

RELATIONSHIP BETWEEN MOTIVATION AND JOB PERFORMANCE AMONG NURSES WORKING AT SELECTED LEVEL FIVE HOSPITALS IN KENYA

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Abstract

Background: Motivation is one of the fundamental strategies that stimulate employee efficiency and competence. Lack of motivation leads to low morale as well as low output

Methods: Study design was analytical cross section, study area was Thika and Kiambu level 5 hospitals. Study population included all the nurses working in the two selected hospitals. Stratified sampling method was used. Sample size was 196 nurses.

Findings: the overall mean for the two facilities was 3.02 with While nurses in Kiambu hospital level of motivation, (M=3.38, SD=0.76); nurses in Thika L5 had level of motivation, (M=2.76, SD=0.89). The overall performance in the two facilities (M= 3.81, SD=0.45), while the average for Kiambu and Thika L5 hospitals were (M=3.78, SD=0.42) and (M=3.84, SD=0.47) respectively. Nurses who were recognized by management had a higher odd of job performance at least three times AOR 3.09 95% CI; 1.33, 7.16, p=0.01

Conclusion: Despite other motivational factors being linked, performance management recognition was highly associated with job performance

Keywords: *motivation, job performance, nurses, Kenya*

INTRODUCTION

Motivation is one of the fundamental strategies that stimulate employee efficiency and competence. Major blueprint for every company that helps the employers implement and foster commitment and productivity of their employees is to focus on a reward system ongoing basis (Humphreys et al., 2019). Many studies on organization are in attempt to induce motivation on job performance as well as employee commitment to the organization goal. This explains the role that incentives play in initiating and maintaining work motivation, despite most of the organizations showing reluctance to invest in it. Healthcare workers

are spirited where clear goals are provided. It is the responsibility of every manager to ensure he provides clear goal/objectives that give them sense of direction. In addition dedicated employee should be recognized and rewarded for their outstanding performance (Papathanasiou et al., 2014).

Health care organizations all over the world recognize that employee motivation is a key ingredient to employee's job performance (Karaferis et al., 2022). Motivation at workplace help to determining employees' efficiency. Employees' capability is an extent to which one enables the organization to achieve defined goals, through the



accomplishment of assigned task. On the other hand, efficiency is the ability of a person to achieve maximum productivity with minimal wastage of resources (Hafiz, 2017). Theory of expectancy by Vroom (1964) suggests that there is a perceived relationship between work and reward as people modify their behavior based on anticipated outcomes or expected reward after certain tasks. Expectancy theory helps the employee feel motivated to accomplish challenging goals and develop desire for higher needs because of rewards related to the achievement.

Lack of better policies for human resource in sub-Saharan countries has led to huge disparity among the countries; this poses a threat and ability of health care organization to achieve their objectives (Saralegui-Gainza et al., 2022). In health set up, motivation can be created by external stimuli such as praise, gift promotion, off day's money and other forms of rewards (Hee et al., 2016). Strategy to motivate nursing staff is the key to high-quality and accessible health services to achieving universal health care (Harandi et al., 2017). Thus, it would be necessary for managers to consider a different kind of strategies for motivating employee that will enable them to improve their job morale in the organization. The objectives of this study were: To assess the level of motivation, job performance and various motivational factors and how they influence job performance among nurses working in Kiambu and Thika Level 5 county hospitals.

Nurses' role in patient care and advocating for patient and family is very crucial (Atwine, 2021) despite that, high turnover of nurse and migration has led to shortage of nurse in developing countries and global at large WHO Estimate 6 million shortfall of nurses by year 2030 thus need to retain and motivate nurses (Nafari & Rezaei,

2022) (Hörberg et al., 2023). The high pressure from workload and high expectation from patient in this era of technology pose a great challenge to nurses making them work in a very stressful environment in attempt to meet patient need.

In Kenya, despite MOH Strategic Plan, providing information on strategies set aside for health workers motivation. County hospitals lack well-developed motivational strategies leading to frequent experienced strikes due to poor pay, poor career progression, high workloads, inadequate resources leading to high job turnover. Thus, low level of performance within the public health facilities (Tengah, 2019) is therefore a great need to relate motivation and performance.

METHODS

This was analytical cross-sectional study design done in two level 5 facilities in Kiambu County. Thika level 5 hospital located at Thika west municipality with bed capacity of 467 bed and Kiambu level 5 hospital located at Kiambaa constituency with bed capacity of 411 bed. The two facilities are quite similar, in terms of their capacity and workforce of 800 to 1000 given that both are referral facilities. The study population included all the nurses working in the two selected level five hospitals in Kiambu County. Both facilities have a total of 400 nurses as at the time of the study, with Kiambu Level 5 having 190 and Thika Level 5 having 210 nurses. Stratified sampling was used each stratum (department) was selected using a random sampling. Formula used to calculate the sample size was Cochran (Cochran, 1977) sample (N) is 196. Those who had worked at the facilities for less than



six (6) months were excluded. Dependent variable was “job performance” while the

independent variables were “motivation” factors.

Table 1: Proportionate Allocation of Samples per ward

<i>Ward</i>	<i>Kiambu Level 5 Hospital</i>		<i>Thika Level 5 Hospital</i>	
	Weight	Sample Size	Weight	Sample Size
<i>Causality/OPD⁺</i>	18	9	21	10
<i>MCH*</i>	10	5	12	6
<i>Maternity</i>	34	17	38	19
<i>ICU**</i>	11	5	18	9
<i>Theatre</i>	23	11	22	11
<i>Pediatric ward</i>	12	6	18	9
<i>Medical ward</i>	20	10	18	9
<i>Surgical ward</i>	24	12	17	8
<i>NBU***</i>	11	5	16	8
<i>Gynae</i>	11	5	9	4
<i>Special clinic</i>	3	2	20	10
<i>Others (eye, ccc, cssd)</i>	7	3	7	3
Total	184	90	216	106

*Maternal and Child Health, **Intensive Care Unit, ***New Born Unit, +Out Patient Department

A self-administered structured questionnaire was used to collect data QUALMAT tool for motivation contained two parts; that is socio-demographics, nurse level of motivation and nurse, (a self-reported scale rating was used). Nursing Performance (SDNS) statements that were addressing individual self-report performance (16) items, organization performance (8) constructs with 43 items. A 5-point Likert scale was used in both tools (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. (1, 2 low, 3 moderate, 4, 5 high motivation both adapted tools previously used in sub-Saharan Africa and. During data collection two research assistants with bachelor were trained to assist with the distribution of the questionnaires after consent as well as checking for completeness.

The data was entered into excel, checked, imported and analysed using Statistical Package for the Social Sciences (SPSS) version 26.0 data Univariate data was analysed using Mean, Standard deviation, Proportion and Percentages, was calculated for the continuous variables Bivariate data and Multivariate data was analysed using multiple linear regression Test for significance 95% and P value >0.05.

Approval to conduct the study was sought from Kenyatta University Ethics Review committee. Subsequently a research permit was obtained from NACOSTI. Further approval was sought from Kiambu county health department as well as the administration of the two hospitals. All participants were asked for informed consent at the commencement of the study. Information gotten from the study remained



confidential, while filled questionnaires have since been stored secure in a portable devices like hard drive others physical data was stored in lockable cupboard for a period of 5years

RESULTS

Characteristics of study participants

A total of 106 (54.1%) were from Thika level 5 hospital. Majority of the nurses were female (137; 71.3%). Those with a BSc or MSc degree were 87 (44.6%). Almost half of the respondents (90; 46.2%) had more than 10 years' experience. More

than a third of the population (72; 36.7%) had been working in the current department for

Characteristic	Distribution of Nurses	
	Frequency	%
Total	196	100
Sex*		
Male	55	28.7
Female	137	71.3
Level of Education*		
Diploma & Other	79	40.5
HND	29	14.9
BSc & MSc	87	44.6
Years of Experience as Nurse*		
<5 years	63	32.3
5 - 10 years	42	21.5
≥ 10 years	90	46.2
Years at the current department		
<2 years	63	32.2
2 - 4 years	72	36.7
≥ 4 years	61	31.1
Hospital		
Kiambu L5 Hospital	90	45.9
Thika L5 Hospital	106	54.1
	Mean	SD
Age in years	35.5	8.4

*with few missing observations

between 2 to 4 years. The overall mean age of the nurse was 35.5 with a standard deviation of 8.4 years.

Table 2: Demographic characteristics of the participants

Nurses Level of Motivation

The overall weighted mean motivation level for the two facilities was 3.02 (moderate) with a standard deviation of 0.90

Among the nine motivation factors , five of these factors have mean values above the weighted mean, indicating that nurses' in the two facilities generally feel motivated about the various factors nurses were motivated with work policy focus (3.2), management recognition (3.18), training opportunities (3.09) colleague and management relationship (3.50) and conducive work environment (3.11) responsibility (3.01). A good relationship between colleagues and management seems to have the highest ranking among the nurses in the two facilities. On the other hand, salary satisfaction stands out with the lowest means (2.2), followed by criteria for promotion (2.92), and prompt feedback by management (2.96).



Table 3: Nurses Level of Motivation

Variable	Strongly Disagree	Disagree	Neither nor disagree	Agree	Strongly Agree	Weighted Mean	SD
Level of Motivation	N (%)	N (%)	N (%)	N (%)	N (%)		
<i>Work policy focuses on employee motivation</i>	20 (10.20)	45 (22.90)	30 (15.31)	78 (39.8)	23 (11.73)	3.20	1.21
<i>Management recognizes outstanding performance</i>	18 (09.18)	47 (23.98)	44 (22.45)	56 (28.5)	31 (15.82)	3.18	1.23
<i>Amount of salary received is satisfying</i>	59 (30.41)	67 (34.54)	38 (19.59)	26 (13.4)	4 (2.06)	2.22	1.09
<i>Criteria for promotion is fair to all nurses</i>	31 (15.90)	48 (24.62)	37 (18.97)	63 (32.3)	16 (8.21)	2.92	1.24
<i>Amount of responsibility given is reasonable</i>	29 (14.87)	47 (24.10)	30 (15.38)	71 (36.4)	18 (9.23)	3.01	1.26
<i>Training opportunities are available to all nurses</i>	31 (15.98)	37 (19.07)	40 (20.62)	56 (28.8)	30 (15.46)	3.09	1.32
<i>There is good relationship between colleagues and management</i>	11 (05.70)	21 (10.88)	49 (25.39)	85 (44.0)	27 (13.99)	3.50	1.05
<i>Organization provides environment is conducive for working</i>	22 (11.34)	40 (20.62)	48 (24.74)	63 (32.4)	21 (10.82)	3.11	1.19
<i>Management gives Prompt feedback</i>	27 (13.78)	51 (26.02)	42 (21.43)	55 (28.0)	21 (10.71)	2.96	1.24
Overall/Average	28 (14.29)	45 (22.96)	40 (20.41)	61 (31.1)	21 (10.71)	3.02	0.90

Difference in nurses' motivation levels in the two facilities

Kiambu hospital was neutral about their level of motivation, (M=3.38, SD=0.76); nurses in Thika L5 did not agree with the level of motivation, (M=2.76, SD=0.89). Moreover, Kiambu hospital nurses were motivated with almost all the factors of motivation; except for amount of salary received (M=2.48,

SD=1.10). For Thika L5 hospital, nurses were only neutral that there is a good relationship between colleagues and management (M=3.30, SD=1.7) while they disagreed with all the other factors. These include work policy focus, management recognition, good relationship between colleagues and management and good working environment.



Table 4: Difference in nurses' motivation levels in the two facilities

Motivation factor	Kiambu L5 Hospital		Thika L5 Hospital		t-value	p-value
	n	Mean (SD)	n	Mean (SD)		
<i>Work policy focuses on employee motivation</i>	90	3.56 (0.96)	106	2.90 (1.32)	3.93	<0.001
<i>Management recognizes outstanding performance</i>	90	3.55 (1.08)	106	2.83 (1.24)	4.53	<0.001
<i>Amount of salary received is satisfying</i>	88	2.48 (1.10)	106	2.01 (1.03)	3.05	0.003
<i>Criteria for promotion is fair to all nurses</i>	90	3.21 (1.16)	105	2.68 (1.26)	3.07	0.002
<i>Amount of responsibility given is reasonable</i>	89	3.42 (1.13)	106	2.67 (1.26)	4.30	<0.001
<i>Training opportunities are available to all nurses</i>	89	3.57 (1.13)	105	2.68 (1.33)	5.01	<0.001
<i>There is good relationship between colleagues and Management</i>	88	3.74 (0.96)	105	3.30 (1.07)	3.00	0.003
<i>Organization provides environment that is conducive for working</i>	89	3.46 (1.03)	105	2.81 (1.23)	3.94	<0.001
<i>Management gives prompt feedback</i>	90	3.43 (1.12)	106	2.56 (1.19)	5.28	<0.001
<i>Overall mean (Weighted)</i>	90	3.38 (0.75)	106	2.71 (0.89)	5.62	<0.001

t-test and associated p-values to compare motivation between the two facilities

Level of Job performance

The overall mean rating of the job performance was M=3.46, SD=0.48. Additionally, nurses' level of job performance was enhanced by several factors, including organizational goal (M=3.87, SD=0.76), organizational

performance (M=3.59, SD=0.65), work commitment (M=3.56, SD=0.75), personal growth (M=3.46, SD=0.84) and job satisfaction (M=3.88, SD=0.70). The other factors were rated lower than the average.



Table 5: Level of Job performance

Item Category	Strongly Disagree	Disagree	Neither nor Disagree	Agree	Strongly Agree	Weighted average	SD
<i>Management Aspect</i>	27 (13.97)	45 (23.01)	48 (24.42)	45 (23.21)	30 (15.38)	3.03	0.62
<i>Organizational goal</i>	4 (2.05)	13 (6.84)	32 (16.58)	100 (51.28)	45 (23.25)	3.87	0.76
<i>Promotion/rewards</i>	26 (13.29)	41(21.26)	45 (22.86)	50 (25.50)	33 (17.08)	3.12	0.83
<i>Regular Feedback</i>	17 (8.86)	47(24.19)	38 (19.59)	59 (30.32)	33 (17.04)	3.22	0.60
<i>Organizational Performance</i>	13 (6.59)	19 (9.89)	49 (25.44)	66 (33.88)	47 (24.20)	3.59	0.65
<i>Work Commitment</i>	22 (11.21)	15 (7.47)	50 (25.52)	50 (25.90)	58 (29.90)	3.56	0.75
<i>Personal Growth</i>	21 (10.56)	23 (11.69)	41 (21.23)	67 (34.36)	43 (22.15)	3.46	0.84
<i>Job Satisfaction</i>	7 (3.35)	20 (10.05)	27 (13.79)	79 (40.72)	62 (32.09)	3.88	0.70
Overall - Job performance	19 (9.88)	30 (15.64)	43 (21.93)	60 (31.05)	42 (21.50)	3.46	0.48



Table 6 :Level of Job Performance Factors Comparison Between Two Facilities at Bivariate level

Job Performance Factor	Kiambu L5			Thika L5			t-value*	p-value*
	n	Mean	SD	n	Mean	SD		
Management Aspect	90	3.12	0.65	106	2.95	0.60	1.98	0.05
Organizational goal	90	3.93	0.65	106	3.82	0.83	1.02	0.31
Promotion/rewards	90	3.29	0.79	106	2.97	0.84	2.69	0.01
Regular Feedback	90	3.13	0.56	106	3.31	0.62	-2.06	0.04
Organizational Performance	90	3.54	0.66	106	3.64	0.64	-1.08	0.28
Work Commitment	90	3.48	0.71	106	3.63	0.77	-1.43	0.15
Personal Growth	90	3.58	0.81	106	3.36	0.86	1.79	0.07
Job Satisfaction	90	3.96	0.63	106	3.81	0.76	1.48	0.14

*weighted average - mean(sd) Kiambu L5 - 3.50(0.49), Thika L5 - 3.44(0.46)

Nurse Performance Factors

Nurses are performers in nearly all the factors except for separating personal issue from work issues (M=2.92, SD=0.97), ensuring they perform their duties on time (M=1.71, SD=0.65) and lastly being able to evaluate their results of nursing care they offer their patients (M=1.67, SD=0.71) the same trend is seen in both facilities

Nurses in Thika L5 hospital seem to agree more with the performance factors compared

to nurses in Kiambu L5 hospital. This contrasts with what was seen with the motivation factors where nurses in Kiambu agreed with most of the motivation factors than those in Thika L5. However, the differences in the nurse responses between the two facilities were not significant, $p < 0.36$. Only factor of encouraging the family to participate in the care of the patient (M=3.76, SD=1.30) for Kiambu hospital only.



Table 7: Nurse Performance Factors

Nurse performance factors	Both Facilities			Kiambu L5			Thika L5			t-value*	p-value*
	n	mean	SD	n	mean	SD	n	mean	SD		
<i>I use learning opportunities for ongoing personal and professional growth</i>	196	4.26	0.85	90	4.38	0.74	106	4.16	0.93	1.79	0.08
<i>I Display self-direction</i>	195	4.32	0.80	90	4.32	0.75	105	4.32	0.84	-0.02	0.99
<i>I Accept responsibility for own actions</i>	194	4.37	0.78	89	4.40	0.72	105	4.33	0.83	0.63	0.53
<i>I Assume new responsibilities within the limits of capabilities</i>	193	4.06	0.86	89	3.99	0.90	104	4.13	0.82	-1.10	0.27
<i>I Contribute to an atmosphere of mutual trust, acceptance, and respect among oth</i>	192	4.31	0.83	88	4.32	0.82	104	4.31	0.84	0.08	0.93
<i>I demonstrate self confidence</i>	192	4.44	0.77	88	4.41	0.78	104	4.46	0.76	-0.47	0.64
<i>I Display a generally positive attitude all the time</i>	193	4.23	0.76	88	4.16	0.73	105	4.29	0.78	-1.16	0.25
<i>I Demonstrate a knowledge of the legal boundaries of nursing</i>	193	4.26	0.75	89	4.15	0.85	104	4.36	0.64	-1.96	0.05
<i>I separate personal issue from my work issues</i>	194	2.92	0.97	89	2.83	0.96	105	2.99	0.99	-1.14	0.26
<i>I accept and use constructive criticism</i>	195	4.13	0.80	90	4.07	0.85	105	4.19	0.76	-1.08	0.28
<i>I contribute to the plan of nursing care for a patient and execute it on time</i>	194	4.37	0.74	90	4.33	0.75	104	4.40	0.73	-0.66	0.51
<i>I encourage the family to participate in the care of the patient</i>	194	3.86	1.25	89	3.76	1.30	105	3.93	1.21	-0.94	0.35
<i>I make sure I perform my duties on time</i>	193	1.71	0.65	90	1.74	0.68	103	1.68	0.63	0.68	0.49
<i>Am able to identify and use resources within the health care agency in developin</i>	195	4.24	0.82	90	4.22	0.76	105	4.26	0.87	-0.29	0.77
<i>Am able to evaluate my results of nursing care I offer to patient</i>	195	1.67	0.71	90	1.68	0.72	105	1.66	0.70	0.20	0.84
Overall	196	3.81	0.45	90	3.78	0.42	106	3.84	0.47	-0.91	0.36

*t-test and associated p-values to compare motivation scores between the two facilities; cells highlighted in RED indicate those below the average

Relationship between various motivation factors and job performance among nursing staff

In The bivariate analysis, all motivational factors were associated with overall job performance, except for colleague relationship (COR 1.76, 95% CI; 0.99, 3.14, p=0.06).

Male nurses were 2.17 times more likely to be job performers as compared to female nurses, (COR 2.17, 95% CI 1.15, 4.11, p=0.02). Similarly, the odds of being a job performer for nurses with a BSc degree qualification was twice the odds of nurses with a Diploma and Other qualifications (COR 2.00, 95% CI 1.08, 3.71, p=0.03), the odds of a motivated nurse being a job performer was at least 2.56 times higher than the odds of those who were not motivated

for all the motivation factors except for colleague relationship where the results were not significant. Nurses who were motivated by work policy focus were six times more likely to be a performer than those not motivated, (COR 6.45, 95% CI 3.45, 12.08, p<0.001). However, these results were not significant, except for the management recognition factor. Accordingly, nurses who were recognized by management are indicated to have a higher odd of job performance at least three times AOR 3.09 95% CI; 1.33, 7.16, p=0.01 compared to those not recognized by management



Table 8: Bivariate Logistic Regression Models

Variable		Crude Odds Ratio (COR)	95% Confidence Interval	P-value
Sex	Female	Reference		
	Male	2.17	1.15, 4.11	0.002
Age (years)		1.01		0.71
Education Level	Diploma & Other	Reference		
	HND	0.82	0.34, 1.98	0.65
	BSc & above	2	1.08, 3.71	0.03
Hospital	Kiambu L5	Reference		
	Thika L5	2	0.51, 1.59	0.72
Motivational factors	Colleague Relationship	1.76	0.99, 3.14	<0.001
	Work Policy	6.45	3.45, 12.08	<0.001
	Promotion fitness	3.34	1.84, 6.06	<0.001
	Training opportunities	4	2.20, 7.27	0<0.001
	Responsibility	2.56	1.43, 4.57	<0.001
	Salary satisfaction	4.34	1.84, 10.25	0.01
	Management Recognition	7.59	4.02, 14.36	<0.001
	Conducive environment	3.04	1.69, 5.47	<0.001
	Prompt feedback	4.5	2.43, 8.33	<0.001



Table 9: Multivariable Logistic Regression Models

Variable	Multivariate			
		Adjusted Odds Ratio (AOR)	95% Confidence Interval	P-value
Sex	Female	Reference		
	Male	1.35	0.61, 2.96	0.46
Education Level	Diploma & Other	Reference		
	HND	1.17	0.41, 3.37	0.77
	BSc & above	1.24	0.56, 2.73	0.59
Motivational Factors				
Motivational factors	Work Policy	2.04	0.90, 4.63,	0.09
	Promotion fitness	1.66	0.77, 3.58	0.2
	Training opportunities	1.6	0.72, 3.52	0.25
	Responsibility	1.12	0.52, 2.3	0.77
	Salary satisfaction	1.13	0.38, 3.39	0.83
	Management Recognition	3.09	1.33, 7.16	0.01
	Conducive environment	1.18	0.51, 2.74	0.71
	Prompt feedback	1.34	0.58, 3.12	0.49

DISCUSSION

Characteristics of study participant

The findings revealed that there were more female nurses than the male nurses, with 71.3% being female nurses. About 44% of the nurses had at least a BSc degree and 46% had more than 10 years' experience. The findings are quite similar with various studies done in Ghana (Adazewah & Augustine, 2023), Greece (Kitsios & Kamariotou, 2021), China (Elvina & Chao, 2019) although similar but slightly lower proportions were seen in Ethiopia (Ayalew et al., 2019).

Nurses Level of Motivation

The findings from this study revealed a significant difference in nurse motivation

levels between the two hospitals. The variation in motivation between the two facilities may suggest that aspects such as leadership approaches, policy implementation, and resource allocation play a crucial role in shaping employee experiences. These findings support the work by Kohnen et al., (2024) Kiambu hospital level of motivation was moderate while Thika level of motivation was low they disagree with all motivational factors except college relationship. Moreover, Kiambu hospital nurses were motivated with almost all the factors of motivation; except for amount of salary received. A positive work culture fosters teamwork, reduces workplace stress, and enhances overall job motivation



(Daneshkohan et al., 2015; Kitsios & Kamariotou, 2021). However, dissatisfaction with salary, promotion criteria, and management feedback signals deeper systemic challenges that may hinder long-term engagement and performance. (Gunawan et al., 2019; Kitsios & Kamariotou, 2021).

. However, dissatisfaction with salary, promotion criteria, and management feedback signals deeper systemic challenges that may hinder long-term engagement and performance. These reveal a similarity in study review done on how health works retention is highly associated with level of motivation in developing countries (Elvina & Chao, 2019). The results seen here reflect how the nurses consider these factors for their motivation. The review noted that while the factors may vary depending on the region; additionally, hospital-specific differences suggest that motivation is context-dependent, with variations in administrative practices and resource availability contributing to different experience across facilities. (Zeng et al., 2020) (Daneshkohan et al., 2015; Jaiswal et al., 2014). Addressing these issues through targeted policy interventions and leadership improvements can lead to a more focus on workforce.

Job performance

Regarding job performance, results indicate that nurses generally exhibit moderate job performance, and several key factors influence their effectiveness. Organizational goals and job satisfaction were the highest-rated contributors, suggesting that nurses perform better when they align with institutional objectives and derive fulfillment from their roles. This aligns with previous studies showing that goal clarity and job satisfaction significantly impact healthcare

worker productivity (Orgambídez & Almeida, 2020) Tremendous result on reward among Kenyan nurses working in referral hospitals was noted (Chumba et al., 2018)

Despite difference in overall job performance across both facilities, there were similarities in specific factors, such as promotions/rewards and regular feedback, highlight the importance of recognition in enhancing performance (Huang et al., 2025). Nurses in both hospitals struggled with certain aspects of performance, with work commitment being a challenge in Kiambu L5 and personal growth in Thika L5. These findings suggest that while institutional structures may support performance, individual and career development opportunities remain areas of concern. Nurses who were classified as non-performers across both facilities affecting their ability to deliver optimal care. In other region these factor may vary some studies highlighting that limited career progression, inadequate performance feedback, and unmet personal growth needs could contribute as well to this trend (Mosol et al., 2017). In Ethiopia, Ayalew et al., (Ayalew et al., 2019) found that 60.8% of nurses were satisfied with their jobs, with factors such as remuneration, recognition, and professional advancement is linked employee satisfaction.

This underscores the importance of inner and external factors motivation in influencing nurse performance. therefore addressing these issues through structured performance evaluations, continuous professional development, and targeted motivational strategies can improve overall nurse performance and, consequently, patient care quality (Huang et al., 2025; Khairullah Sembiring et al., 2022; Mosol et al., 2017; Msen et al., 2019).



Motivation and job performance

In the bivariate analysis, all motivation factors, except for colleague relationships, were significantly linked to job performance. This aligns with previous research indicating that factors such as fair work policies, promotion opportunities, and salary satisfaction are critical determinants of employee productivity (Lambrou et al., 2010; Musambi & Juma, 2020). Notably, focus nurses motivated by work policy were six times more likely to perform well, reinforcing the importance of structured and transparent institutional policies in shaping workplace outcomes' study done in Kenya revealed that enhancing nurses motivation and satisfaction at work lower employee turnover and ensuring quality services in health facility poorly motivated nurses exhibit poor result and low job morale (Ongori et al., 2021) the results seem to suggest that nurses' job performance was associated with all the motivation factors with higher motivation being associated with higher job performance(Atwiine, 2021) (Zeng et al., 2020).

The findings also reveal significant differences in performance based on gender and educational qualifications. Male nurses were twice as likely to be job performers as female nurses, this concur with(Gan et al., 2025) who state that male are more task oriented than female gender which may point to structural or workplace challenges that disproportionately affect female nurses. Similarly, nurses with a BSc degree outperformed those with a diploma, emphasizing the role of advanced education in enhancing professional competence. similar study was in agreement that Higher education indicate a higher cognitive ability which potentially enhance creativity ,skill and knowledge in performance as well as

constructive behaviour (Stoffberg et al., 2023)

However, in the multivariable model, these factors are no longer significantly associated with job performance, except for management recognition. Nurses who received recognition from management had three times higher odds of performing well, underscoring the vital role of acknowledgment and reward by the management in healthcare settings (Deressa & Zeru, 2019). This suggests that while multiple factors contribute to job performance, direct appreciation from leadership has a unique and significant impact (Okafor et al., 2022).

Conclusion

The two facilities demonstrate different levels of motivation $M=2.76$ (low) Thika to $M=3.38$, (moderate) Kiambu. Most motivation factors were significant at bivariate level but only management recognition was significant at multivariate level job performance was moderate in both hospitals Kiambu and Thika L5 hospitals were ($M=3.78$, $SD=0.42$) and ($M=3.84$, $SD=0.47$). In both facility Management recognition plays a crucial role in motivation and job performance.

Recommendation

Management should identify their role in nurses' motivation by rewarding and recognition of exemplary performers. Management should come up with tailored intervention that address hospital-specific challenges to foster motivation and performance



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