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STREET LEVEL BUREAUCRATS' JOB SATISFACTION AND PROVISION OF NURSING HEALTH CARE SERVICES ARE AMONG NURSES IN HOSPITALS IN SIAYA COUNTY

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ABSTRACT

The purpose of this abstract was to espouse the contribution anchored by good terms and conducive working environment in place within the street level bureaucracy among nurses in a Siaya County Hospitals. This article took street level bureaucracy to be observable phenomenon describing a public health entity with adequate functional facilities, good conducive working environment, terms and conditions of service empowering nurses to have job satisfaction. Research employed qualitative and quantitative methodology to explain and describe impacts and the influences nurses provided on the realization of optimal care service by realizing their satisfaction in the job they discharge in health facilities domiciled in Siaya County. The study targeted the population of 500 nurses in level four and level five from Siaya Sub County comprising Alego Usonga, Gem, Bondo, Ugenya, Rarieda, and Ugunja respectively. Self-administered questionnaire were used as the instruments for the research for collecting the primary data while internet data bank, electronic source, webs were used as the instruments for collecting the secondary data beside the research articles in periodical, books, book section, journals, reports, magazines, newsprint, among others. Nurses in most Siaya health care systems at time of study in 2022/23 constituted majority component of the frontline nursing staff comprising 70% female and 30% males with majority of nurses professionally constituting (73%) diploma holders (22%) degree holders (3%) post graduate while (1%) doctorate decrying staff shortage at higher levels. The demographic distribution of nurses in health facilities by age revealed that major workforce to be 26-40 years with those aging between 26 – 30 years being the majority workforce. The study revealed and observed that the nursing space in Siaya County is mainly female dominated with ratio of 0.7:0.3 care to the clientele. Attributes that nurses require constitute good work environment, terms and conditions of service that satisfies fairly the general desires of the nurse shape contributions accorded by nursing frontline works in the provision of care service in an atmosphere that promote job satisfaction in service provision in the health facility. The finding further demonstrated operation of two third principle elucidated in constitution of Kenya (CoK, 2010 & PSC 2016). Good terms and conducive work environment strengthen nurse productivity to attainment of health policy goals, enhancement of nurse morale to exploit their professional diligence potential meeting public expectations and reinforce their personal and professional growth and esteem and ensuring their safety as they interact closely with the clientele.

Key Words: Nurses, Healthcare, Street Level Bureaucrats

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INTRODUCTION

Positive conducive work environment was defined as a work situation in which nurses may achieve goals set by organizations and enable them to derive own satisfaction from the work they do (Lin, Lu, & Huang, 2016). However, according to (McHugh et al., 2016) good conducive work environment in place possesses characteristics involving safe nurse staffing at all levels, good seamless communication and teamwork with physicians, competent nurse administrators and hospital management support that enable nurses provide effective and efficient patient care.

Work environment has continued to be complex aspect of the essential component for motivating employees and encouraging employees towards achieving better performance resulting to employee job satisfaction. Nurses job performance has been greatly cited by many scholars to be majorly affected by availability of good terms and conditions of work as a source of job satisfaction among the nurses in the country.

Nurses who are street level bureaucrats who practice in good conducive work environment highly involve themselves in issues touching on governance and discretionary decision-making belonging to their institutions (Garcia et.al., 2016). Health care institutions and policy makers on healthcare place greater prominence on identifying circumstances yielding the highest impact on realizing better health outcomes. As a key factor in healthcare substantial effort have investigated the role of conducive work environment of street bureaucrats(nurses) in enhancing the quality of empowerment, Job satisfaction and fostering of optimal health (American Nurse association, 2017)

According to Vroom (1964) as cited by Raziq and Maulabakshsh (2014) job satisfaction is an orientation of emotions that employees possess towards the role they perform at their work places. According to Hoppou and Spielgler (1938) as cited by (Raziq and Maulabakshsh ,2014) defined job satisfaction as an integrated set of psychological, physiological and environmental conditions that inspire employees to acknowledge their satisfaction or contentment with their job. Street level bureaucracy that has not given critical view on its contribution to job satisfaction in organization are victims of internal weakness that inspire workers. Internally weak institutions find a lot of challenges and therefore may not be able to introduce innovative products into the market place to remain competitive in the market (Aiken, Clarke and Sloane,2002) as cited by (Raziq, et.al. 2014).

In the current decade, numerous countries have undertaken transformational agenda through restructuring, reorganization and reengineering of health care systems that have resulted to positive work environment in relation to health care delivery which has become a significant and powerful aspect affecting nurses' satisfaction in medical practice.

Objective of the Study

The objective of this study was to establish street level bureaucrats' job satisfaction affects provision of nursing health care services among nurses in hospitals in Siaya County.

LITERATURE REVIEW

Sustaining motivated workforce has been found to be critical to health care system effectiveness, efficiency and quality of care in the health institutions. In order to maintain the effectiveness in workforce, the employer should understand what motivates employees to remain committed to organization goals. According to Blaauw et. al. (2013) the environment that spur job satisfaction significantly motivates the employee and brings about positive effect in the provision of quality health care. According to Wambui (2019) a conducive and quality work environment play a significant role as has been cited by many scholars to influence job satisfaction among nurses. Therefore, Work environment should possess optimal quality enable nurses discharge their duties efficiently and effectively having in their mind organizational commitment. Lack of job security, attractiveness and adequacy in work environment may contribute to poor quality nursing care which

may end up augmenting the mortality and morbidity status and ultimately poor status of the country's economy. For nurses to efficiently and effectively give optimal care patients, they ought to derive adequate satisfaction with their job environment. This entails that the nurses ought to be intrinsically motivated to complement extrinsic motivation from employer involving remuneration and benefits that goes a long way to ensure positive patient's outcome. According to study done in Iran, (Ehsan et.al., 2016) indicated that intrinsic aspect of the job demonstrated stronger motivators on motivation than extrinsic aspect.

In the study done in Kericho, Chepkemoi (2020) indicated aspects of job environment that influenced nurses job satisfaction to include poor working tools, remuneration structure coupled with late payments, lack of trust and respect to immediate supervisors, work overload and issues of irregular promotions. The observations in Kericho other than lack of trust with management and working tools compares and contrasts positively when nurses provide nursing health services to the county clientele.

Based on the literature review on what other scholars have contributed to conducive work environment, Chandrasekar (2011) made a strong argument that an institution require to be observant to create a working environment that enhances the employee ability to be more productive in a street level bureaucracy taken in this article to be observable phenomenon describing a public health entity with adequate functional facilities, good conducive working environment, terms and conditions of service empowering nurses who are professional or semi-professional. The bureaucracy in this case health facilities should increase their value for money by providing optimal care services to clientele.

Chandrasekar (2011) further argues that human resource that is nurses to patients and core workers regular interactions play more dominant role in the overall job satisfaction rather than money while management skills, energy and time resource are needed for improving the overall performance of an institution in the present era.

Based on the foregoing argument, then working environment comprising working hours, esteem needs, job safety, job security, employee relationship within and without the sector, and support from management are considered to be independent variables influencing job satisfaction. Components of job satisfaction which is dependent variable is taken to comprise employee loyalty to institution, sense of ownership, high level of commitment, level of efficiency and effectiveness in other words efficacy and productivity.

Looking at the working environment and employee job satisfaction, two groups of factors emerge as dominant factors contributing greater impact to job satisfaction of employee. Therefore, Thomas Herzberg theory of motivation model that was developed in 1959 with other researchers becomes relevant to this study. Herzberg et. al (1959) developed a model dedicated to motivation of staff aimed at making a worker to be satisfied with the job she/he is performing resulting to job satisfaction. Herzberg et. al (1959) in developing this two-factor model, categorized them into hygiene factors and motivation factors where he argued that hygiene factors cannot cause satisfaction but can influence dissatisfaction to short term motivation or no dissatisfaction whereas motivation factors encompass long term lasting effects as they increase positive feeling towards the job bureaucrats do and have capacity to convert dissatisfaction to satisfaction.

Absenteeism of hygiene factors (viz working conditions, quality supervision, hierarchal levels, institutional policies, management, interpersonal relationship, safety and job security, competitive remuneration tend to increase chances of employee dissatisfaction.

METHODOLOGY

Research employed qualitative and quantitative methodology to explain and describe impacts and the influences nurses provided on the realization of optimal care service by realizing their satisfaction in the job they discharge in health facilities domiciled in Siaya County. The study targeted the population of 500 nurses in level four and level five from Siaya Sub County comprising Alego Usonga, Gem, Bondo, Ugenya, Rarieda,

and Ugunja respectively having a population of 0.993 million people (KPHC,2019). According to Siaya County Annual Development Plan 2020/21, staffing levels associated with nurses stood at a ratio of 1:2000 nurses vis-à-vis the population translating to approximately 500 nurses which is below the national ratio of 1:600 for nurses.

Stratified random sample was applied in the six sub county health facilities from population of 500 nurses whose sample were selected using model ascribed by Krejcie & Morgan (Krejcie & Morgan, 1970). Stratified sampling was chosen because it minimized selection bias in heterogenous population. For target population, table in appendix D was used because the table provided already computed adopted sample (Krejcie & Morgan, 1970).

The sample size was 217 that was selected from the target population of 500 nurses. Using this method, (Krejcie & Morgan, 1970) the target population (N) was 500 and Sample (S) was 217 as presented under.

Table 1: Hospital and Health Centre Facilities and County Nurse Staffing

Hospital Type	Level 4	Level 5	Target Population(P) No. of Nurses	Sample Size(S)
Referral Sub County		Siaya	120	49
Sub- County Hospital	Yala		70	32
	Bondo		60	26
	Ukwala		62	27
	Ambira		65	29
	Sigomere		63	28
	Madiany		60	26
Total	6	1	500	217

Source: Siaya County Annual Development Plan 2020/21

Self-administered questionnaire, were used as the instruments for the research for collecting the primary data while internet data bank, electronic source, webs were used as the instruments for collecting the secondary data beside the research articles in periodical, books, book section, journals, reports, magazines, newsprint, among others.

A total of two hundred and seventeen questionnaires were distributed and response rate on fully completed questionnaires were one hundred seventy-seventy respondents representing 82% of the respondents while none responses constituted 18% which was above 50% rate acceptable for the study (Mugenda, 2003).

FINDINGS

Encouragement towards better performance

Many people have defined job satisfaction over the years. Hoppok & Spielgler (1938) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee. This article takes street level bureaucracy to be observable phenomenon describing a public health entity with adequate functional facilities (physiological), good conducive working environment(environmental), terms and conditions of service (psychological) empowering nurses who are professional or semi-professional towards optimal job performance involving job functioning embracing psychological health, physiological, environment conditions job attitude and performance affected by perception of job features as adequate human and other resources and less or diminished demands and high-quality work motivation with enhanced autonomous self-sufficiency motivation and less controlled motivation in nurse employees targeting optimal, safe care service outcome to clientele patient.

While susceptibility of nurses continues to persist nurses' merit to work under safe and healthy working environment when providing and saving lives by having requisite working tools and equipment like personal protective equipment (PPE) as an atmosphere of favourable environment (Omang, 2018). According to PSC (2016) conducive work environment entail competitive terms and conditions of service while health and safety focus on hazards during the period a worker is in service. Further, fire precaution and prevention should be in place to guarantee nurses of safety condition (PSC,2016). The greatest contributors to medical problems in developing nations including Kenya, is limited availability of sanitation implying hygienic safe drinking water freely available, treatment of sewer, medical social security and other resources crucial for nurses as they discharge their duties (CoK,2010; Little, 2014). These requirements are embedded as friendly atmosphere that promote and ensure effective and efficient nurse job performance in health facility.

While discharging nursing care services to patients, risk was heightened by gender, inequality axes that explains vulnerability of nurses in the event of occurrence of a challenge and often family poor health become critical when a nurse is required to be motivated. A study done in Canada that was assessing impact of work environment on nurses' job satisfaction and wellbeing observed that work intensity and staffing shortages constituted major risk factors for dissatisfaction and distress among nurses (Lu et al.2007). The presence of workload and staff shortage was glaring and therefore, the need to target such critical areas that may improve general job satisfaction of the nurse and associated with retention of health worker was crucial for provision of high-quality health care services. The finding was consistent with recommendation that a working environment that allow workers to work freely without intrinsic and extrinsic challenges that are likely to restrain them from performing their work up to their level of potential satisfaction should be enforced (Razik et. al.,2014).

A study done in Tanzania (Mbaruk *et al.*2014) also observed that good environment is necessary for worker job satisfaction however the health care worker should be provided with general infra structure, tools they need in their job including optimum staffing level, supplies, medicine to deliver high quality care. Mbaruk *et al.* (2014) observed that the foregoing requirements could foster health worker job satisfaction by enhancing investment benefits.

The study done in Siaya showed that nursing staff were inspired to pursue goals beyond self-interest to achieve desired goal through their own concern and fervent commitment, consistent collaboration with patients and the good environment that allowed nurses to create learning opportunities and urge to solve problems at their feet was viewed as a conglomeration of many attributes among others including staff shortages and staff development contributing to good nurse job performance. This finding was consistent with many studies that have looked at the relationship between job performance and work environment and found from their studies that work environment affect job satisfaction (Ayamolowo et al. 2013). Accordingly, (Ayamolowo et al. 2013) mooted that effectiveness of a worker is normally affected by poor quality of work situation likely to cause work dissatisfaction. Further, according to (Hopppok and Spielgler1938) as cited in the (Razik et.al. 2014) that integrated set of psychological, physiological and environmental conditions are part of aspects that encourage employees to acknowledge their job satisfaction and admit their happiness in the job they are performing (Razik et.al. 2014).

The study revealed that nurses in Siaya county demonstrated consistent and face to face collaboration with patients which depicted a positive environment that encouraged individual nurses grow their own skills and professional strength considered to be a factor of satisfaction, enhanced productivity and motivation supported by the employer in their job performance.

Drawing on job demands–resources model and self-determination theory, (Fernet et. al., 2015) proposed an integrative model that explained performance to employee psychological well-being (burnout, psychological distress), attitudes (turnover intention, occupational commitment) and performance (objective organizational performance, self-reported and individual professional efficacy,) through two descriptive instruments:

perceived job characteristics (resources and job demands) and employee motivation (autonomous and controlled).

Accordingly, Fernet et. al. (2015) in the two articles occupational settings were considered for each occupation (nurses and school principals), with distinct variable relevant for each profession. The results of both studies provided support for the theorized model, signifying relationship to optimal job functioning (psychological health, job attitudes and performance) by contributing to favorable perceptions of job features (more resources and less demands) and high-quality work motivation (more autonomous motivation and less controlled motivation) in employees.

This study revealed the youthful nursing workforce in Siaya to be dominant at 26 – 30 years mostly diploma staff enjoying good job satisfaction. This outcome is a reflection of work environment that promotes job satisfaction, enhancing productivity and motivation. Looking at external studies, conducted in Greece, (Platies at al. 2015) made an observation relevant to this study that working condition environment and demographics of staff are critical factors that contribute to desired productivity and henceforth satisfaction among nurses. Further, Herry (2023) who observed in her article that positive working environment do help in improvement of job satisfaction and fostering own growth.

The finding of the own ability to learn and creation of a learning environment enabled nurses create job satisfaction atmosphere and learning opportunities that stimulated them solve problems in collaboration with superior staff shaping contribution of nurses as front-line workers in provision of care service in atmosphere that support policy goal attainment. This opportunity provided the nurses ability to work beyond self-interest to achieve desired goals stated in policy documents.

In the study done in Kericho, (Chepkemoi, 2020) revealed that majority of nurse respondents were satisfied with their nursing jobs on account of individual factors playing significant role in influencing nurses job satisfaction. Such factors include experience, interpersonal relationships, strong attachment with clientele were found to have significant association with nurse's job satisfaction.

However, in Siaya there was an indication that nurses had limited discretionary decision-making window in the county as nurses were supported by managerial staff. The good job performance could also be attributed to their youthful age ranking between 26 – 30 years being the majority workforce whose professional qualification at time of study in 2022/23 constituted majority component of the frontline staff comprising about 70% female and 30% males with majority of nurses professionally constituting (73%) diploma holders (22%) degree holders (3%) post graduate while (1%) doctorate decrying staff shortage at higher levels. However, there could be disparity between managerial staff and the workers implying that top-down policy is dominant due to demographic youthfulness of staff and inferior experience constituting operating friendly work atmosphere. In a comparative study conducted in Greece (Platis et.al.,2015) observed that working condition environment and demographics of staff are important factors affecting productivity leading to satisfaction among nurses.

The study revealed that nurses had wide ranging ideas on factors that explained their behaviours at work setting where the atmosphere is different but policy similarity exist. Using their skills and talents at work productive atmosphere encompassing functional facilities and equipment balanced quality working life; positive motivation encompassing adherence with work schedules, procedure, regulations, rules improved nurses' morale leading to job satisfaction. According to Chepkemoi (2020) in her study observed that factors other than dominant factors like heavy workloads, inadequate resources and delayed remunerations among others motivated nurse good performance. Such factors include training refresher courses, provision of job working tools, recognition and prompt acknowledgement of good performance in Siaya nurses discharged their duties with honesty, openness and positive communication with management without invoking their discretionary decision constituted part and parcel of clean working environment.

In the study done in Tehran, Iran observed that the main motivating factors for health workers were good management, supervisors and management support coupled with good working relations with colleagues (Daneshkohan *et. al.*, 2015) and on other hand (Daneshkohan *et. al.*, 2015) elucidated the fact that unfair treatment, poor management and absence of appreciation were key demotivating factors to frontline workers in health sector.

These finding contrasts and compares well with a study that was done in Iran where good supervision and managerial support increased job satisfaction when solving front line workers problems (Daneshkohan *et.al.*, 2015) consistent with the Siaya study involving nurses on how working conditions of nurses' attributes influenced nursing health care service delivery in Siaya County, and its finding revealed that the working conditions significantly and positively influenced the performance in provision of nursing health service. This finding contrasted well with revelations (Ma *et al.*, 2015), in the regressions analysis where conducive work environment were linked positively with optimal care quality when supervision of various hospital unit covariates.

However, according to Fernet *et. al* (2015), there is significant relationship to optimal job functioning (psychological health, job attitudes and performance) by contributing to favourable perceptions of job features (more resources and less demands) and high-quality work motivation (more autonomous motivation and less controlled motivation) in employees.

Herrity (2023) also made observation that work environment greatly influence how an individual feel about her/ himself about the job which is believed to foster positive atmosphere in work environment. It is also imperative to note that poor working conditions demotivates workers and restricts employees to demonstrate their full capabilities, potential and hence it is recommended that employers and institutions realize significance of good working environment. This recommendation is consistent with (Goetz et al.2015) who also observed the importance that job satisfaction and working atmosphere significance as indicators of recruitment and retention of healthcare staff in health institutions. Goetz et. Al (2015) documented working atmosphere and job satisfaction pertaining to health care professionals and on evaluation of job satisfaction and working health environment health care staff provided a good opportunity for strengthening the process of recruitment and retention of health care staff including improving provision of good health quality care. Accordingly, (Goetz et.al., 2015) made an outcome that out of 832 self-administered questionnaires, 435 were completed and responded to with a response rate of 52.3% resulting to high fervent commitment to provision of quality services while reporting low levels inadequacy and functioning equipment in the facility.

CONCLUSION

Everything on attributes that nurses require constitute good work environment, terms and conditions of service that satisfies fairly the general desires of the nurse will shape contributions accorded by nursing frontline works in the provision of care service in an atmosphere that promote job satisfaction in service provision in the health facility.

The study revealed that nurse's fervent commitment, compassion, conscience and competence embracing both intrinsic and extrinsic motivation to nurses enhanced their job performance increasing their level of satisfaction in service delivery. This outcome is consistent with the study that was done in Tehran, Iran where the study by (Ehsan et.al. 2016) expressed those intrinsic aspects of the job were stronger and robust motivators than the extrinsic aspects. For example, competitive remuneration, financial incentives. prompt communication, between employee and employer, promoting street level bureaucrats' professional social aspects providing opportunity for education, career development, encouraging promotional policies and employee participation in goal setting, facilitating conducive work environment and job security (Cok, 2010; PSC, 2016; Ehsan et.al. 2016).

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