



**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**FACTORS AFFECTING JOB SATISFACTION OF HEALTH PROFESSIONALS IN  
ZEWDITU MEMORIAL HOSPITAL**

**BY**

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**SGS/0215/2010A**

**JANUARY, 2020**

**ADDIS ABABA, ETHIOPIA**

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## **DECLARATION**

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Afework Getachew, PhD. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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January, 2020

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of  
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Advisor: Afework Getachew, PhD

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Addis Ababa, Ethiopia

January, 2020

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METI TESFAYE AKUMA

## **ACRONYMS**

FMOH federal ministry of health

HSD health service delivery

HSDP health sector development program

MOH ministry of health

SPSS Statistical Package for Social Science

## **ABSTRACT**

The main purpose of this study was to investigate the factors affecting employee job satisfaction in Zewditu Memorial Hospital. This study was guided by the following three research questions: what factors affect employee job satisfaction at Zewditu Memorial Hospital? What is the level of employee job satisfaction at Zewditu Memorial Hospital? And what is the association between the socio- demographic characteristics of the healthcare professionals and job satisfaction?

A descriptive research design was adopted for this study. The dependent variable of the study was employee job satisfaction while the independent variables of the study were job related factors and social-demographic characteristics of employee. The targeted population consisted of 531 Zewditu Memorial Hospital employees: 229 of the employees were used as the sample size representing the total population. Simple random sampling technique was used for this study. The primary data collection tool used was administered questionnaires. A pilot test was conducted with a few respondents before the questionnaire was reviewed and then distributed to the selected sample. The data collected in this study was analyzed using descriptive statistics through SPSS for windows to provide simple summaries in form of tables and figures.

The finding of the study showed low level of job satisfaction. 85.2% of the participants were not satisfied with their current job, and there were no association between socio-demographic characteristics and job satisfaction. Variables such as salary, benefit, reward and recognition, staff relation, supervisors, promotion, job security, training, work environment and employee engagements were found to be significantly influencing job satisfaction.

The conclusions made are that socio-demographic characteristics of employees have no effect on employee job satisfaction and are therefore not determinants of employee job satisfaction. The satisfaction level of employees at Zewditu Memorial Hospital is low and this is an alarming fact for the health services. The recommendations that were made are the management of the hospital should pay more attention to all the job related factors in order to satisfy the employees and to decrease staff turnover.

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

Job satisfaction is a subjective state that is proven by efficiently and cognitively assessing an encountered occupation with some extent of satisfaction or dissatisfaction (Whitman, Rooy, and Viswesvaran, 2010). It is the common considerate that job satisfaction is an attitude towards work. In other words, job satisfaction is an affective or sensitive response toward various aspects of one's job. An individual with a high level of job satisfaction grasps optimistic attitudes towards his or her work, while an individual who is dissatisfied with his or her job grasps bad attitudes about the work. Job satisfaction is the consequence of employees' insight of how well their work offers those things which are viewed as essential. Job satisfaction is also defined as restoration of affect created by individual's insight of gratification of his desires in relative to his effort and the nearby (Schneider, 1993).

Job satisfaction is a most significant reflection in employee's health (Bello, Salawu & Asuzu, 2018). Among all the resources of an institution, human resource is the most substantial and valuable asset which is crucial for healthy process of all other resources of the institution. So, when human resource is satisfied in relations of their works, then only the output level increases. Since, employees who have greater job satisfaction are generally less absent, less likely to leave, more creative, more likely to show organizational obligation and more likely to be satisfied with their lives (Shariq & Karage, 2015).

Job satisfaction is strong-minded by a contrast of one's previous anticipations about the job and the real practice of the job. It has been found that job satisfaction relays to principles and feelings that individuals have about their work and their job (Lorber & Skela-Savic, 2012). The healthcare industry needs a more capable worker today as a result of improvement in medical technology and the mandate for more refined patient care. Low job satisfaction can effect in increased staff turnover and absenteeism, which affects the competence of health facilities. Employees' job satisfaction is also found to be positively associated to excellence of service and patient satisfaction in the healthcare service (Tezeng & Ketefian, 2002).

Job satisfaction has been frequently and regularly valued in both humanistic and monetary terms. It has been detected that the employees who do quality work are usually the ones who are satisfied with their job. Satisfied employees tend to have high retention rates; they are more devoted to the institution and tend to produce higher job presentations (Arif & Chohan, 2012).

Generally satisfaction focuses on the person's general inner state of satisfaction or dissatisfaction. Hence overall satisfaction or dissatisfaction is a universal sense that is dependent on the incidence and concentration of good and bad understandings arising from components of their occupations such as work environment plays a dynamic part since it impacts job satisfaction, as workers are anxious with a comfortable physical work environment that will finally give more positive level of job satisfaction (Robbins, 2001).

Health service delivery is influenced by a number of features which includes human resources for health, health service delivery system and health infrastructures. Among these features human resource is a dynamic constituent in providing health services. Health systems cannot function efficiently without adequate number of trained, inspired and supported health workers (Mowday, 2008). The occurrence of highly competent and inspired employee is a crucial feature of health system satisfaction. Job satisfaction of the health workers is very significant in construction of employee inspiration and competence as it govern better employee satisfaction and higher level of patients' satisfaction (Gilson, 2009).

Numerous variables have been known to contain essential features of a job about which employees have effective responses. These variables are essential because they can impact the way an individual feels about the job. They include pay, work environment, safety, co-workers, promotion, supervision, attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges, respect and the need for supervision to make an environment that inspires employee participation and manages stress in the workplace. These features can contribute to a person's job satisfaction (Singh and Jain, 2014).

Absence of job satisfaction is a forecaster of leaving a job (Alexandar, Lichtenstein and Hellman, 1998). Occasionally employees may resign from public to private and vice versa. At other times the drive is from one profession to another that is measured a greener pasture. This

latter is common in countries struggling with decreasing economy and its concomitants such as poor situations of facility and late payment of salaries (Nwagwu, 1997). Workers can directly impact patient satisfaction because of their participation and communication with patients (Kaarna, 2007).

## **1.2 Statement of the Problem**

Ethiopia is one of many low-income countries that have implemented several strategies of significant scale in recent years to improve health service delivery (HSD). Under health sector development program (HSDP), a new program was established to increase the number of health workers. As a result, there was a substantial increase in the number of health workers, particularly nurses, in the labor market. Despite the increase in the number of health workers, the population-to-health worker ratio still remains very low compared to countries with similar income levels. One of the factors was the migration of highly qualified health professional abroad and attractive employment condition in the rapidly growing private sectors (FMOH, 2017).

Job satisfaction is an important issue in running of institutions and one of the key signs of how well an organization is. Thus, organizations attach great importance to the job satisfaction issue. Satisfaction levels of employees are vital for organizations, since satisfied employees contribute to success and enduring achievement of the organizations (Ahmed, 2010). The efficiency and throughput of an organization depends on its employees and "a happy worker is an effective one". It is not imaginable for advancement of an organization without considering developing of the staff's abilities and refining their working conditions. Organizations encompassing of very satisfied employee are most probably more fruitful (Smith, 2017).

Human resources for health disaster is one of the features underlying the poor performance of health systems to provide active, evidence-based involvements for precedence health problems, and this disaster is more serious in developing nations (Zulfikar, 2015). Work is one of the most significant parts in people's lives in today's highly competitive corporate environment. Since people spend about most of their working hours at work, employee job satisfaction gains more importance in their working lives. Therefore, job satisfaction plays a vital role for efficient working environment. In accordance with that, persuading causes of job satisfaction are crucial for improving the comfort of a large part of our society (Weiss, 2002). Therefore, the aim of this



research was to assess the Determinants of job satisfaction among staff of Zewditu Memorial Hospital in Ethiopia.

Employee satisfaction is of utmost importance for employees to remain happy and increases productivity on their job. That will increase trust and good relationship among staffs and the management members towards the achievement of shared vision of the organization. Moreover, satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario and the organization will also benefit.

Employee job satisfaction contributes to the performance and effectiveness of the institution as well as to achieve the goals set individually or institutionally. Empirical evidences show that job satisfaction studies are not common in Ethiopia; hence very few studies on Job satisfaction and its determinants in government Organization have been documented (Fassil, 2016). In Ethiopia, Majority of the studies focused the effect of the employee job satisfaction like turnover rather than the cause. However, measuring the satisfaction level of Zewditu Memorial Hospital staffs will also determine the productivity of the organization and also identify major problem among staffs in terms of job satisfaction that will lead to develop strategic solutions on the above identified problems. Therefore, this study was focused on determinants of job satisfaction towards Zewditu Memorial Hospital. Job satisfaction level of employees was assessed in this study. Consequently, this study will create an opportunity for the management of the hospital to design a new strategy and increase the satisfaction level of its staffs, Moreover the finding of this study will provide information for other governmental organization working in the same sector by integrating their experience on the Determinants of employee job satisfaction that identified way forward including recommendation and support to build up the health system at all level.

### **1.3 Objective of the study**

The objective of the study is as follows:

- To identify the factors which influence the job satisfaction of employees among healthcare professionals in Zewditu Memorial Hospital
- To assess the overall level of employees job satisfaction among healthcare professionals in Zewditu Memorial Hospital

- To determine the association between socio-demographic characteristics and job satisfaction

#### **1.4 Research Questions**

- What factors influence job satisfaction among health professionals in Zewditu Memorial Hospital
- What is the level of employee's job satisfaction among health professionals in Zewditu Memorial hospital
- What is the association between the socio-demographic characteristics of the healthcare professionals and job satisfaction?

#### **1.5 Hypothesis formulation**

After analyzing the main determinants that affects job satisfaction among healthcare professionals, the current study tests the following hypothesis:

Hypothesis 1: Demographic factors are a strong predictor of overall level of job satisfaction.

Hypothesis 1.1 Female health professionals have a higher job satisfaction

Hypothesis 1.2 Older health professionals (aged 40 and above) have a lower job satisfaction.

Hypothesis 1.3 Married health professionals have a higher job satisfaction.

Hypothesis 1.4 Health professionals with high level of education (MSc and/or specialization) have a higher job satisfaction.

Hypothesis 1.5 Health professionals with high experience (16 years and above) of work have higher job satisfaction.

#### **1.6 Scope of the study**

The study will be conducted in Addis Ababa at Zewditu memorial hospital. The population comprised a total of 531 employees. The sample of the study comprises a total of 229 health professionals from various departments of the organization which include; Doctors, nurses, health officers, pharmacists and laboratory technicians.

### **1.7 Significance of the research**

The study findings would be of importance to the management in creating and facilitating the factors that promote job satisfaction among the workers and avoid those that do not. It will help to gather or find out knowledge which, if adopted by management of organizations, will improve job satisfaction among employees. Furthermore, organizations could use the findings as the direction of improvement in the work effectiveness that may lead to highly effective organization in the future. This study could also help the MoH to provide and encourage the stability of health professionals and to increase the supply of health professionals in public hospitals.

The study will also provide the basis for good company policies related to job satisfaction and human resource policies as a whole; hence it will enable companies to design effective human resource policies for implementation by various organizations. The study findings may also serve as a base for other scholars that would be interested in the subject area. Consequently, the study will contribute profoundly to the existing body of knowledge and literature related to Human Resources Management in organizations.

As view of managerial practices, the study will contribute to changes in attitudes of managers towards employees and the need to improve working conditions and job satisfaction at work places. Bringing at work place new employees values is a distinctive body of management practice upon which job satisfaction among employees will be enhanced. Managers through this study will be enlightened on areas where, if well applied, will improve job satisfaction among employees immensely. This study will act as an important source of information in providing guidelines for improving job satisfaction among employees at work places in organizations

### **1.8 Organization of the study**

The research work is divided into five chapters. Chapter one concerns itself with the general introduction grouped under the following headings; Background to the study, Statement of the problem, Objectives of the study, Research questions, Hypothesis formulation, Scope of the study, Significance of the study, and Organization of the study. Chapter two concerns about the review of various related literatures on the relevant subject under the study. Chapter three includes the various methods used for collecting data for the research work. Chapter four presents results and discussions and finally, the fifth chapter provides conclusions and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Theoretical framework**

##### **2.1.1 Maslow's hierarchy of needs**

Maslow's hierarchy of needs is one of the prominent motivation theories that laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. In this theory it states that the lower needs must be met before the others can be achieved (Robbins and Coulter, 2007). This theory helped as a good foundation from which initial researchers could advance job satisfaction theories. The theory creates an important influence to recent business life about motivation (Luthans, 1995) and it offers organizations to inspire their employees in the point of view that motivated employees estimated to be more satisfied.

##### **2.1.2 Herzberg's two-factor theory**

In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, “motivation” and “hygiene”. The work features related to dissatisfaction (hygiene factors) vary from those affecting to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction. The motivators comprise achievement, recognition and intrinsic interest in the work itself. The ongoing significance of Herzberg is that there must be some straight link between performance and reward, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction (Hackman, R., & Oldham, G. R., 1976).

##### **“Hygiene” factors**

Hygiene factors are structures of the job such as policies and practices, remuneration, benefits and working conditions, corresponding to Maslow's lower order of needs. Refining these factors may decrease job dissatisfaction and thus increasing of motivators. Insufficient hygiene factors may lead to dissatisfaction, but at the same time adequate hygiene factors do not certainly lead to job satisfaction. Hygiene factors need to be attached first, and the motivators can follow. Organizations cannot afford to ignore hygiene factors as employees will be generally unhappy

and thus likely to pursue other opportunities, while ordinary employees might stay on, and compromise the organization's success (Robbins and Judge, 2007).

## **Motivators**

According to Herzberg, motivators contain job gratified such as responsibility, self-esteem, growth and autonomy. These satisfy high order needs and can result in job satisfaction. Conceding employees more responsibility and creativity in their jobs is an example of a motivator which may inspire them to apply more energy and accomplish well (Robbins and Judge, 2007).

### **2.1.3 Affect Theory**

The key principle of Locke's Range of Affect Theory (1976) is that satisfaction is determined by a divergence between what one needs in a job and what one has in a job. Further, the theory states that how much one values a given feature of work. According to this theory the influence of the various features of job satisfaction can be determined if we know the value a person places on a particular work-related outcome. The greater the value placed on each factor, the greater the move in satisfaction changes that will be created. This theory also supports that if too much value is placed on a particular factor; stronger spirits of dissatisfaction will happen (Baron& Greenberg, 2003).

### **2.1.4 Expectancy theory**

This theory was developed by Vroom(1964) who states that job satisfaction is based on people's opinions about the probability that their effort will lead to performance (expectancy) multiplied by the probability that performance leads to rewards (instrumentality) and the value of perceived rewards (valence).This theory is based on the belief that the amount of effort exerted on a job depends on the expected return and may result in increased pleasure or decreased displeasure, and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. The central principle of expectancy theory is the understanding of individuals' goals and the linkages between effort and performance, performance and rewards, and rewards and individual goal satisfaction. This theory recognizes that there is no universal principle that explains people's motivation and is regarded as a contingency model. Understanding what needs

a person seeks to satisfy does not ensure that the individual perceives high performance as necessarily leading to the satisfaction of these needs (Vroom, 1964).

### **2.1.5 Equity theory**

This theory highlights the contrast of current conditions against some standard by using the relationship between two variables (inputs and outcomes). Inputs are what an individual gives to an exchange, while outcomes signify what an individual gets from an exchange. Equity theory proposes that individuals allocate weights to numerous inputs and outcomes according to their own insight of comparative importance. According to Daft and Noël (2001), equity theory is a process of job satisfaction that emphasizes on persons' insights of how impartially they are preserved related to others. This suggests that, if people notice that their treatment as less satisfactory than that of others with whom they compare themselves, they are likely to be less inspired to achieve well. This theory therefore suggests that people compare the ratio of their outputs to inputs with the ratio of outputs to inputs of others.

### **2.1.6 Job Characteristic Theory**

Hackman and Oldman (1976) to clarify features of job satisfaction create Job Characteristic Model. It states that job characteristics are the finest interpreters of job satisfaction since job satisfaction is affected by communication of task characteristics, characteristics of workers and organizational characteristics (Green, 2000). According to Job Characteristic Model, job satisfaction is based on five job characteristics, which are under three psychological states; experienced meaningfulness of the work, experienced responsibility for outcomes of the work, knowledge of the actual results of the work activities. Experienced meaningfulness has three job characteristics; they are skill variety, task identity and task significance. Job characteristic of experienced responsibility is autonomy and job characteristic of knowledge of the actual results' is feedback. The most commonly known job characteristic method with the six jobs traits: variety, autonomy, task identity, feedback, dealing with others and friendship opportunities (Atasoy, 2004).

### **2. 1.7 McGregor's Theory X & Theory Y**

Douglas McGregor presented Theory X and Theory Y, which holds two different statements consistent to relationships between managers and employees (De Cenzo & Robbins, 1994). The main assumption of Theory X is that employees dislike work and have tendency to avoid it. This

kind of individuals must be constantly measured and endangered with penalty in order to succeed the anticipated goals. On the other hand, Theory Y is assumed that employees could have self-direction or self-control if he/she is dedicated to the works (Gerçeker, 1998).

## **2.2 Empirical framework**

Understanding job satisfaction is a complex phenomenon. There can be numerous factors which may affect and contribute to the overall level of job satisfaction either directly or indirectly. The findings of present study have the same opinion that different people have different attitudes towards their job regardless of similarity of the circumstances surrounding them. In other words, people are not always alike when it comes to their emotional feelings towards their job or even when they have similar demographic characteristics such as age, or education level.

### **2.2.1 Findings of other research**

According to Bello, Ajayi and Asuzu (2018), job satisfaction is due to pay, contingent reward, operating procedures, communication, job autonomy and being married as causes of general job satisfaction among doctors in public hospitals in Calabar, Nigeria.

According to Ramasodi (2010), features found to impact job satisfaction were the opportunity to develop, responsibility, patient care and staff relations. No association was found between socio-demographic characteristics and job satisfaction. The study also found that there was a positive medium association between job satisfaction and opportunity to develop, patient care, responsibility and staff relations among both clinical and clinical support staff. Similarly Onwusah and Awharhievwie (2017), state that elements found to significantly affect job satisfaction were an opportunity to develop, responsibility, patient care, staff relations, pay and promotions at a positive level correlation. Wamunyu (2016) studied working conditions, job description, remuneration and opportunities for personal advancement as factors of job satisfaction.

Parvin (2011), conducted a study to discover factors affecting job satisfaction and he determine that Money is a good motivator, in fact all employees' work for money, employees want the money, a worthy salary and worthy compensations are key reasons in satisfying the employee. The good pay back can be one of the key factors affecting job satisfaction, also in this way one can rise the service value and organizational performance.

A study by Ali-Mohammed (2004) in Iran on factors affecting employees' job satisfaction in public hospitals found a moderate level of overall satisfaction among participants. The study also presented that the opportunity to develop was an important predictor of job satisfaction among study members. The greater the probabilities for development within the organization, the greater the possibility of a higher level of job satisfaction

Pillay (2008) in his study indicate overall job dissatisfaction among participants. Yet, participants were satisfied with patient care and staff relations. Public sector nurses were highly dissatisfied with salaries, workload and resources, while private sector nurses were moderately dissatisfied with pay, workload and opportunities to develop.

A study by Bodur (2002) of healthcare staff employed at health centers in Turkey studied job satisfaction levels and their reasons. The outcome of the study showed low levels of job satisfaction largely due to working conditions and salary. No correlation was found between general satisfaction and demographic characteristics.

## **2.3 Factor affecting job satisfaction**

### **2.3.1 Job related factors**

#### **1. Salary**

Pay is the leading and most important feature of satisfaction for almost each type of employee in public, private, small, medium and large institutions and that reasonable pay system is related with job satisfaction (Bajpai and Srivastava, 2004). When a worker is paid well for the services presented to the employer, it displays the worker that their presence in the organization matters (Chiu et al., 2002). For Saeed et al., (2013), the significance of money in employee job satisfaction should not be misjudged subsequently everyone wants money and all employees work so that they can make money. The core drive after all of this is nothing but money. So, money and compensation play a significant role in the job satisfaction of the employees. For them, the service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries, which are a great motivator as well as employee job satisfaction.



## **2. Work environment**

According to Kawada & Otsuka (2011) an environment is anything that aids and supports employees to be or to implement in a definite way. It is one of the significant guides of determining their working comfort and their satisfaction. Subsequently it is a fact that employees expend most of their time in an organization, it is very essential for organizations to familiarize and keep suitable working conditions. An organization should deliver its employee's with all the required resources and make it probable for the employee to do a job. This will help employees to accomplish tasks effectively and which certainly contribute to job satisfaction. According to Saeed et al., (2013), working conditions have recognized to be a strong effect on the job satisfaction of employees. Additionally, the physical design too, to some extent affects the job satisfaction of employees and that work greatly depends on the relationship between employees and the environment; hence they consider a part of the working conditions that affect job satisfaction. For them, a healthy work environment and relations motivate the employee to do good, consequently increasing the level of their performance.

## **3. Supervisor**

Employees need supervisors who have a connection with them and who belief them, appreciate them and show impartiality and if the supervisor is offensive the worker is left with no choice but to be dissatisfied with their job (Hussami, 2008).

Encouraging sights of supervisors and the administration, perceived supervisory support, and perceived quality of supervision have positive associations with job satisfaction of employees (Britton, 1997).

Subsequently the supervisors are symbolic for the organization, if they are sympathetic and cooperative, employees observe the organization as the same (Emhan, et al., 2014).

## **4. Staff relation**

Several studies conducted among healthcare professionals fact to the importance of interpersonal relationships in job satisfaction, and show that they lead to increased patient safety, improved quality of care and greater patient satisfaction. Highly functioning teams have also been shown to offer great support to inexperienced staff. Specifically within healthcare, there has been a

rising need to improve teamwork. Introducing team-building activities has resulted in stronger interpersonal relationships, improved staff communication, understanding and clarity of roles as well as greater job satisfaction. Humans are social beings; they wish to have positive communication with others. Because most employees spend such a large percentage of their waking time at work, it is rational to hypothesize that the need to have positive relationships with their coworkers should be a shield to job satisfaction (Paoline et al., 2006). Research states that increase in sense of belongingness and coordination among employees and open communication rises the degree of job satisfaction (Bajpai and Srivastava, 2004).

## **5. Job security**

Job security defines an employee's personal feelings about the forthcoming security of his/her engagement condition. These feelings are said to vary from individual to individual. These job security feelings are the consequence of actual practices in the employment marketplace (Emberland & Rundmo, 2010). If employees are satisfied and gratified with the job security they will spontaneously be dedicated to and faithful to their organizations (Lane et al., 2010).

An employee who is satisfied with his /her job security has a tendency to achieve well than the one who is not (Ruvio, 1996). When measuring the attractiveness of labor market reforms towards flexible labor market policies, the problem of job insecurity and its effects on job satisfaction are vital to policy makers as low job satisfaction indicates lower productivity (Wright et al, 2002).

## **6. Reward and recognition**

Recognition is a process of giving an employee a definite position within an institution (Danish et al., 2010). Milne (2007) emphasizes that although "recognition" is still an important management tool, it is somewhat diverse. Usually it is a non-financial prize given to employees selectively, in gratitude of high level of conduct or accomplishment that is not dependent on achievement of a given target. Recognition can be as simple as giving someone response on what they have done right, or just saying "thank-you". It is about recognizing exertion, commitment and education, even if the consequences were not as planned and it is also about, most important, rejoicing achievements.

Incentives reward and recognitions are the major factors that influence on employee motivation. As the employees involve in their working activities deliberately for their own sake, then they will feel deep-down inspiration in their actions as their activities will basically be pleasurable and reasonable (Vansteenkiste, 2005). Concrete incentives are effective in increasing performance for tasks not done before, to inspire “thinking smarter” and to support both quality and quantity to reach aims (Board, 2007).

Boggie (2005) says that poor wage and lack of recognition often leads to a difficult with employee retention.

Yaseen (2013) mentioned that an employee becomes more faithful to their organization and satisfied when the organization recognizes their work. Many organizations are lost this very valuable component and yet the cost of practical implementation of this component is very small. Through recognition, employees are being recognized that they are valuable to the organization.

## **7. Promotion**

Promotion refers to advancing in career or career development. There is an agreement among the researchers that job satisfaction is strongly associated to opportunities for promotion (Pergamit & Veum, 1999). The positive relationship between job satisfaction and promotion is dependent on perceived fairness by employees (Kreitner & Kinicki, 2001). Several research findings have described presence of a moderate positive relationship between promotion and job satisfaction (Gaertner, 2000).

## **8. Employee engagement**

Organizations that develop high levels of engagement among their employees enjoy increased levels of performance that their competition simply does not (Macey and Schneider, 2008). Engagement and performance are a secondary concern to work that is inferred as meaningful and purpose-driven and eventually, work that stimulates the “engagement of condition.” The interest in employee engagement for human resource development however lies not solely at the outcome, but rather at the junction between the result and the person’s understanding of their work. As such, learning how to form understandings of work that engage, that form desire, and

that are inferred as meaningful are gaining momentum in human resource development (Shuck & Rose, 2013).

## **9. Benefits**

Benefit refers to any additional advantage an employee receives from his/her employer. Everyone receive wage, but benefits go beyond that and include items such as vacation time, pensions and health insurance coverage.

## **10. Training**

Training and development denotes to any exertion to advance present status of future employees' skills, abilities, and knowledge. Training offers probabilities to employees raise and augments their knowledge and skills for effective development (Kabir, 2011). These training programs positively increase employees' development that is good for capabilities (Hunjra et al., 2010). By receiving these training programs employees are capable to get self-confident, development of career, and have positive thought for their organization (Kabir, 2011). The purpose of these training and management programs is to improve employees' skills and organization potentialities (Hunjra et al, 2010).

### **2.3.2 Personal factors**

#### **1. Gender**

In the literature, there are many studies exploring relationships between gender and job satisfaction. There are diverse outcomes about this matter. Some of them suggest that women are more satisfied than men are; some of them suggest the vice-versa. Because of the fact that men and women have different social parts, their anticipations from job may also be vary. For example, women give more meaning to working conditions and social relationship, whereas men are more satisfied with some factors such as pay and promotion opportunities. This may be lead to from the difference between expectation levels of each gender, in which expectancy of women are comparatively fewer than men are, so, women can be satisfied with additional (Spector, 1997).

#### **2. Age**

The other demographic and subjective feature that influences employee job satisfaction is age. According to (Rambur et al, 2003) young employees are more probable to reflect resigning their jobs than older employees. Further, young employees have well probabilities of finding other chances and jobs with more welfare, mainly if they have good experiences. In addition, research has found that older employees are more satisfied and have lesser turnover rates in their jobs, and that smaller amount of them has the aim to leave their organizations than younger employees (Miller, 2007).

### **3. Marital status**

Earlier studies have found that marital status impacts employee's job satisfaction and turnover (Ma, Yang, Lee, & Chang, 2009; Rambur, Palumbo, McIntosh, & Mongeon, 2003) Employees who are married may be more satisfied with their jobs, leading to a lower turnover rate.

### **4. Educational level**

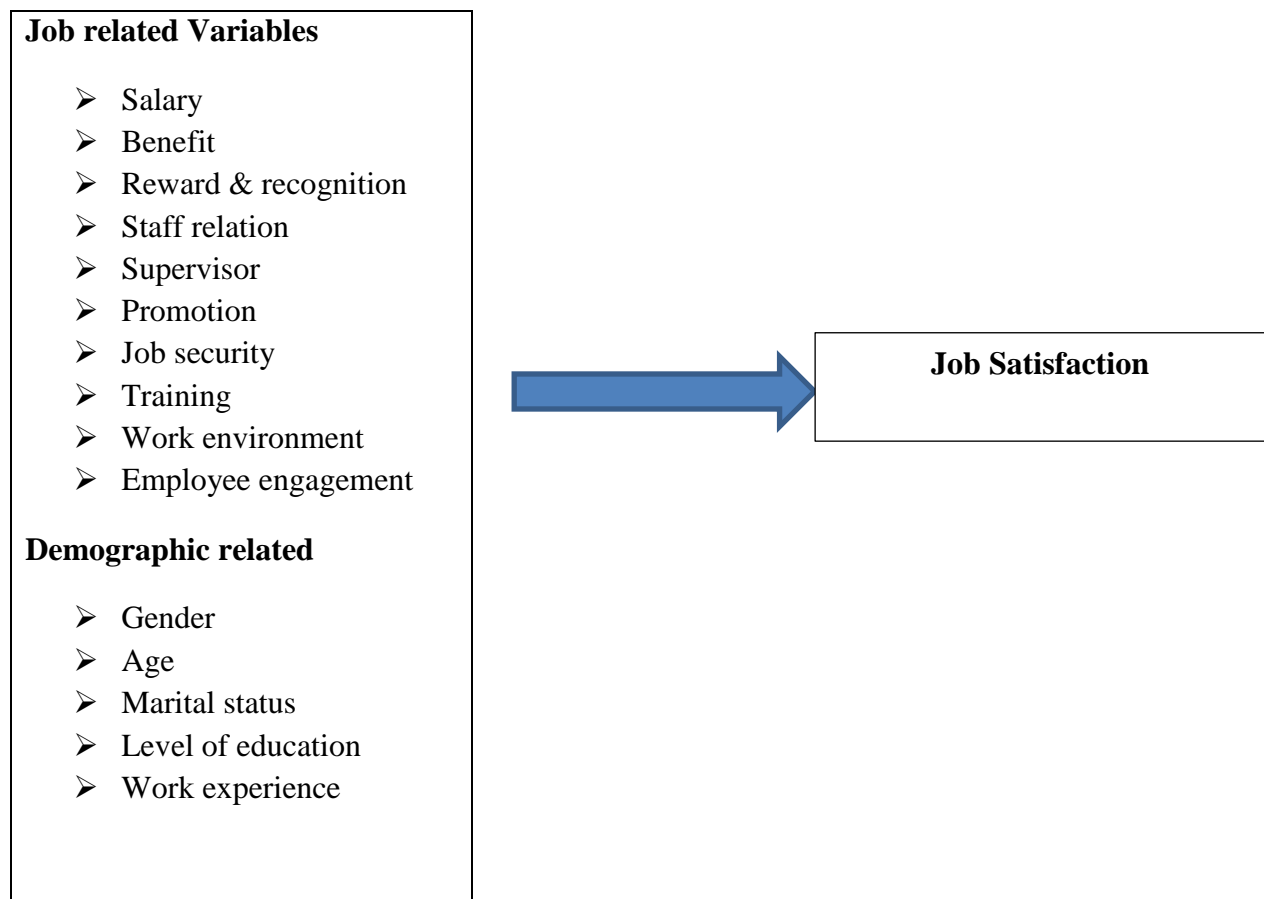
Most studies show that as the level of education rises, job satisfaction may decline. Extremely educated employees may be dissatisfied with their work if it needs performing the repetitive jobs (Green, 2000). Requirements of jobs should be built-in with educational level of employee, or else, if educational level of an employee is so high for requirements of the job, this grounds dissatisfaction (Sun, 2002). Additional cause of dissatisfaction among highly educated people is to have higher levels hope for their job.

### **5. Work experience**

Numerous researchers have revealed a positive influence of years of experience on job satisfaction (Al-Ahmadi, 2002; Almalki et al., 2012; Kacel, Miller, & Norris, 2005; Kavanaugh, Duffy, & Lilly, 2006). Kavanaugh et al. (2006) studied the relationship between job satisfaction and demographic variables for healthcare professionals working in a rehabilitation hospital in the United States. The aim of the study was to inspect the relation between demographic variables, such as overall experience in the profession, and job satisfaction. The result of the study showed that the number of years of professional experience was commonly linked to healthcare professionals' job satisfaction.

## 2.4 Conceptual Framework

The conceptual framework presented in figure below shows the diagrammatical representation of the interrelationship among variables of factors influencing health workers job satisfaction. The framework shows that job satisfaction in Zewditu Memorial Hospital is affected by several perceived job related factors which include working environment, salary, benefits, reward and recognition, promotion, training, supervisor, staff relation, employee engagement and job security and demographic factors such as age, gender, marital status, education level and work experience.. These are the independent variables which, when manipulated would have an impact on health workers job satisfaction. According to Faye et al., (2013) factors of job satisfaction are categorized in to geographic and Job-related characteristics. Demographic characteristics are Age, Gender, Marital Status, education, health status, parenthood, family size and Job-related characteristics are salary, income, professional status, activity sector.



**Figure 2.1 Conceptual framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research design**

The research design used for this study was descriptive in nature. Descriptive research design facilitates the understanding of the characteristics associated with a subject population (Cooper and Schindler, 2006). It involved the observation description of variables as distributed in the population with the basic goal being the collection of information about phenomena or variables within a population through the use of questionnaires. It has a wide, inclusive coverage and involves empirical research. Descriptive research design requires some understanding of the nature of the problem which in this study is the factors affecting employee job satisfaction in Zewditu Memorial Hospital. The dependent variable of the study was job satisfaction while the independent variables were job related factors and socio-demographic factors with regard to employee job satisfaction.

#### **3.2 Target Population**

The study population consist health care professionals (Doctors, nurses, health officers, Pharmacists and laboratory technicians) at Zewditu Memorial Hospital from five departments and wards at the time of study.

#### **3.3 Sample size and Sampling technique**

Sampling is a systematic selection of representative cases from the larger population .A sample can then be defined as a representative group that takes into account all the qualities or characteristics found in the population (Siocha, Onderi and Benard, 2017). Due to lack of resources and time the whole population will not be used in data collection it therefore, becomes necessary to select a representative sample from the accessible population that could easily be studied and the inferences made to the larger population. The objective of sampling was to get accurate empirical data at a fraction of the cost that it would take to examine all possible cases. Simple random sampling technique was used to select the respondent. Employees in Zewditu Memorial Hospital were clustered in five strata. The strata were based on five employee categories, nurses, Doctors, pharmacists, health officers and laboratory technicians. Simple random was used to select individuals in the respective strata. In determining the sample size in each stratum, Taro Yamane formula was used. Yamane depicts the formula as (Yamane, 1973)

$$n=N/(1+N(e)^2)$$

Where

n - Sample size

N- Population e- Level of precision  $(0.05)^2$

Sample Size Calculations

$$N= 531$$

$$n=531/(1+531(0.05)^2)$$

Sample size = 229

Using the above formula a representative sample was selected. The selection of sample was done using simple random sampling. To select the respondents from the five departments the researcher makes a list of all employees in each department and assign a sequential number to each department and use a random number to select the sample using the sampling frame.

Table 3.1 Sampling Matrix

Category	Population Size	Sample Size
Doctors	49	21
Nurses	397	171
Health Officers	14	6
Pharmacists	36	16
Laboratory Technicians	35	15
Total	<b>531</b>	<b>229</b>



### **3.4 Data Collection Methods**

There were two types of data collection methods that were used to conduct this research; these are primary and secondary data. In primary data, self-administered questionnaires were used. Secondary data were gathered from journals, articles, and books and from the organization human resources data.

### **3.5 Data Gathering Instrument**

The data for the study was gathered by using a self-administered questionnaire pertaining to employee satisfaction. A questionnaire is a research instrument that gathers data over a large sample. The questionnaire was developed by the researcher. The purpose why the questionnaire used is because it allowed the researcher gather a large amount of data in a short period of time and in a reasonably cost effective way (Siocha, Onderi and Benard, 2017). To get 229 response 260 questioners were distributed to the employees.

### **Variable Specification**

There were two variables in this study, the job satisfaction of employees in Zewditu memorial hospital and factors affecting the job satisfaction of these employees:

**Independent variable:** are contributing factors for dependent variable, in this study the independent variables are categorized into two

- 1) Demographic related (age, sex, marital status of employees, education level and work experience) and
- 2) Job related (salary, benefit, promotion, job security, reward and recognition, training, supervision, staff relation, work environment and employee engagement).

**Dependent variable:** those variables are dependent on the change on independent variables. In this study job satisfaction is a dependent variable that relies on job related and demographic variables, which is stated in the above.

### **3.6 Data Analysis and Presentation Techniques**

The analysis was undertaken using a general analytical strategy based on previous studies. These studies will provide the foundation for the collection, analysis and comparison of data in this

study. As part of the data analysis, validity and reliability tests was done using empirically supported techniques.

### **Reliability of the research instruments**

Reliability of the instruments refers to how consistent the results from a test are. It is a measure of the degree to which a research instrument yields consistent results or data after repeated tests when administered a number of times (Mugenda & Mugenda, 2003). To ensure instrument reliability, Cronbach's  $\alpha$  was calculated to check the variables' reliability in accordance to the related items presented in questionnaire; Cronbach's  $\alpha$  used for the measurement of internal consistency of the variables constructed from questionnaire items determines how close these related set of items are as a group to build a variable.

### **Reliability test**

Table 3.2 Reliability Statistics: Cronbach's Alpha for Job satisfaction factors

<b>Ser no</b>	<b>Variables</b>	<b>Items</b>	<b>Alpha reliability</b>
1	Salary	5	.651
2	Benefits	4	.640
3	Reward and recognition	3	.593
4	Staff relation	4	.727
5	Supervisor	6	.618
6	Promotion	4	.700
7	Job security	6	.696
8	Training	5	.669
9	Work environment	4	.686
10	Employee engagement	4	.733

The result shows that the Cronbach's alpha for overall job satisfaction is .734 which is reliable. And for questions concerning reward and recognition some modification is done because its cronbach's alpha is .593

### **Validity of the research instruments**

Validity of an instrument is a measure of the degree to which the result obtained using the instrument represents the actual phenomenon under study (Mugenda & Mugenda, 2003). This therefore translates into the accuracy and meaningfulness of inferences which are based on the research results. A pilot study was conducted to help establish content validity of the instruments. So 23 questionnaires were prepared and distributed to Gandhi Hospital staffs and all of them were filled. The questionnaire items were constructed using valid wordings with logical sequencing of the questions to ensure logical flow of information and thought process of respondents. The research instrument was reviewed and amended by experts in the area of study. The actual data analysis therefore was only be undertaken after ensuring the validity and reliability of the instruments, based on that the collected questionnaires was verified for possible non-response errors and incomplete responses.

### **3.7. Ethical Consideration**

In research, ethics may be defined as the norm for the conduct that distinguishes between acceptable and unacceptable behavior in a scientific investigation (Wambugu et al 2015). The considerations for ethics are very important within the course of the research process. The researcher should not embarrass, perpetrate pain, or impose other disastrous effects on the respondents. The subjects of this study were not required to use their names or provide any form of identification. Full consent of all respondents was sought before the questionnaire was administered. All subjects were assured of total confidentiality and the data obtained would be used for research purpose only. The study did not cause any form of risk to participants or cause any form of anxiety.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

#### **Introduction**

This chapter presents the results and findings of the study. The purpose of the study was to examine the factors affecting employee job satisfaction in Zewditu Memorial Hospital. Data was gathered in a quantitative form using questionnaires from 229 respondents out of the targeted sample of 531. The findings of the study are presented in form of frequencies, mean, percentages and correlation analysis.

#### **4.1 Socio-demographic characteristics and work history of respondents:**

This section details the demographic and work history of the respondents who participate in the study and provides the response to the first five items of the question's demographic section. The most important demographic variable that receives huge attention in job satisfaction research is gender, age and educational level. In this study marital status and work experience are also included. Studying the relationship between sociodemographic factors and job satisfaction will help in understanding different perspectives of healthcare professionals and also helps in formulating a recommendation for improvement.

##### **4.1.1 Gender of respondents**

This research question sought to find out the gender distribution of the respondents in the organization. The results of the findings are presented in the figure 4.1. The results show that 58.5% of the respondents were female and 41.5% of the respondents were male. Female respondents were higher than male respondents by 17%. The impact of this is that there is unbalanced gender in the study area. According to Abd Razak & Bernal (2018) the main difference between men and women is their contentment with the communication. This fact can be affected by different factors from psychological to managerial, how men interactions differs from women and how social and professional interaction excellence can be defined in diverse approaches depending on the gender.

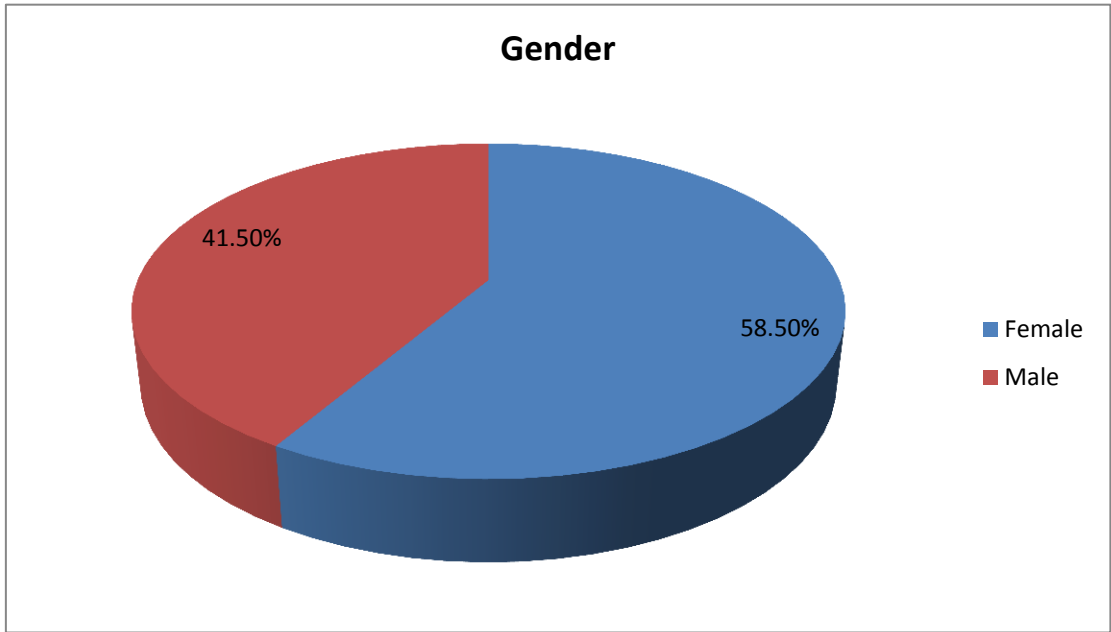
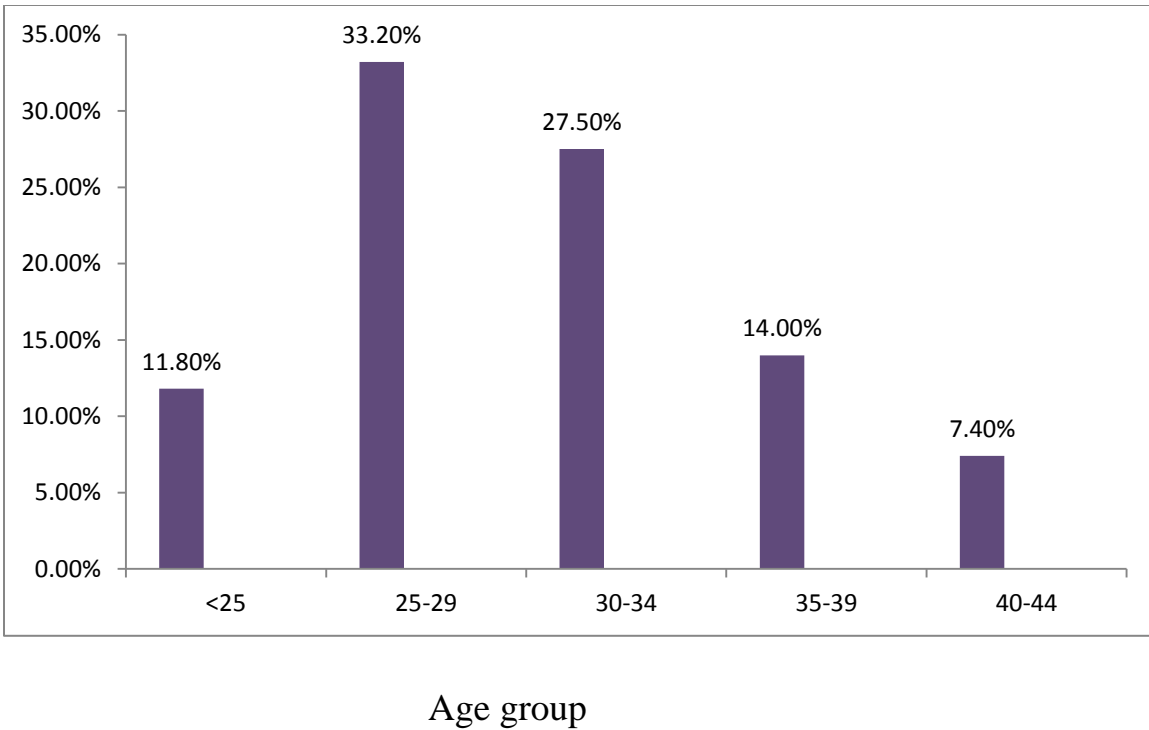


Figure 4.1 Gender of respondents

**4.1.2 Age of the respondents**

This question sought to find out the various age groups of the different respondents in the organization. The results of the findings are presented in the figure 4.2

The findings show that 11.8% of the respondents were below 25 years of age, 33.2% were between 25-29 years, 27.5% were between 30-34 years, 14.0% were between 35-39 years, 7.4% were between 40-44 years and 6.1% were aged 45 years and over. The majority of the respondents are in the category of 25- 29 years old and the implication of this is that they are within the active labor force.

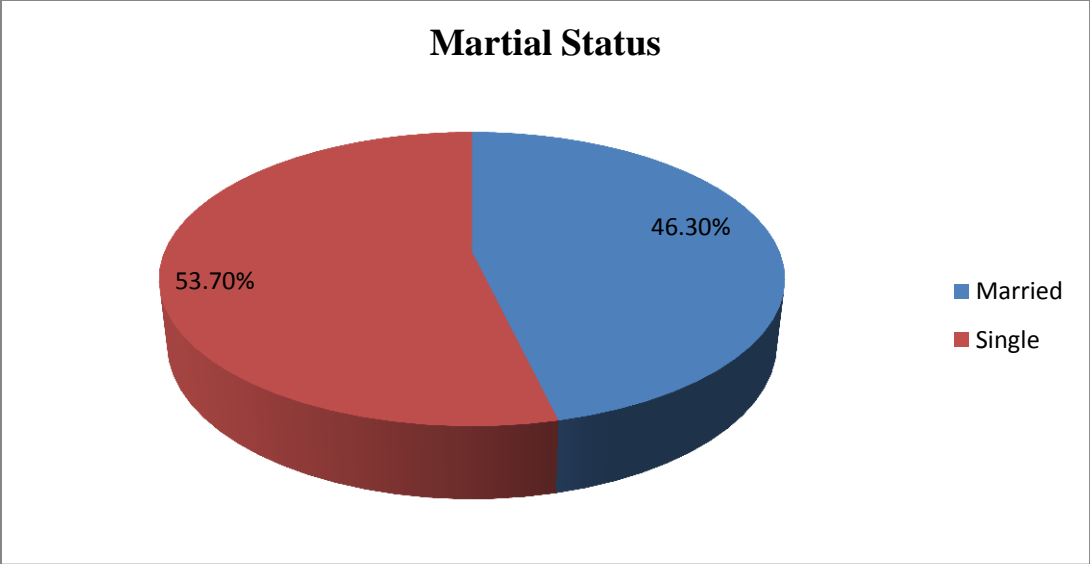


**Figure 4.2 Age of respondents**

#### **4.1.3 Marital status of respondents**

This research question sought to find out the marital status of the respondents in the organization. The results of the findings are presented in the figure 4.3

The results show that more than half (53.7%) of the respondents were single and 46.3% of the respondents were married. Previous studies have found that marital status influences employee's job satisfaction and turnover. Employees who are married may be more satisfied with their jobs, leading to a lower turnover rate (Ma et al, 2009).

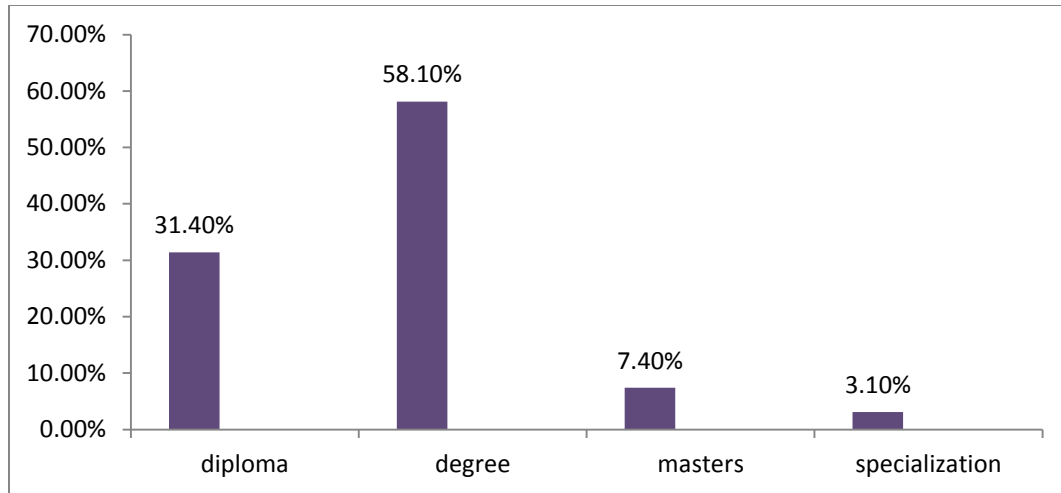


**Figure 4.3 Marital Status of respondents**

**4.1.4 Level of Education**

This question in the research sought to find out the level of education attained by the respondents in the organization. The findings are presented in figure 4.4

The results obtained show that 58.1% of the respondents had degree, 31.4% of the respondents had diploma, 7.4% of the respondents had masters and the remaining 3.1% of the respondents were specialists. The implication of this is that there are highly educated employees in the study area. This implies that the respondents had sufficient academic qualifications to read and understand the questionnaire properly and, therefore, provide informed answers.



### **Level of Education**

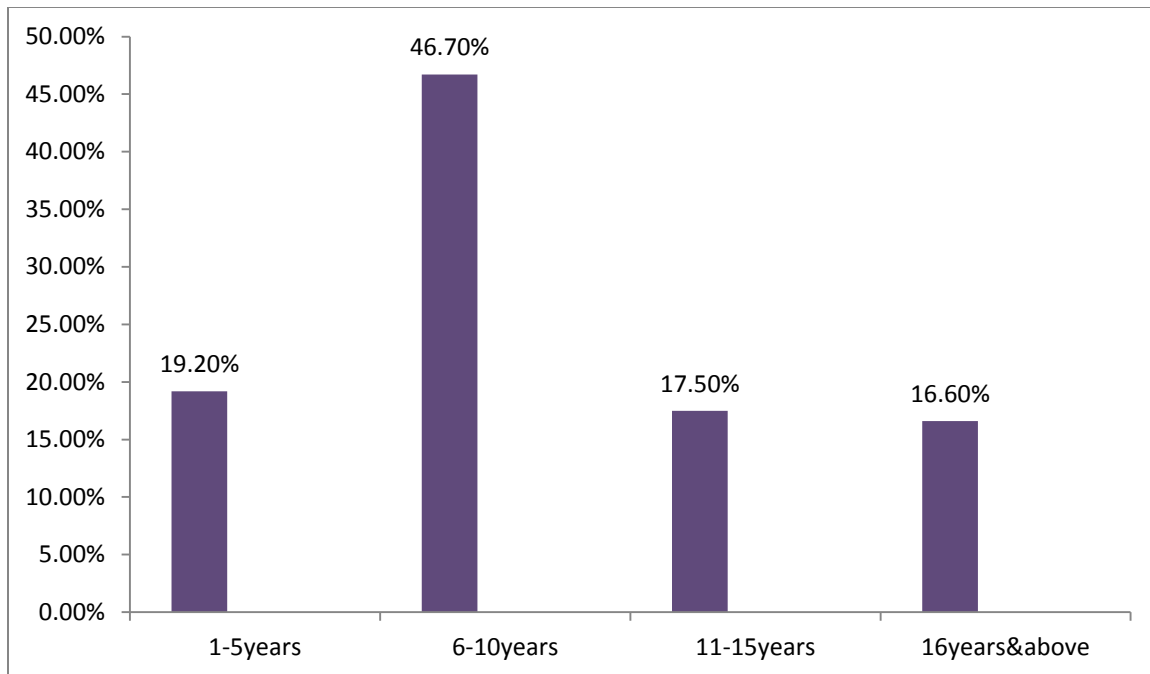
Figure 4.4 Education Level

#### **4.1.5 Work experience of the respondents**

This question sought to find out how many years the different respondents had served in the organization. The Findings are presented in figure 4.5

The results show that 46.7% of the employees had served in the organization between 6-10years, 16.6% had served 16years and above, 19.2% had served between 1-5 years and 17.5% had served between 11-15 years in the organization. Majority of the respondents had worked between 6-10 years, which implies that more and more employees were leaving the organization to join other organizations. The reasons for a long-established institution to have a large number of employees between 6-10 years of work experience could be attributed to high turnover due to failure to retain the majority over a sustainable period. In consequence, they are forced to hire newly graduated or fresh graduates to fill the vacant posts.





### Work Experience

**Figure 4.5 work experience of respondents**

## 4.2 Perceived Factors of Affecting Job Satisfaction

### 4.2.1 Salary

Studies done in Ghana (Agyepong et al., 2004) and Vietnam (Dielman et al., 2003) shown that health workers tremendously identified low salaries as the key cause of dissatisfaction. Similarly, in this study majority (94.8 %) of the respondents indicated that they were not satisfied with their current salary, which shows that the importance of money in employee job satisfaction should not be underestimated since everybody needs money and all employees work so that they can earn money. So, money plays an important role in the job satisfaction of the employees. (Mount & Johnson, 2006) advised that salaries offered should be comparable to other positions in the industry. But in this study 51.5% of the respondents agree that their salary is not competitive with similar jobs they might find elsewhere and 46.2% of the respondents agree that their salary is competitive with similar jobs they might find elsewhere. 94.3% of the respondents agree that their salary does not much with the cost of living in the country. 91.2% of the respondents disagree that they are paid fairly for the work they do. However, this question is

highly personal and internally driven as it covers what the respondents are currently feeling, which is dependent on the personal circumstances that they were experiencing. More than half (71.2%) of the respondents agree that their salary is paid on time which makes them happy and comfortable. The study found that employees are paid on time which makes them happy and comfortable, which shows that employees' existence in the organization matters (See table 4.1)

**Table 4.1 Descriptive analysis of salary and employee job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with my current salary	182(79.5)	35(15.3)	2(0.9)	7(3.1)	3(1.3)
2	My salary is competitive with similar jobs I might find elsewhere	39(17.0)	79(34.5)	5(2.2)	102(44.5)	4(1.7)
3	My salary does not match with the cost of living in the country	4(1.7)	6(2.6)	3(1.3)	79(34.5)	137(59.8)
4	I am paid fairly for the work I do.	113(49.3)	96(41.9)	1(0.4)	17(7.4)	2(0.9)
5	My salary is paid on time which makes me happy and comfortable	20(8.7)	41(17.9)	5(2.2)	139(60.7)	24(10.5)

#### 4.2.2 Benefits

Mount & Johnson (2006) advised employees should get benefits such as insurance, retirement contributions, and attractive time-off packages. In this study majority (94.3%) of the respondents are dissatisfied with the benefit offered to them through their job. This implies that employees are not happy with the benefit offered to them and unhappy employee doesn't work effectively. 95.2% of the respondents disagree that their job offers adequate additional financial benefits other than salary. More than half (65.1%) of the respondents agree and strongly agree that their job offers adequate funding for healthcare cover. This shows that the hospital offer health insurance for the employees, thus increasing job satisfaction of the employees. Majorities (91.7%) of the respondents disagree that their job offers adequate vacation (see table 4.2)

**Table 4.2 Descriptive analysis of Benefits and employee job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with the benefits offered to me through this job	133(58.1)	83(36.2)	3(1.2)	7(3.1)	3(1.3)
2	My job offers adequate additional financial benefits other than salary	143(62.4)	75(32.8)	4(1.7)	6(2.6)	1(0.4)
3	My job offers adequate funding for health care cover	34(14.8)	43(18.8)	3(1.3)	103(45.0)	46(20.1)
4	My job offers adequate vacation	128(55.9)	82(35.8)	3(1.3)	12(5.2)	4(1.7)

### 4.2.3 Reward and recognition

Ali and Ahmed (2009) confirmed the strong positive effects of rewards and recognition on job motivation and satisfaction. In this study 89.1% of the respondents are not satisfied with the reward and recognition programs currently existing in the hospital. This shows that employee recognition has an influence on employee job satisfaction. 92.2% of the respondents disagree that they are satisfied with the recognition and rewards for their outstanding works and contributions. This implies that being recognized at their job influences their job satisfaction 88.7% of the respondents disagree that the existing reward and recognition programs are competitive. (See table 4.3)

**Table 4.3 Descriptive analysis of reward and recognition**

		Strongly disagree	disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with the reward and recognition programs currently existing in the hospital.	118(51.5)	86(37.6)	2(0.9)	19(8.3)	4(1.7)
2	I am satisfied with the recognition & rewards for my outstanding works & contributions	135(59.0)	76(33.2)	4(1.7)	9(3.9)	5(2.2)
3	The existing reward and recognition programs are competitive	97(42.4)	97(42.2)	7(3.1)	13(5.7)	6(2.6)

### 4.2.4 Staff relation

According to Iqbal (2010) pleasant interactions between an individual and their colleague employees, as well as interactions between other colleague employees with each other, have a positive influence on an individual's level of organizational commitment and job satisfaction. In this study 77.3% of the respondents agree that they are satisfied with the work relationship with the people around them. Bagraim, Cunningham, Potgieter & Viedge (2007) recommend that

employees should be technically, emotionally and socially supportive of one another. In this study 80% of the respondents disagree that they receive adequate praise for work well done from their peers. Harmonious interactions with co-workers have been found to have a positive influence on an individual's level of job satisfaction (Ladebo, Awotunde & Abdul Salaam-Saghir, 2008). In this study 84.2% of the respondents agree that they are friendly to people in their immediate group. 83.4% of the respondents agree that they feel free to talk openly and honestly with members of their work group. (See table 4.4)

**Table 4.4 Descriptive analysis of staff relationship and employee job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with work relationship with the people around me	16(7.0)	27(11.8)	9(3.9)	135(59.0)	42(18.3)
2	I receive adequate praise for work well done from my peers	75(32.8)	108(47.2)	4(1.7)	37(16.2)	5(2.2)
3	I am friendly to people in my immediate group	11(4.8)	21(9.2)	4(1.7)	140(61.1)	53(23.1)
4	I feel free to talk openly and honestly with members of my work group.	16(7.0)	18(7.9)	4(1.7)	125(54.6)	66(28.8)

#### 4.2.5 Supervisor

Bruce and Blackburn (1992) stated that both job satisfaction and job performance are dependent on supervisors in the organization. According to Wood et al. (1986), supervision governs the level of job satisfaction on the basis of employees' opinion on how much they are satisfied with the information or guidelines provided to them by their supervisors to carry out their job.

In this study 79.4% of the respondent disagree that their supervisor establishes work plans and work objectives with them. 69.4% of the respondents disagree that their supervisor takes prompt

and fair corrective action on employees who fail to perform their work satisfactorily. According to Hussami (2008) employees want supervisors who have a bond with them and who trust them, understand them and show fairness and if the supervisor is abusive, the worker is left with no choice but to be dissatisfied with their jobs in contrast this study found that 71.1% of the respondents disagree that they are free to talk openly and honesty with their supervisor. More than half (67.7%) of the respondents disagree that their supervisor encourages them to work harder to give results. 72.9% of the respondents disagree that their supervisor is always available and willing to give them advice whenever they need it. 52.4% of the respondents agree that their supervisor gives them clear instructions on how and what to do. (See table 4.5). Supervisors play an significant role in job satisfaction and identifying and knowing what to expect from supervisors allows subordinates to better familiarize and regulate their communication behaviors. Moreover, the communicative relationship between the supervisor and their subordinates has substantial prospective to affect the satisfaction of both parties (McCroskey et al. 2005). This study shows that positive views of supervisors and the administration, perceived supervisory support, and perceived quality of supervision have positive associations with job satisfaction of employees.

**Table 4.5 Descriptive analysis of supervisor and employee job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	My supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.	57(24.9)	102(44.5)	2(0.9)	65(28.4)	3(1.3)
2	My supervisor establishes work plans and work objectives with me	83(36.2)	99(43.2)	3(1.3)	41(17.9)	3(1.3)
3	I feel free to talk openly and honesty with my supervisor.	64(27.9)	99(43.2)	5(2.2)	53(23.1)	8(3.5)
4	My supervisor encourages me to work harder to give results	55(24.0)	100(43.7)	1(0.4)	46(20.1)	27(11.8)
5	My supervisor is always available and willing to give me advice whenever I need it	72(31.4)	95(41.5)	2(0.9)	55(24.0)	5(2.2)
6	My supervisor gives me clear instructions on how and what to do	36(15.7)	67(29.3)	6(2.6)	101(44.1)	19(8.3)

#### 4.2.6 Promotion

This questions sought to find out whether the degree to which the existence of promotion opportunities in an organization influences employee job satisfaction.

Spector (1997) states that promotions if poorly managed can cause a human resource department and the entire organization more problems because if the right channel for promotion is not followed i.e. according to qualifications, skills and abilities this will lead to job dissatisfaction. Indeed in all organizations there should be well stipulated promotion policies and procedures which help in maintaining the job motivation of employees in their specific places of work.

The findings of this study show that 90.9% of respondents disagree that they are aware of the promotion policy program of the hospital. 93.4% of the respondents agree that promotion entails opportunity for growth and advancement. The findings show that 93.9% of respondents agree that job promotion contributes to employee's job satisfaction and is the best way of satisfying employees. Katiyal et al., (2012) indicated that employees search for fair promotion policies and practices, and thus fair probabilities of promotion according to employee's ability and skills make employees more loyal to their work and become a source of relevant workability for the employer. In contrast in this study 74.6% of the respondents disagree that the existing promotions are given on merit and reflect individual performance and educational achievements. (See table 4.6)

**Table 4.6 Descriptive analysis of promotion and employee job satisfaction**

No	Question	Strongly disagree Fre(%)	Disagree Fre(%)	Neutral Fre(%)	Agree Fre(%)	Strongly agree Fre(%)
1	I am aware of the promotion policy program at the hospital	92(40.2)	116(50.7)	4(1.7)	15(6.6)	2(0.9)
2	Promotion entails opportunity for growth and advancement	2(0.9)	10(4.4)	3(1.3)	96(41.9)	118(51.5)
3	Job promotion contributes to employee job satisfaction & is the best way of satisfying employees	3(1.3)	9(3.9)	2(0.9)	110(48.0)	105(45.9)
4	Promotions are given on merit and reflect individual performance and educational achievements.	72(31.4)	99(43.2)	3(1.3)	51(22.3)	4(1.7)

#### 4.2.7 Job Security

Jack and Celeste (2006) suggest that, in today's environment of economic and technological change, job insecurity is known as a chronic situation disturbing the general workforce. In this study 82.1% of the respondents disagree that they are satisfied with the overall job security in the organization. 79.5% of the respondents agree that job security has impact on employees' job satisfaction this result is similar to Chan (2011) that says there is a positive relationship between job security and employee job satisfaction. 79.5% of the respondents disagree that they may lose their job and be moved to a lower position within the organization. 66.8% of the respondents agree that they may be laid off for short while. 79.9% of the respondents agree that they may be laid off permanently. 67.7% of the respondents agree that their position future may be uncertain (See table 4.7). The findings of this study also showed that job security is a key determinant of job satisfaction. Wright et al., (2002) points out that when assessing the desirability of labor market reforms towards flexible labor market policies, the issue of job insecurity and its effects on job satisfaction are important to policy makers as low job satisfaction implies lower productivity.

**Table 4.7 Descriptive analysis of job security and employee job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with the overall job security in the organization	75(32.8)	113(49.3)	2(0.9)	34(14.8)	5(2.2)
2	Job security has impact on employees' job satisfaction	16(7.0)	27(11.8)	4(1.7)	108(47.2)	74(32.3)
3	I may lose my job and be moved to a lower position within the organization	60(26.2)	122(53.3)	5(2.2)	29(12.7)	13(5.7)
4	I may be laid off for short while	26(11.4)	45(19.7)	5(2.2)	104(45.4)	49(21.4)
5	I may be laid off permanently	15(6.6)	27(11.8)	4(1.7)	118(51.5)	65(28.4)
6	My position future may be uncertain	26(11.4)	43(18.8)	5(2.2)	97(42.4)	58(25.3)



#### 4.2.8 Training

Martensen and Gronholdt (2001) found that the improvement of individual capabilities through several training programs has a positive impact on employee satisfaction this result is similar to our study in which 90.3% of the respondents agree that training and development leads to superior knowledge and hence employees job satisfaction. Therefore this implied that training and development is a factor that contributes to employee job satisfaction. Similarly 92.2% of the respondents agree that regular and relevant training and development programs energize employees at all level. But 83.8% of the respondents disagree that there is adequate support to employees for additional training and education in the hospital. 86.9% of the respondents disagree that if they felt that they needed extra training, it would be made available for them (See table 4.8). Thang and Buyens (2008,) indicated that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees that eventually improve employee job satisfaction and performance. This implied that training and development is a factor that contributes to employee job satisfaction.

**Table 4.8 Descriptive analysis of training and employee job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	Training & development leads to superior knowledge hence employees job satisfaction	4(1.7)	13(5.7)	5(2.2)	113(49.3)	94(41.0)
2	Regular and relevant training and development programs energize employees at all levels	2(0.9)	14(6.1)	2(0.9)	136(59.4)	75(32.8)
3	I receive adequate training to do my job well	75(32.8)	124(54.1)	1(0.4)	24(10.5)	5(2.2)
4	If I felt that I needed extra training, it would be made available for me	70(30.6)	118(51.5)	5(2.2)	31(13.5)	5(2.2)
5	There is adequate support to employees for additional training and education in the hospital	74(32.3)	118(51.5)	6(2.6)	23(10.0)	8(3.5)

#### 4.2.9 Work environment

This section sought to find out how working environments influence health workers job satisfaction in the hospital. Lee (2006) found in his study that workplace satisfaction is positively correlated with the job satisfaction; it means that when employees work in appropriate environment, the satisfaction increases. Similarly a research conducted in the Pharmaceutical industry in Bangladesh also found that working environment played an important role in the employee's job satisfaction (Kabir, 2011). In this study 84.7% of the respondents are dissatisfied with the working environment of the organization. Only 12.7% of the respondents are satisfied with their working environment. Most of (87.8%) the respondents disagree that their physical environment is good. 91.8% of the respondents disagree that they have adequate tool to do their job. 93.5% of the respondents disagree that their working environment is pleasant, attractive and comfortable (See table 4.9). The study found out working environmental contributes to employee job satisfaction and add value to the organization. As the study revealed, employees are not satisfied with their working environment they are likely to be satisfied with their jobs if they have a favorable working environment and therefore stay longer with the organization.

**Table 4.9 Descriptive analysis of work environment and employee satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with the working environment of the organization	77(33.6)	117(51.1)	6(2.6)	21(9.2)	8(3.5)
2	My physical working environment is good	76(33.2)	125(54.6)	-	28(12.2)	-
3	I have adequate tool to do my job	104(45.4)	106(46.3)	3(1.3)	13(5.7)	3(1.3)
4	The work environment is pleasant, attractive and comfortable	114(49.8)	100(43.7)	3(1.3)	8(3.5)	4(1.7)

## 4.2.10 Employee Engagement

According to Koponen et al (2010) being involved in the job needs participation in decision-making and a feeling that one is making an important impact to the success of the business. In addition, job involvement helps to enhance organizational effectiveness and productivity by engaging employees in their work, and making work a meaningful and fulfilling experience for them. In this study 79.5% of the respondents disagree with the given right to put forward their opinion at the hospital. According to Andrews et al. (2012), taking into consideration employee's opinion and involving them in the decision making would help in creating a more favorable work environment. But in this study 87.3% of the respondents disagree that they contribute to decision making at the hospital 75.6% of the respondents agree that employee engagement initiatives at the hospital contribute to employee job satisfaction. 80.8% of the respondents agree that employees should be involved in the hospitals wide activities all the time. (See table 4.10)

**Table 4.10 Descriptive analysis of employee engagement and job satisfaction**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
No	Question	Fre(%)	Fre(%)	Fre(%)	Fre(%)	Fre(%)
1	I am satisfied with the given right to put forward my opinion at the hospital.	62(27.1)	120(52.4)	5(2.2)	32(14.0)	10(4.4)
2	I contribute to decision making at the hospital and I am therefore satisfied with the way things are done.	83(36.2)	117(51.1)	5(2.2)	17(7.4)	7(3.1)
3	Employee engagement initiatives at the hospital contribute to employee job satisfaction.	18(7.9)	34(14.8)	4(1.7)	97(42.4)	76(33.2)
4	Employees should be involved in the hospitals wide activities all the time.	15(6.6)	20(8.7)	9(3.9)	101(44.1)	84(36.7)

### 4.3 Job satisfaction

85.2% of the respondents are dissatisfied with their current job. 92.6% of the respondents disagree to the statement ‘I find real enjoyment in my work’. 86.9% of the respondents disagree that they are enthusiastic about their job. 72.5% of the respondents agree to the statement ‘I consider my job rather unpleasant’. 68.1% of the respondents often think about quitting their organization. 69% of the respondents agree that their preference is to be a part of other organization and 85.6% of the respondents disagree that if they choose the career again they would make the same decision. Therefore, the finding of this study shows that the satisfaction level of the study participants was 35.8% which is low.

**Table 4.3.1 Respondents’ assessment of their level of Job Satisfaction**

No	Question	Strongly disagree Fre(%)	Disagree Fre(%)	Neutral Fre(%)	Agree Fre(%)	Strongly agree Fre(%)
1	I am satisfied with my current job	86(37.6)	109(47.6)	7(3.1)	25(10.9)	2(0.9)
2	I find real enjoyment in my work.	97(42.4)	115(50.2)	3(1.3)	13(5.7)	1(0.4)
3	Most days I am enthusiastic about my work.	84(36.7)	115(50.2)	4(1.7)	23(10.0)	3(1.3)
4	I consider my job rather unpleasant.	21(9.2)	37(16.2)	5(2.2)	105(45.9)	61(26.6)
5	I often think about quitting my organization	26(11.4)	42(18.3)	5(2.2)	92(40.2)	64(27.9)
6	My preference now is to be a part of some other organization	27(11.8)	40(17.5)	4(1.7)	85(37.1)	73(31.9)
7	If I could choose the career again I would make the same decision	81(35.4)	115(50.2)	5(2.2)	19(8.2)	7(3.1)

### 4.4 Hypothesis testing

This section is designed to test the hypothesis that are mentioned in chapter three

#### 4.4.1 Gender

The first sub-hypothesis to test is if female health professionals are more likely to have a higher job satisfaction. The result in table 4.4.1 shows that the F value is 4.774 and is significant because the significance level is = .030 which is less than  $P \leq 0.05$ . This implies that there is a positive and significant relationship between gender and job satisfaction. Thus, hypothesis 1.1 is accepted.

**Table 4.4.1 ANOVA<sup>a</sup>**

ANOVA <sup>a</sup>					
	Sum of squares	df	Mean square	F	Sig.
Between groups	4.299	1	4.299	4.774	.030 <sup>b</sup>
Within groups	204.391	227	.900		
Total	208.690	228			
a. Dependent variable: Job satisfaction					
b. Predictor: Gender					

#### 4.4.2 Age

The second sub-hypothesis that the research aims to test is the relationship between age and job satisfaction, stating that older health professionals (aged 45 and above) have a higher job satisfaction. The result in table 4.4.2 shows that the F value is 1.273 and is insignificant because the significance level is = .277 which is greater than  $P > 0.05$ . This implies that there is no significant relationship between age and job satisfaction. After this analysis, hypothesis 1.2 is rejected.

**Table 4.4.2 ANOVA<sup>c</sup>**

ANOVA <sup>c</sup>					
	Sum of squares	df	Mean square	F	Sig.
Between groups	5.790	5	1.158	1.273	.277 <sup>d</sup>
Within groups	202.900	223	.910		
Total	208.690	228			
c. Dependent variable: Job satisfaction					
d. Predictor: Age					

**4.4.3 Marital status**

The third sub-hypothesis to test is if married health professionals have a high job satisfaction. The result in table 4.4.3 shows that the F value is 1.038 and is insignificant because the significance level is = .308 which is greater than  $P > 0.05$ . This implies there is no significant relationship between marital status and job satisfaction. Thus, hypothesis 1.3 is rejected.

**Table 4.4.3 ANOVA<sup>e</sup>**

ANOVA <sup>e</sup>					
	Sum of squares	df	Mean square	F	Sig.
Between groups	.950	1	.950	1.038	.308 <sup>f</sup>
Within groups	207.740	227	.915		
Total	208.690	228			
e. Dependent variable: Job satisfaction					
f. Predictor: Marital status					

**4.4.4 Level of education**

The fourth sub-hypothesis that the research aims to answer is the relationship between level of education and job satisfaction. “Health professionals with high level of education (MSc and/or specialists) are more likely to have a high job satisfaction”. The result in table 4.4.4 shows that the F value is .915 and is insignificant because the significance level is = .434 which is greater

than  $P > 0.05$ . This implies that there is no significant relationship between level of education and job satisfaction. Thus, hypothesis 1.4 is rejected.

**Table 4.4.4 ANOVA<sup>g</sup>**

ANOVA <sup>g</sup>					
	Sum of squares	df	Mean square	F	Sig.
Between groups	2.516	3	.839	.915	.434 <sup>h</sup>
Within groups	206.174	225	.916		
Total	208.690	228			
g. Dependent variable: Job satisfaction					
h. Predictor: Level of education					

#### 4.4.5 Work experience

The fifth sub-hypothesis that the research aims to answer is the relationship between work experience of health professionals and job satisfaction. As it is shown in table 4.4.5 the F value is .698 and is insignificant because the significance level is = .554 which is greater than  $P > 0.05$ . This implies that there is no relationship between work experience and job satisfaction. Thus, hypothesis 1.5 is rejected.

**Table 4.4.5 ANOVA<sup>i</sup>**

ANOVA <sup>i</sup>					
	Sum of squares	df	Mean square	F	Sig.
Between groups	1.923	3	.641	.698	.554 <sup>j</sup>
Within groups	206.767	225	.919		
Total	208.690	228			
i. Dependent variable: Job satisfaction					
j. Predictor: Work experience					

According to Ramoo, Abdullah and Piaw (2013) demographic factors such as age, gender, education level and work experience will ultimately affect the job satisfaction but, in this study only gender affect job satisfaction.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

Satisfaction with one's profession can affect not only motivation at work but also career decisions, personal health and how one relates with others. What contributes to job satisfaction or dissatisfaction is not only the nature of the job but also the expectation of what an individual perceives the job should provide. Health workers are at great risk of job dissatisfaction generally compared to professionals in other types of organizations.

Job satisfaction in health care workers has a great impact on quality, effectiveness and work efficiency. Besides its importance for patients and health care system as a whole, professional satisfaction in health care workers is directly connected with absence from work, human relations and organization of work (Pousette and Hanse, 2002). Lack of job satisfaction has been associated with low productivity, poor health care service, absenteeism, turnover, brain drain and many other negative effects.

Results from this study showed that job satisfaction levels of health professional at Zewditu memorial Hospital was low and this is an alarming fact for the health services.

This study confirms that job satisfaction would be influenced by salary. People always expect that if they work well at their workplace then their pay will automatically increase and this will also cause an increase in their job satisfaction level.

The result also showed that participants were not satisfied with the job security of the organization. Job security increases the loyalty and commitment level of employee with the organization as the employees are assure and confident about continuing their jobs so they perform more dedicatedly and whole heartedly for the betterment of their organization and they perceive a feeling of inner satisfaction.

It is also evident from the study that training and development components significantly affect job satisfaction. This means that an organization that provides more opportunity for training and development is likely to have employees who are more satisfied. The study also identified



benefit, reward and recognition, employee engagement, supervisory support and promotion as other factors that would also affect job satisfaction

The results also showed that the participants were satisfied with the relationship with co-workers. Numerous studies conducted among healthcare professionals point to the importance of interpersonal relationships in job satisfaction, and that good interpersonal relationships lead to increased patient safety, improved quality of care and greater patient satisfaction. Highly functioning teams have also been shown to offer great support to inexperienced staff. Specifically within healthcare, there has been a growing need to improve teamwork. Introducing team building activities resulted in stronger interpersonal; relationships, improved staff communication, understanding and clarity of roles as well as greater job satisfaction.

Finally, socio-demographic variables such as age, marital status, level of education and work experience has been proved to not have a significant influence on the overall job satisfaction. Only gender has a significant influence on job satisfaction.

## **5.2 Recommendations**

As the data collected from the study points out, health professionals are generally dissatisfied with their salary, benefits offered by the hospital, the reward and the recognition they get from the management, the promotion policy of the hospital, job security, training given that will help to increase their knowledge and skill, supervisors, their working environment and their engagement in the overall hospital activities.

Government should improve work environment and strengthen better management at all level in the health sector. And also the government should perform regular assessment on job satisfaction and provide feedback

The management must create an environment of job security among employees. And also it should create a total reward structure that includes more than just compensation and also it should provide training and development programs to all employees to improve skills and knowledge of the employees.

The study results also suggest that the management should establish and implement a fair promotional policy that would encourage employees to work hard to achieve their set targets and

make them more satisfied in their pursuit for higher ranks or positions. To have a high level influence on the job satisfaction of healthcare professionals the management of the hospital should create attractive promotional systems.

Supervisors in the hospital should initiate supportive supervision at all levels which consists of giving directions, guidance and encouraging employees.

Additionally, a special attention should be established for the involvement of health professionals in the organization decision making which will lead to a better work environment. Consequently, with more satisfied health professionals, the quality of service will also improve as proven by various studies. And also engaged employees better understand what their role is, how they fit within the team and the impact they have within the organization.

### **5.3 Recommendations for Further Research**

This study may serve as a base for future studies in different hospitals on a larger scale. Further analysis of data is needed, as there are numbers of issues that can be explored further. There is adequate opportunity for further research on perceived factors affecting employee job satisfaction. It is recommended that in order to create a better understanding of the perceived factors affecting employee job satisfaction, more needs to be studied in terms of challenges affecting improvement of the employee job satisfaction and ways in which these challenges can be overcome. This will enable scholars draw more accurate conclusions and give policy makers a more solid grip of the state of employee job satisfaction.

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**APPENDIX**

**SAINT MARY’S UNIVERSITY, SCHOOL OF GRADUATE STUDIES**

**MASTER IN BUSINESS ADMINISTRATION**

**DEPARTMENT OF GENERAL MANAGEMENT**

Factor affecting job satisfaction of health professionals

Dear respondents,

The main purpose of this questioner is to collect data which will be helpful in a research work titled “factor affecting job satisfaction of health professionals in the case of Zewditu memorial hospital”

The researcher would like to request your assistance in filling the questioner since having your reliable information is crucial to the successes of the research. The researcher would like to emphasize that your participation is completely voluntary and there are no foreseeable risks associated with this study. Your information will be coded and your response will be strictly confidential. Data from this research will be reported only in the aggregate. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point.

Thank you for taking the time to participate in the study.

St. Mary’s university

**Section A**

Gender

Male	
Female	

Age

Less than 25	
25-29	
30-34	
35-39	
40-44	
45 & above	

Marital status

Single	
Married	

Level of education

Diploma	
Degree	
Masters	
Specialization	

Work experience

1-5	
5-10	
10-15	
Above 15	

## Section B

No	Survey Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I am satisfied with my current salary					
2	My salary is competitive with similar jobs I might find elsewhere					
3	My salary does not match with the cost of living in the country					
4	I am paid fairly for the work I do.					
5	My salary is paid on time which makes me happy and comfortable					
6	I am satisfied with the benefits offered to me through this job					
7	My job offers adequate additional financial benefits other than salary					
8	My job offers adequate funding for health care cover					
9	My job offers adequate vacation					
10	I am satisfied with the reward and recognition programs currently existing in the hospital.					
11	I am satisfied with the recognition & rewards for my outstanding works & contributions					
12	The existing reward and recognition programs are competitive					
13	I am satisfied with work relationship with					

	the people around me					
14	I receive adequate praise for work well done from my peers					
15	I am friendly to people in my immediate group					
16	I feel free to talk openly and honestly with members of my work group.					
17	My supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.					
18	My supervisor establishes work plans and work objectives with me					
19	I feel free to talk openly and honesty with my supervisor.					
20	My supervisor encourages me to work harder to give results					
21	My supervisor is always available and willing to give me advice whenever I need it					
22	My supervisor gives me clear instructions on how and what to do					
23	I am aware of the promotion policy program at the hospital					
24	Promotion entails opportunity for growth and advancement					
25	Job promotion contributes to employee job satisfaction & is the best way of satisfying employees					
26	Promotions are given on merit and reflect individual performance and educational					



	achievements.					
27	I am satisfied with the overall job security in the organization					
28	Job security has impact on employees' job satisfaction					
29	I may lose my job and be moved to a lower position within the organization					
30	I may be laid off for short while					
31	I may be laid off permanently					
32	My position future may be uncertain					
33	Training & development leads to superior knowledge hence employees job satisfaction					
34	Regular and relevant training and development programs energize employees at all levels					
35	I receive adequate training to do my job well					
36	If I felt that I needed extra training, it would be made available for me					
37	There is adequate support to employees for additional training and education in the hospital					
38	I am satisfied with my current job					
39	I find real enjoyment in my work.					
40	Most days I am enthusiastic about my work.					
41	I consider my job rather unpleasant.					
42	I often think about quitting my organization					
43	My preference now is to be a part of some					

	other organization					
44	If I could choose the career again I would make the same decision					
45	I am satisfied with the working environment of the organization					
46	My physical working environment is good					
47	I have adequate tool to do my job					
48	The work environment is pleasant, attractive and comfortable					
49	I am satisfied with the given right to put forward my opinion at the hospital.					
50	I contribute to decision making at the hospital and I am therefore satisfied with the way things are done.					
51	Employee engagement initiatives at the hospital contribute to employee job satisfaction.					
52	Employees should be involved in the hospitals wide activities all the time.					