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**IMPACT OF MOTIVATION ON JOB SATISFACTION OF PUBLIC HEALTH  
WORKERS IN PALLISA MAIN HOSPITAL**

**BY**

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**BU/UP/2022/1308**

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## DECLARATION

I, **ADAKUN ZADOK**, certify that this research paper is entirely original with no submissions for examination or reward at this or any other university's higher education institutions.


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## APPROVAL

This research report is being submitted for examination with the approval of the accredited academic supervisor.

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## **DEDICATION**

This work is dedicated to my wife, parents, and friends, who provided moral support, encouragement, and understanding. Thank you very much to all of my course mates, Dakasi, Suzan, and many others, as well as my beloved teachers, for your invaluable assistance in making this project a reality.

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## Table of Contents

DECLARATION .....	i
APPROVAL .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
LIST OF TABLES .....	viii
LIST OF FIGURES .....	ix
LIST OF ACRONYMS .....	x
ABSTRACT .....	xi
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.0 Introduction.....	1
1.1 Background of study .....	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the study .....	4
1.4 Research objectives.....	5
1.5 Research questions.....	5
1.6.0 Scope of the Study .....	5
1.6.1 Content Scope .....	5
1.6.2 Geographical Scope .....	5
1.6.3 Time Scope .....	5
1.7 Significance of the Study .....	6
1.8 Conceptual Framework.....	6
CHAPTER TWO .....	7
LITERATURE REVIEW .....	7
2.0 Introduction.....	7
2.1 Theoretical review .....	7
2.1.1 Herzberg’s two-factor theory .....	7
2.2 Extrinsic Motivation and job satisfaction .....	8
2.3 Intrinsic motivation and Job satisfaction .....	9
2.4. Summary of the literature reviewed.....	11

CHAPTER THREE: .....	12
RESEARCH METHODOLOGY .....	12
3.0 Introduction.....	12
3.1 Research Design.....	12
3.2 Study Population.....	12
3.3 Sample Size.....	12
3.4 Sampling method .....	13
3.5 Data Sources .....	13
3.6 Data Collection methods.....	13
3.7 Data Collection Procedure .....	14
3.8 Data Analysis Technique and Methods .....	14
3.8 Reliability and Validity.....	14
3.10 Ethical Considerations .....	15
CHAPTER FOUR.....	17
DATA ANALYSIS AND PRESENTATION OF FINDINGS .....	17
4.0 Introduction.....	17
4.1 Response rate .....	17
4.2 Demographic Information.....	17
4.2.1 Gender of the Respondents .....	17
4.2.2 Age Characteristics .....	18
4.2.3 Education Level Characteristics .....	18
4.2.4 Experience.....	19
4.3 Findings from the Objectives.....	19
4.3.1 Extrinsic motivation and job satisfaction.....	20
4.3.2 Intrinsic motivation and job satisfaction.....	20
4.4 Regression Analysis.....	20
4.4.1 Extrinsic motivation and job satisfaction.....	20
4.4.2 Intrinsic motivation and job satisfaction.....	21
CHAPTER FIVE .....	22
DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS .....	22
5.0. Introduction.....	22

5.1.0 Discussion of the Study Findings .....	22
5.1.1 Extrinsic motivation and job satisfaction.....	22
5.1.2 Intrinsic motivation and job satisfaction.....	23
5.2. Conclusion .....	24
5.3 Recommendations.....	24
5.4. Limitations of the Study.....	25
5.5. Areas of Further Research .....	25
REFERENCES .....	26
APPENDICES .....	32
Appendix I: Questionnaire.....	32
Appendix II: Work Plan 2024 - 2025 .....	35
Appendix III: Introduction Letter .....	36
Appendix IV: Plagiarism report.....	37



## LIST OF TABLES

<b>Table 3.1: Sampling frame</b> .....	13
<b>Table 3.2 Reliability and validity results</b> .....	15
<b>Table 4.3 Gender characteristics</b> .....	17
<b>Table 4.4 Age Characteristics</b> .....	18
<b>Table 4.5 Education Level Characteristics</b> .....	18
<b>Table 4:6 Experience</b> .....	19
<b>Table 4.7 Correlation Analysis Results</b> .....	20
<b>Table 4.8 Extrinsic motivation and job satisfaction</b> .....	20
<b>Table 4.9 Intrinsic motivation and job satisfaction</b> .....	21

## LIST OF FIGURES

<b>Figure 1 The conceptual framework of motivation and job satisfaction .....</b>	<b>6</b>
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## LIST OF ACRONYMS

CVI	Content Validity Index
DHA	District Health Audit
HCWs	Health Care Workers
WHO	World Health Organization

## ABSTRACT

This study looked at how motivation affected job satisfaction among public health workers at Pallisa Main Hospital. A cross-sectional study design using a quantitative methodology was used. Data were collected from 52 employees at Pallisa Main Hospital using a closed-ended survey tool to investigate the following objectives: (1) the impact of extrinsic motivation on job satisfaction of public health workers in Uganda; and (2) the impact of intrinsic motivation on job satisfaction of public health workers in Uganda. The Two Factor Theory, established by Frederick Herzberg in 1987, served as the foundation. The Statistical Package for the Social Sciences was used to generate frequency tables as well as perform reliability, validity, correlation, and regression studies. Extrinsic motivation explained 49.7% of the variance in job satisfaction, while intrinsic motivation explained 19.5%, indicating that both forms are important, but extrinsic motivation had a stronger predictive effect in this context. The study concludes that improving job satisfaction among public health workers requires a balanced approach that strengthens both extrinsic and intrinsic motivation. While extrinsic factors provide the foundation for satisfaction, intrinsic factors sustain long-term engagement and commitment. The study extends Frederick Herzberg's Two-Factor Theory by demonstrating that in resource-constrained public health settings, hygiene factors (extrinsic motivation) can exert a stronger direct influence on satisfaction than motivator factors (intrinsic motivation). This suggests that in such environments, the motivational role of hygiene factors may be greater than originally proposed, indicating a context-specific adaptation of Herzberg's model.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter discusses the study's background, problem statement, purpose, research objectives, research questions, scope, significance, and conceptual framework.

### 1.1 Background of study

Human resources are the foundation of any working environment and the most precious asset of the institution. In fact, the new managerial pattern stresses that employees should be highly satisfied in their jobs and treated with high regards in the working environment as valuable assets to the organization (Shah et al, 2012). In the public health sector, job satisfaction is a mechanism through which health institutions foster increased performance, production, and efficiency and lower expenses by improving employee attitudes and behavior that public health facilities can use to meet the needs and wants of employees (Pio & Lengkong, 2020). Many public healthcare workers across the country report low job satisfaction (Kasule & Agwu, 2025). A survey of 63 physicians in 18 hospitals found 63% were dissatisfied with their positions; nearly half indicated intent to leave the sector, driven by poor pay, job insecurity, poor work culture, and lack of professional career development opportunities (Luboga & Ndiku, 2021). The responsibility for health worker satisfaction lies with the Ministry of Health and district health management teams under decentralized system, but human resource systems suffer from weak performance management, job targets, and the poorly defined and promotion paths, the employee satisfaction rate has been a challenge (Atukunda & Nyamboga, 2024). However, numerous studies have shown that job satisfaction can be achieved by motivation (Singh et al, 2012). This can be extrinsic and intrinsic in form of rewards such as salary benefits, promotion, compensation, working environment etc (Farooq & Hanif, 2015). When employees are satisfied, they are more motivated to perform well, experience lower stress, and demonstrate their loyalty to their organization (Farooq & Hanif, 2015).

Many scholars have revealed that job satisfaction all over the world is still a challenge. For example, globally in India, the health scenario in Kerala had concerns cropped up in the health

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