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Relationship between Direct Compensation and Quality Service Delivery in Public Hospitals in County Referral Hospitals in North Rift, Kenya

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Abstract:

Health is vital for the survival of any being, man being no exception. However, the manner in which the health service is delivered is of paramount importance for a healthy citizenry. Employee unrest has been witnessed in health care facilities and this has affected service delivery in public hospitals. The public health workers strike is aggravated by lack of implementation of collective bargaining agreement signed in 2013 and the key issue raised was compensation. The stakeholders involved seem to be doing very little to arrest the situation that has jeopardized service delivery in public hospitals across the country. The purpose of this study was to establish the effect of direct compensation on quality service delivery in public hospitals with a focus on county referral hospitals in North Rift Counties. This study was based on Expectancy Theory. The study used explanatory research design. The target population comprised of 481 health staff working in county referral hospitals in North Rift Counties. The sample size was 218 health staff. The study used stratified, purposive and simple random sampling to select respondents. Data was collected using questionnaires and interview schedule. Descriptive and inferential statistics was used to analyze data and presented in form of tables. Linear regression was used to test hypotheses. The study findings depicted that there was a positive significant relationship between direct compensation ($\beta_1=0.162$ and $p<0.05$) and quality service delivery. The direct compensation had a significant influence on service delivery. The study recommends that county government should consider reviewing the salary pay on a yearly basis. The study will be significant to the County and National Government in coming up with policies and legislations on compensation and provision of quality service delivery in the health sector.

Keywords: Relationship, direct, compensation, quality, service, delivery, public, hospitals

1. Introduction

Service Delivery Is The Quality And Availability Of A Specified Service. Quality Service Can Be Assessed Using Various Aspects Including But Not Limited To Patient Satisfaction With Physicians And Nurses, Their Quality, Overall Cleanliness Of Facilities, Overall Administration And All Technical Services Offered. Delivering Quality Health Care Service Consistently Creates And Fosters In The Patient The Feeling Of Being Cared For And Leads To Patient Satisfaction And Loyalty. Quality Service Is A Product Of Quality Management (QM) That Was Developed By Japanese Industrial Organizations In 1950s Through 1980s And Later Adopted In The USA As Total Quality Management Approach. QM Has Today Gone Beyond Quality Management To Maintaining Competitiveness By Providing Philosophies To Manage The Entire Organization (Srimai, 2013). Research Conducted On The Health Facilities Has Indicated That Most Challenges Affecting The Global Health Facilities Are Attributed To Human Resource Management. The Challenges Include High Attritions Rates, De-Motivated Staff And General Public Dissatisfaction With The Quality Of Service.

In The United States, For Example, The Organization, A Hospital Or Healthcare Provider, Is Called Medical Service Management. Quality Service Delivery Is A Key Aspect Of Every Healthcare System. Both Operations Are Performed By Hospital Administrators, Emphasizing The Importance Of The Administrative Role In Healthcare. It Guarantees Efficient Use Of Resources, Good Jobs For People And That All Agencies Meet A Certain Goal (Mckean, 2012).

The Administration Of Public Health In The United States, As In Most Developed Countries, Focusses On Efficiency And Increased Healthcare Quality. The Staff Of Hospitals Are More Capable Of Administering Resources Efficiently And Providing Evidence On Which To Establish Patients, Clinicians And Organizations ' Outcomes (Nembhard Et Al., 2009). A Business Needs To Know Why Its Employees Are Working On Time, Remain Productive And Provide Quality Service To The Organization For Their Work (Gyimah, 2011). Management Uses Rewards As One Way Of Improving Service Provision, Of Promoting And Increasing Employee Satisfaction (Walela & Okwemba, 2015). Employees Are Paid For The Contribution They Have Been Given. An Important Factor In The Success Of Every Company Is Employee Benefits (Nnajiheedinhmah & Egbunike, 2010).

The Compensation For All Types Of Financial And Monetary Salary Pay, Services Or Benefits Received By Employees For Contribution To An Organization Is Specified By (Ciarniene And Vienazindiene 2010). Compensation Might Be Payable To Employees Directly In Cash Or Indirectly By Benefits And Services. Greater Job Satisfaction Arising From Work Opportunities Means That Workers Concentrate On Projects To Improve Productivity (Muchiri, 2016). Dessler (2011) Notes That Compensation Shall Be Of Two Types: Direct Financial Compensation And Indirect Compensation. Direct Financial Indemnification As Direct Cash Compensation Which An Employee Earns In Return For The Service They Offer To A Company On A Monthly Or Daily Basis. It Can Also Be Notified Of The Stock Bonus Compensation If A Certain Proportion Of The Company's Shares Is Given To Employees And The Share Dividends Are Paid After Some Period Of Time Or Their Savings Increased. The Direct Balance Covers Salary, Salaries, Incentives And Commissions.

According To Kappel (2012), Kappel Provides Direct Financial Benefits In Return For The Service Or Job Rendered By It As The Monetary Benefit Paid By The Company To Its Employee. It May Be Notified And Charged Annually For Salaries, Wages, Incentives And Fees. It Is A Way To Induce And Reduce Employee Productivity If This Pay Is High Relative To What The Competition Provides. It Is For A Limited Period Of Time Such As An Hour, A Week, A Month Or A Year Monetary Benefit. Mwangi (2014) Expressed The Opinion That, As The Amount Of The Cost That The Task, Depending On Job Or Manual Labor, Needs The Skill Level, Direct Financial Compensation Retains The Base Salary. However, It Provides An Additional Financial Reward For The Success, Dedication And Expertise Of Armstrong, As Stated By Armstrong (2008), As Additional Financial Reward.

Ultimately, The Compensation Strategy Has Affected The Rewards System Worldwide In Many Parts Of Europe, Especially In The UK, As It Is Found In Cox, Brown And Reilly (2010). The Value-Based Bonuses Are Major Incentives Arising From Pay And Edges Transactions Between The Entrepreneur And The Workers. According To Liu & Wang (2007), Employees Working In Similar Positions In China And The Philippines Were Paid Differently Since Some Remained Regulated By The Central Government. In Iraqi Kadhim (2017), An Overview Of The Relationship Between The Incentive Policy And The Reward Management On The Organizational Results Of Iraqi Petroleum Companies Was Made.

Arul And Jayaraman (2013) Said Indians Prefer High Compensation To Job Security. It Allows Them To Work For Government And Public Sector Firms. Modeable Adolescents, However, Prefer IT And Repair, Although Many Of Them Remain Interested In Government Jobs. The Key Factors For This Are Occupational Safety, Relaxation Of Employment And Social Insurance. On The Other Hand, Instead Of Moving On The Power Line, Personal Firms Saw Job Security Alone As A Live To Keep Indian Companies Young And Trained (Arul, And Jayaraman, 2013). In Asia, Khan, Aslam & Lodhi (2011) Have Analyzed 450 Workers Restricted By Habib Bank And Noted That Salary Management Is Aimed At Attracting And Retaining Employees To Improve An Organization's Overall Efficiency And Control. In The Asian Country, The Main Objective Of Incentive Schemes Is To Affirm Both Organizationally And Personally Their Effectiveness. The Analysis Concluded That More Efficiencies And Profits Were Improved By The Compensation Approach.

Regional, Middle-Income Countries Face Real Shortages Of Medicines And Medical Supply For Health Services That Pose Problems To The Provision Of Health Care And A Further Leading To Increased Mortalities (Tumwine, Kutyabami, Odor And Kalyango). Nearly 99 Per Cent Of All Deaths Caused By Inadequate Equipment And Drugs Are Estimated In Particular In Rural Areas In Developing Countries. Sufficient Public Health Services And Public Emergency Care Will Drastically Reduce These Deaths. The Access To Essential Medical Devices Thus Compromise The Delivery Of Timely Healthcare To Patients Is Still Difficult In Most Countries In Sub-Saharan Africa (Tumwine Et Al., 2010.).

As A Part Of The Global Community, Nigeria's Salary Management Also Plays A Key Role In Motivating Staff To Work Harder To Achieve The Organization's Defined Goals (Odunlade, 2012). The Reformed Government Programs, Due To Improper Compensation Administration, Have No Parallel And Substantial Impact On The Public-Sector Financial Compensation Policies And Practices In Nigeria. As A Means Of Improving Organizational Accomplishments In The Nigerian Public Sector, Idemobi, Onyeizugbe And Akpunonu (2011) Sought Compensation Management And Found That There Are No Substantial Ties Between Public Personnel's Financial Compensation And Its Efficiency And That Staff Commitment Cannot Calculate Compensation Received.

Uzman & Daish (2010) Found In South Africa That 95% Of Employees Had Sufficient Benefits, Such As Salaries And Subsidies. This Was Used To Induce Employees In Order To Attain Their Desired Results. A Review Of The Award Programs In The Health And Geriatric Care Market Undertaken By Duberg And Mollen (2010). Nevertheless, Benefits Such As Bonuses And Mutual Rewards Have Been Shown To Create A Friendly Workplace With Happy Workers And Have Proven To Be Important In The Payroll System.

Regionally, Large Segments Of The Population In Developing Countries Are Deprived Of Access To Basic Health Care (Nyongesa, 2013). Although The Health Crisis Is A Global Problem, Sub-Saharan Africa Has Been The Hardest Hit. This Problem Is Particularly Common In Public Hospitals Where Public Healthcare Services Are And Continue To Deteriorate (Wanjau & Wanarigi, 2012). It Is Important To Ensure That The Level Of Service Provided In Public Hospitals Increases In Order To Achieve Equitable Access To High-Quality Health Services And Meet Health-Related Millennium Development Goals (MOH, 2012). The Kenyan Government Has Developed And Implemented Policies To Encourage Access To Modern Healthcare. It Claimed That The Health Care System Would Meet The Population's Basic Needs. Services That Are Designed To Provide Health Services That Are Easily Accessible To Kenyans (KACC, 2010). In Addition, It Is A Key Obligation Of The Government To Provide Kenyans With Affordable, Accessible And Safe Health Services.

In Recent Years, Kenya Has Struggled To Build Systems That Can Effectively Deliver Quality Healthcare To Their People. The Public Reports Of Gross Misconduct Of Health Professionals That Reveal Serious Inadequacies, Negligence, Malpractices And Mistreatment Of Patients Are Cases Of Poor Service. In 2010, Kenya Promulgated A Constitution Which Devolved Medicinal Services To 47 Counties. The Technical Rationale Of Devolution Was Efficient Delivery Of Services And Increased Citizen Involvement In Decision Making (Sihanya, 2011). Simiyu (2014) Research On The Impact Of HR On

Employee Performance In The Mbagathi Hospital Cases. The Researcher Pointed Out That In The Study The HR Feature Variables Reflected Just 69 Percent Of Employee Performance On Other Factors, Including, In Particular, The Voice Of Workers, Lack Of Financial Support, Social Services For Staff And Management Styles In Kenya's Healthcare Facilities.

1.1. Statement of the Problem

The Provision Of Health Services Is Essential To The Improvement Of The Sustainable Development Objectives Of Health In Kenya. Inputs To Healthcare Systems Such As Manpower, Production, Procurement And Funding Are Given By Operation Instantaneously. Better Information Will Demonstrate How Care Can Be Provided Efficiently And Health Services Can Be Obtained Better (Sciedu, Hamoud, Tarhini, Akour & Al-Salti 2016). Primary Healthcare Provides Prevention, Educational, Rehabilitative And Curative General Health Services To The Increasing Population.

In Kenya, Oduor (2013) Study On Integrity In The Public Health Sector Service Delivery In Busia County, Found That Majority Of The Respondents (61%) Indicated That The Nature Of Services Provided In Public Health Facilities Was Poor.

The KMPPDU In November, 2016 Called For A Strike Action For The Implementation Of A 2013 Collective Bargaining Agreement (CBA) Among The County And The National Government. As A Result, The Health Care Practitioners In Kenya Underwent A Strike For A Period Of 100 Days Which Affected The Service Delivery In All Public Hospitals From November 2016 To March 2017. This Brings In The Question Of The Role Of Employee Voice In Employee Compensation And Quality Service Delivery.

2. Literature Review

2.1. Quality Service Delivery in Health Facilities

Quality Of Service Assumes An Imperative Part In The Achievement Of The Organization In Acknowledgment Of An Aggressive Edge And Expanding Focused Power (Rod, Ashill, Shao, & Carruthers 2009). The Service Delivered Has Noteworthy Association With Consumer Loyalty, Client Retention, Loyalty, Costs, Productivity, Service Certifications And Development Of Organization (Wilson, 2008). By Delivering High-Quality Services, Create Ideal Audits From Clients Who Encounter More Elevated Amounts Of Fulfilment And Thus Increment Their Visits And Purchases Later On (Liao & Chuang, 2004).

Vlieland, (2009) Defines Quality As The Degree To Which A Service Meets Consistently Desired Outcomes For Individuals And Populations. However, Service Delivered Should Also Be Consistent With Current Professional Knowledge. Quality Is Multifaceted. It Spans Inputs, Processes And Outputs. It Corresponds To Core Values Of Privacy, Dignity, Choice, Safety, Autonomy And Fulfillment To Individuals And Groups. A Service Is Not Said To Be Reliable Without These Metrics (Vlieland, 2009). Ten Service Quality Determinants Relevant To Any Service Were Defined By Petrick (2009). These Include Expertise, Courtesy, Integrity, Protection, Access, Communication And Understanding And Customer Awareness, Tangible Information, Reliability And Reactivity. Service Quality Has Grown Into A Ma In Recent Decades.

Algılanan, (2003) Later Categorized Them Into Five: Tangibility, Reliability, Responsiveness, Assurance, And Competence. Quality Service Is An Assessment Of Whether The Service Delivered Is Compatible With The Needs And The Requirements Of Customers. It Is A Critical Determinant To Competitiveness And Value For Money. The Services Should Be Appropriate To Purpose, Have Ability To Consistently Meet And Exceed Perceived Customer And Citizen Needs. Wanjau & Wanarigi (2012) Adds That It Also Has Significant Relationships With Customer Loyalty, Profitability, Service Guarantees And Growth Of Organization.

Quality Service Provider (ISO) Is A Relative Concept And Can In Certain Situations, If A Service's Inherent Property Meets Patient Needs, Be Identified As Of A High Quality (Reinartz, Krafft & Hoyer, 2004). The ISO Is Classified As An ISO. In The Evaluation And Assessment And Ranking Of Quality Of Services Rendered By These Facilities, Service Industries Like Hospitals And Patient Experience Play A Crucial Role. Administration Of Healthcare Facilities Concerns The Organization, Management And Operation Of The Health System And Network Of Hospitals (Sciedu Et Al. 2016). Petrick, (2009) States That, Evaluation Of Quality Service In The Health Facilities Was Started By A U.S Surgeon, Ernest Codman. This Was The Beginning Of The Formation Of Quality Improvement Methods Linked To Quality And Safety Standards And The Subsequent Establishment Of The International Society For Quality In Health Care.

Efficient Health Management Is Seen As The Cornerstone Of Healthcare Facilities Development And Growth. Health And Management Are Responsible For Answering Questions About Decisions And Actions (Hunter, Wilson, Stanhope, Hatcher, Hattar, Messias & Powell 2013). There Are, However, Other Challenges In The Field Of Health Services. More Transparency. To Improve The Delivery Of Services To Customers In Public Health Facilities, Community Members Have To Pressurize Their Elected Representatives.

In Kenya, The Period 2013/2014, Has Witnessed The Resignation Of Over 500 Medical Doctors. Similarly, The Increased Number Of Strikes By Health Professionals Agitating For An Improvement In Their Overall Compensation System Against The Existing Outcry Over Questionable Quality Of The Nature Of Healthcare Services Offered At The Public Health Facilities Is A Worrying Trend (Atambo, 2012). Unfortunately, This Is Not The Only Case Since We Are Reminded On A Regular Basis By Newspaper Reports That Our Hospitals Are Unsafe – For Patients And For Health Care Workers, Attending To The Patients (Hajaj, 2014).

Service Delivery Is A Distinct Issue In Health Care Industry And High-Quality Service Delivery Has Become The Main Focus For Organization's Survival (Sachdev & Verma, 2004). In The Health Care Sector, Service Quality Has Turned Into A Basic Requirement In Pursuit Of Patient Fulfilment Due To The Fact That Conveying Quality Service Influences Consumer Loyalty, Devotion And Money Related Gains To The Service Organizations (Ennis & Harrington, 2001). The

Quality Of The Service Refers To A Set Of Principles, Standards, Policies, And Constraints Used To Guide The Delivery Of Services To A Service Provider For The Purpose Of Providing A Coherent Service Experience.

The Quality Of Service, Which Consists Of 22 Products, Calculate Five Dimensions Of Service Quality, That Is: Reliability, Assurance, Measurable, Empathy And Responsiveness, According With Markovic And With Jankovic (2013). The Ability To Perform The Service Offered Is Dependable And Precise, The Ability To Provide Efficiency Requires Knowledge And Courtesy Of Our Staff And To Inspire Confidence And Trust. Tangibility Means The Advent Of Physical Facilities, Empathy Means Treatment, Personalized Attention To Customer Needs.

The Fact That The Perceived Quality Of Services Is Provided Actually Fulfills Consumers ' Expectations. Therefore, Excellent Service Level Meets The Needs Of Customers. Quality Of Service And Consumer Expectations, Though Closely Linked, Are Distinct Concepts (Nanziri, 2017). This Demonstrates How Well The Level Of Service Offered Meets The Needs Of The Customer. Quality Service Delivery Means Consistent Compliance With Customer Expectations.

1.2. Direct Compensation and Quality Service Delivery

Ruby (2012) Defined Direct Financial Indemnification As A Psychological Force Determining The Direction Of An Individual's Conduct In A Company. It Is An Individual's Practice And Determination In The Face Of Barriers. The Recognized Form Of Compensation That Employees Seek Is Direct Financial Compensation, Which Is Paid Directly To Employees In Exchange For Their Employment. The Financial Advantages Include Pensions, Wages, Incentives And Commissions, Which Are Charged At An Expected Time. A Reward, Income Or Wages Paid Regularly By A Fixed Deadline Could Be A Direct Monetary Scholarship. According To The Idea That Wages Or Wages Are Also Paid In The Sort Of Cash Received In Cash By The Usage Professionals, Or In A Comparable Way (Baker, 2012).

Every Business That Accounts For The Considerable Number Of Compensation Paid To The Worker Should Be Conceived, So The Lower Level Of Pay Is Set To Meet The Life's Prerequisites (Kanzunudin, 2007). This Means That The Wage Rates Cannot Effectively Change In The Presence Of Strong Unions, As In A Superbly Competitive Showing. Salary Stability Is The Main Topic Of The Economy And Is Generally Found In The Literature Relating To The Provision Of The Company's Driving Powers. There Are A Few Attempts To Increase Company Profits Through Their Work (Pendergast, 2009). Wages Become Essential If They Are Significantly Connected With Implementation (Umar, 2012).

Salaries Are The Most Challenging Thing For The Industry, Too, Because The Amount Of The Salaries Represents The Estimation Of The Value Of Their Work Among Professionals, Their Families And Their Communities. Effective Wage Technology Is Expected To Help Preserve The Practicality Of The Workload, Realize The Vision And Mission And Achieve Work Targets (Umar, 2012).

Shields, Brown, Kaine, Dolle-Samuel, North-Samardzic, Mclean & Plimmer (2015) Views Basic Recompense As A Vital, Non-Performance, Immovable Part Of Overall Pay. The Largest Proportion Of The Statutory Compensation Is To Pay For Subordinate Workers. The Essential Pay Has An Impact On Attracting Representatives And Holding Them. Representatives Use An Essential Salary To Compare The Way In Which They Work, Using Indigenous Rewards. In A Competitive Market, Businesses Pay Their Employees For The Exhibition Prices.

Moreover, Gomez-Mejia And Balkin (2012) Found That The Organization Is In The Start-Up Phase Or A Growth Phase; It Has A Participatory Culture. This Is Consistent With Nyaribo (2016), Which States Que Losses Are Actively Encouraged By Employees In A Skill-Based Pay System, As Higher Levels Of Expertise Are Correlated With Both Higher Status And Compensation. The Pay Plus Fee Method Is More Difficult To Manage As Opposed To A Pay Structure With A Basic Salary, According To Milkovich, Newman & Gerhart (2011). With This Pay Structure, Salaries And Commission Aspects Of Pay Are To Be Managed By Employees. In Addition, Salespeople Can Be Confused About The Amount Of Their Pay, In Particular If More Than One Form Of Commission Is Available.

According To The Newman & Cole (2010) Study From Milkovich, Flexible Compensation Packages Allow Employees In Areas Like Education, Dentistry And Workplace Life Insurance To Express Their Relative Preferences. On The Other Hand, Fixed Compensation Programs Are Predetermined Uniform Advantages By Management. Nonetheless, An Organization Should Take Care To Use This Approach Because It Has Been Pointed Out That Flexible Wages Lack Flexibility By Igalens And Roussel (2009). It Refers To Evidence Provided By An Organization When Assessing The Award Schemes, Which Should Take Account Of Various Factors Including Risk Aversion And Demand For Leisure.

In Addition, Study Barber & Woo (2012) Has Shown That Greater Understanding Of Advantages Is Provided By A Flexible Benefits Package. The Downside Is That Employees Take Time To Get Used To The Right Package And Then Choose The Right Package To Use Flexible Systems. The Pay Is Of A Variable Nature And Is More Generally Seen Among Employees In Order To Motivate Them, Regardless Of Time Or Quantity, For A Specific Purpose. Specific Explanations For Incentives Are That Other Abilities Or Skills Needed In An Organization Should Be Improved Or Retained. Bonuses Are Sometimes Earned When A Business Fulfills Such Financial Goals Or Targets Over A Long Period Of Time. Motivating Motivation For Workers Can Provide An Important Affirmation That Increases Organisation's Efficiency. The Organizational Capacity Adapts Its Success To The Needs Of Its Employees.

The Salary Is Monetary Compensation Given To Employees. The Compensation Related To Performance Directly Impacts On The Performance Of Workers Producing Productivity Through Pay And Employees Are More Capable Of Performance-Specific Pay Structures (Shilongo, 2013). A Compensation Is Given For Both Long-Term Growth And The Partnership Between Workers And Mostly In Cash And Stock. The Long-Term Incentive And The Performance Pay Scheme Mostly Create A Liquidity Problem That Is Immediately Of Value For Cantonal Incentive, Since Reward Requirements Are Convicted In Cash.

A Nyaribo Study (2016) Showed That Salaries For Shorter Term Incentives Are Less Oriented In The Power Work, Based On Compensating Employee Performance. In This Context, The Results Linked Pay Reference Framework Connects

The Performance Based On The Organizational Accountability Measure Of Individual Outcomes. The Performance Pays Of Individual Organizations That Control The Value Of Possible References In This Context. The Study Also Suggests That Individual Motivation Improves Employees ' Efficiency. This Is Remarkable, As There Is Often A Fixed And A Variable Component In A Performance-Based Compensation System.

The Previous Results Are Apparently Contradictory, As Was Studied At Bryson, Buraimo & Simmons (2011). The Results Are Universally Superior, Either On Performance Pay Or Fixed Pay. Mukuru (2013) Found That The Optimum Pay Composition Is Determined By Other Aspects Of The Company Such As Company Stage (The Company Age), Expertise And Successful Operations Of An Enterprise. The Latter Are Determinants From A Company's Point Of View.

2. Theoretical Framework

This Study Was Based On Expectancy Theory. This Study Was Based On Expectancy Theory By Vroom (1994) Which Is Used By Organizations To Understand How Employee Should Be Treated In Order To Get The Best Service Delivery Out Of Their Efforts. It Also Argues That An Employee Performs A Task With An Expectation Of Receiving Payment And When The Payment Is Received And The Employee Is Happy, Then The Employee Improved On His Performance Next Time Because He Expects The Same Treatment He Received Earlier. This Theory Showed The Link Between Compensation And Quality Service Delivery As Described And Elaborated By Other Researchers.

The Theory Centered On 3 Main Relationships: Effort And Efficiency–A Likelihood Of Enhancing Employee Performance By Doing More Work; A Per-Performance-Compensation Relationship–The Extent To Which An Employee Regarded A Certain Degree Of Effort As Contributing To The Achievement Of The Desired Result; Herzberg Was Keen To Learn About Their Respective Jobs What The Staff Wanted To Do. The Factors Relating To The Work Environment Or To The Content Of The Work (Dunnette, Campbell & Hakel, 1967).

Herzberg (1966) Suggested That Those Who Are Dissatisfied With Hygiene Factors Were Those Which, In Quantity And Quality Of Work, Do Not Cause Any Dissatisfaction, I.E. Their Presence Does Not Cause Satisfaction. Motivators Or Satisfiers On The Other Hand Relate To The Work Content Including Performance, Responsibility To Recognize, Development / Growth (On - The-Job) And Tough Work (Parker, 2003).

Such Factors Create A High Level Of Job Satisfaction And Motivation In An Organization. Similarly, Work Dissatisfaction May Not Necessarily Happen When They Do Not Occur In An Organization. Managers Who Give These Hygiene Factors Establish Just Harmony Of Work, Not Inherently Motivation (Herzberg, 1987). On The Basis Of The Proposals Mentioned Above, Herzberg Produced A Two-Fold Continuum That Showed That Satisfaction Was Not The Other Way Round And Dissatisfaction Was Not The Reverse (Wood, 2008).

Vroom's Theory Of Expectation (1994) Says That The Quality Of The Action To Be Done Depends On The High Expectation Of Success As A Reward. The Expectations That The Commitment Of The Employee Contributes To The Employee's Expected Performance And The Expectation That The Work Will Reward The Employee Motivates The Employee To Do The Job Better. Expectations Are Dictated By The Required Skills, The Availability Of Resources And A Suitable Environment For The Mission To Be Performed. Vroom Pointed Out That Workers Are Aware Of Completing A Task Or Not That Leads To The Level Of Motivation Of Their Employees.

This Principle Can Be Used By County Governments To Determine An Employee's Compensation Expected To Come To Terms With A Certain Job And Also To Know The Circumstances Impacting The Employee's Effort. The Theory Of Expectations Rejects The Idea That People Have Fixed Needs, But That They Are Trying To Take Human Variability And Complexity Into Account. The Key Factors To Consider The Motivation Of People Are The Need For People To Find The Different Meanings That They Have For Their Job And The Community They Work In. The Theory Of Expectation Is So Complicated That It Is Very Difficult To Test Many Studies. The Hypothesis Proposed That While Workers Could Have Different Goals, These Could Be Motivated If They Believe That The Relation Between Work And Success Is Positive And That Good Performance Would Yield A Beneficial Monetary Gain (Reward).

Theories Of Expectation Concern The Behavior Of The Person At Work By Observing Processes That Can Motivate People Or Groups And Describe Them In Practice. Expectation Is A General Term Of The Theology Of Motivation Which Is Based On The Principles That The Expected Results For All Behavior (House, Shapiro & Wahba 1974) Affect Individuals. The Foundation Of Those Hypotheses Is A Reasonable Understanding Of The Result Of A Specific Action. Many Scientists Have Questioned And Challenged Herzberg's Work Because Its Two Separate And Distinct Variables Can Be Confirmed By No Evidence.

The Hypothesis Was Based Only On Job Satisfaction / Unhappiness Rather Than Work Behavior, Such As Efficiency, Absenteeism Or Turnover. The Main Idea Behind The Principle Of Expectancy Is That People Tend To Behave Accordingly. This Theory Suggests, By Using Questionnaires, A Personal Interview, Or Any Other Tool To Evaluate Employee Behavior, That Employee Motivation Level Should Be Constantly Evaluated. In Any Case, As Soon As The Desires And Expectations Are Met, The Greater The Importance Of The Incentives For The Person, The More Incentive And High The Employee's Efficiency.

3. Research Methodology

This Study Used Pragmatist Paradigm. A Major Advantage Of Using This Type Of Paradigm In The Study Is That It Enabled The Researcher To Simultaneously Answer Confirmatory Questions Using Closed Ended Questionnaires And Interview Schedule. This Study Adopted Explanatory Research Design That Evaluates The Cause-And-Effect Relationships. The Target Population Of The Study Was The Health Workers Working Within NOREB County Referral Hospitals. The Respondents Were Suitable Since They Provide Health Care Services Within The NOREB Region And Receive Compensation. For This Study, Target Population Comprised Of 481 Health Care Staff, Working Within NOREB Region

Comprising Of 8 Medical Officers Of Health (MOH) 19 Medical Doctors, 65 Clinical Officers, 67 Pharmacist And 322 Nurses, Drawn From Eight Counties.

A Sample Of The Health Workers From NOREB Counties Was Obtained For The Purpose Of Drawing Conclusions About Population Targeted. The Stratified Sampling Technique Was Used To Categorize Health Staff Into Medical Doctors, Clinical Officers And Nurses, Each Forming A Stratum. The Study Used Purposive Sampling To Select 8 Medical Officers Of Health. All The MOH Was Involved In The Study Because They Are In Charge Of Management And Supervision Of Health Facilities In The County. This Study Employed Simple Random Procedure To Select 8 Medical Doctors, 30 Pharmacist, 29 Clinical Officers And 143 Nurses Who Participated In This Research From The County Hospitals.

Using Yamane's Sample Size For Proportions (1967), At 95% Confidence Level, $P = 0.05$, The Sample Size Was Computed As Hereunder:

$$N = \frac{N}{1 + N(e)^2}$$

Where;
 N = The Sample Size,
 N = The Population Size,
 E = The Acceptance Sampling Error
 $= 481/1+481 (.05)^2$
 $= 481/2.2025$
 $= 218.4$ Respondents

From The Target Population Of 481 Staff, The Researcher Used Proportionate Sampling To Select 218 Health Workers.

Questionnaires Are Set Of Questions Which Give Answers Of The Research Participants In A Set Of Ways. The Questionnaire Was Designed To Address Specific Objectives And That It Had Closed-Ended Questions. It Was Administered To The Medical Doctors, Clinical Officers, Pharmacists And Nurses Working In County Referral Hospitals In North Rift Region Who Participated In The Study. Unless Otherwise Stated, All Variables Were Measured On A 5-Point Likert Scales Ranging From 5= Strongly Agree To 1= Strongly Disagree. The Respondents Were Asked To Indicate The Extent To Which They Agree Or Disagree With Various Statements.

In This Study, A Structured Interview Schedule Was Used To Gather Information From The Selected Medical Officers Of Health Working In NOREB Region. An Interview Guide Ensured That Answers Are Reliably Aggregated And Allow Comparisons To Be Made.

A Pilot Study Was Carried Out In Kericho County Hospital Because It Has Similar Characteristics To Those Counties Under The Study. A Pilot Study Was Conducted Among One Medical Officer Of Health, Two Medical Doctors, 7 Pharmacist, 12 Clinical And 22 Nurses. To Content Validity Of The Instrument Was Determined Using Expert Opinion In This Case Was The Supervisors Who Assessed The Data Collection Tools Meant To Establish The Effect Of Relationship Between Direct Compensation And Quality Service Delivery In County Referral Hospitals In North Rift Region. The Questionnaires Were Assessed For Their Reliability Through A Pilot Study And Enabled The Researcher To Assess The Clarity Of The Questionnaire Items. The Researcher Administered The Instrument During Pilot Study In Kericho County Hospital. After Obtaining The Information It Was Coded Into The Statistical Package For Social Scientist And The Reliability Analysis Done Using Cronbach's Coefficient Alpha. Cronbach's Coefficient Alpha Was Computed For Each Item To Determine The Reliability Of The Research Instrument. The Results Indicated That Service Delivery Was (.877) And Direct Compensation (.836). A Reliability Cronbach's Coefficient Alpha Of 0.7 Or Over Was Assumed To Reflect The Internal Reliability Of The Instruments (Fraenkel & Wallen, 2000).

The Research Yielded Both Qualitative And Quantitative Data. Descriptive Statistics Consisted Of Mean, And Standard Deviation. Inferential Statistics Consisted Of Linear Regression Analysis with The Aid Of Statistical Package For Social Sciences (SPSS V23).

4. Results

4.1. Influence of Direct Compensation on Service Delivery

A Linear Regression Model Was Used To Explore The Relationship Between Direct Compensation And Service Delivery. From The Model, ($R^2 = .110$) Shows That Direct Compensation account For 11% Variation In Service Delivery as Shown In Table 1.

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	.332 ^a	.110	.106	.36294

Table 1: Model Summary on Direct Compensation And Service Delivery

A. Predictors: (Constant), Direct Compensation

B. Dependent Variable: Service Delivery

4.2. Analysis of Variance on Direct Compensation and Service Delivery

The Regression Model With Direct Compensation As A Predictor Was Significant ($F=24.666$, $P=0.000$) As Shown In (Table 2). This Shows That There Is A Significant Influence Of Direct Compensation And Service Delivery.

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	3.249	1	3.249	24.666	.000 ^b
	Residual	26.213	199	.132		
	Total	29.462	200			

Table 2: Analysis of Variance on Direct Compensation and Service Delivery

A. Predictors: (Constant), Direct Compensation

B. Dependent Variable: Service Delivery

4.3. Direct Compensation And Service Delivery Coefficients

Table 3 Shows The Estimates Of B-Value And Gives Contribution Of The Predictor To The Model. From The Findings The T-Test Associated With B-Values Was Significant And The Direct Compensation As The Predictor Was Making A Significant Contribution To The Model.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.406	.087		39.289	.000
	Direct	.162	.033	.332	4.966	.000

Table 3: Direct Compensation and Service Delivery Coefficients

A. Dependent Variable: Service Delivery

The B-Value For Direct Compensation had A Positive Coefficient, Depicting Positive Relationship With Service Delivery As Summarized In The Model As:

$$Y = 3.406 + 0.162x + E \text{ Equation 1}$$

Where: Y = Service Delivery, X = Direct Compensation, E = Error Term

The Study Findings Depicted That There Was A Positive Significant Relationship Between Direct Compensation And Service Delivery ($B_1=0.162$ And $P<0.05$). The Null Hypothesis (H_{01}) Was Rejected. Therefore, We Can Conclude That Direct Compensation Had A Significant Influence On Service Delivery. This Implies That For Every Increase In The Direct Compensation, There Was A Rise In Service Delivery. Direct Compensation Had A Significant Influence On Service Delivery.

The Results Are In Line With Milkovich, Newman And Gerhart (2011) Who Found, By Adding Profitability To The Commission, That Companies Push Salesmen To Establish More Aggressive Targets, Overcome Obstacles And Reject Them, And Continue To Look For New Sales Opportunities. The Results Support The 2013 Barber Report That A Better Understanding Of Benefits After A Flexible Benefit Plan Is Introduced Contributes To Greater Satisfaction And Therefore Greater Efficiency. This Result Is Consistent With Mayson & Barret (2006), Who Found That The Ability Of An Organization To Recruit, Encourage And Retain Employees Is Linked To Firm Success And Development Through Competitive Salaries And Appropriate Incentives.

Improved Understanding Of Benefits After A Flexible Benefit Plan Is Put In Place Gives Rise To Greater Satisfaction And Therefore Improved Performance. The Conclusion Is Also Consistent With Earlier Studies By Kim, Mone And Kim, (2008), Loomis (2008), Redling (2008), Fein (2010) And Odunlade (2012) Which Recorded A Significant Positive Impact On Organizational Performance In Terms Of The Compensation Management. The Results Are Also Consistent With The Vroom's Theory Of Expectations, Whereby The Connection Between Improved Incentives And Success In Organizations Increases Motivation And Efficiency.

Sloof & Praag (2007), Šafakli & Ertanin (2012) Reported That A Fair Wage Would Provide A Link Between Motivation And Success, Which Would Improve Organizational Efficiency And Performance. Basic Salaries Or Cash Pay Are Made Directly Available To Employers For Their Work And Include Wages, Overtime Pay, The Shift Allowance, Costumes And Pay.

5. Conclusion

The Staff Informs Patients Of The Procedures To Be Undertaken Before Treatment And They Also Have The Knowledge To Answer Patient Questions. An Increase In Their Basic Pay Motivates Them To Improve Service Delivery. There Was No Team That Deals With Employee Rewards, Employers Were Not Provided With Bonus And Commission-Based Programs, Receive No Consummate Salary, Salary Do Not Motivate Employees To Do Their Work Well. The Employees Disagree With Direct Compensation In Health Facilities In North Rift.

The Employees Always Provide Services As Promised And On Time, Keep Patients Informed About When Services Are Performed And Able To Inspire Trust And Confidence Among Them. Employees Were Comfortable In Using The Available Equipment In The Hospital, Gave Patients Individual Attention, Have The Patient's Best Interest At Heart And Understand The Needs Of The Patients. Staff Ready To Respond To Patients' Requests Any Time And Have The Knowledge To Answer Patient Questions.

An Increase In The Basic Pay Will Motivate Them To Improve Service Delivery. Direct Compensation affect Service Delivery.

6. Recommendations of the Study

The Study Recommends That County Government Should Consider Reviewing The Salary Of Their Employees Regularly. The County Government Should Put Proper Policy Implementation On Direct Financial Compensation Like Base Pay And Other Allowances.

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