

# Collective Bargaining Agreement and Job Satisfaction of Nurses: A Survey of Government Health Institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya

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## Abstract

One of the factors influencing the performance of high-performing businesses in the cutthroat business climate is job unhappiness. The significance of the health institution to the study is that nurses and doctors have frequently complained about and been in conflict with one another at these health institutions. Job satisfaction has been a topic of concern by many researchers in the fields of psychology, sociology as well as organizational behavior. Such aims at wellbeing of the individual employee both mentally and physically. The main purpose of this research is to examine the effects of collective bargaining agreements on nurses' Job satisfaction in county government health institutions in Kilifi County. The selected area of focus under this study was health institutions based in Kilifi North and Malindi Sub County. The study's objectives are: to determine the effects of institutional leadership styles and the effects of working environment on job satisfaction of nurses at Kilifi county government's health institutions respectively. The researcher used self-administered questionnaires to collect data. The researcher employed descriptive research design. The target population was 860 nurses working in public and private health institutions in Kilifi North and Malindi Sub County. Purposive sampling technique was used by the researcher and 138 nurses will be used as the sample size. From regression, when leadership styles increases by one unit, job satisfaction increases by 0.164. Work environment enhanced collective bargaining agreement to a great extent by government health institutions. From regression, when work environment increases by one unit, job satisfaction increases by 0.412. The relationship is positive. The study concluded that, leadership styles and work environment affected job satisfaction significantly. The factors explored by this study contribute to the job satisfaction of nurses by government health institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya.

**Keywords:** Collective Bargaining Agreement, Leadership Styles, Work Environment, Job Satisfaction

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## 1 Background to the Study

Globally, Job satisfaction has been a topic of concern by many researchers in the fields of psychology, sociology as well as organizational behaviour (Davidescu, Apostu, Paul & Casuneanu, 2020) These researchers have gradually been building on the large stock of literature available to scholars in libraries and information centres. In their study, Mazerolle et al (2013) looked at job satisfaction as a matter of individuals' attitude towards life and therefore it directly affects their life as a whole. Also, in his study, Weiss (2002) related job satisfaction of any employee with the job characteristics which he said that when added to the work environment, completes the whole subject. Job satisfaction has also to do with the feelings of employees concerning different aspects of their job (Osbourne, 2015). On the same note, Ellickson and Logsdon (2012) highlighted in their study that whether an employee is satisfied with their job or not such can only be based on like or dislike the job by the workers. As a result, there have been great variations in definitions of job satisfaction by researchers and henceforth it has become difficult to really stick to one particular definition and conclude it as the best definition.

### 1.1 Statement of the Problem

Job dissatisfaction is one of the aspects that affect the performance of good performing organizations in the competitive business environment. This has been catalyzed by the poor relations that exist between the employees and the employers globally, in both international and in the local markets hence making it a big challenge yet to be handled in various working environments (Kaliski, 2007). Timely feedbacks concerning aspects that affect employees at the health institution have been addressed by county governments and national government from time to time but the chance to minimize resistance to change among the nurses has not been fully met for the past years. Periodical strikes, boycotts, collective bargaining disagreement, unsatisfactory working condition, unclear grievances procedures and dispute settlement, unbalanced work life among employees, centralized organizational decision making, and inability of employees to join trade unions has resulted to increased nurse's turnovers, decreased service delivery among others in the health institution in the recent past.

The significance of the health institution to the study is that, there has been numerous complaints and unrest among nurses for a number of times in these health institutions by nurses and doctors. Several researches have been done on collective bargaining agreement on job satisfaction. Musyoki, (2012) notes that pay alone was not the only factor that enhanced employee relations. Hauff, Richter and Tressin, (2014) also noted that employee job satisfaction is yet to be attained among very many organizations of the world. In fact, the above researcher indicated that apart from acquiring jobs, there is more after the job than before its acquisition. Many researchers have however concentrated on the job searching, job acquisition, job positions, and salaries and have left the aftermath experience untouched which is the job satisfaction through various relations within the working environment. Generally, according to many researchers, it can be concluded that there exists a great relationship between job satisfaction and psychological contract fulfilments among employees in various institutions, companies and organizations of the world.

Despite the many studies that have been conducted on job satisfaction in various institutions and organizations, and the many changes in the satisfaction of nurses which has been achieved by the researches, the health sector is still facing job dissatisfaction by their employees. The main question one would ask is whether the failure to focus on the health sector could be the reason for the many experienced dissatisfactions in the sector or not. Past researchers in job satisfaction of employees have shown concentration on commercial banks, learning institutions, and state corporations and not on the nurses in the health sector. This research therefore, will seek to investigate the effects of collective bargaining agreement on job satisfaction among nurses at county government health institutions in Kenya.

## 1.2 Purpose of the Study

**This study will establish the effects of collective bargaining agreement on job satisfaction among nurses in Kenya.**

### *Specific Objectives*

This study will be guided by the following specific objectives.

- i. To determine the effect of institutional leadership styles on job satisfaction of nurses in Kenya.
- ii. To establish the effect of working environment on job satisfaction of nurses in Kenya.

### *Research Questions*

- i. What effect does institutional leadership styles have on job satisfaction of nurses in Kenya?
- ii. What effect does working environment have on job satisfaction of nurses in Kenya?

### *Significance of the Study*

This study adds to the stock of knowledge in the area of health sector. In addition to this, the study will also be a contribution to the academic literature in the health sector and specifically in Kenya. Apart from the health sector alone and since most of the other sectors apply the same principles in their work environment, the study will be an eye opener to most of those other sectors on what needs to be done or not to be done.

Policy makers have an opportunity through this study to refer on better policy making processes particularly as it pertains to the CBAs and job satisfaction in health sector.

### *Scope of the Study*

The study strictly focused on investigating the effects of collective bargaining agreement on job satisfaction of nurses at Kilifi County Government health institutions in Kenya. The study mainly focused on determining the effects of leadership and working environment on job satisfaction.

## 2 Literature Review

### 2.1 Effects of Leadership Styles on Job Satisfaction of Nurses

In his research report, on nurses who were working in a teaching hospital in Saudi Arabia, Al-Dossary et al., (2012) highlighted that most factors related to personnel were not influential in regard to job satisfaction. Most of the highlighted factors included age, gender as well as the level of education. The study noted that there was a moderate association between job promotion and operating conditions within different institutions and organizations. Leadership style by their direct supervisors was found to be the most satisfying factor for nurses. This sample of this study was however small and henceforth affected the chances of generalizing the findings.

Another study conducted by Cortese, (2007) on 64 nurses from Italy, it was realized that about 54% of those nurses were satisfied with their jobs while 46% of the nurses remained unsatisfied. In this study Cortés highlighted that the ranking of job satisfaction included job content, which was at 37%, independence and professional growth which ranked at 13% professional relationship that was at 21% and finally the independence relationship which generally ranked at 18% while relationships with co-coordinators was the lowest at 11%. Looking at Job dissatisfaction factors, the ranking was as follows: co-coordinator management style was ranked at 43%, activity programming and organization at 26%, relationships with doctors at 21%, while the relationships with patients at 9%. This study however was questionable because it did not mention anything about the participants, gender, age and experience or level of education.

## 2.2 Effects of Working Environment on Job Satisfaction of Nurses

Ho et al (2009), noted in his research report that job rotation is a major positive influencer among nurses' job satisfaction. He also added that organizational commitment, and stress negatively affects it. In a study conducted in Beijing by Lu et al., (2007), a model was developed to test job satisfaction among 512 nurses. According to the study report, 54% nurses were found to be satisfied, while organizational commitment, occupational stress and conflict accounted for 31%; 6%, and 2% consecutively.

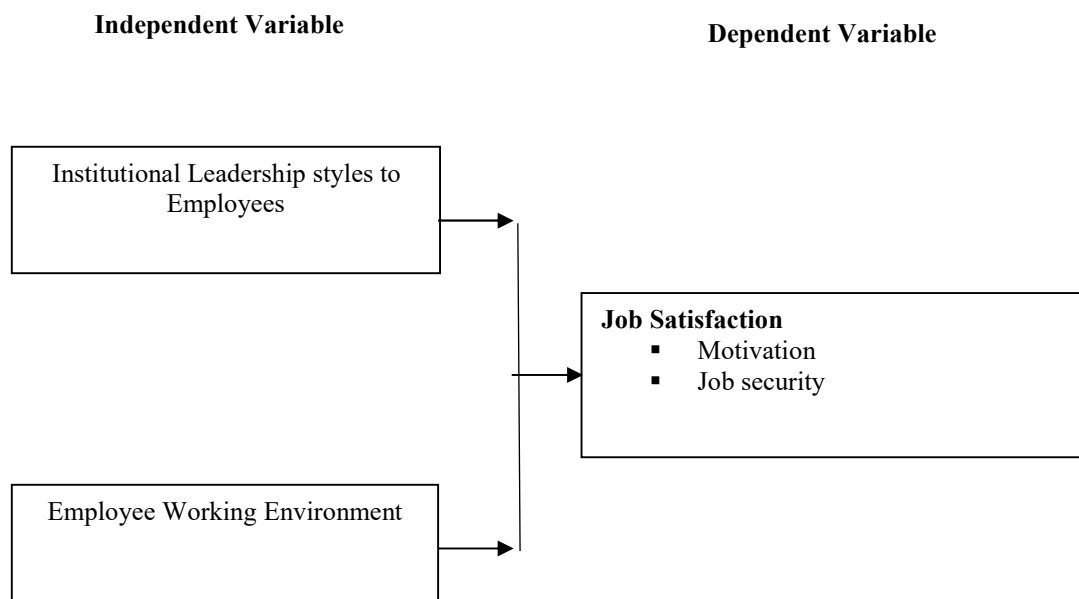
Roland, (2014) noted in his research report that the working environment of an employee is the place he or she spends most of his or her active moments. In any case he noted that when they retire to go to their homes very few workers will engage on any active work and that the rest of the time is either for resting or for leisure. Roland therefore concluded that failure to make the working environment of workers conducive, peaceful and attractive slowly gives birth to stress which may finally become the reason for their early retirement or even death.

## 2.3 Theoretical Framework

### Two Factor Hygiene Theory

Another name given to Herzberg's theory a two-factor theory. This theory shows the difference between dissatisfiers and satisfiers. This is so that while the former brings dissatisfaction to employees, the latter will bring satisfaction respectively. Generally, satisfaction or dissatisfaction is mostly determined by various company elements which are: company policies, relations with others within the company, quality of supervision, job security, working conditions, personal life and finally the rate of pay. This therefore calls for managers to focus on creating more motivators by making work interesting and rewarding to the employees. (Judge et al.2001).

## 2.4 Conceptual Framework



## 3. Research Methodology

### 3.1 Research Design

The researcher employed descriptive research design in this study because it describes the relationship between variables and the way they occur without bias. This research design aided in obtaining data and further information which will be analyzed and presented for final utilization.

### 3.2 Population

The location of this study is Kilifi county health institutions. This included all dispensaries, health centres and county level 4 hospitals since they have the highest number of staff.

The target population for this study was 860 nurses drawn from various dispensaries, health units and hospitals, and who are currently employed by the Kilifi County Government and other private sectors within the county.

### 3.3 Size and Sampling Frame

All the sampled 138 nurses are employed in Health Centers, dispensaries, sub-county hospitals and other private hospitals in Kilifi North and Malindi Sub-County and was used as sample for the purpose of this study. To avoid sampling error, the researcher used census for this study since it provides a true measure of the population.

### 3.4 Pilot Testing

#### Validity of Research Instruments

Robinson, (2002) Defined validity as the degree to which result obtained from the analysis of the data represents the phenomenon being studied. The researcher tested the validity of data collection instruments by subjecting to human resource experts to gain independent opinion on the extent to which the instrument is valid to measure the constructs under study.

#### Reliability of Research Instruments

Reliability is the extent to which research instruments produce consistent results every time they are tried or tested. The researcher in this study conducted a pre-testing of the questionnaires with a small sample population to ensure that the instrument has internal consistency this was measured using Cronbach Alpha and the value of a minimum of 0.7 is acceptable (Lunali 1978).

#### Reliability and Validity Tests

##### Reliability Test

Cronbach's Alpha was used to test the reliability of the proposed constructs. The findings indicated that, trade unionism had a coefficient of 0.852, leadership styles had a coefficient of 0.914, employee relations had a coefficient of 0.875, remuneration had a coefficient of 0.910, work environment had a coefficient of 0.910 and job satisfaction had a coefficient of 0.853. All constructs depicted that the value of Cronbach's Alpha was greater than 0.700 and thus, the study constructs were reliable. This is presented in the table below

Table 1: Reliability Test

Construct	Cronbach's Alpha	Comments
Leadership Styles	.914	Reliable
Work Environment	.857	Reliable

##### Reliability Test

##### Validity Test

Factor analysis was used to check the validity of the constructs. On the other side, the Bartlett's test of Sphericity had a p-value =.000 which is less than 0.05 showing significance. In addition to this, experts among them the supervisor were used to validate the instruments. The study therefore concludes the instrument is valid.

Table 2: Validity Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	428.749
	df	15
	Sig.	.000

##### Validity Test

## 4 Findings

### 4.1 Descriptive Statistics for Leadership Styles

The average mean of 3.95 showed that leadership styles enhanced collective bargaining agreement to a great extent by government health institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya. To a great extent employee consensus is sought by managers during CBA with a mean of 4.27. The corresponding standard deviation was 0.766 the third largest which shows the respondents were third highest in variation. To a great extent employees are given timely feedback by their organizations with a mean of 3.99. The corresponding standard deviation of 0.912 is the largest showing high variation of the responses.

To a great extent, arriving into a neutral decision includes interaction between managers and employees with a mean of 3.93 which is near 4 on the Likert Scale. The corresponding standard deviation was 0.741 the third highest, the variation of the responses were the third highest. To a great extent employees are encouraged by management to seek official consent striking with a mean of 3.81 which is near 4 on the Likert Scale. The corresponding standard deviation of .548 was the second least which shows that the responses were the second least varied. To a great extent managers are responsible in ensuring appropriate representation of employees in the institutions with a mean of 3.76 which is near 4 on the Likert. The corresponding standard deviation of .348 was the least showing least variation in the responses.

Table 3: Descriptive Statistics for Leadership Styles

Leadership Styles	Mean	Std. Deviation
Employee consensus is sought by managers during CBA	4.27	.766
Employees are given timely feedback by their organizations	3.99	.912
Arriving into a neutral decision includes interaction between Managers and employees.	3.93	.741
Employees are encouraged by Management to seek official consent striking	3.81	.548
Managers are responsible in ensuring appropriate representation of employees in the institutions.	3.76	.428
Average Mean	3.95	

Leadership Styles

#### 4.2 Descriptive Statistics for Work Environment

The average mean of 4.12 showed that work environment enhanced collective bargaining agreement to a great extent by government health institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya. Further, to a great extent the quantity of workload is satisfactory with a mean of 4.49. The corresponding standard deviation of .829 was the third largest showing the variation was third largest. To a great extent there is a feeling of being treated same and the relation of the co-workers is friendly both had a mean of 4.17. The corresponding standard deviations were different.

To a great extent the relationship between doctors and nurses is friendly with a mean of 4.15. The corresponding standard deviation was the least at .703 showing least variation in the number of responses. To a great extent the organizational climate is pleasing with a mean of 4.12. The corresponding standard deviation was the greatest at .870 showing highest variation of responses. Finally, the equipment used in the hospital is adequate for nurses with a mean of 3.62 which is near 4 on the Likert Scale. The corresponding standard deviation was the second highest showing that the responses were second highly varied.

Table 4: Descriptive Statistics for Work Environment

Work Environment	Mean	Std. Deviation
Quantity of workload is satisfactory	4.49	.829
There is a feeling of being treated same	4.17	.774
The relationship between coworkers is friendly	4.17	.789
The relationship between doctors and nurses is friendly	4.15	.703
The organizational climate is pleasing	4.12	.870
Equipment used in the hospital are adequate for Nurses	3.62	.863
Mean Average	4.12	

Work Environment

#### 4.3 Descriptive Statistics for Job Satisfaction

The mean average of 4.47 showed that there was to a great extent job satisfaction as a result of collective bargaining agreement by government health institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya. Further, to a very great extent the employer considered employees when training opportunities arose so as to improve their skills with a mean of 4.83 which is near 5 on the Likert Scale. The corresponding standard deviation was the least at 0.375 showing least variation in the responses. To a very great extent at the hospitals/dispensaries the nurses are well rewarded, equal work for equal pay with a mean of 4.69 which is near 5 on the Likert Scale. Also at the places of work, to a great extent there was evidence of career stability for the employees with a mean of 4.45.

To a great extent at the hospitals/dispensaries there was a fringe benefit that motivates the nurses with a mean of 4.39. The corresponding standard deviation of 0.822 was the second largest showing second highest variation of the responses. To a great extent there is consistency in the way the hospitals and dispensaries are run which enables job satisfaction with a mean of 4.33. The corresponding standard deviation of 1.235 was the highest which shows that the variation of the responses was high. To a great extent there is great sense of team work and togetherness at the place of work with a mean of 4.10. The corresponding standard deviation of 0.786 was the third largest showing third highest variation in the responses.

Table 5: Descriptive Statistics for Job Satisfaction

Job Satisfaction	Mean	Std. Deviation
The employer considers us when training opportunities arise so as to improve our skills	4.83	.375
At our hospital/dispensary we are well rewarded, equal work for equal pay	4.69	.658
At our place of work there is evidence of career stability for the employees	4.45	.501
At our hospital/dispensary we have fringe benefits that motivate us	4.39	.822
There is consistency in the way the hospitals and dispensaries are run which enables job satisfaction	4.33	1.235
There is great sense of team work and togetherness at the place of work	4.10	.786
Average Mean	4.47	

Job Satisfaction

#### 4.4 Coefficients of the Regression Model

The co-efficient of the regression model were obtained from the analysis and presented. The regression equation is as shown below;

$$Y=0.068+0.164X_2+0.412X_5+\dots+\sum$$

All other independent variables under consideration in this study held constant (X3, X4 and X5). Leadership styles would contribute 0.164 (16.4%) towards job satisfaction.

All other independent variable under consideration in the study held constant, work environment would contribute 0.412 (41.2%) towards job satisfaction.

### 5. Summary, Conclusion and Recommendations

#### 5.1 Summary

The study targeted 138 respondents and managed a 61% response rate. The response rate was good and deemed fit for the study. The gender responses were considered good for the study since they were representative of the gender and no gender was more than two thirds of the total. On education the respondents were well educated to understand the contents of the questionnaire and answer accordingly. The experience of service is that the respondents had diverse levels of service have encountered collective bargaining experience and its effect on job satisfaction differently and thereby able to answer the contents of the questionnaire.

#### 5.2 Conclusion

##### Effect of Leadership Styles on Job Satisfaction

The leadership styles enhanced collective bargaining agreement to a great extent by government health institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya. Employees' consensus is sought by managers during CBA. Employees are given timely feedback by their organizations. Arriving into a neutral decision includes interaction between managers and employees. Employees are encouraged by management to seek official consent striking. Managers are responsible in ensuring appropriate representation of employees in the institutions. From regression, when leadership styles increases by one unit, job satisfaction increases by 0.164. The relationship is positive.

##### Effect of Work Environment on Job Satisfaction

Work environment enhanced collective bargaining agreement to a great extent by government health institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya. Quantity of workload is satisfactory. There is a feeling of being treated same and the relation of the co-workers is friendly. The relationship between doctors and nurses is friendly. The organizational climate is pleasing. The equipment used in the hospital is adequate for nurses. From regression, when work environment increases by one unit, job satisfaction increases by 0.412. The relationship is positive.

#### 5.3 Recommendations

1. Collective bargaining agreement was enhanced by leadership styles. Management is recommended to be supportive of the collective bargaining agreement as constituted. This would enable timely feedback on issues bedeviling employees. With a supportive leadership on the collective bargaining agreement, nurses are bound to work knowing that they are well represented and thereby boost their morale and hence job satisfaction.

2. With a satisfactory workload, the work environment was mostly pleasing. The study recommends that the county governments benchmark internationally for best practices for nurses in terms of work environment. This would boost job satisfaction, performance at work and more so improve the mental health of the nurses.

##### Suggestions for Further Study

The factors explored by this study contribute to 84.9% of the job satisfaction of nurses by government health



institutions in Kilifi North and Malindi Sub-Counties, Kilifi County-Kenya. This means that a whole 15.1% of the total variance of job satisfaction cannot be explained by variables. This study recommends further research to be done to ascertain the other factors. Further research can also be conducted in other counties and countries in the region so as to be able to generalize the findings

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