 44.0             | 29.0              | 8.2              | 5.1               | 98       | 1          | 5          | <b>3.60</b> | 1.02               |
| The criterion for promotion at my workplace is fair              | 2.0               | 8.2              | 21.0              | 32.0             | 37.0              | 98       | 1          | 5          | <b>2.07</b> | 1.05               |
| Organizational policies are fair                                 | 10.0              | 40.0             | 20.4              | 24.0             | 5.1               | 98       | 1          | 5          | <b>3.26</b> | 1.10               |
| I always receive constructive feedback from my supervisor        | 10.0              | 44.0             | 18.4              | 21.0             | 6.1               | 98       | 1          | 5          | <b>3.31</b> | 1.11               |
| <b>Sub Mean (Treatment at work)</b>                              |                   |                  |                   |                  |                   |          |            |            | <b>3.19</b> |                    |
| <b>Recognition and Reward</b>                                    |                   |                  |                   |                  |                   |          |            |            |             |                    |
| My immediate supervisor often expresses appreciation for my work | 11.0              | 43.0             | 24.5              | 16.0             | 5.1               | 98       | 1          | 5          | <b>3.39</b> | 1.05               |
| I'm rewarded for outstanding performance                         | 2.0               | 8.2              | 23.0              | 35.0             | 32.0              | 98       | 1          | 5          | <b>2.14</b> | 1.03               |
| I receive recognition for performance above the set targets      | 1.0               | 12.0             | 15.0              | 48.0             | 23.0              | 98       | 1          | 5          | <b>2.19</b> | 0.97               |
| The reward system is fair                                        | 2.0               | 8.2              | 19.0              | 42.0             | 29.0              | 98       | 1          | 5          | <b>2.13</b> | 0.99               |
| <b>Sub Mean (Recognition and Reward)</b>                         |                   |                  |                   |                  |                   |          |            |            | <b>2.46</b> |                    |

### Career Advancement

|                                                                                          |      |      |      |      |      |    |   |   |             |      |
|------------------------------------------------------------------------------------------|------|------|------|------|------|----|---|---|-------------|------|
| Training opportunities (short-term and long-term) for personal development are available | 13.0 | 38.0 | 15.0 | 26.0 | 8.2  | 98 | 1 | 5 | <b>3.22</b> | 1.21 |
| Promotion opportunities are available                                                    | 4.1  | 12.0 | 17.0 | 30.0 | 37.0 | 98 | 1 | 5 | <b>2.17</b> | 1.18 |
| I participate in ongoing training                                                        | 9.2  | 50.0 | 14.0 | 19.0 | 7.1  | 98 | 1 | 5 | <b>3.35</b> | 1.11 |
| A fair nomination process is used for training                                           | 4.1  | 18.0 | 21.0 | 39.0 | 17   | 98 | 1 | 5 | <b>2.53</b> | 1.10 |
| I utilize my acquired potential at work                                                  | 26.0 | 66.0 | 5.1  | 3.1  | 0    | 98 | 2 | 5 | <b>4.14</b> | 0.64 |
| Promotion is based on a clear set of criteria                                            | 2.0  | 9.2  | 26.6 | 36.0 | 27.0 | 98 | 1 | 5 | <b>2.24</b> | 1.02 |
| <b>Sub Mean (Career Advancement)</b>                                                     |      |      |      |      |      |    |   |   | <b>2.94</b> |      |
| <b>Total Mean</b>                                                                        |      |      |      |      |      |    |   |   | <b>2.90</b> |      |

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Table 4.5 depicts a split among respondents, with 39 (39%) accounting for the disagree category with the agree category accounting for an equal number of responses 38 (39%) and 21(22%) not taking sides on either of the categories. The mean for the employee entitlements responses was  $M=2.90$ . The findings revealed an even split between agreement and disagreement. This suggested an imbalance in expectations, while some employees felt entitled to certain organizational benefits, treatment, or support, an equal number did not. This may point to ambiguity or dissatisfaction regarding what employees believe they are owed, indicating an unbalanced psychological contract in this variable, especially if expectations are unmet. According to Wanous et al. (1992) as cited in Tomlinson (2013), over-entitlement tends to produce a greater likelihood of unmet expectations rather than fulfilled expectations. Unmet expectations substantially correlate with lower job satisfaction and commitment. In his study, an integrative model of entitlement beliefs, Tomlinson (2013), Wanous and colleagues found that met expectations correlated highest with job satisfaction and commitment compared to intent to remain and job survival.

While employee entitlements may be associated with many maladaptive outcomes several studies agree with the study findings that entitlements may generate positive outcomes for the organization like employees' job satisfaction and can be linked to positive work attitudes and behaviours such as job involvement and occupational citizenship behaviour (Langerud & Jordan, 2020; O'Leary-Kelly et al., 2017; Schwarz et al., 2023; Tomlinson, 2013) Conversely, studies have found that there is strong association between employee entitlements and reduced job satisfaction, increased conflict with supervisors, and increased turnover intent and the resultant negative workplace attitudes and behaviours; Unethical Pro-organizational Behaviour (UPB), co-worker abuse (Brummel & Parker, 2015; Harvey & Harris, 2010; Harvey & Martinko, 2009; Lee et al., 2019).

This is what some of the key informant respondents had to say regarding the visibility of the MLPs' job, *"Generally, other cadres did not appreciate the contribution of the Medical Laboratory professionals until such a situation like when the pandemic struck, that is when they started understanding the contribution the MLPs have towards managing and treating diseases. Before that, most of the other cadres in the medical field looked down upon them."* (Key Informant 4).

*"There is evidence of that by the appointment of the Heads of the Medical Laboratory, where most of the individuals appointed are either doctors or scientists who are not very conversant with what happens within the laboratory, which has in a way, led to their demoralization in terms of how they look at career growth."* (Key Informant 4).

*"The avenues for rewarding good performance and even policies are there; they are in existence. However, realizing that recognizing staff who have worked hard and shown results over and above the normal has not been done yet. That is a gap that needs to be investigated so that we can be able to motivate them. Some of the forms we can use for rewards are recognition, Head of State*

*Commendations, and paid vacations. The avenues are there; implementation is what is lacking.”*  
*(Key Informant 5).*

#### 4.7 Descriptive Responses on Employer Obligations

Employer obligations variable had three indicators: Remuneration and benefits, Work environment, and Job security. Each parameter was analyzed and reported in Table 4.6.

**Table 4.6**

*Descriptive Responses on Employer Obligations*

| <b>Variable</b>                                                                                                                                                           | <b>SA (%)</b> | <b>A (%)</b> | <b>NS (%)</b> | <b>D (%)</b> | <b>SD (%)</b> | <b>N</b> | <b>Min</b> | <b>Max</b> | <b>M</b>    | <b>Std Dev</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|---------------|--------------|---------------|----------|------------|------------|-------------|----------------|
| <b>Remunerations and benefits</b>                                                                                                                                         |               |              |               |              |               |          |            |            |             |                |
| My salary is fair for my responsibilities                                                                                                                                 | 2.0           | 5.1          | 6.0           | 43.9         | 43            | 98       | 1          | 5          | <b>1.80</b> | 0.92           |
| The employment benefits are adequate                                                                                                                                      | 2.0           | 4.1          | 10.2          | 44.9         | 38.8          | 98       | 1          | 5          | <b>1.86</b> | 0.91           |
| My salary is paid on time                                                                                                                                                 | 27.6          | 54.1         | 9.2           | 6.1          | 3.0           | 98       | 1          | 5          | <b>3.97</b> | 0.95           |
| Each year, there is a salary increase                                                                                                                                     | 10.2          | 28.6         | 13.3          | 33.7         | 14.3          | 98       | 1          | 5          | <b>2.87</b> | 1.27           |
| It bothers me when my salary delays                                                                                                                                       | 36.7          | 47.0         | 3.1           | 7.1          | 6.1           | 98       | 1          | 5          | <b>1.99</b> | 1.12           |
| Sub Mean (Remunerations and benefits)                                                                                                                                     |               |              |               |              |               |          |            |            | <b>2.50</b> |                |
| <b>Work environment</b>                                                                                                                                                   |               |              |               |              |               |          |            |            |             |                |
| I enjoy favourable physical working conditions                                                                                                                            | 22.0          | 42.0         | 6.1           | 22.0         | 7.1           | 98       | 1          | 5          | <b>3.50</b> | 1.26           |
| There is adequate work equipment to carry out my job                                                                                                                      | 11.0          | 41.0         | 9.2           | 33.0         | 6.1           | 98       | 1          | 5          | <b>3.19</b> | 1.20           |
| I am at risk of contracting health care associated infections (HIV, HBV, HCV - (from sharps injuries and occupational blood exposure), and TB, e.t.c) in the line of duty | 41.0          | 28.0         | 3.1           | 19.0         | 9.2           | 98       | 1          | 5          | <b>2.30</b> | 1.42           |

|                                                                                     |      |      |      |      |      |    |   |   |             |      |
|-------------------------------------------------------------------------------------|------|------|------|------|------|----|---|---|-------------|------|
| I am at risk of psychological stress such as job-related depression at my workplace | 29.0 | 43.0 | 12.2 | 11.0 | 5.1  | 98 | 1 | 5 | <b>2.21</b> | 1.13 |
| I am at risk of burnout at my workplace                                             | 35.0 | 48.0 | 6.1  | 9.2  | 2.0  | 98 | 1 | 5 | <b>1.96</b> | 0.98 |
| The workspace is adequate                                                           | 18.0 | 45.0 | 8.1  | 23.0 | 5.1  | 98 | 1 | 5 | <b>3.48</b> | 1.19 |
| There are adequate risk assessments done                                            | 7.1  | 28.0 | 20.4 | 37.0 | 8.2  | 98 | 1 | 5 | <b>2.89</b> | 1.12 |
| I am fully conversant with the Infection Prevention Control (IPC) core components   | 43.0 | 52.0 | 2.0  | 3.1  | 0    | 98 | 2 | 5 | <b>4.35</b> | 0.68 |
| <b>Sub Mean (Work Environment)</b>                                                  |      |      |      |      |      |    |   |   | <b>2.98</b> |      |
| <b>Job Security</b>                                                                 |      |      |      |      |      |    |   |   |             |      |
| I am assured of keeping my job                                                      | 27.0 | 38.0 | 22.4 | 7.1  | 6.1  | 98 | 1 | 5 | <b>3.71</b> | 1.12 |
| The security for my job gives me job fulfillment                                    | 21.0 | 45.0 | 16.0 | 12.0 | 5.1  | 98 | 1 | 5 | <b>3.65</b> | 1.10 |
| I am actively seeking a job elsewhere                                               | 8.2  | 15.0 | 15.0 | 44.0 | 17.0 | 98 | 1 | 5 | <b>2.53</b> | 1.19 |
| Given the opportunity to choose, I would still choose my employer                   | 19.0 | 31.0 | 29.0 | 14.0 | 7.1  | 98 | 1 | 5 | <b>3.41</b> | 1.17 |
| I am learning new skills every day to keep my job                                   | 21.0 | 55.0 | 10.2 | 12.0 | 1.0  | 98 | 1 | 5 | <b>3.84</b> | 0.94 |
| <b>Sub Mean (Job Security)</b>                                                      |      |      |      |      |      |    |   |   | <b>3.43</b> |      |
| <b>Total Mean</b>                                                                   |      |      |      |      |      |    |   |   | <b>2.97</b> |      |

From Table 4.6, majority of respondents 55 (56.5%) accounted for the agree category with disagree category responses accounting for 32 (32.7%). More than half of the respondents agreed that the employer fulfilled its obligations, though a significant minority (32.7%) disagreed. This disparity implies a partially balanced psychological contract. The total mean for the variable responses was M=2.97. While a majority viewed the organization as upholding its promises, the relatively high level of disagreement flags a potential breach or inconsistency in employer behaviour that could affect trust and commitment among employees. Moreover, while insecure employees are more

likely to investigate breaches, similarly unsatisfied workers are more likely to sense a contract breach. Previous study investigations established that job security negatively impacts employment relationships since it is strongly correlated with contract breaches aligning with the present study findings (Costa & Neves, 2017; Shoss et al., 2018). Diverging from these findings is a study by Akroyd et al. (1994) who found job satisfaction among nurses to be largely unrelated to compensation and job security.

There have been numerous efforts by the Salaries and Remuneration Committee to have salaries reviewed, which fall short of the professionals' expectations more often than not. This is supported by what some of the Key Informant respondents had to say, *"The SRC has tried to harmonize pay, generally and not per professionals, but in terms of the grading structure. However, if in future things can change when you talk about fairness regarding pay, then you should actually look into the nitty-gritty of the work assignments the officer engages in on a day-to-day basis. Generally, you find that even the risks in the laboratory are very high. I have seen deaths, and most of them are work-related. If somebody dies of TB and works at the TB Reference Laboratory. It shows you that you cannot point anywhere else except the workplace. This shows you that the MLPs' pay does not match the workload."* Key Informant 5.

The public health sector, particularly at the National Government, has been going through a recruitment embargo for a substantial period, regardless of the attrition of staff across all cadres and the MLPs are no exception, leading to a lean staff establishment against high workload in the absence of onboarding.

*“The professionals have complained about high burnout particularly during pandemics, where they are at work outside normal working hours with most of them saying that they were not properly compensated.” (Key Informant 4).*

*“We have not recruited for long with a number leaving through attrition; retirement, death, or other avenues. I see gaps in terms of personnel’s adequacy against workload.” (Key Informant 5).*

Regarding the employer meeting their end of bargain and to curb the profession against high workload and burnout, a key informant had this to say, *“We need to make the profession vibrant by bringing in fresh blood not through handpicking that is currently incumbent across the counties but through a structured way to define entry, general management of those already in the system until exit.” (Key Informant 5).*

*“The frequency with which the HR professionals are transferred has also created problems, one time a group of good personnel who articulate issues, the next time others with a different culture and behaviour. This has really affected the overall management of the healthcare professionals.” (Key Informant 3).*

#### **4.8 Descriptive Responses on Delegation**

The Delegation variable had three indicators: Psychological empowerment, Feedback seeking behaviour, and Trust. Each parameter was analyzed and reported in Table 4.7.

**Table 4.7***Descriptive Responses on Delegation*

| <b>Variable</b>                                                                  | <b>SA<br/>(%)</b> | <b>A<br/>(%)</b> | <b>NS<br/>(%)</b> | <b>D<br/>(%)</b> | <b>SD<br/>(%)</b> | <b>N</b> | <b>Min</b> | <b>Max</b> | <b>M</b>    | <b>Std<br/>Dev</b> |
|----------------------------------------------------------------------------------|-------------------|------------------|-------------------|------------------|-------------------|----------|------------|------------|-------------|--------------------|
| <b>Psychological empowerment</b>                                                 |                   |                  |                   |                  |                   |          |            |            |             |                    |
| I am confident about my ability to do my job                                     | 67.3              | 32.3             | 0                 | 0                | 0                 | 98       | 4          | 5          | <b>4.67</b> | 0.47               |
| I use personal initiatives in carrying out my work                               | 52.0              | 44.9             | 1.0               | 2.0              | 0                 | 98       | 2          | 5          | <b>4.47</b> | 0.63               |
| My supervisor gives me the independence to determine how I do my job             | 30.6              | 45.9             | 11.2              | 11.2             | 1.0               | 98       | 1          | 5          | <b>3.94</b> | 0.98               |
| I have a great deal of control over what happens in my department                | 11.2              | 44.9             | 12.2              | 27.6             | 4.1               | 98       | 1          | 5          | <b>3.32</b> | 1.12               |
| <b>Sub Mean (Psychological empowerment)</b>                                      |                   |                  |                   |                  |                   |          |            |            | <b>4.10</b> |                    |
| <b>Feedback-seeking behaviour</b>                                                |                   |                  |                   |                  |                   |          |            |            |             |                    |
| I have upheld my self-esteem                                                     | 41.8              | 49.0             | 8.2               | 1.0              | 0                 | 98       | 2          | 5          | <b>4.32</b> | 0.67               |
| I identify blind spots early enough                                              | 20.4              | 66.3             | 12.2              | 1.0              | 0                 | 98       | 2          | 5          | <b>4.06</b> | 0.61               |
| I can identify areas of development                                              | 33.7              | 66.3             | 0                 | 0                | 0                 | 98       | 2          | 5          | <b>4.32</b> | 0.53               |
| My supervisor creates opportunities to reflect on delegated tasks                | 11.2              | 42.9             | 28.6              | 13.3             | 4.1               | 98       | 1          | 5          | <b>3.44</b> | 1.00               |
| <b>Sub Mean (Feedback seeking behaviour)</b>                                     |                   |                  |                   |                  |                   |          |            |            | <b>4.03</b> |                    |
| <b>Trust</b>                                                                     |                   |                  |                   |                  |                   |          |            |            |             |                    |
| I have confidence in the top management in their way of leading the organization | 10.2              | 21.4             | 33.7              | 22.4             | 12.2              | 98       | 1          | 5          | <b>2.95</b> | 1.16               |
| I trust that the top management provides correct and honest                      | 9.2               | 27.6             | 29.6              | 23.5             | 10.2              | 98       | 1          | 5          | <b>3.02</b> | 1.14               |

information about the conditions that  
affect the work being done

|                                                                                                                          |      |      |      |      |      |    |   |   |             |      |
|--------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|----|---|---|-------------|------|
| I trust that the administrative staff (HR, finance, etc.) has sufficient knowledge about the operations at our workplace | 11.2 | 38.8 | 22.4 | 19.4 | 8.2  | 98 | 1 | 5 | <b>3.26</b> | 1.14 |
| I trust that the political leadership is sufficiently familiar with the operations at my workplace                       | 5.1  | 9.2  | 33.7 | 36.7 | 15.3 | 98 | 1 | 5 | <b>2.52</b> | 1.03 |
| The top management trusts that we know how to do our jobs and that we do our best for the organization                   | 22.4 | 53.1 | 17.3 | 2.0  | 5.1  | 98 | 1 | 5 | <b>3.86</b> | 0.96 |
| <b>Sub Mean (Trust)</b>                                                                                                  |      |      |      |      |      |    |   |   | <b>3.12</b> |      |
| <b>Total Mean</b>                                                                                                        |      |      |      |      |      |    |   |   | <b>3.70</b> |      |

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From Table 4.7, majority of the respondents 65 (67%) accounted for the agree category with disagree category responses accounting for 17 (17%). Delegation is perceived positively by most respondents, with 67% agreeing that responsibilities are effectively delegated. This supports a view of shared responsibility and empowerment, hallmarks of a balanced psychological contract. However, with 17% disagreeing, it is important to consider whether delegation practices are uneven across roles or departments. The present study results agree with the results of Ferrari (2014), who indicated that delegation is influenced by decision-making processes, organizational structures, and authority transfer. This is supported by a key informant who said that *“The design of the organization structure of the MOH into two State Departments; Medical Services and Public Health and Professional Standards with the Director General being in the payroll of the State Department for Medical Services and two Deputy Director Generals in the two State Departments has really worked against our staff. If you were to share your issues with the Director General the likelihood of those issues reaching the Principal Secretary, State Department for Public Health and Professional Standards is zero. If the matters end at the Principal Secretary, State Department*

*for Medical Services desk, it is likely that he will say that the matters do not fall within his jurisdiction. These staff are left on their own. This is generally something that came out when we had discussions around the taskforce on Human Resources for Health towards the end of 2024 up to April 2025. Generally, there are serious issues with communication which can easily make the organization dysfunctional” (Key informant 5).*

*“The divisions of Human Resources for Health and Human Resource Management ideally should be working in harmony to achieve a common goal. The HRH division view themselves as medical and have nothing to do with the HRM division which will make them lose it all along the way. Generally, issues of HRH are HRM management issues skewed towards (Health Care Workers) HCWs. This disharmony has created another paradox that needs to be addressed so that we can perform and deliver.” (Key Informant 4).*

Other previous studies too suggest that employees’ empowerment is linked to job satisfaction, work performance, and burnout as studied in hospitals (Hechanova et al., 2000; Hochwälder, 2007). Similarly, previous studies reported that violation of psychological contract is inversely related to employee fulfillment, trust, and intent to remain with the organization and that trust significantly influences employees’ intentions and behaviours in the organization (Deery et al., 2006; Ozyilmaz, 2010; Robinson & Rousseau, 1994). *“There is very minimal trust, in fact there is a lot of mistrust between the management and the healthcare professionals. Whenever the management gives them promises, you will hear the staff say, these are just but empty promises.” (Key Informant 5).*

However, the findings by Serrat (2010) found no significant correlation between supervisor characteristics and subordinate satisfaction in relation to delegation deviating from the present study findings.

#### **4.9 Descriptive Responses on Job Satisfaction**

The job satisfaction variable had two indicators: Intrinsic job satisfaction and Extrinsic job satisfaction. Respondents were asked to indicate how much they agreed with assertions about job satisfaction. They scored as follows: Very Satisfied = 5, Satisfied = 4, Neither Satisfied nor Dissatisfied = 3, Dissatisfied = 2, and Very Dissatisfied = 1 on a scale of 1-5 as displayed in Table 4.8. The results discussion combined very satisfied and satisfied categories to reveal the “satisfied” category responses, very dissatisfied and dissatisfied categories to reveal the “dissatisfied” category responses, and “neither satisfied nor dissatisfied” stood as a category. Each parameter was analyzed and reported in Table 4.8.

**Table 4.8***Descriptive Responses on Job Satisfaction*

| <b>Variable/Statement</b>                                      | <b>VS<br/>(%)</b> | <b>S<br/>(%)</b> | <b>NS/D<br/>(%)</b> | <b>D<br/>(%)</b> | <b>VD<br/>(%)</b> | <b>N</b> | <b>Min</b> | <b>Max</b> | <b>M</b>    | <b>Std<br/>Dev</b> |
|----------------------------------------------------------------|-------------------|------------------|---------------------|------------------|-------------------|----------|------------|------------|-------------|--------------------|
| <b>Intrinsic Job Satisfaction</b>                              |                   |                  |                     |                  |                   |          |            |            |             |                    |
| The opportunity to do something that makes use of my abilities | 16                | 58               | 15.3                | 7.1              | 3.1               | 98       | 1          | 5          | <b>3.78</b> | 0.91               |
| The feeling of accomplishment I get from the job               | 13                | 55               | 24.0                | 7.0              | 1.0               | 98       | 2          | 5          | <b>3.73</b> | 0.79               |
| The opportunities to try my own methods of doing the job       | 14                | 51               | 30.6                | 4.1              | 0                 | 98       | 2          | 5          | <b>3.76</b> | 0.75               |
| The opportunity to work alone on the job                       | 17                | 55               | 18.4                | 9.2              | 0                 | 98       | 2          | 5          | <b>3.81</b> | 0.83               |
| Being able to choose activities that align with my conscience  | 15                | 48               | 20.4                | 13               | 3.1               | 98       | 1          | 5          | <b>3.59</b> | 1.00               |
| The freedom to use my own judgement                            | 15                | 57               | 16.3                | 8.2              | 3.1               | 98       | 1          | 5          | <b>3.73</b> | 0.93               |
| The praise I get for doing a good job                          | 6.1               | 33               | 36                  | 20               | 5.1               | 98       | 1          | 5          | <b>3.14</b> | 0.98               |
| <b>Sub Mean (Intrinsic Job Satisfaction)</b>                   |                   |                  |                     |                  |                   |          |            |            | <b>3.65</b> |                    |
| <b>Extrinsic Job Satisfaction</b>                              |                   |                  |                     |                  |                   |          |            |            |             |                    |
| The way the organization policies are put into practice        | 2.0               | 47               | 23.5                | 23               | 4.1               | 98       | 1          | 5          | <b>3.19</b> | 0.96               |
| My supervisor always delegates responsibilities                | 8.2               | 48               | 25.0                | 16               | 3.1               | 98       | 1          | 5          | <b>3.42</b> | 0.96               |
| The way my co-workers get along with each other                | 10                | 49               | 23.5                | 12               | 5.1               | 98       | 1          | 5          | <b>3.47</b> | 1.01               |
| The competence of my supervisor in making decisions            | 14.0              | 47.0             | 23.5                | 12.0             | 3.1               | 98       | 1          | 5          | <b>3.57</b> | 0.98               |
| The competence of my boss to relate with the workers           | 12.0              | 47.0             | 22.4                | 16.0             | 2.0               | 98       | 1          | 5          | <b>3.51</b> | 0.98               |
| The physical environment where I work                          | 8.2               | 59.0             | 12.2                | 17.0             | 3.1               | 98       | 1          | 5          | <b>3.52</b> | 0.98               |
| The opportunity to do more different activities                | 10.0              | 54.0             | 22.4                | 10.0             | 3.1               | 98       | 1          | 5          | <b>3.58</b> | 0.92               |
| The opportunities to advance in this job                       | 4.1               | 28.0             | 19.0                | 39.0             | 10.0              | 98       | 1          | 5          | <b>3.29</b> | 1.07               |
| <b>Sub Mean (Extrinsic Job Satisfaction)</b>                   |                   |                  |                     |                  |                   |          |            |            | <b>3.45</b> |                    |
| <b>Overall Mean (Job Satisfaction)</b>                         |                   |                  |                     |                  |                   |          |            |            | <b>3.55</b> |                    |

From Table 4.8, majority of respondents, 64 (65%) reported being satisfied with the intrinsic aspects of their jobs with 20(21%) neither satisfied nor dissatisfied. The responses for intrinsic aspects of the job had a mean of  $M=3.65$ . The results indicated higher satisfaction with intrinsic rather than extrinsic aspects, which is consistent with previous research indicating that employees often derive more consistent fulfillment from the nature of their work than from external rewards.

On the contrary, satisfaction derived from the extrinsic aspects of the job was 57 (58%), slightly lower than the intrinsic satisfaction score with 21 (21%) neither satisfied nor dissatisfied and a similar proportion 20 (21%) reporting that they were dissatisfied. The responses for extrinsic aspects of the job had a mean of  $M=3.45$ .

Overall results on job satisfaction revealed that satisfied respondents accounted for 60 (61%) with 21 (22%) reporting that they were neither satisfied nor dissatisfied with responses mean of  $M=3.55$ . This suggests a generally positive outlook on job satisfaction among respondents.

#### 4.10 Descriptive Statistics for Key Study Variables

**Table 4.9**

*Descriptive Statistics for Key Study Variables (N = 98)*

| <b>Variable</b>            | <b>M</b> | <b>SD</b> | <b>Min</b> | <b>Max</b> | <b>Variance</b> |
|----------------------------|----------|-----------|------------|------------|-----------------|
| Employee Obligations       | 4.27     | 0.67      | 3.37       | 5.00       | 0.45            |
| Employee Entitlements      | 2.90     | 1.04      | 1.13       | 4.20       | 1.08            |
| Employer Obligations       | 2.97     | 1.09      | 2.00       | 3.83       | 1.19            |
| Delegation                 | 3.70     | 0.88      | 2.54       | 4.69       | 0.77            |
| Intrinsic job satisfaction | 3.65     | 0.89      | 1.86       | 4.71       | 0.79            |
| Extrinsic job satisfaction | 3.45     | 0.98      | 1.13       | 4.63       | 0.96            |
| Job Satisfaction           | 3.55     | 0.94      | 1.85       | 4.67       | 0.88            |

*Source: Research Findings (2025)*

**Keywords:** **M** = Mean, **SD** = Standard Deviation, **Min** = Minimum, and **Max** = Maximum

Employee Obligations ( $M = 4.27$ ,  $SD = 0.67$ ): Respondents on average rated employee obligations positively. The relatively small standard deviation ( $SD = 0.67$ ) indicated that most respondents had similar views and consistency in perceptions.

Employee Entitlements ( $M = 2.90$ ,  $SD = 1.04$ ): Respondents gave a moderately low rating regarding how they were treated, recognized, and supported in career advancement. The high standard deviation ( $SD = 1.04$ ) indicated considerable variability in responses. This suggested that many employees may have felt undervalued, inadequately supported with experiences varying significantly across respondents.

Employer Obligations ( $M = 2.97$ ,  $SD = 1.09$ ): Respondents rated employer obligations slightly below average. The standard deviation of 1.09 was the highest across all variables indicating substantial variation in perceptions by respondents regarding satisfaction. Employer support was perceived as generally inadequate with some respondents perceiving their employer as meeting obligations while others experienced dissatisfaction.

Delegation ( $M = 3.70$ ,  $SD = 0.88$ ): Respondents rated delegation positively. The  $SD$  (0.88) indicated moderate variation, suggesting general agreement by most respondents, with some still pointing differences in responses.

The study assessed job satisfaction across two dimensions: intrinsic and extrinsic satisfaction. The mean intrinsic job satisfaction score was 3.65, with a standard deviation of 0.89, indicating that employees were typically fairly satisfied with the intrinsic aspects of their jobs. Most respondents reported scores ranging between 3.02 to 4.28 ( $\pm 1$   $SD$ ), indicating relatively low variability and consistent positive perceptions of intrinsic job aspects.

In contrast, extrinsic job satisfaction had a mean score of 3.45 and a standard deviation of 0.98. This implies a moderate level of satisfaction with extrinsic job factors. Most responses fell within the range of 2.80 to 4.10, reflecting somewhat greater variability in perceptions of extrinsic aspects compared to intrinsic ones.

Overall, respondents indicated higher satisfaction with intrinsic rather than extrinsic aspects, which is consistent with previous research indicating that employees often derive more consistent fulfillment from the nature of their work than from external rewards (Herzberg et al., 1959; Judge et al., 2000).

Job Satisfaction ( $M = 3.55$ ,  $SD = 0.94$ ): Respondents reported moderate to high job satisfaction, which was generally positive. The standard deviation ( $SD = 0.94$ ) indicated moderate variability, suggesting some differences and disparities in how employees perceived, for instance, their entitlements and obligations by the employer.

#### **4.11 Correlation Analysis Results**

Pearson's correlation coefficient was utilized to determine the association between variables and job satisfaction.

**Table 4.10***Pearson's Correlation Matrix for Independent and Dependent Variables*

|             |            |         | <b>EEO</b> | <b>EEE</b> | <b>ERO</b> | <b>D</b> | <b>IJS</b> | <b>EJS</b> | <b>JS</b> |
|-------------|------------|---------|------------|------------|------------|----------|------------|------------|-----------|
| Pearson's r | <b>EEO</b> | R       | 1.000      |            |            |          |            |            |           |
|             |            | p-value | .          |            |            |          |            |            |           |
|             |            | N       | 98         |            |            |          |            |            |           |
|             | <b>EEE</b> | R       | .460**     | 1.000      |            |          |            |            |           |
|             |            | p-value | <.001      | .          |            |          |            |            |           |
|             |            | N       | 98         | 98         |            |          |            |            |           |
|             | <b>ERO</b> | R       | .535**     | .412**     | 1.000      |          |            |            |           |
|             |            | p-value | <.001      | <.001      | .          |          |            |            |           |
|             |            | N       | 98         | 98         | 98         |          |            |            |           |
|             | <b>D</b>   | R       | .446**     | .656**     | .335**     | 1.000    |            |            |           |
|             |            | p-value | <.001      | <.001      | .001       | .        |            |            |           |
|             |            | N       | 98         | 98         | 98         | 98       |            |            |           |
|             | <b>IJS</b> | R       | .335**     | .521**     | .372**     | .521**   | 1.000      |            |           |
|             |            | p-value | .001       | <.001      | <.001      | <.001    | .          |            |           |
|             |            | N       | 98         | 98         | 98         | 98       | 98         |            |           |
|             | <b>EJS</b> | R       | .415**     | .711**     | .535**     | .684**   | .699**     | 1.000      |           |
|             |            | p-value | <.001      | <.001      | <.001      | <.001    | <.001      | .          |           |
|             |            | N       | 98         | 98         | 98         | 98       | 98         | 98         |           |
|             | <b>JS</b>  | R       | .410**     | .670**     | .493**     | .655**   | .919**     | .925**     | 1.000     |
|             |            | p-value | <.001      | <.001      | <.001      | <.001    | <.001      | <.001      | .         |
|             |            | N       | 98         | 98         | 98         | 98       | 98         | 98         | 98        |

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

\*. Correlation is significant at the 0.05 level (2-tailed).

*Source: Research Findings (2025)*

**Legends: Table 4.10 Abbreviations** - **EEO** = Employee Obligations; **EEE** = Employee Entitlements; **ERO** = Employer Obligations; **D** = Delegation; **IJS** = Intrinsic Job Satisfaction; **EJS** = Extrinsic Job Satisfaction; and **JS** = Job Satisfaction.

The results in Table 4.10 show Pearson's correlation coefficient, a measure of the strength and direction of the linear association between two variables when the data is linear and normally distributed. The results indicate a moderate positive association between employee obligations and job satisfaction ( $r = 0.410$ ,  $p < .001$ ). Any positive change in employee obligations leads to increased job satisfaction. This means that when employees perceive a greater sense of duty or responsibility toward the organization, they tend to report higher job satisfaction. The findings are consistent with those reported by Restubog et al. (2007), in which psychological contract fulfillment by employees was found to have a positive impact on job attitudes. When employees feel that they are contributing meaningfully, their engagement and satisfaction increase and may reflect a reciprocal exchange. However, the moderate strength also may suggest that other factors mediate or moderate this relationship.

Employee entitlements and job satisfaction had a significant positive association ( $r = 0.670$ ,  $p < .001$ ). This means that any positive change in employee entitlements leads to increased job satisfaction. The strong positive correlation indicates that employees who feel entitled to certain organizational provisions tend to report higher levels of job satisfaction. Besides entitlement often carrying a negative connotation in the context of psychological contracts, the finding suggests that when employees believe their expectations are legitimate and consistently met, their satisfaction increases significantly. The results agree with the findings, which argue that perceived contract fulfillment, particularly of promised benefits, enhances satisfaction and performance (Bal et al., 2011; Rousseau, 1995)

The results reveal a moderate to strong positive correlation between employer obligations and job satisfaction ( $r = 0.493$ ,  $p < .001$ ). This means that any positive change in employer obligations leads to increased job satisfaction. The finding suggests that the perception of the employer upholding their end of the psychological contract has a moderately strong association with job satisfaction. Previous study by Turnley & Feldman (1999) is consistent with these results who indicated that unmet employer obligations can be a major source of dissatisfaction. The correlation, although slightly lower than that for employee entitlements, reinforces the role of perceived organizational justice and fairness in shaping satisfaction

The results reveal a strong positive correlation between delegation and job satisfaction ( $r = 0.655$ ,  $p < .001$ ). This means that any positive change in delegation leads to increased job satisfaction. Employees who perceive they are trusted with decision-making responsibilities are more likely to be satisfied with their jobs. This is in line with the Job Characteristics Model, which posits autonomy as a core dimension of job satisfaction and Self Determination Theory which supports the finding that autonomy contributes significantly to intrinsic motivation and well-being at work (Deci & Ryan, 2000; Hackman et al., 2015). The results agree with those of (Joiner et al., (2006), Mathew and Nair, (2021), Morrison et al., (1997), and Shah and Kazmi, 2020) , whose findings suggest a strong positive association between psychological empowerment, a dimension of delegation and between delegation itself and job satisfaction. Leana (1986) found no significant correlation between delegation and subordinate job satisfaction.

The extremely high positive correlation between intrinsic job satisfaction and the overall job satisfaction highlights the central role of meaningful and engaging work. These results strongly echo Herzberg's Two-Factor Theory 1959, which identifies intrinsic motivators as key drivers of satisfaction but also contrasts his proposition. This study demonstrates that extrinsic satisfaction

is just as critical as intrinsic factors in shaping overall satisfaction. Internal fulfillment plays a dominant role in shaping how employees evaluate their job experience.

In the same vein, extrinsic job satisfaction also shows an exceptionally strong positive correlation with overall job satisfaction. Consistent with the finding is Judge et al. (2000), who emphasized that while intrinsic rewards are powerful, extrinsic rewards cannot be underestimated. The nearly equal strength of both dimensions in this study emphasizes the simultaneous importance of improving job content and guaranteeing fair extrinsic rewards. This study suggested that a more integrated model may be more appropriate for contemporary work environments (Ajmal et al., 2015).

Collectively, the findings emphasize that both psychological contract elements (obligations and entitlements) and structural elements (delegation) play a critical role in shaping job satisfaction. Furthermore, the dual importance of intrinsic and extrinsic satisfaction supports a holistic approach to job design and human resource management. Finally, strong correlations across variables validate the integration of both relational and transactional components of the psychological contract in understanding employee attitudes (Cable, 2008).

#### **4.12 Regression for Independent and Dependent Variables**

To examine the linear statistical relationship between the current study's predictor factors and outcome variables, the researcher utilized multiple regression analysis.

##### **4.12.1 Checking for Multicollinearity**

The findings of this analysis are shown in Table 4.11.

**Table 4.11***Checking for Multicollinearity*

| <b>Independent Variables</b> | <b>VIF</b> | <b>Tolerance (TOL)</b> |
|------------------------------|------------|------------------------|
| Employee Obligations         | 1.6097     | 0.6212                 |
| Employee Entitlements        | 1.9325     | 0.5175                 |
| Employer Obligations         | 1.4727     | 0.6790                 |
| Delegation                   | 1.8387     | 0.5439                 |

Table 4.11 presents the VIF and tolerance values, revealing that no multicollinearity was detected among the predictors, as no variable exhibited a VIF value greater than 10 or a tolerance value below 0.1, consistent with the criteria outlined by Hamilton (2019). This finding establishes the absence of multicollinearity.

#### **4.12.2 Test for Normality**

The p-value was greater than .05 across all the tests. There was not enough evidence to reject the null hypothesis ( $H_0$ ). This means that the data came from a normal distribution.

**Table 4.12***Normality Tests*

| <b>Test</b>                     | <b>Test Statistic</b> | <b>p-value</b> | <b><math>H_0</math> (5%)</b> |
|---------------------------------|-----------------------|----------------|------------------------------|
| Shapiro-Wilk W                  | 0.9782                | 0.1029         | Cannot reject                |
| Shapiro-Francia                 | 0.9775                | 0.0832         | Cannot reject                |
| Anderson-Darling                | 0.6207                | 0.1032         | Cannot reject                |
| Cramer-von Mises                | 0.0901                | 0.1512         | Cannot reject                |
| Kolmogorov-Smirnov (Lilliefors) | 0.0746                | 0.1972         | Cannot reject                |
| D'Agostino Skewness             | 1.4798                | 0.1389         | Cannot reject                |
| D'Agostino Kurtosis             | 1.3663                | 0.1718         | Cannot reject                |
| D'Agostino Omnibus              | 4.0567                | 0.1316         | Cannot reject                |
| Jarque-Bera                     | 3.4332                | 0.1797         | Cannot reject                |

To check for the normality of the data skewness and kurtosis were conducted which indicated positive results, i.e. test fell within the range of (-2 to +2).

#### 4.12.3 Multiple regression analysis

The study utilized multiple regression analysis to examine the influence of psychological contract on job satisfaction and its dimensions among Medical Laboratory Professionals in selected public health sector institutions at the National Government, Kenya.

1. Overall, Job Satisfaction, 2. Intrinsic Job satisfaction, and 3. Extrinsic Job satisfaction.

**Table 4.13**

*Multiple Regression Model Summary*

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .760 <sup>a</sup> | .577     | .559              | .3922                      |
| 2     | .592 <sup>a</sup> | .350     | .322              | .5174                      |
| 3     | .807 <sup>a</sup> | .651     | .636              | .3941                      |

a. Predictors: (Constant), Employee Obligations, Employee Entitlements, Employer Obligations, Delegation

Multiple regression analysis was performed to determine the influence of employee obligations, employee entitlements, employer obligations, and delegation on overall job satisfaction and its dimensions.

With all other factors held constant, employee obligations, employee entitlements, employer obligations, and delegation accounted for approximately 57.7% of the job satisfaction ( $R^2 = .577$ , Adjusted  $R^2 = .559$ ) among Medical Laboratory Professionals (MLPs) at the National Government. This is an implication that factors outside this study influenced 42.3% of the job satisfaction among MLPs at the National Government.

In model 2, the independent variables accounted for 35.0% of the variance in the outcome variable dimension, intrinsic job satisfaction ( $R^2 = 0.350$ , Adjusted  $R^2 = .322$ ). The model's moderate fit could be due to other factors not included in the model. In model 3, the independent variables accounted for 65.1% of the variance in the outcome variable dimension, extrinsic job satisfaction ( $R^2 = 0.651$ , Adjusted  $R^2 = .636$ ).

### **Analysis of Variance (ANOVA)**

The significance was  $<.001$  (p-value  $<.05$ ), indicating that employee obligations, employee entitlements, employer obligations, and delegation had a statistically significant effect on the job satisfaction among Medical Laboratory Professionals (MLPs) in the public health sector at the National Government at a 95% confidence level. The null hypothesis was rejected and the alternative hypothesis supported.

**Table 4.14**

*An F-test of Overall Model Significance*

| Model      | Sum of Squares | Df | Mean Square | F      | Sig.      |
|------------|----------------|----|-------------|--------|-----------|
| Regression | 19.502         | 4  | 4.876       | 31.700 | $<.001^b$ |
| Residual   | 14.304         | 93 | .154        |        |           |
| Total      | 33.806         | 97 |             |        |           |

A test as to whether the predictors, taken together, significantly explained variation in the dependent variable showed that the overall regression model was statistically significant,  $F(4, 93) = 31.70$ , p-value  $<.001$ . This revealed that employee obligations, employee entitlements, employer obligations, and delegation combined had a significant effect on job satisfaction. The model was ultimately found to fit the data adequately; therefore, the study continued to build the whole regression model.

From the regression analysis models 2 and 3 in Table 4.12, the variation in the dependent variable intrinsic and extrinsic satisfaction dimensions indicated that the regression models were statistically significant,  $F(4,93) = 12.53$ ,  $p\text{-value} < .001$  and  $F(4,93) = 42.28$ ,  $p\text{-value} < .001$  respectively. To test the study's hypotheses, the predictor variable's influence on the outcome variable was investigated.

**Table 4.15**

*Relationship between the Individual Independent Variable and to Dependent Variable*

| Model |                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|-------|
|       |                       | B                           | Std. Error | Beta                      |       |       |
| 1     | (Constant)            | .183                        | .529       |                           | .345  | .731  |
|       | Employee Obligations  | -.082                       | .147       | -.048                     | -.558 | .578  |
|       | Employee Entitlements | .317                        | .085       | .351                      | 3.741 | <.001 |
|       | Employer Obligations  | .367                        | .119       | .253                      | 3.088 | .003  |
|       | Delegation            | .461                        | .117       | .362                      | 3.953 | <.001 |

a. Dependent Variable: Job Satisfaction (JS)

**Table 4.16**

*Relationship between Individual Independent Variable to Dependent Variable*

| Model |                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                       | B                           | Std. Error | Beta                      |       |      |
| 2     | (Constant)            | .712                        | .698       |                           | 1.021 | .301 |
|       | Employee Obligations  | -.012                       | .193       | -.006                     | -.060 | .952 |
|       | Employee Entitlements | .250                        | .112       | .260                      | 2.237 | .028 |
|       | Employer Obligations  | .260                        | .157       | .169                      | 1.662 | .100 |
|       | Delegation            | .402                        | .154       | .297                      | 2.617 | .010 |

b. Dependent Variable: Intrinsic Job Satisfaction (IJS) dimension

**Table 4.17***Relationship between the Independent Variable and to Dependent Variable*

| Model |                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|-------|-----------------------|-----------------------------|------------|---------------------------|--------|-------|
|       |                       | B                           | Std. Error | Beta                      |        |       |
| 3     | (Constant)            | -.324                       | .532       |                           | -.609  | .544  |
|       | Employee Obligations  | -.162                       | .147       | -.086                     | -1.099 | .275  |
|       | Employee Entitlements | .384                        | .085       | .384                      | 4.514  | <.001 |
|       | Employer Obligations  | .478                        | .119       | .298                      | 4.006  | <.001 |
|       | Delegation            | .521                        | .117       | .370                      | 4.452  | <.001 |

c. Dependent Variable: Extrinsic Job Satisfaction (EJS) dimension

The regression equation for overall job satisfaction was:

$$Y = B_0 + B_1EEO + B_2EEE + B_3ERO + B_4D + \epsilon$$

Where: **Y** = the dependent variable (the outcome you're trying to predict)

**B<sub>0</sub>**= the intercept [the coefficient of the constant]

**B<sub>1</sub>**= the regression coefficient of Employee Obligations [EEO]

**B<sub>2</sub>**= the regression coefficient of Employee Entitlements [EEE]

**B<sub>3</sub>**= the regression coefficient of Employer Obligations [ERO]

**B<sub>4</sub>**= the regression coefficient of Delegation [D]

**ε** = the error term, accounting for variation not explained by the model

The multiple regression model was analyzed, and the B coefficients for the four independent variables estimated and expressed in terms of the variables utilized in this study. The results obtained from the fitted multiple regression equation are presented as follows:

$$Y (JS) = .183 + (-.082) * EEO + (.317) * EEE + (.367) * ERO + (.461) * D + \epsilon$$

$$Y(IJS) = .712 + (-.012) * EEO + (.250) * EEE + (.260) * ERO + (.402) * D + \epsilon$$

$$Y(EJS) = -.324 + (-.162) * EEO + (.384) * EEE + (.478) * ERO + (.521) * D + \epsilon$$

### **a) Influence of Employee Obligations on Job Satisfaction**

In Table 4.14, employee obligations were not a significant predictor of the dependent variable,  $\beta = -0.048$ ,  $t(93) = -0.558$ ,  $p\text{-value} = .578$  which is greater than  $\alpha = .05$ , indicating a very weak and nonsignificant inverse relationship. This implied that a one-unit increase in employee obligations was associated with a 0.048 unit decrease in the level of job satisfaction, holding all other variables in the regression model constant. Thus, we failed to reject the null hypothesis, meaning there was no statistically significant association between employee obligations and job satisfaction.

This suggests that while MLPs generally felt obligated to their roles, such obligations may not have meaningfully influenced how satisfied they felt with their jobs when other factors were considered. A possible explanation is that the MLPs might have felt obligated to do their jobs because that was what the managers, supervisors, and the organization expected of them or what was seen as “normal,” not necessarily because they wanted to. These obligations may not have been based on personal passion or positive feelings about the job like enjoyment, pride, or satisfaction that comes from within but more on outside pressure or set standards. Therefore, they did not strongly or uniquely boost how satisfied the MLPs felt in their jobs.

The non-significant findings may indicate the effect of moderating or mediating variables unaccounted for in the current study model. By suggesting that the relationship between employee obligations and job satisfaction may be context-dependent, the study contributes to the literature. Future research should explore variations in this relationship across different job types, sectors, and organizational cultures.

### **b) Influence of Employee Entitlements on Job Satisfaction**

Employee Entitlements were a significant predictor ( $\beta = 0.351$ ,  $t(93) = 3.741$ ,  $p\text{-value} < .001$  which is less than  $\alpha = .05$ ), indicating a moderate positive association with the dependent variable. This meant that a one-unit increase in employee obligations was associated with a 0.351 unit increase in the level of job satisfaction, holding all other variables in the regression model constant. The null hypothesis was rejected, supporting the alternative hypothesis. This suggests that as perceptions on entitlements were consistently met, there was a corresponding increase in the level of job satisfaction among the MLPs. The statistical evidence strongly supported the alternative hypothesis confirming that employee entitlements played a meaningful role in shaping satisfaction among this workforce.

### **c) Influence of Employer Obligations on Job Satisfaction**

According to the findings, employer obligations were a significant predictor ( $\beta = 0.253$ ,  $t(93) = 3.088$ ,  $p\text{-value} .003$ , which is less than  $\alpha = .05$  suggesting a moderate positive relationship with the dependent variable. This implied that a one-unit increase in employer obligations was associated with a 0.253 unit decrease in the level of job satisfaction, holding all other variables in the regression model constant. The null hypothesis was rejected, supporting the alternative hypothesis. Statistical evidence justified rejecting the null hypothesis and lent strong support to the alternative hypothesis that employer obligations indeed influenced job satisfaction among the MLPs. Though a moderate relationship was still noteworthy, it highlighted the importance of the employer's role in shaping the work environment. This suggests that higher levels of job satisfaction among MLPs were more likely to be reported when employer obligations were adequately fulfilled. These findings reinforced the idea that employee satisfaction was not only shaped by what they received (entitlements), but also by how they were treated and supported by their organizations.

#### **d) Influence of Delegation on Job Satisfaction**

Similarly, delegation was a significant predictor ( $\beta = 0.362$ ,  $t(93) = 3.953$ ,  $p\text{-value} < .001$  which is less than  $\alpha = .05$ ) indicating a moderate positive relationship with the dependent variable, slightly stronger than  $\beta = 0.351$  and  $\beta = 0.253$ . This implied that a one-unit increase in delegation was associated with a 0.362-unit increase in the level of job satisfaction, holding all other variables in the regression model constant. The results provided strong statistical evidence that delegation was not only relevant but also played a substantial role in shaping how satisfied MLPs felt in their jobs. The null hypothesis was rejected, supporting the alternative hypothesis confirming that delegation practices meaningfully impacted job satisfaction among these professionals. This highlighted the importance of empowering MLPs through the distribution of responsibilities, involving them in decision-making, and trusting them to carry out tasks independently. The statistical strength of this relationship emphasizes that delegation was not merely a task management strategy but a vital leadership tool that could shape workforce morale and engagement. This creates a work environment where these professionals feel trusted and respected.

While predictors with  $\beta$  values (0.362 and 0.351) had a moderate positive effect on job satisfaction, as indicated by the direction and strength of the regression coefficients in the findings in Table 4.14, delegation ( $\beta = 0.362$ ) had the strongest influence on job satisfaction. Therefore, with delegation ( $\beta = 0.362$ ), employee entitlements ( $\beta = 0.351$ ), and employer obligations ( $\beta = 0.253$ ) considered the most important predictors in the regression model in that order, employee obligations ( $\beta = -0.048$ ) had little or no practical influence on job satisfaction. This underscores the importance of examining the association between each predictor variable and the outcome variable, as the overarching objective of the present study was to identify the factors that enhance job satisfaction among the MLPs in the public health sector at the National Government.

#### **4.13 Summary of Results and Discussion**

This chapter aimed at presenting and interpreting the results of the study based on the stated research objectives, establishing the influence of employee and employer obligations, employee entitlements, and delegation on job satisfaction among Medical Laboratory Professionals in selected public health sector institutions. Data were analyzed using descriptive and inferential statistics to determine the strength and significance of relationships among the study variables.

The overall regression model was statistically significant,  $F(4, 93) = 31.70, p < .001$ , explaining 57.7% ( $R^2 = .577$ ) of the variance in job satisfaction. In relation to the first research objective, establishing the influence of employee obligations on job satisfaction, the findings revealed a very weak and nonsignificant negative relationship ( $\beta = -0.048, p < .578$ ). Thus, we failed to reject the null hypothesis, meaning that there was no statistically significant association between employee obligations and job satisfaction. The second objective, which focused on employee entitlements, demonstrated that entitlements were a significant predictor ( $\beta = 0.351, p < .001$ ), indicating that perceived fulfillment of entitlements enhances job satisfaction. The null hypothesis was rejected, supporting the alternative hypothesis.

The third objective of the research determined the influence of employer obligations. Results indicated that employer obligations were a significant predictor, demonstrating a moderate positive relationship with job satisfaction ( $\beta = 0.253, p .003$ ), suggesting that while employer obligations matter, their perceived impact is not as strong as that of entitlements or delegation. The null hypothesis was rejected, supporting the alternative hypothesis. Finally, the study found that delegation was the most powerful predictor of job satisfaction ( $\beta = 0.362, p < .001$ ). The null hypothesis was rejected, supporting the alternative hypothesis, confirming that delegation practices meaningfully impact job satisfaction among these professionals.

These findings are consistent with theoretical expectations based on Social Exchange Theory (SET) and Psychological Contract Theory (PCT), where mutual obligations and perceived fairness influence employee attitudes. Despite the study providing valuable insights into the influence of employee and employer obligations, employee entitlements, and delegation on job satisfaction, several limitations were acknowledged. First, the study used a cross-sectional design, which limited the ability to make causal inferences between variables. Second, the sample was drawn from National Government-selected health institutions, which could hamper the generalizability of the findings. As a result, external validity is constrained, and caution should be exercised when applying these results to the private health sector or other cultural contexts. The study contributes to the existing body of knowledge by demonstrating a previously unobserved inverse relationship between employee obligations and job satisfaction among MLPs. The findings extend prior research in the area of psychological contract within the health sector.

In summary, the chapter has presented key empirical findings showing that delegation, employee entitlements, and employer obligations significantly predict job satisfaction. These insights set the foundation for the discussion in the next chapter.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes the key findings, draws conclusions based on the specific research objectives in chapter one, and makes recommendations for policy, practice, and future research based on the study.

#### **5.2 Summary of the Study**

The study adopted a mixed methods approach to examine the influence of employee obligations, employee entitlements, employer obligations, and delegation on job satisfaction among MLPs. Qualitative and quantitative data were collected to get insights into the factors influencing job satisfaction.

The purpose of the study was to investigate the influence of psychological contract on job satisfaction among MLPs in selected public health sector institutions at the National Government. The overall regression model explained 57.7% of the variance in job satisfaction ( $R^2 = 0.577$ ), indicating moderate to strong predictive power. This implied that the predictor variables included in the model account for a substantial proportion of the variability in the outcome.

Employee obligations had a moderate positive association with job satisfaction ( $r = 0.410^{**}$ ,  $p < .001$ ). Any positive change in employee obligations leads to increased job satisfaction. This means that when employees perceive a greater sense of duty or responsibility toward the organization, they tend to report higher job satisfaction. Subsequent analysis indicated that employee obligations were negatively associated with job satisfaction, suggesting an imbalance in employee-employer expectations, particularly when responsibilities outweigh perceived rewards and support. The

absence of reciprocal support may potentially diminish employee morale, adversely affecting their satisfaction.

Employee entitlements had a significant positive association with job satisfaction ( $r = 0.670^{**}$ ,  $p < .001$ ). This means that any positive change in employee entitlements leads to increased job satisfaction. The strong positive correlation indicates that employees who feel entitled to certain organizational provisions tend to report higher levels of job satisfaction. Besides, entitlement often carries a negative connotation in the context of psychological contracts; the finding suggests that when employees believe their expectations are legitimate and consistently met, their satisfaction increases significantly. Subsequent analysis demonstrated that employee entitlements had a significant positive association with job satisfaction, indicating that clearly defined expectations and ensuring fairness may make the employees mutually obligated.

Employer obligations had a moderate to strong positive correlation with job satisfaction ( $r = 0.493^{**}$ ,  $p < .001$ ). This means that any positive change in employer obligations leads to increased job satisfaction. The finding suggests that the perception of the employer upholding their end of the psychological contract has a moderately strong association with job satisfaction. Further analysis revealed that employer obligations had a significantly weaker relationship with job satisfaction. While employees do value their employer meeting obligations such as fair pay, job security, and promised benefits, which may be perceived as baseline expectations, other factors may play a more immediate or emotionally impactful role in determining job satisfaction. Furthermore, the findings align with Psychological Contract Theory, suggesting relational fulfillment significantly impacts job satisfaction, while fulfilling obligations prevents dissatisfaction but does not enhance engagement.

Delegation had a strong positive correlation with job satisfaction ( $r = 0.655^{**}$ ,  $p < .001$ ). This means that any positive change in delegation leads to increased job satisfaction. Employees who perceive they are trusted with decision-making responsibilities are more likely to be satisfied with their jobs. Regression analysis results indicated that delegation had the strongest positive significant association with job satisfaction, suggesting that when employees are trusted with responsibility and autonomy through delegation, they feel more valued, empowered, and engaged in their work, leading to higher job satisfaction. The study findings are consistent with Social Exchange Theory, revealing that relational exchanges like delegation have a stronger emotional impact on job satisfaction than transactional elements like entitlements and obligations. Hence, the study emphasizes the significance of relational factors like trust and empowerment in employee satisfaction, particularly in professional public health sector roles where autonomy and recognition are often undervalued.

Finally, the strong correlation across variables validated the integration of both relational and transactional components of the psychological contract in understanding employee attitudes.

### **5.3 Conclusion**

This study revealed that employee obligations, employee entitlements, employer obligations, and delegation had all moderate to strong positive associations with job satisfaction, according to the study, as revealed by Pearson's correlation coefficient.

Based on the results and the subsequent discussion, it was established that, when all variables were considered simultaneously, employee entitlements, employer obligations, and delegation revealed a significant influence on job satisfaction. However, employee obligations were found not to

significantly predict job satisfaction among Medical Laboratory Professionals (MLPs) at the National Government.

Additionally, in a combined set-up, delegation was found to be the most important predictor of job satisfaction, followed by employee entitlements. These findings underscore the critical role of balanced expectations and managerial practices in shaping employee experiences.

In conclusion, the study highlights the ambiguous reciprocal obligations between employees and employers in employment, emphasizing the importance of respecting expectations to avoid significant consequences for both parties.

#### **5.4 Recommendations for Policy and Practice**

To ensure greater job satisfaction,

- i. The management should go beyond enforcing obligations and instead cultivate a work environment where meeting expectations is driven by a genuine sense of purpose, enjoyment, and personal connection to the organization,
- ii. The management should prioritize the implementation of fair and transparent Human Resource policies and practices that clearly define expectations, ensure fairness in role distribution, and support employees through tangible commitments,
- iii. The management should implement mechanisms that ensure balancing obligations with rewards among employees by encouraging them to meet their side of the bargain through engaging meaningfully with their roles, while this should be matched with visible reciprocation from the employer, and

- iv. Managers and human resource practitioners should create structures that encourage delegation practices as an effective way of motivating subordinates to seek feedback more, since it is psychologically empowering.

### **5.5 Recommendations for Further Research**

According to the study's findings, factors not covered in this study influenced 42.3% of job satisfaction among MLPs in the public health sector at the National Government. This suggests there is room for more research to determine the other factors that influence 42.3% of job satisfaction among MLPs in the public health sector.

Further research may benefit from examining whether employee obligations operate indirectly, perhaps as a mediator or moderator in influencing job satisfaction, or whether their effect is more pronounced in certain organizational contexts or cultures.

Future studies could explore determinants of job satisfaction among health workers in both public and private facilities at the county level for more diverse samples. In addition, future research should consider a longitudinal approach to further explore causal relationships and contextual factors that moderate these associations. This could provide greater insights into how psychological contracts and job satisfaction evolve.

Furthermore, carrying out cohort studies may benefit from assessing causality. Future studies could include potential mediators and moderators to help clarify the mechanisms underlying the correlations found.

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## APPENDICES

### Appendix I: Informed consent form

Kenya Methodist University,  
P.O. Box 267-60200,  
Meru, Kenya.

**Dear Respondent,**

My name is Peninna M. Nzoka. I am a master's student in Health System Management at Kenya Methodist University. I am carrying out a study entitled: **The influence of psychological contract on job satisfaction among Medical Laboratory Professionals in the public health sector at the National Government, Kenya.** The findings will be utilized to strengthen the National Government laboratory health systems HRH in Kenya. As a result, the county, community, and individuals will benefit from committed Medical Laboratory Professionals. This study is critical to strengthening the Human Resources for Health (Medical Laboratory Professionals) pillar as it will generate new knowledge in this area that will inform decision makers to make decisions that are research based.

**Procedure to be followed:** Participation in the study will require that I ask you some questions in a self-administered questionnaire. You have the right to refuse participation in this study. You will not be penalized or victimized for not joining the study and your decision will neither be used against you nor affect you at your place of employment. Please remember that participation in the study is voluntary.

**Benefits:** If you participate in this study, you will help us to strengthen the laboratory Human Resources for Health consequently the laboratory system.

**Rewards:** There is no reward for anyone who chooses to participate in the study

**Confidentiality:** The interviews will be conducted in a private setting within the facilities. Your name will not be recorded on the questionnaire and the questionnaires will be kept in a safe place.

**Contact information:**

If you have any questions, you may contact the following supervisors:

Dr. Kezia Njoroge

School of Public & Allied Health

Faculty of Health

Liverpool John Moores University

*Email: kezianjorogeak@gmail.com*

Dr. Caroline Kawila

School of Medicine and Health Sciences

Department of Health System Management

Kenya Methodist University

*Email: caroline.kawila@kemu.ac.ke*

**Participant's Statement**

The above statement regarding my participation in the study is clear to me. I will be given a chance to ask questions and my questions will be answered to my satisfaction. My participation in this study is entirely voluntary. I understand that my responses will remain confidential and that I can leave the study any time. I understand that I will not be victimized whether I decide to leave the study or not and my decision shall not affect the way I am treated.

Date.....Signature.....

**Investigator's Statement**

I, the undersigned have explained to the volunteer in a language s/he understands the procedures to be followed in the study and the risks and the benefits involved.

**Name of the Interviewer: Peninna Mwongeli Nzoka**

Interviewer's Signature.....Date.....

## Appendix II: Structured Questionnaire

Psychological Contract is a set of unwritten expectations between an individual employee and his/her organization. It effectively tells employees what they are required to do in order to meet their side of the bargain and what they can expect from their job. Psychological Contract offers a framework for monitoring employee attitudes and priorities on those dimensions that can influence job satisfaction.

### Section A

#### Demographic information on the respondent

Please tick and answer appropriately: -

1. What is your gender?  
Male [ ]                                      Female [ ]
2. What is your age bracket?  
Less than 25 years [ ]                      26-35 years [ ]                                      36-45 years [ ]  
Over 45 years [ ]
3. What is your highest education level?  
Certificate level [ ]    Diploma level [ ]    Higher National Diploma [ ]  
Undergraduate Degree [ ]    Graduate/ Masters [ ]    PhD [ ]
4. Designation.....
5. For how long have you worked at your current station of deployment?  
1-5 years [ ]    6-10 years [ ]    11-15 years [ ]    16-20 years [ ]    Over 20 years [ ]

**Section B** Employee obligations, Employee entitlements, Employer obligations, and Delegation associated with job satisfaction among Medical Laboratory Professionals and Job Satisfaction among Medical Laboratory Professionals

## SECTION B

Kindly answer the following questions: Tick the correct box [ ]. Either **5-Strongly Agree (SA)**, **4-Agree (A)**, **3-Not Sure (NS)**, **2-Disagree (D)** or **1-Strongly Disagree (SD)**

| <b>A: Employee Obligations</b>  |                                                                 | <b>SA</b>  | <b>A</b>   | <b>NS</b>  | <b>D</b>   | <b>SD</b>  |
|---------------------------------|-----------------------------------------------------------------|------------|------------|------------|------------|------------|
|                                 |                                                                 | <b>(5)</b> | <b>(4)</b> | <b>(3)</b> | <b>(2)</b> | <b>(1)</b> |
|                                 | <b>Work effort</b>                                              |            |            |            |            |            |
|                                 | I work extra hours when required to get the tasks done          |            |            |            |            |            |
|                                 | I take all additional responsibilities as requested             |            |            |            |            |            |
|                                 | I voluntarily assist workmates in their work                    |            |            |            |            |            |
|                                 | I am reliable in work performance                               |            |            |            |            |            |
|                                 | I am a good team player                                         |            |            |            |            |            |
|                                 | <b>Loyalty</b>                                                  |            |            |            |            |            |
|                                 | I abide by the organization's rules                             |            |            |            |            |            |
|                                 | I adhere to professional standards                              |            |            |            |            |            |
|                                 | I present my organization's image positively                    |            |            |            |            |            |
|                                 | I keep the organization's (classified) information confidential |            |            |            |            |            |
| <b>B: Employee entitlements</b> |                                                                 |            |            |            |            |            |
|                                 | <b>Treatment at work</b>                                        |            |            |            |            |            |
|                                 | I am valued at my place of deployment                           |            |            |            |            |            |
|                                 | My supervisor is always concerned about my wellbeing            |            |            |            |            |            |
|                                 | The criterion for promotion at my workplace is fair             |            |            |            |            |            |
|                                 | Organizational policies are fair                                |            |            |            |            |            |
|                                 | I always receive constructive feedback from my supervisor       |            |            |            |            |            |

|  |                                                                                                                    |  |  |  |  |  |
|--|--------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|  | <b>Recognition and Reward</b>                                                                                      |  |  |  |  |  |
|  | My immediate supervisor often expresses appreciation for my work                                                   |  |  |  |  |  |
|  | I get rewarded for outstanding performance                                                                         |  |  |  |  |  |
|  | I receive recognition for performance above the set targets                                                        |  |  |  |  |  |
|  | The reward system is fair                                                                                          |  |  |  |  |  |
|  | <b>Career advancement</b>                                                                                          |  |  |  |  |  |
|  | Training opportunities (short-term and long-term) for personal development are available                           |  |  |  |  |  |
|  | Promotion opportunities are available                                                                              |  |  |  |  |  |
|  | I participate in ongoing trainings                                                                                 |  |  |  |  |  |
|  | A fair nomination process is used for trainings                                                                    |  |  |  |  |  |
|  | I utilize my acquired potential at work                                                                            |  |  |  |  |  |
|  | Promotion is based on clear set criteria                                                                           |  |  |  |  |  |
|  | <b>C: Employer obligations</b>                                                                                     |  |  |  |  |  |
|  | <b>Remunerations and benefits</b>                                                                                  |  |  |  |  |  |
|  | My salary is fair for my responsibilities                                                                          |  |  |  |  |  |
|  | The employment benefits (e.g. Allowances, health insurance, mortgage facility, car loan, and pension) are adequate |  |  |  |  |  |
|  | My salary is paid on time                                                                                          |  |  |  |  |  |
|  | Each year there is a salary increase                                                                               |  |  |  |  |  |
|  | It bothers me when my salary delays                                                                                |  |  |  |  |  |
|  |                                                                                                                    |  |  |  |  |  |

|                                                                                                                                                                          |  |  |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <b>Work environment</b>                                                                                                                                                  |  |  |  |  |  |
| I enjoy favourable physical working conditions (light, temperature/noise)                                                                                                |  |  |  |  |  |
| There is adequate work equipment to carry out my job                                                                                                                     |  |  |  |  |  |
| I am at risk of contracting health care associated infections (HIV, HBV, HCV- (from sharps injuries and occupational blood exposure), and TB, e.t.c) in the line of duty |  |  |  |  |  |
| I am at risk of psychological stress such as job-related depression at my workplace                                                                                      |  |  |  |  |  |
| I am at risk of burnout (emotional and physical exhaustion) at my workplace                                                                                              |  |  |  |  |  |
| The workspace is adequate                                                                                                                                                |  |  |  |  |  |
| There are adequate risk assessments done                                                                                                                                 |  |  |  |  |  |
| I am fully conversant with the Infection Prevention Control (IPC) core components                                                                                        |  |  |  |  |  |
| <b>Job security</b>                                                                                                                                                      |  |  |  |  |  |
| I am assured of keeping my job                                                                                                                                           |  |  |  |  |  |
| The security for my job gives me job fulfillment                                                                                                                         |  |  |  |  |  |
| I am actively seeking a job elsewhere                                                                                                                                    |  |  |  |  |  |
| Given the opportunity to choose, I would still choose my employer                                                                                                        |  |  |  |  |  |
| I am learning new skills every day to keep my job                                                                                                                        |  |  |  |  |  |
| <b>D: Delegation</b>                                                                                                                                                     |  |  |  |  |  |
| <b>Psychological empowerment</b>                                                                                                                                         |  |  |  |  |  |

|                                                                                                                              |  |  |  |  |  |
|------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| I am confident about my ability to do my job                                                                                 |  |  |  |  |  |
| I use personal initiatives in carrying out my work                                                                           |  |  |  |  |  |
| My supervisor gives me independence to determine how I do my job                                                             |  |  |  |  |  |
| I have a great deal of control over what happens in my department                                                            |  |  |  |  |  |
| <b>Feedback seeking behaviour</b>                                                                                            |  |  |  |  |  |
| I have upheld my self-esteem                                                                                                 |  |  |  |  |  |
| I identify blind spots (potential pitfalls) early enough                                                                     |  |  |  |  |  |
| I have the ability to identify areas of development                                                                          |  |  |  |  |  |
| My supervisor creates opportunities to reflect on delegated tasks                                                            |  |  |  |  |  |
| <b>Trust</b> (Härenstam et al., 2024)                                                                                        |  |  |  |  |  |
| I have confidence in the top management in the way of leading the organization                                               |  |  |  |  |  |
| I trust that the top management provides correct and honest information about the conditions that affect the work being done |  |  |  |  |  |
| I trust that the administrative staff (HR, finance, e.t.c) has sufficient knowledge about the operations at our workplace    |  |  |  |  |  |
| I trust that the political leadership is sufficiently familiar with the operations at my workplace                           |  |  |  |  |  |
| The top management trusts that we know how to do our jobs and that we do our best for the organization                       |  |  |  |  |  |

Kindly answer the following questions: Tick the correct box [ ]. Either **7-Strongly Agree, 6-Agree, 5-Somewhat Agree, 4-Neither Agree nor Disagree, 3-Somewhat Disagree, 2-Disagree** or **1-Strongly Disagree**.

| <b>EMPLOYEE OBLIGATIONS: Person-Environment fit</b><br><b>(Perceived Fit Scale (PFS; Cable &amp; DeRue, 2002)</b> |                                                                                        | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---|---|---|---|---|---|---|
| <b>Person-Organization Fit (PO Fit)</b>                                                                           |                                                                                        |   |   |   |   |   |   |   |
|                                                                                                                   | The things that I value in life are very similar to the things my organization values. |   |   |   |   |   |   |   |
|                                                                                                                   | My values match my organization's values                                               |   |   |   |   |   |   |   |
|                                                                                                                   | I am comfortable with the culture (way of doing things) of my organization             |   |   |   |   |   |   |   |
| <b>Needs-Supplies Fit (NS Fit)</b>                                                                                |                                                                                        |   |   |   |   |   |   |   |
|                                                                                                                   | My job offers me what I look for in a job                                              |   |   |   |   |   |   |   |
|                                                                                                                   | The characteristics that I look for in a job are fulfilled very well by my present job |   |   |   |   |   |   |   |
|                                                                                                                   | My current job has everything I want in a job                                          |   |   |   |   |   |   |   |
| <b>Demands-Abilities Fit (DA Fit)</b>                                                                             |                                                                                        |   |   |   |   |   |   |   |
|                                                                                                                   | The demands of my job and my personal skills are a good match                          |   |   |   |   |   |   |   |
|                                                                                                                   | My abilities fit well with my job requirement                                          |   |   |   |   |   |   |   |
|                                                                                                                   | My trainings fit well with my current job requirements                                 |   |   |   |   |   |   |   |
|                                                                                                                   | My personal abilities are a good match to the demands of my job.                       |   |   |   |   |   |   |   |

Kindly answer the following questions: Tick the correct box [ ]. Either **5-Very Satisfied, 4-Satisfied, 3-Neither Satisfied nor Dissatisfied, 2-Dissatisfied, or 1-Very dissatisfied**. On my present job, this is how I feel about...

| <b>Minnesota Satisfaction Questionnaire (MSQ): (Weiss et al., 1967)</b> |                                                                | 5 | 4 | 3 | 2 | 1 |
|-------------------------------------------------------------------------|----------------------------------------------------------------|---|---|---|---|---|
| <b>Intrinsic Job Satisfaction Scale (Motivator factors)</b>             |                                                                |   |   |   |   |   |
| Ability utilization                                                     | The opportunity to do something that makes use of my abilities |   |   |   |   |   |

|                                                           |                                                                                          |  |  |  |  |  |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------|--|--|--|--|--|
| Achievement                                               | The feeling of accomplishment I get from the job                                         |  |  |  |  |  |
| Creativity                                                | The opportunities to try my own methods of doing the job                                 |  |  |  |  |  |
| Independence                                              | The opportunity to work alone on the job                                                 |  |  |  |  |  |
| Moral values                                              | Being able to choose activities that align with my conscience                            |  |  |  |  |  |
| Responsibility                                            | The freedom to use my own judgement                                                      |  |  |  |  |  |
| Recognition                                               | The praise I get for doing a good job                                                    |  |  |  |  |  |
| <b>Extrinsic Job Satisfaction Scale (Hygiene factors)</b> |                                                                                          |  |  |  |  |  |
| Policies and procedures                                   | The way the organization policies are put into practice                                  |  |  |  |  |  |
| Authority                                                 | My supervisor always delegating responsibilities                                         |  |  |  |  |  |
| Co-workers                                                | The way my co-workers get along with each other                                          |  |  |  |  |  |
| Supervision (technical)                                   | The competence of my supervisor in making decisions                                      |  |  |  |  |  |
| Supervision (human relations)                             | The competence of my boss to relate with the workers                                     |  |  |  |  |  |
| Working conditions                                        | The physical environment where I work                                                    |  |  |  |  |  |
| Variety                                                   | The opportunity to do more different activities in my current job role from time to time |  |  |  |  |  |
| Advancement                                               | The opportunities to advance on the job                                                  |  |  |  |  |  |

**- Thank you for your time-**

### Appendix III: Key Informant Interview Guide

**Date:** .....

**Name of Interviewer:** .....

**Name of Interviewee:** .....

My name is Peninna M. Nzoka. I am interviewing to gain insights from your experience with human resource procedures and practices and management aspects. I assure you that all your responses will remain confidential.

I will start by asking you:-

**Objective 1:** Influence of Employee Obligations on Job Satisfaction among Medical Laboratory Professionals in the public health sector at the National Government.

1. What abilities do you see in the MLPs in their job performance?
2. How do the skills and competencies of the MLPs relate to how they perform their job?

**(I will ask follow-up questions and probes to cover loyalty, commitment, devotion, accountability, flexibility - additional assignments and extra hours)**

**Objective 2:** Influence of Employee Entitlements on Job Satisfaction among Medical Laboratory Professionals in the public health sector at the National Government.

1. How do you feel about the visibility of the MLPs' job?
2. What are your thoughts about the career advancement among the MLPs?

**(Follow up and probes will be used to cover recognition and rewards).**

**Objective 3:** Influence of Employer Obligations on Job Satisfaction among Medical Laboratory Professionals in the public health sector at the National Government.

1. What are your thoughts on the link between the MLP's pay and their workload?
2. Could you discuss the risks of stress and burnout among MLPs?

**(Follow up and probes will be used to cover the security of the job – employment terms).**

**Objective 4:** Influence of Delegation on Job Satisfaction among Medical Laboratory Professionals in the public health sector at the National Government.

1. How would you describe the relationship between the managers and their subordinates?
2. What are your thoughts on the involvement of the MLPs in service improvement?

**(Follow-up and probes will be used to cover feedback-seeking behaviour, employee empowerment.)**

**- Thank you for your time-**

## Appendix IV: KeMU SERC Approval



### KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya  
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162  
Email: [deanrd@kemu.ac.ke](mailto:deanrd@kemu.ac.ke)

#### DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/HSM/10/2024

May 13, 2024

Commission Secretary,  
National Commission for Science, Technology and Innovations,  
P.O. Box 30623-00100  
NAIROBI.

Dear Sir/Madam,

RE: PENINNA MWONGELI NZOKA – (REG. NO. HSM-3-4446-3/2012)

This is to confirm that the above named person is a bona fide student of Kenya Methodist University, in the School of Medicine and Health Sciences, Department of Health System Management undertaking a Master's Degree in Health System Management. She is conducting research on; "The Influence of Psychological Contract on Job Satisfaction among Medical Laboratory Professionals in the Public Health Sector at the National Government".

We confirm that her research proposal has been presented and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be appreciated.

Yours sincerely,

  
Dr. John M. Muchiri (PhD)  
Dean, Postgraduate Studies

Cc: Dean, SMHS  
CoD, HSM  
Postgraduate Coordinator, HSM  
Supervisors

## Appendix V: NACOSTI Research Authorization

|                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>REPUBLIC OF KENYA</b>                                                                                                                                                                                                                                                                                                                                      | <br><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp; INNOVATION</b> |
| Ref No: 988924                                                                                                                                                                                                                                                                                                                                                                                                                                     | Date of Issue: 31/May/2024                                                                                                                                     |
| <b>RESEARCH LICENSE</b>                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                |
| <p><b>This is to Certify that Ms. PENINNA MWONGELI NZOKA of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF PSYCHOLOGICAL CONTRACT ON JOB SATISFACTION AMONG MEDICAL LABORATORY PROFESSIONALS IN THE PUBLIC HEALTH SECTOR AT THE NATIONAL GOVERNMENT. for the period ending : 31/May/2025.</b></p> |                                                                                                                                                                |
| License No: NACOSTI/P/24/36342                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                |
| 988924                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                |
| Applicant Identification Number                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                |
| Director General<br>NATIONAL COMMISSION FOR<br>SCIENCE, TECHNOLOGY &<br>INNOVATION                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                |
| Verification QR Code                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                |
| <p><b>NOTE: This is a computer generated License. To verify the authenticity of this document,<br/>Scan the QR Code using QR scanner application.</b></p>                                                                                                                                                                                                                                                                                          |                                                                                                                                                                |
| See overleaf for conditions                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                |

## Appendix VI: Mbagathi County Hospital Approval

# NAIROBI CITY COUNTY

Tel: 2724712, 2725791, 0721 311 808

Email: [mbagathiho;p@gmail.com](mailto:mbagathiho;p@gmail.com)



**Mbagathi Hospital**

**P.O. Box 20725- 00202**

**Nairobi**

## HEALTH, WELLNESS AND NUTRITION SERVICES

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REF: MDH/RS/VOL.3/03/301

4<sup>th</sup> June, 2024

**Ms. PENINNA MWONGELI NZOKA**  
**NAIROBI**

Dear Nzoka,

**RE: RESEARCH AUTHORIZATION.**

This is in reference to your application for authority to carry out research, on ***'The influence of Physchological contract on job satisfaction among medical laboratory professionals in the public health sector at the National Government'*** I am pleased to inform you that your request to undertake the survey in the hospital has been granted.

On completion of the research, you are expected to submit one hard copy and one soft copy of the research report/ thesis to this office.

A handwritten signature in black ink, appearing to read 'A. Irungu'.

**Dr. Alexander Irungu, PhD**  
**Chief Executive Officer**  
**Mbagathi County Hospital**



## Appendix VII: Mama Lucy Kibaki Hospital Approval

### NAIROBI CITY COUNTY

Telephone: Nairobi  
020 – 2297000  
020 – 8022676  
E-mail : medsupnedh@yahoo.com



MAMA LUCY KIBAKI HOSPITAL-EMBAKASI  
P.O. Box 1278-00515  
BURUBURU-NAIROBI

When replying please quote

HEALTH, WELLNESS & NUTRITION SERVICES

Ref. No. MLKH/ADM/RES/2

Date: 4<sup>th</sup> June 2024

Peninna Mwongeli Nzoka  
KEMU  
NAIROBI

**RE: PERMISSION TO COLLECT DATA**

TITLE: 'The influence of Psychological Contract on Job Satisfaction among Medical Laboratory Professionals in the Public Health Sector at the National Government')

Refer to your application to collect data on the above research in this institution.

This is to inform you that the Hospital has given you permission to collect data subject to the following;

1. You are expected to adhere to the rules and regulations pertaining to the data collection.
2. You are expected to submit a copy of the final findings to the research committee.

A circular stamp of Mama Lucy Kibaki Hospital, Embakasi, with the text 'MAMA LUCY KIBAKI HOSPITAL' around the top and 'P.O. Box 1278-00515, BURUBURU' around the bottom.  
MARJIN ALFRED WAKESWA WAFULA (PhD. HSM.MPH.HSM.MBA.BSC.HSM)  
**CHIEF EXECUTIVE OFFICER**

## Appendix VIII: State Department for Public Health and Sanitation Approval



### MINISTRY OF HEALTH STATE DEPARTMENT FOR PUBLIC HEALTH & PROFESSIONAL STANDARDS

Telephone: Nairobi 254-20-2717077  
Fax 254-20-2719008  
ps.publichealth@health.go.ke

AFYA HOUSE  
Cathedral Road  
P.O.BOX 30016-00100  
NAIROBI

**Ref. No.:SDPH&PS.5/12/2 VOL.II (33)**

**21<sup>st</sup> June, 2024**

Peninna Mwongeli Nzoka  
Deputy Chief Health Administrative Officer

#### **REQUEST FOR AUTHORITY TO CARRY OUT DATA COLLECTION FOR A MASTERS RESEARCH THESIS**

Reference is made to your letter dated 19<sup>th</sup> June, 2024 on the above subject.

This is to inform you that, you have been authorized to carry out your research which will enable you to complete your studies.

You are therefore required to comply with data ethics as provided in the Data Protection Act, during and after data collection and usage.

A handwritten signature in black ink, appearing to be 'G. Oduor'.

George Oduor  
**FOR: PRINCIPAL SECRETARY**

Copy to: Ag. Director, Directorate of Health Standards, Regulations and Quality Assurance

The Head, TB Program

The Head, Field Epidemiology and Laboratory Training Program

The Head, Division of Disease Surveillance

The CEO, Pharmacy and Poison Board

The Head, National Malaria Control Program

## Appendix IX: State Department for Medical Services Approval



REPUBLIC OF KENYA  
**MINISTRY OF HEALTH**  
STATE DEPARTMENT FOR MEDICAL SERVICES

Telephone: Nairobi 254 -20 -2717077  
Fax: 254 -20 - 2719008  
Email: ps@health.go.ke  
When replying please quote:

AFYA HOUSE  
CATHEDRAL ROAD  
P. O Box 30016 – 00100  
NAIROBI.

REF: MOH/HR/4/2/2 VOL. II (3)

28<sup>th</sup> June, 2024

PENINNA MWONGELI NZOKA  
HSM-3-4446-3/2012  
NAIROBI, KENYA

**RE: REQUEST FOR AUTHORITY TO CARRY OUT DATA COLLECTION  
FOR A MASTERS RESEARCH THESIS**

We acknowledge receipt of your letter dated 24<sup>th</sup> June ,2024 on the above mentioned subject.

This is to inform you that your request for a permission to carry out data collection for the research on The influence of Psychological contracts on Job satisfaction among Medical Laboratory Professionals in the Public Health Sector at the National Government is approved.

Please ensure the data collected is only used for the intended purpose only.

Ngotho Nyathira, OGW

**FOR: PRINCIPAL SECRETARY**

Cc: All Heads of Directorate/Divisions-Ministry of Health, Headquarters  
CEO, National Cancer Institute  
CEO, Kenya National Blood Transfusion Services.  
CEO, Mathari National Teaching and Referral hospital  
Ag. CEO, National Spinal Injury &Referral Hospital