



ASSESSMENT THE LEVEL OF MOTIVATION AND  
ASSOCIATED FACTORS AMONG HEALTH EXTENSION  
WORKERS IN JIMMA ZONE, SOUTHWEST ETHIOPIA.

By

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## ABSTRACT

**Background:** Worldwide shortages of key health care workers have been addressed by development of frontline health workers to reach the Millennium Development Goals. In Ethiopia, around 30,000 Health Extension Workers (HEWs) currently are working in rural areas, where 84% of the population lives. The main objective of HEWs were to improve access and equity of essential health services at the village and household levels, reducing maternal and child mortality and to promote an overall healthy lifestyle. While the program was innovative as well as the information on motivation of Health Extension Workers not rich enough to guide policy makers and health managers. Therefore, the objective of the study was to assess level of motivation and associated factors among HEWs in Jimma Zone, southwest Ethiopia.

**Methods:** Cross sectional study with quantitative and qualitative data collection methods, in Jimma Zone, from March 15/2011 –April 15/2011, was conducted. A computer-generated simple random sample of 301 HEWs was selected from the zonal HEWs department's list of 936 HEWs. Data were collected using pre-tested and self administered questionnaire contains personal characteristics, determinant (individual, organizational and socio-cultural), motivation and intention to leave items. Each item except in socio-demographic and job related factors had a five point Likert-scale. Data were analyzed using SPSS for windows version 16. Factor analysis was used for data reduction and to compute factor score. For identifying predictors of motivation and intention to leave multiple linear regression analyses using regression factor score were used. Comparisons of mean carried out by T-test and analysis of variance.

**Results:** Two hundred eighty four (94.4%) HEWs returned the questionnaire. The mean score and Std. Deviation of motivational outcome were 71.43 (10.50). Job recognition, pride, feedback and organizational citizenship behavior, want to transfer, organization support, year of service, pre-hire expectation of HEWs, and community support were main independent predictors of HEWs motivation ( $P < 0.05$ ). General Job satisfaction, intrinsic satisfaction and year of service were shown to have influence on intention to leave.

**Conclusion:** The HEWs were moderately motivated. Job recognition, pride, feedback, organization support, community support, pre-hire expectation, Want to transfer, length of year of service, and co workers have influence on motivational outcomes. The HEWs are neither bent on leaving nor staying. General Job satisfaction, intrinsic satisfaction and year of service have impact on intention to leave. For Ministry of Health and District Health offices, it is better to consider on continuous feedback and recognition, transfer, considering year of services to promotion and strengthening co-workers relationship in order to enhance motivation and retention.

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## ACRONYMS

ANRS	Amhara National Regional State
CHW	Community Health Worker
CHA	Community Health Agent
DHEW	District Health Extension Worker coordinator
FMOH	Federal Ministry of Health
HC	Health Center
HEP	Health Extension Program
HEW	Health Extension Worker
HH	Household
HP	Health Post
HSDP	Health Services Development Program
JZHO	Jimma Zonal Health Office
NGO	Non-governmental Organization
MDG	Millennium Development Goal
MD	Medical Doctor
PHC	Primary Health Care
PHCF	Primary Health Care Facility
SNNPR	Southern Nation, Nationalities, and People's Region
SUPHEW	Supervisor of health extension workers
SPSS	Statistical Package of Social Science
USD	United State Dollars
VCHW	Volunteer Community Health Worker
WHO	World Health Organization



## CHAPTER ONE: INTRODUCTION

Motivation in the work context can be defined as an individual's degree of willingness to exert and maintain an effort towards organizational goals. Motivation itself is not an observable phenomenon; it is only possible to observe either the results of the motivational process (such as improved performance) or perhaps, some of the determinants of motivations. (1) The health care provider motivation has often been identified as a central problem in the human resource crisis and consequently, health service delivery and quality. (2) Health care delivery is highly labor-intensive, and service quality, efficiency and equity are all directly related to providers' willingness to apply themselves to their tasks. (3)

Worldwide within limited resources for scaling up interventions to reach the Millennium Development Goals (MDG), two major barriers have been identified. One, the critical need for health systems strengthening has been under achieved, (4) and the second key shortages of health care workers identified, which ought to be addressed by innovative strategies such as development of frontline workers. (5)

Health system policy revision in low income countries for MDG creates the opportunity to give emphasis to the massive health worker shortfall that previously neglected. The human resources for health are indispensable input to effective implementation of Primary Health Care (PHC) and universal coverage reforms. Primary Health Care based policy make available health worker to undeserved area and disadvantaged populations. (6)

Ethiopia, in spite of early adoption of PHC and deployment of Community Health Workers (CHWs), who were the key workforce, the achievements were not as expected primarily because of challenges faced by similar programs in many other developing countries; i.e., constrained resources and institutional environments, problems of sustaining a volunteer workforce, logistics and supply chain difficulties, training and supervision needs and the required multisectoral support. As a result there was no major breakthrough in terms of equitable access to PHC during the socialist regime and even in the immediate result of its downfall in 1991. (7)

In 2003, the Ethiopian Federal Ministry (FMOH) of Health launched a new health care plan, the "Accelerated Expansion of PHC Coverage," through a comprehensive Health Extension Package (HEP). Recognizing the huge gap between need and health care services available, the FMOH has focused on "providing quality of promotive, preventive, and selected curative health care services. It is designed to improve the health status of families, with their full participation, using local technologies and the community's skill and wisdom. The policy places particular emphasis on establishing an effective and responsive health delivery system for those who live in rural

areas.”(8) More than 84 percent of Ethiopians live in rural areas, (9) in remote and difficult to access.

The main objectives of HEP are shifting health care resources from predominantly urban to rural areas; improving access and equity of essential health services at the village and household(HH) levels; improving the utilization of peripheral health services by bridging the gap between communities and health facilities through Health Extension Workers (HEWs); reducing maternal and child mortality and to promote an overall healthy lifestyle .(10,11) Majority of HEWs are women with at least 18 years age ,10th grade complete and additional one year training on 16 health extension Packages that are implemented in four areas of care: Disease Prevention and Control, Family Health, Hygiene and Environmental Sanitation, and Health Education and Communication at the Kebeles level. Upon completion of training, two HEWs are assigned in pairs in Kebeles, where they were recruited first and work directly with individual families to serve 500HH. (12) According 2007 HEP evaluation study, the monthly salary has slight variation from region to region ranging between Birr 530 (about USD 45) and 760 (about USD 63) with majority getting Birr 670 (about USD 56). (13) Currently, in Ethiopia above 30,000 HEWs were trained and deployed. (12)

Health Extension Workers spend 75 percent of their time visiting families in their homes and performing outreach activities in the community. A remaining 25 percent is spent providing services at the health posts, including immunizations and Injectables contraceptive. To address strong community demands for basic curative care, HEWs are trained to provide first aid; treat malaria, dysentery, intestinal parasites, and other ailments; and to refer cases to the nearest health center when more complicated care is needed. (8)

## 1.2 STATEMENT OF THE PROBLEM

Several reforms and policies have been developed to address health problems in Africa however little attention has been given to their motivation. (14) Work motivation is often mentioned as a major problem to health systems performance in developing and middle-income countries. (15) The successful delivery of lifesaving programs depends on the motivation and effective job performance of health workers. (16) Performance has been associated with training policies and improving health workers' availability and retention. (17, 18) If employees were motivated and satisfied with their jobs, they retain posts, work harder and perform better. (19) On the other hand Low motivation leads to the insufficient translation of knowledge, the underutilization of available resources and weak health system performance, (20) poor worker motivation can manifest as tiredness, absenteeism, poor process quality, (21) and turnover rate, high vacancy rates and indifferent performance. (1)

According to Jimma Zonal Health Office (JZHO) report of 2009/10, the Zone achieves high percent of HPs constructions in each kebele; however turn over rate and vacancy rate of HEWs were manifest in the Zone. (22)

The depletion of human resources is particularly acute at the community levels. There is a lack of understanding of the factors that motivate and attract staff to work at community level. (23)

Study has shown that motivational determinants of health worker at several levels: individual, work context or organizational level and broad socio-cultural factors. (15) Study conducted on factor affecting performance of HEWs have shown as: poor working condition, being assigned to kebeles other than from where they were recruited, lack of feedback, lack of supply and lack of a management response to HEWs regarding requests for transfer. (24, 25) In 2007 HEP evaluation, about half of the HEWs do not feel that the level of payment is adequate. (13) The Ministry of Health tries to address some of the problems of HEWs by equipping some health posts, assigning supervisors and publicly recognizing the HEWs. (22)

Current information regarding the job satisfaction and motivation of HEWs, their perspective of the services they provide, what motivates, satisfies and frustrates them are important to retain HEWs. Measuring the motivation of HEWs is a part of monitoring the success of community based health care system effectiveness and sustainability of the programs to reach MDG. Study considering all possible factors need to be conducted.

This study was conducted to determine the factors that contribute to motivation and attrition of HEWs. To motivate and retain HEWs at HPs, once they have been trained and to sustain their performance at acceptable levels.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 HEALTH EXTENSION WORKERS CONTEXT

The word health extension workers is not common in many countries other than Ethiopia, therefore in this literature review other word like community health workers, community health agent , community health volunteers, lady health workers, village doctors and health workers are used for reviewing literature on issues related to health extension workers motivation.

### 2.2 THEORY ON MOTIVATION.

There are many theories concerning job motivation, but this paper looks at the Herzberg's theory which identifies two types of motivation. First motivation to accept a post and to remain at that post is related to meeting needs of job security and salary. An organization or institute can attract and retain personnel in their posts through salaries; allowances; and working conditions, such as the availability of equipment, communication and relationship with colleagues. When working conditions are not perceived to be satisfactory by health workers, they are likely to find ways to compensate for this. For instance, they will become more concerned with earning enough to cover their basic needs in ways other than to concentrate on their public service job. In Herzberg's theory, these are called "factors for dissatisfaction (dissatisfies)." These dissatisfies are mainly extrinsic factors. (26)Dissatisfies are said to be the main causes of poor job satisfaction. They include working conditions, salary, and relationship with colleagues, administrative and supervision. (27)

The second type of motivation is motivation to improve performance. This is linked to a feeling of self-fulfillment, achievement and recognition.(28,29) These feelings can be influenced by effective performance management, through which managers ensure that staff are competent and motivated in their job.(30) It involves supervision, training, performance appraisal and career development. Examples of motivating factors are achievement, recognition, responsibility and the work itself.

Motivation is a complex concept and many theories exist that describe and analyses workers' motivation. Summarized, motivation of staff is determined by factors at various levels.

- At an individual level, factors such as a person's job expectations, his or her self-esteem to be able to do a certain job and his/her own goals compared to the goals of the organization.
- At an organizational level, at which two types of motivation can be distinguished according to Herzberg's theory of motivation at the workplace.

- At the larger socio-cultural level, motivating factors such as the relationships between health workers and clients, support from community leaders and perception of community members with respect to services.

## 2.3 EMPIRICAL FINDING ON MOTIVATION

A review study conducted to examine experiences with various incentives for CHWs and their impact on retention and sustainability of CHW programs indicated that the motivation and retention of CHWs is influenced by who they are in the community context. The inherent characteristics of CHWs, such as their age, gender, ethnicity, and even economic status, will affect how they are perceived by community members, satisfactory and remuneration: material incentives, financial incentives, possibility of future paid employment; community recognition and respect, acquisition of valued skills, personal growth and development, accomplishment, peer support, and clear role; visible change. Monetary incentives can increase retention. But monetary incentives often bring a host of problems because the money may not be enough, may not be paid regularly, or may stop altogether. Non-monetary incentives such as supportive supervision, appropriate training and regular replenishment of supplies, peer support, and refresher training are critical to the success of any CHWs and are very crucial to motivate CHWs.( 31)

A review of 12 empirical studies of motivation in both developing and developed countries found that seven major job characteristics were important determinants of motivation (work itself; relationships at work; workplace conditions; opportunities for personal development; pay/rewards; management practices; and organizational policies), but the relative importance of these factors varied widely depending on the setting and methodologies used .(32)

A study done rural health workers in Vietnam(2003), (included in the review just cited) found that the main motivating factors for health workers were appreciation by managers, colleagues and the community, a stable job, income, and training, while the primary factors for dissatisfaction were low salaries and difficult working conditions. (26)

Another study in Jordan and Georgia, also included in the review by found that the two countries exhibited many similarities among key motivational determinants, including self-efficacy, pride, management openness, job properties, and values; however, some divergent results indicated the importance of local culture on motivational issues .(15)

A longitudinal quantitative study conducted to assess factors affecting recruitment and attrition of CHWs in a new born care intervention in rural Bangladesh shows; pre-hire expectations that motivate a woman to become a CHW, including how the work will contribute to her self-development, her ability to be involved with her community, her financial and social independence, and the community's recognition of her work. (33)

A qualitative followed by quantitative study on the match between: motivation and performance of management of health sector workers in Mali on 370 health workers identified motivating and de motivating factors. The motivating factors include: feeling responsible, salary increment, receiving training, holding responsibility, appreciation, receiving recognition, living near the workplace, and having good colleagues. Factors that de-motivate health workers include: lack of material, lack of recognition, difficult living conditions, lack of a job description, subjective performance appraisal, poor management, partner living far away, poor functioning of the health committee, living far away from an urban centre and living far away from places where decisions are being made.(27)

The qualitative study conducted to improve motivation of primary health workers in Tanzania, indicate that although financial incentives are important, they are not sufficient to motivate health workers. Supportive supervision, performance appraisal, career development and transparent promotion have been prioritized by PHCF workers for improving the services they deliver in Tanzania. (34)

In other study in Kenya, factors that appear to influence the motivation and work of CHWs include: hopes for better life through continuous development of life skills and opportunities; personal interests ( values, characteristics), giving reason for volunteerism; administrative environment (government regulations, laws, procedures, conditions, support, logistics supplies available for the work leading to motivation) ; community factors (acceptance, understanding and involvement); political and policy environment (creation of supportive structure); the strength of the governing structures linking the community with the health system; training of the health workers, supervisors, and managers in participatory skills; and supportive supervision by a multidisciplinary team of professionals.(35)

Study conducted on public health-care workers on incentive structure of east Wollega Zone, western Ethiopia,indicated that Perception of respondents on existing incentive structure showed that the mean score for satisfaction was low (<3.0) for pay (2.1), benefit (2.2), training (2.5) and working conditions (2.5) health workers from periphery suggested career and skill development,

improving salary level, chance of getting transfer, improving working conditions, recognition, regular supervision and feed back as incentive packages. (36)

Study conducted to assess factors contributing to the performance of HEWS in two regions (ANRS and SNNPR) of Ethiopia have shown as ,as positive factors; - The existence of a community participation policy, the availability of living quarters for the HEWs within easy reach of the health post; The assignment of HEWs to communities where they share a common culture, tradition, and language; The appointment of the HEWs to kebeles cabinets, The work of the VCHWs; establishment of model families who provide concrete evidence.(24)

As negative factors ; HEWs lacking adequate knowledge and skills to manage labor and delivery; lacking supplies and equipment and/or knowledge to use them correctly; frequently overburdened HEWs, especially when they work alone, Absence of supportive supervision; supervisors lacking adequate knowledge, inadequate facilities; in some cases, no residential quarters for HEWs; poor working condition, being assigned to kebeles other than from where they were recruited, Lack of feedback on referral cases , Lack of transportation , Lack of a management response to HEWs regarding requests for transfer, weekend leave, continued professional development, and promotion.(24)

## 2.4 MOTIVATION AND INTENTION TO LEAVE

Quantitative Study conducted on Malaysian nurses, indicate that the nurses were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management polices and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.(37)

Study conducted in rural Bangladesh indicated five key factors influence CHW retention. The first factor is job satisfaction, which includes issues such as the amount of work the CHW is expected to perform, how close her work is to her home, incentives and costs to being a CHW, as well as the kind of supervision and operational support she receives. Second is whether alternative job opportunities become available that are either more attractive. The third factor is the occurrence of significant life events, such as marriage, childbirth, moving to another community, personal illness, or the occurrence of illness or death in the family. The fourth factor is the value the community attributes to CHW work, and the existence of other options for health

care in the community. The final factor contributing to CHW retention is the extent to which her pre-hire expectations were realized. (33)

A study conducted in Bangladesh found reasons cited by CHWs for leaving their posts included lack of time to attend to their own children and other responsibilities, insufficient profit/salary, and their families' disapproval. (38) Another study in Nigeria found that village health workers stopped working because of low salaries, a lack of opportunity for advancement, a lack of credibility with the villagers, and poor supervision. (39)

Other studies suggest that strong social networks and social cohesion are important factors for CHW retention, and that CHWs benefiting from strong support system at the community level that validates their work and their role are more likely to continue in that role despite other potentially negative factors. (40)

The study conducted in northeastern Nigeria also showed that no monetary factors such as interpersonal relationships, quality of supervision, availability of tools and equipment to work with, as well as managerial fairness, support for staff welfare and training, appear to play a significant role in affecting health workers' satisfaction with their work. The no monetary factors that would positively motivate health personnel include improved staff welfare, managerial support for career development, improved quality of supervision and adequate availability of tools and equipment to work with. It appears that the workers' psychological well-being is important for job retention. (41)

A quantitative study on retention of health workers in Malawi indicated that they were specifically motivated to remain in the districts because of the lower cost of living, the significant impact they made within the communities they served and the fact that they learnt faster on their jobs in the districts compared to their other colleagues in the urban areas. One major motivating factor mentioned by all cadres of health workers was monetary. Other motivating factors mentioned were lack of proper assistance from the Ministry of Health and poor human resource management practices, including lack of supervision and continuous education. (42) That is, family matters in various ways: nurses in Malawi are more likely to work in rural districts if decent housing is offered. (43)

Study conducted in Ethiopia shows that, financial incentives, like higher salaries or hardship allowances for health workers stationed in rural districts, can help make rural jobs more attractive. A number of financial incentive schemes have been suggested, and it is often found that financial incentives have a positive effect on the willingness to work in rural areas; Opportunities for



educational upgrading, career development and colleagues in the work place are other motivating factors that have been found to be important when health workers decide where to work .(44)

The study also shows, among the assumption of social preferences as important decision factors and to help the poor, as a proxy for their intrinsic motivation, was one of two main determinants of willingness to work in a rural area in Ethiopia. (44)

Salaries of HEWs were fairly reasonable salary by Ethiopian standards. However, according to a 2007 evaluation about half of the HEWs do not feel that the level of payment is adequate and with the workload and training duration that they undergo (Center for National Health Development in Ethiopia, 2008). (13)

Qualitative Study assessed factors affecting the working condition of health extension workers in Ethiopia, identify the following factors: - poor transportation and communication systems, in consistent availability of the minimum standard of equipment and furniture, a high anticipation among HEW of upgrading (25)

All HEW interviewed are still highly motivated and continue to see their job as a mission to improve the health of the population. The salary level and regular payment seems adequate and is appreciated by the HEW. A few HEW indicated preference to placement outside their Kebeles of origin; probably an inclination towards public employee status rather than a community worker. Concerning job satisfaction very few expect to stay in the Kebeles of their present assignment or even as a health extension worker for more than two years. Only 16% expect to stay more than three years. (25)

Overall, in the above literature, it can be concluded that incentives and disincentives or motivating and de motivating factors are mostly similar for different categories of health workers though majority of motivational studies are qualitative. These factors can be categorized under work-itself, co-workers, management, work load, promotion, organizational structure, working conditions, and payment and benefits. Other important points emerged from this literature is. That a person can be relatively satisfied with some aspect of his or her job and dissatisfied with others, either because they fail to fulfill his or her needs and values or because they do not meet his or her expectations; and there is a clear understanding that improving management, workload, promotion opportunities, organizational structure, working conditions, and pay and benefits are factors that can motivate or de motivate health workers.

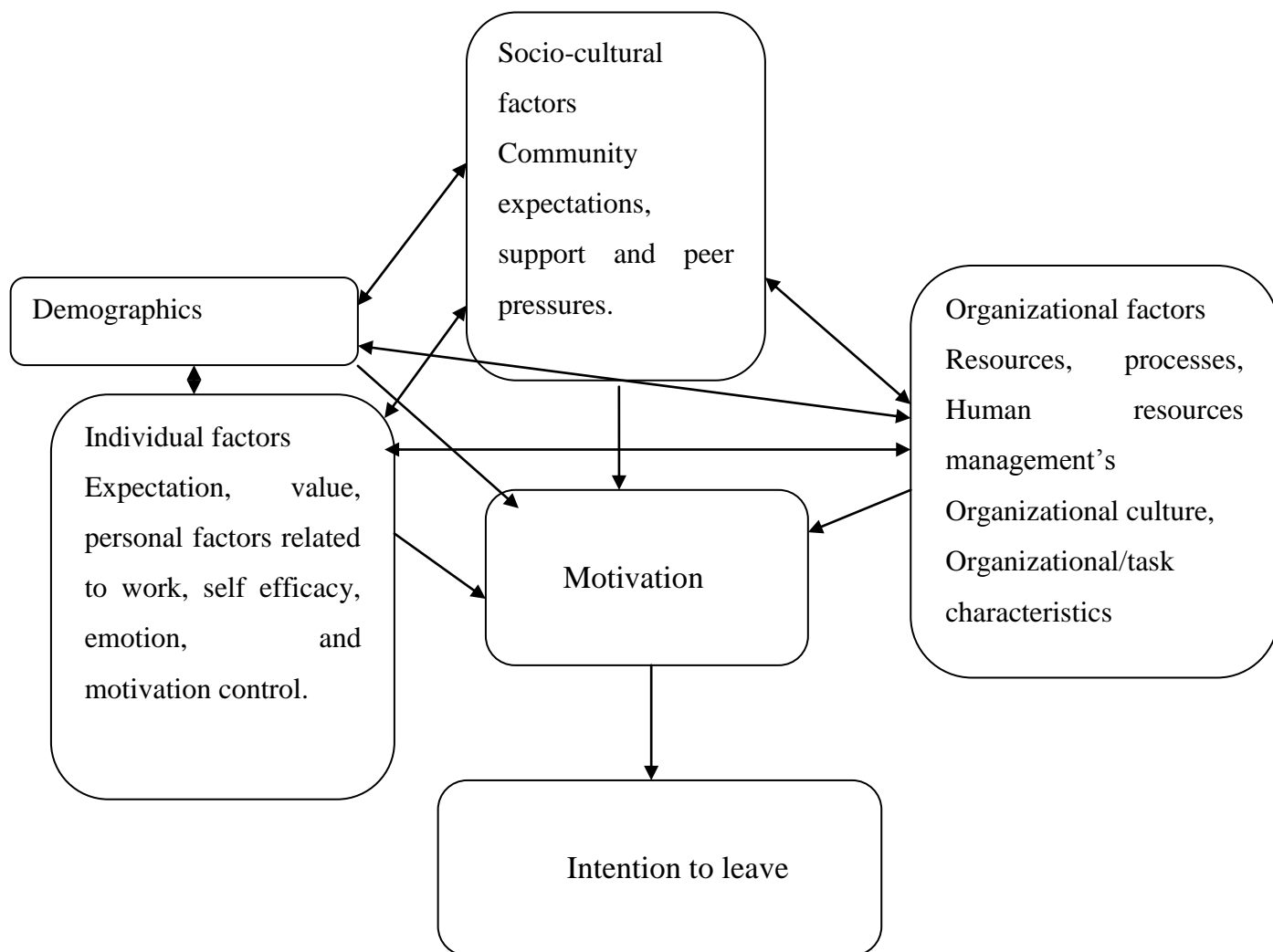


Figure 1:- conceptual frame work for determinant and outcomes of HEWs motivation. (23, 36)

It is the modification of conceptual framework used in the research done by Franco M., Kanfer R., Milburn L., Reem Q., and stubblebien P. (2000), in depth analysis of individual determinants and outcomes of health workers motivation in two Jordan hospitals and Rahman et al, Factors affecting recruitment and retention of community health workers in a newborn care intervention in Bangladesh Human Resour Health 2010.

## **CHAPTER THREE; SIGNIFICANCE OF THE STUDY**

Ethiopia has been interested to promote health production through HEWs. While, the program is innovative and is supposed to bring better health status of population for peripheral area. Community health workers program would be well served by monitoring some of the most important factors that affect motivation and desire to stay on the job. (31) According to a 2007 evaluation about half of the HEWs do not feel that the level of payment is adequate and with the workload and training duration that they undergo. (13) Very low salaries are likely to endanger health delivery; de-motivate the work force and even may make recruitment difficult (44). Qualitative study showed that concerning HEWs, very few expect to stay in the Kebeles of their present assignment or even as a health extension worker for more than two years. Only 16% of HEWs expect to stay more than three years. (25)

In addition, little is known about the motivational factors that are important for HEWs in resource-poor settings. (28, 29) In Ethiopia, to the knowledge of the investigator there Current information regarding the job motivation of health extension workers has not been studied.

This study was designed to provide information on motivational level and factors related to job motivation of health extension workers in Jimma zone ,Oromia Region, south west Ethiopia. The finding of this study will be help the program managers/policy makers to develop sustainable HEP. The HEP will be address the motivation and retaintion of HEWs based on this study. It can also be used as baseline information for future studies.

## **CHAPTER FOUR: OBJECTIVES**

### **4.1 GENERAL OBJECTIVES**

The general objective of this study is to assess level of motivation and associated factors among health extension workers in Jimma zone.

### **4.2 SPECIFIC OBJECTIVE**

- To determine the Health extension workers' motivational level.
- To assess major determinant factors to motivate the health extension workers.
- To assess the effect motivation on intention to leave of health extension workers.

## CHAPTER FIVE: METHODOLOGY

### 5.1 STUDY AREA AND PERIOD

The study was conducted in Jimma Zone, from March 15/2011-April 15/ 2011. Jimma Zone is one of the 17 Zones of Oromia National Regional State. it is bordered on the North by east Wellega Zone, on the east by west Shoa Zone, on the south by SNNPR and on the west Iluababor Zone . The capital of the zone, Jimma town is located 355 Km from Addis Ababa, The zone has 18 districts (17 rural districts and 1 urban district administration), and 535 Kebeles (524 rural Kebeles and 11 urban Kebeles) with total population of the zone for the year 2010 was 2,788,390 according to JZHO. There are two hospitals, 54 health centers, 524 community health posts (474 functional and 50 on construction), 85 private clinics and 78 drug shops in the zone. The health service coverage in 2009/2010 was by HCs and HPs to population 48.3% and 92% respectively. (26) In Jimma zone, there are 936 rural health extension workers and working in all rural Kebeles of the zone.



Figure 2: Map of Jimma Zone

### 5.2 STUDY DESIGN

Cross sectional study design using both quantitative and qualitative data collection methods.

### 5.3 POPULATION

#### 5.3.1 SOURCE POPULATION

All Health Extension Workers who have been working in rural health posts of Jimma Zone.

#### 5.3.2 STUDY POPULATION

Those Health Extension Workers randomly selected from HEWs have been working in rural health posts of Jimma zone in respective of year of service.

### 5.4 SAMPLE SIZE

Number of HEWs to be included in the study was determined by using single population proportion formula .considering the following assumptions:-

- 50% of HEWs assumed to be motivated, because of, there is no study conducted on motivation of HEWs.
- 95% level of confidence
- 5% margin of error
- 10% non-response rate.

The formula for calculating the sample size

$$n = \frac{z\alpha^2 p(1-p)}{d^2}$$

Where n= sample size, z = standard score at level of significance of 1.96, d= assumed marginal error and p=proportion of HEWs who may be motivated.

$$n = \frac{(1.96)^2 (0.5) (1-0.5)^2}{(0.05)^2} \longrightarrow n = \underline{384} \text{ individuals}$$

Since the total number of HEWs in Jimma zone is less than 10,000 the correction formula

$$nf = \frac{n}{1 + \frac{n}{N}}, \text{ was used.}$$

Where  $nf$  = sample size after correction, N =total numbers of HEWS  $\longrightarrow N = \underline{936}$

$$nf = \frac{384}{1 + \frac{384}{936}} = \underline{273}$$

Ten percent of non response rate =10% $\times$ 273=27.3

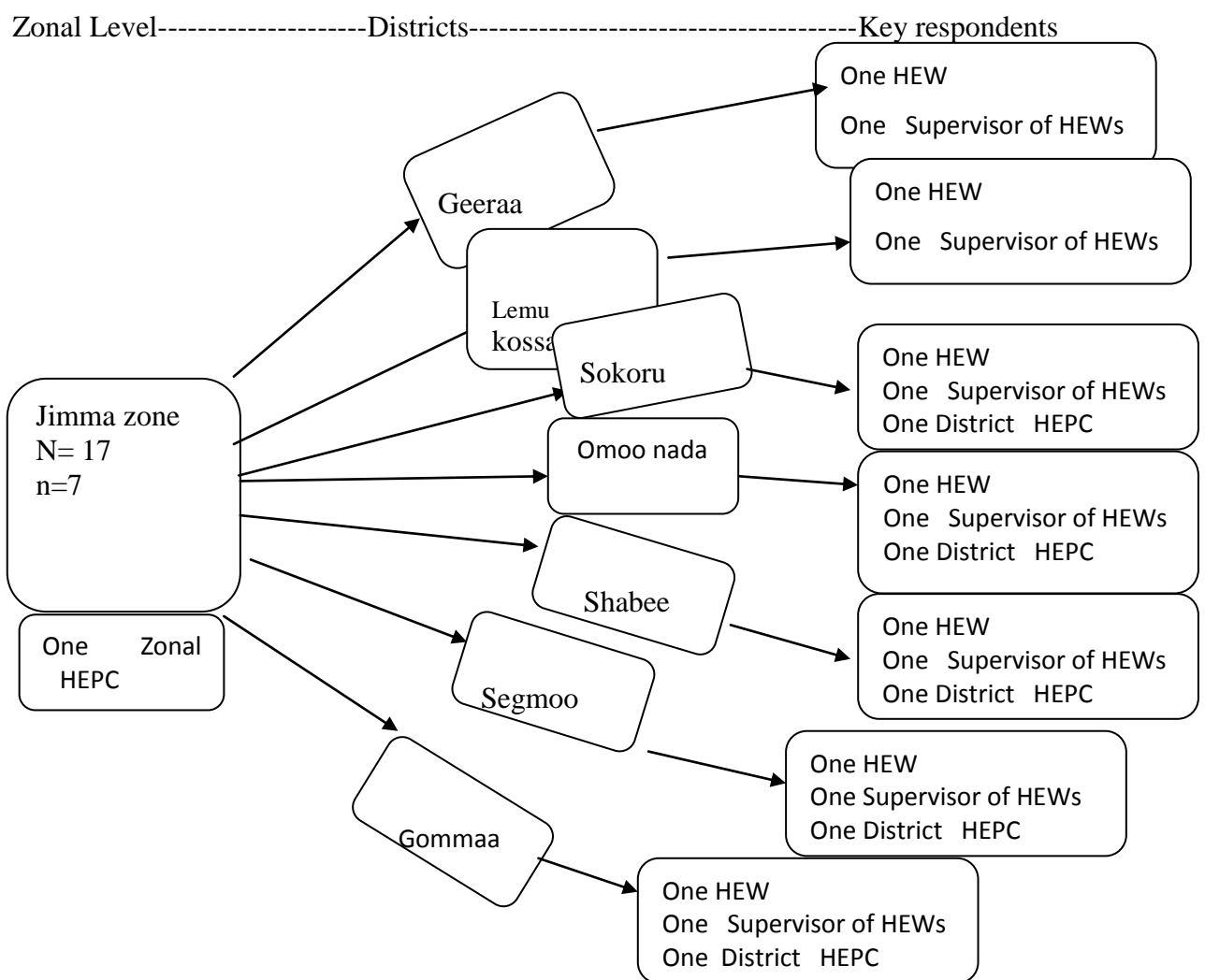
Therefore, the final sample size will be=273+27.3=301.

Twenty-two key informants (seven Health Extension Workers, seven Health Extension Supervisors, eight Health Extension Package coordinators) were selected (based on the experience and knowledge they have on objective of the study) for qualitative data collection.

### 5.5 SAMPLING PROCEDURE

A computer-generated simple random sample of 301 HEWs was selected as study participants from the zonal health extension department's list of 936 HEWs for quantitative data collection methods.

For qualitative data collections to get 22 key informants, seven districts were selected randomly by lottery methods. From each districts : one Health Extension Worker, one Supervisors of HEWs and one District Health Extension package coordinator(HEPC) and finally one Health Extension package coordinator from Zonal Health Office : all participants those have been working on Health Extension Package(HEP) and have experience were participated.(Figure 4)



**Figure 3 Schematic presentation of sampling procedure of key informants on motivation of HEWs in Jimma zone, south west Ethiopia, April 2010.**

### 5.5.1. INCLUSION CRITERIA

Those HEWs were available in the study area , at least six month experience and voluntary to participate.

### 5.5.1. EXCLUSION CRITERIA

Urban HEWs, so the program was recently started as well as the status of workers was different i.e. Rural HEWs certificate graduated while Urban HEWs Diploma holders.

## 5.6 VARIABLES

### 5.6.1 DEPENDENT VARIABLE

Motivation and intention to leave.

### 5.6.2 INDEPENDENT VARIABLES

**Individual factors** personality characteristics, expectation, value, personal factors related to work, emotion, and motivation control.

**Organizational factors** organizational culture, organizational task characteristics, resources, and performance managements system.

**Socio-cultural factors** Community expectations, support and peer pressures.

## 5.7 DATA COLLECTION TECHNIQUE

The quantitative data were collected using pre-tested and self administered structured questionnaire. The tools were adapted and customized from in depth analysis of individual determinants and outcomes of health workers motivation in two Jordan hospitals and Factors affecting recruitment and retention of community health workers in a newborn care intervention in Bangladesh. (23, 36) The questionnaire contains personal characteristics, determinant factors and outcome motivational variables. Each item except in socio-demographic and job related factors had a five point Likert-type scale ranging from (1 very dissatisfied, 5 =very satisfied).

The questionnaire was distributed and collected by seventeen data collectors. Data collectors were diploma level health workers and those not directly supervising the HEWs. Self-administered questionnaires after a brief explanation of how the questionnaire was arranged, respondents were asked to complete it based on their interpretation.

In order to assure trustworthiness of data, sources and methods was triangulated by Semi structured and open questions were used to identify what motivating and de motivating factors of HEWs. The data were reported and recorded by tape and were transcribed immediately after the data collection process.



The questionnaire was translated in to Afan Oromoo and retranslated back to English to ensure its consistency by different persons one who know Afan Oromo.

## **5.8 DATA ANALYSIS PROCEDURES**

Data were entered and analyzed using the SPSS for Windows version 16. with statistically significance at  $P \leq 0.05$ . A total questionnaire to collect data were 123 items , from this 16 items were used for socio-demographic and job related factors, 78 items were used for determinant factors, 25 items were used for motivational outcome and 3 items were used for intention to leave. Perception of HEWs on the level of motivation was analyzed on five point scale (from 1 very dissatisfied to 5 very satisfied). Negatively worded Questions were included to avoid response-set bias, it will be reverse scored (so that 1 = 5, 2=4,) so that in all cases a low score indicate low motivation. The ultimate score that each HEW received for each factor was based on the simple summation of the item scores for that measure. Mean scores at the lower end of the score range denote lower motivation with a particular facet, while higher scores denote motivation.

Factor analysis was used to identify factors that explain most of the variance observed in a much of manifested variables. The reliability of the factors was estimated by assessing the internal consistency of the scales by means of Cronbach's alpha. An alpha was greater than .7 for motivational outcome variables, and for independent variables was between (0.52-0.73). A commonly used reliability is .70 (47)

The analyses were divided into two stages: a descriptive analysis of the socio-demographic characteristics of study participants, and outcome motivation to determine the level of motivation. Categorical variables of socio-demographic: marital status, pre-hire expectation to become HEWs, previously living home area, want to transfer, and having living room in HPs were dummy coded before conducting regression analysis.

Multiple linear regression analyses for identifying factors associated to motivation and effect of motivational on retention and comparisons of mean carried out by T-test and One-Way Analysis Of Variance (ANOVA). P-value less than 0.05 considered statistically significant.

The analysis of qualitative data were based on an thematic frame-work to identifying patterns in the data by means of thematic codes i.e., themes, and categories of analysis come from the data. At the end the results were combined with quantitative data in the presentation of the findings.

## **5.9 DATA QUALITY ASSURANCE**

Before data collection qualities of the data were assured through careful design, the semi structured questionnaire was translated in to Afan Oromo and retranslated back to English by

different experts for analysis. The data collectors were trained for one day on pertinent data collection principles and procedures. The pre test was done in 5% of study participants which was 16 HEWs for quantitative and 2 in-depth interviews for qualitative data collection tools, in Dhidhessa District, Iluababor Zone and the questionnaire was assessed for its completeness, clarity and length.

The questionnaire was checked by principal investigator for its completeness and consistency and ongoing phone orientation was given to data collectors. Quality of qualitative data collection assured through providing confidentiality by in-depth interviewer.

## 5.10 OPERATIONAL DEFINITIONS

**Affective motivational outcome:** represent the emotional response (feelings) resulting from the motivational processes

**Cognitive motivational outcome:** represent the rational response (thoughts).

**Financial independence:** stopping family support.

**Health workforce:** Is generically used to mean all health cadres (only health professionals) from the primary health care to the zonal level.

**Kebeles:** The lowest governmental administrative unit, with estimated structure of 5000 inhabitants.

**Motivational level:** will be expressed relative to mean scores at the lower end of the score range denote lower motivation, while higher scores denote motivation.

## 5.11 ETHICAL CONSIDERATION

Before the start of data collection process, ethical clearance was secured from College of Public Health and Medical sciences ethical review committee of Jimma University. A written support was obtained from Jimma zonal health office. Verbal agreed was obtained from districts health offices. Verbal informed consent was sought from all the respondents before the start of each interview. During self administered on every questionnaire attached informed consent about the study in Afan Oromo; the individual questionnaire was sealed in envelope and returned to data collectors.

## 5.12 DISSEMINATION PLAN

The result of this study was presented to Jimma University .The final report will be conducted to Ministry of health, Oromia regional health Bureau and Jimma zonal health office. The effort will be made to publish the study on relevant national and internationally reputable journal.

## CHAPTER SIX: RESULTS

### 6.1 Description of the study participants

Two hundred eighty four HEWs filled the questionnaires making 94.4 % of response rate. All of them were females. The HEWs' mean age was 22.3 years. The youngest and oldest age of HEWs was 18 and 30 years respectively. One hundred sixty two (57 %) of the HEWs were married, 116 (40.8 %) had never married and the remaining 6 (2.2%) were divorced. The years of service ranged from 6 month to 7 years with mean 3.7 years. The average distance of HP from district health office was 4 hours on foot. All HEWs had a monthly salary with the same level 908 ETB (53 USD). Pre-hire expectation of HEW, 165(58.1%) of HEWs employed to serve a peoples in order to improve health of community, 64(22.5%) of HEWs getting health extension work help to self development academically, the 31(10%) of HEW employed to get professional status, 14(4.9%) of HEWs employed to economical independent and the other 10(3.5%) to get job.

Eighty three (29.2%) of HEWs were deployed from their current kebeles, 106 (37.3%) were deployed from other kebele within districts, 65 (22.9%) were deployed from districts' town, and 30 (10.6 %) were deployed from other districts. Two hundred thirty six (83.1%) of HPs did not have living room. One hundred fifty four (54.2%) of HEWs want to be transfer from current HPs. the main reason for those to want to transfer were; 44(28.4%) to return to home village , 32(20.6%) to near town, 30( 19.4%) to live with husband, 24(15.5%) challenge with their health like long distance(especially kidney infection) and malarias area for those their pervious home area was high land, 17(11.0%) their perception on community acceptance and the other 8(5.2%) disagreement with coworkers as service year increase community acceptance decrease as by qualitative study Table (1)

**Table 1 Socio-demographic variables and job related factors of HEWs, in Jimma Zone, Southwest Ethiopia April 2011.**

Socio demographic variable		frequency	percent
Marital status	single	116	40.8
	married	162	57.0
	divorced	6	2.1
Expectation to become a HEW	improve health people	165	58.1
	self development	64	22.5
	status of health profession	31	10.9
	independence	14	4.9

	to get job	10	3.5
Table 1 continued			
Health extension workers per HP	2 per kebele	244	85.9
	1 per kebele	27	9.5
	3 per kebele	12	4.2
	4 per kebele	1	.4
Number of household	500-1000HH	140	49.3
	1000-1500HH	89	31.3
	<500HH	28	9.9
	>1500HH	27	9.5
Pre-hire home area	Other kebele	106	37.3
	Same as with current kebele	83	29.2
	Capital town of district	65	22.9
	From other district	30	10.6
Want to transfer	Yes	154	54.2
	No	130	45.8
The reasons want transfer were due:-	To return home area	44	28.4
	To live near town	32	20.6
	To relocate where husband lives	30	19.4
	Personal health problem	24	15.5
	Decrease community acceptance	17	11.0
	Disagreement with coworkers	8	5.2
Planned to leave	Yes	86	30.3
	No	198	69.7
The reasons planned to leave were due;-	Absence of motivational growth	43	50.0
	Dissatisfactions with pay	15	17.4
	Poor management system	13	15.1
	Organizational policy.	8	9.3
	Personal factors	7	8.1

Household category based on standard of Households assigned for 2 HEWs such =500HH

## 6.2 Description of Variable

Socio-demographic and other independent variables were completely filled. Other than socio-demographic variables data were analyzed step by step after data reduction conducted by using factor analysis. The reliability tests were done for items of each identified factors. Bivariate analysis and multiple regressions were conducted to identify the variable that associated and predictors of motivational level respectively.

**Table 2: The step of statistical analysis for explains motivation and related factor of HEWs, in Jimma Zone, Oromia Region April 2011.**

N	Steps for statistical analysis	Results of procedures
1	For 21 motivational level items descriptive statistics and factor analysis was conducted.	The mean and Std of each item and 4 factors with regression factor score were obtained.
2	Four regression factors scores were computed	One regression factors score were obtained.
3	For 78 independent items factor analysis was used with sampling adequacy Kaiser maye – olkin measure 0.75 (P<0001)	Based on Eigen value >1.25 factors were extracted with 68.4 % variance explained as showed in annex
4	Inter item reliability test conducted on items of 25 factors	18 factors left out of 25 factors those have Cronbach’s alpha >0.5.
5	Bivariate analysis for 18 factors	All found (11 factors) significantly correlates with motivation.
6	Bivariate analysis for socio-demographic and job related Variables	Six variables were significantly associated with motivation.
7	Multiple leaner regressions, for 1 regression factor score of motivation on 11 factors and 6 socio-demographic variables, was conducted.	Finally nine predictors were obtained for motivation
8	On three item of intention to leave factor analysis conducted.	One regression factor score extracted
9	Intention to leave regression factor score regressed on four regression motivation factor score and socio demographic variables	Three predictors were obtained for intention to leave

### 6.3 Health Extension Workers motivational level

The mean and standard deviation of each variable used to measure motivation was presented in the table 3. The overall HEWs' mean scores for each items was ranging from 2.14 to 4.35 which were measured by using likert scale (1 = very dissatisfied and 5= very satisfied). The total mean score of motivational level among HEWs (out of 100 possible points) was 71.43 with Std.  $\pm$  10.50. With minimum score was 30 and maximum 100 scores. 57% of HEWs above mean score.

Table 3: The mean and standard deviation of each items used to measure motivation of HEWs, Jimma Zone, Southwest Ethiopia, April 2011.

	Items	Mean	Std. Deviation
Cognitive motivation	Enough authority given by your superiors to do your job well.	3.47	1.26
	Your present job when you compare it to similar positions in Ethiopia.	3.40	1.43
	Progress toward the goals which you set for yourself.	3.54	1.38
	Acceptance of your superior as a professional expert.	3.44	1.33
	Fulfillment of your prior expectations.	3.31	1.38
	Expectations from present job for future professional development	3.97	1.29
	Total cognitive motivation (out of 30 possible points)	21.10	6.09
Affective motivations	General job satisfaction	22.09	5.00
	All in all, how satisfied are you with your job.	3.88	1.29
	All in all, how satisfied are you travelling in the community.	3.97	1.18
	All in all, how satisfied are you with your co-workers relationship.	3.95	1.09
	All in all, how satisfied are you with your supervisor.	3.45	1.28
	How satisfied are you the relation with management in your kebeles?	3.89	1.19
	How satisfied are you with Health extension workers police (concerning transfer).	3.77	1.38
	Extrinsic job satisfaction	11.04	3.77
	How satisfied are you with your pay.	2.14	1.166
	The management system in your district health office.	3.05	1.39
	The fringe benefits you receive.	3.28	1.39
	The working condition.	2.57	1.38
	Intrinsic job satisfaction	16.01	3.59
	The chances you have to accomplish something worthwhile.	4.35	.93
The field experience you get to qualify your professions.	4.18	1.14	
The chances you have to do something that makes you feel good.	4.11	1.13	
The short term training opportunities you get.	3.71	1.56	

## 6.4 Comparisons of Health Extension Workers motivational level by socio-demographic and job related factors

During analysis of variance (comparison), Perception of motivational level among HEWs on pre-hire expectation were different ( $p < 0.001$ ). Post hoc test was done to determine which groups were contributed for the difference. As a result, the difference on motivational level was due to the difference on HEWs expectation to self development.

Perception of motivational level among HEWs on Pre-hire home area were different ( $p < 0.001$ ); post hoc showed that, the difference on motivational level was due to the difference on HEWs deployed from their current kebeles and HEWs deployed from town. Also, the difference was between HEWs deployed from other kebeles and HEWs deployed from other districts. The motivational level between HEWs, those who want to transfer to other kebeles and who did not want to transfer from present Kebeles, was significantly different ( $P < 0.001$ ) and the motivational level between HEWs ,those who have intention to leave and who haven't plan to leave, was significantly different ( $P < 0.001$ ). However: age, marital status, distance of HPs from District Health office, number of HEWs per kebeles, and number of house hold per kebeles didn't show statistically significant with their motivation level ( $p > 0.05$ ).

**Table 4: Comparison of mean score and P value of motivation among socio demographic and individual difference of HEWs, Jimma Zone, Southwest Ethiopia, April 2011.**

Socio demographic variable	Mean score of motivation	Std. Deviation	P=value
<b>HEW pre-hire expectation</b>			
Self development	62.65	16.76	<0.001
Financial independence	71.50	14.95	
Improve community health status of health profession	74.26	13.74	
To get job	71.35	16.81	
80.90		13.04	
<b>Pre-hire home area</b>			
same from current kebele	76.23	14.45	<0.001
other kebele	71.51	14.61	
capital town of district	68.85	15.51	
from other district	63.43	18.12	

Want to transfer	Yes	68.22	15.92	< 0.001
	No	75.22	14.32	
Intention to leave	Yes	60.02	15.03	<0.001
	No	76.38	13.04	

#### 6.4 Independent variables extracted and associated with motivation

In this study, only variables with factor loadings of .40 or higher were reported. The factors were named based on the item explain maximum variance from each group. Among twenty five variables extracted, the factors which correlate with motivational outcome and have cornbach's alpha greater than 0.5 were reported.

The HEWs perceptions on identified eleven factors were explained by the items that dominate each factor. They were: perception on the management openness with mean = 4.2, SD = .701, perception on pride with mean = 3.6, SD = .658, perception on self efficacy (the opportunity to finish their job in health post) with mean = 4.32, SD = .67, perception on community support and recognition with mean (3.8 and 4.4), SD (0.87 and 0.60), perception on recognition with mean = 3.8, SD = .8, with their co-workers in kebeles (mean =4.488, SD = .828) as well as the respondents perceived on organization support relatively lower level of motivation mean = 2.09, SD =.79 which included ( pay, organizational supported and enough time for personal duty).

**Table 5: Mean score, cronbach's Alpha of determinant factors, and Pearson correlation with motivation of HEWs, Jimma Zone, south west Ethiopia, April 2011.**

Determinant factors of motivation	Mean score	Std. deviation	C's Alpha	Pearson (p=value)
Management openness	4.17	.74	0.53	0.13(0.035)
Pride	3.58	1.05	0.58	0.34(0.000)
Coworkers relation ship	4.36	.65	0.71	0.12(0.044)
Feed back	3.46	.81	0.67	0.31(0.000)
Job recognition	3.79	.84	0.76	0.56(0.000)
Organization support	2.09	.79	0.52	0.32(0.000)
Job autonomy	3.98	.85	0.73	0.20(0.001)
Community support	3.80	.87	0.59	0.38(0.000)
Community recognitions	4.45	.60	0.55	0.21(0.000)
Self efficacy	4.31	.64	0.67	0.22(0.000)
Motivational control	4.38	.57	0.62	0.17(0.004)



## 6.5 Predictors of motivation among health extension workers

Multiple linear regression analysis by using stepwise method was used to identify final predictors of motivation. In the final model variables such as, the ability of HEWs job to provide recognition, pride in work and organization, Increase years of service, Getting feedback from supervisors, Want to transfer, organizational factors (pay, organizational support, and enough time for personal activities), community support, organizational citizenship behavior and pre-hire expectation of self development, were to be found significant predictors of motivational level among HEWs ( $p < 0.05$ ).

On in-depth interviews, the finding stated that upgrading to higher level professions and advancement career promotion, having supportive supervisions and salary was the important factor related to the HEWs' motivation. Health extension workers explained that salaries were lower when it compared with job they do. They often relate this to their lack of motivation with regard to career structure and opportunity for education, since pay levels depend on an individual's level. One HEW spoke with frustration about career structure, *"other than our sectors most sectors have career structure in every two Years, but..."*

In the interviews with respondents was the importance they placed on having opportunities for further education 'upgrading'. One HEW stated that *"...I have served for 5 years in one kebele without any improvement on me, but my friend teacher with same level of education and with the same year graduate has been studying BA ...."*. In the middle of this study the governments try to address. They also explaining that *"If the government recruited 2-3 HEWs for education per years, imagine the chance I have to get, as my districts have 77 HEWs ..."* in addition she served for five past years.

The study shows that; a unit increase on job recognition score, increases an average of 0.392 unit in motivation score (95%CI: 0.267 to 0.517) after adjusting the effect of other significant factors. As a unit increase on pride score, increases an average of 0.130 units in motivation score (95%CI: 0.033 to 0.226) after adjusting the effect of other significant factors. As one year increase on year of service, a decrease average of 0.143 units in motivation score (95%CI: -0.210 to -0.076) after adjusting the effect of other significant factors. As a unit increase on feedback score, increases an average of 0.251 units in motivation score (95%CI: 0.137 to 0.364) after adjusting the effect of other significant factors.

HEWs who have wanted to transfer from current kebeles, had an average drop of 0.319 unit in motivation score as compared to those did not want to transfer from current kebeles (95%CI: -

0.503 to -0.135). As a unit increase on organization variable (pay, support and time for personal duties) score, increases an average of 0.122 units in motivation score (95%CI: 0.003 to 0.241) after adjusting the effect of other significant factors. As a unit increase on perception community support score, increases an average of 0.149 unit in motivation score (95%CI: 0.034 to 0.264) after adjusting the effect of other significant factors.

Concerning socio cultural factors; DHEPCs explained that as there were no any challenges concerning community they served. *“In General Communities know the objective of HEWs and try to involvement especially after national wide community conference on HEP held in 2008/2009”*.

As a unit increase on co-workers relationship scores, increases an average of 0.177 unit in motivation score (95%CI: 0.029 to 0.324) after adjusting the effect of other significant factors. HEWs who have pre hire expectation to self development, had an average decrease of 0.259 unit in motivation score as compared to those expectation to serve the community (95%CI: -0.480 to -0.038) after adjusting the effect of other significant factors.

**Table 6: Determinants factors when regressed on motivation of HEWs, Jimma Zone, south west Ethiopia, April 2011.**

Predictor variable	R Square	R Square Change	Unstandardized B coefficients	95% Confidence Interval for B
Job recognition	.306	.306	.392	(.267, .517)
Pride	.348	.043	.130	(.033, .226)
Years of service	.386	.037	-.143	(-.210, -.076)
Feed back	.418	.032	.251	(.137, .364)
Want to transfer	.444	.026	-.319	(-.503, -.135)
Organization condition	.458	.014	.122	(.003, .241)
Community support	.467	.009	.149	(.034, .264)
Coworkers relationship	.477	.010	.177	(.029, .324)
Pre-hire expectation to self develops.	.487	.010	-.259	(-.480, -.038)
Constant			1.420	(.603, .237)

The total variance explained by model was 47%. When R=0.68.8, R square 0.487, adjusted R square 0.47 and std. error 0.738.

## 6.6 The effect of health extension workers motivation on intention to leave

The mean and standard deviation of each variable used to measure intention to leave was presented in the table 7. The overall HEWs' mean scores for each items ranged from 2.27 to 2.61

which were measured by using likert scale (1 = strongly disagree and 5= strongly agree). The total value for the three variables measuring intention to leave was found to be 7.27 out of 15 points, with Std.  $\pm$  3.59.

**Table 7 : The mean and standard deviation of each items used to intention to leave of HEWs, Jimma Zone, Southwest Ethiopia, and April 2011**

variable	Mean	Std. Deviation
Presently, I am actively searching for other job.	2.60	1.37
In the last few months, I have seriously thought about looking for a new job.	2.39	1.33
I intend to leave the organization in the near future.	2.27	1.28
Total: Intention to leave	7.27	3.59

Multiple linear regression analysis was used. Intention to leave as outcome variable was entered as final model. As a result intention to leave the work was influenced by general job satisfaction, intrinsic satisfaction, and year of services. Out of 35.2% variance of intention to leave explained, the 27.5% were due to general job satisfaction and intrinsic satisfaction. (Table 8)

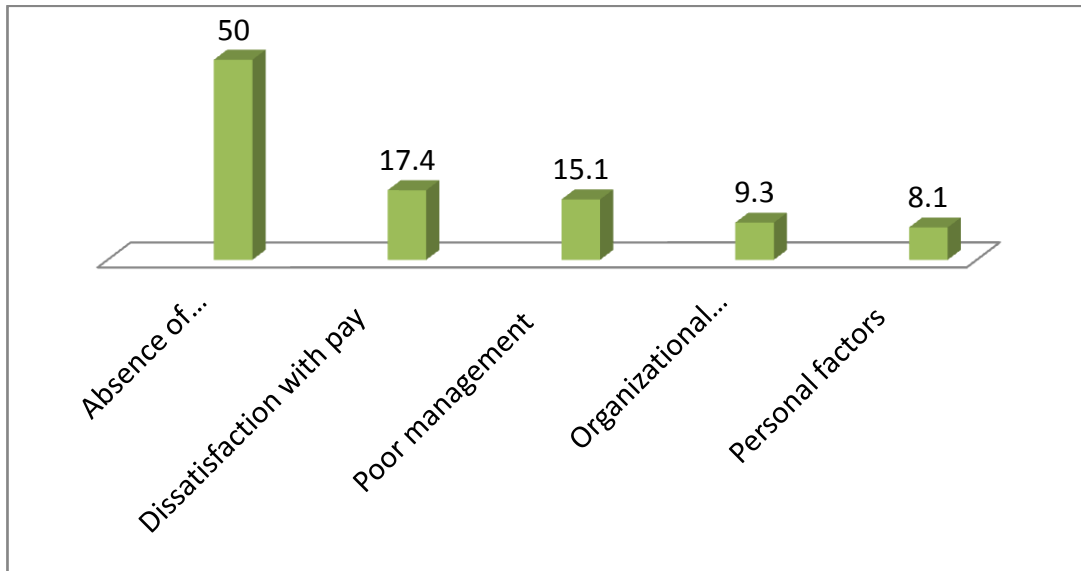
As a unit increase on General Job satisfaction score, decrease an average of 0.447 unit in intention to leave score (95%CI: -0.619 to -0.276) after adjusting the effect of other significant factors. ). As year on service years increase an average increase of 0.209 units in intention to leave score (95%CI: 0.127 to 0.291). As a unit increase on intrinsic satisfaction score, an average decrease of 0.389 unit in intention to leave score (95%CI: -0.550 to -0.229) after adjusting the effect of other significant factors.

**Table 8: Effect of motivation factor when regressed on intention to leave of HEWs, Jimma Zone, southwest Ethiopia, April 2011.**

Predictor variable	R square	R Square Change	Un standardized B Coefficients	95% Confidence Interval for B
General job satisfaction	.213	.213	-.447	( -.619, -.276)
Year of service	.298	.085	.209	(.127, .291)
Intrinsic satisfaction	.360	.062	-.389	(-.550, -.229)
Constant			5.057	(4.258, 5.855)

Were R= 0.60, R square=0.36, Adjusted R square=0.352 Std. Error =0.94

The main reason of HEWs for those who had plan to leave the job were, 50.0 % of HEWs due to absence of job motivation, 17.4% of HEWs dissatisfactions with pay, 9.3% of HEWs Organizational policy, 8.1% of HEWs personal factors and 15.1% of HEWs poor management system. Their mean score of motivation were; - 2.69, 2.53, 3.10, 3.47 and 3.31 respectively.



**Figure 4: Reasons for intention to leave of HEWs, in Jimma Zone, Southwest Ethiopia, April 2011**

HEWs also blame the fairness of district health management concerning any promotion, Most HEWs believed their promotions if were more related to years of service than to individual performance. Although other factors such as organization policy to transfer from kebele to kebele. The HEWs commented on the advantages of being close to their home village (place of birth). It was also taken as given that HEWs would be expected to relocate to where her husband lives.

Frustration related to the support supervision and scarcity of material resources was a key. One supervisor stated that “*a major barrier was lack in responding supply from us, this sham us to give supportive supervision*”.

## CHAPTER SEVEN: DISCUSSION

Information gathered only on HEWs who are currently working in HP and generalizations was confined to these groups, the information from HEWs those leave difficult to get motivational factors that influence their retention, and social desirability bias due to anticipation of HEWs for urgent implementation of their thoughts on motivation. The study examined a very broad range of possible motivational determinants and a broad range of motivational outcomes. However, some scales merit further adaptation and reliability testing.

Although many of the other constructs were significantly associated with motivational outcomes. Some of the motivational determinant scales used did not appear to adequately capture the desired construct for the HEWs context, as reflected in alpha scores lower than 0.70. Further qualitative work was done to examine the meaning of these constructs in the local context and to adjust scale items to create more powerful measures.

The total mean score of motivational level of HEWs was 71.43 (71.43%). Fifty-seven percents of HEWs motivational score were greater than mean score. This indicates the HEWs were moderately motivated.

The study shows that: the strongest predictors of HEWs motivation came from job recognition factor score. This factor represents advancement, recognition, upgrading, participation, and security variables, this due to the anticipation of HEWs for opportunity for education and career development. During in-depth interview this was also emphasized by statements. This is similar to with the study conducted on working conditions of health extension workers in Ethiopia (2010) explore that a high anticipation among HEW of upgrading their status soon. (25) Also consistent with the study conducted on incentive structure in east Wollega (Ethiopia) on public health workers in 2006 revealed that health workers from periphery stressed on career and skill development. (38) Other study in Ethiopia showed that opportunities for educational upgrading and career development are other motivating factors that have been found to be important when health workers decide where to work. (46)

Pride in work and organization was indicated the next important for HEWs motivation. This expressed as a good reputation of HPs in the community, proud by being the members of HPs and status of HEWs in the community. This may be contributed by performance and the approach of HEWs to do their work. This study is in line with Study conducted in rural Bangladesh indicated the value the community attributes to CHW work motivate CHWs. (36) In this study, getting feedback from supervisors for HEWs motivation also important. This is similar to with the study

conducted on in east wellega identified regular supervision and feed back as incentive packages. (38)

This study have identified important of want to transfer from current kebeles for health HEWs motivation. The main reasons were to return to home village, to assign were the husband live, challenge with their health like long distance (especially kidney infection) and malarias area for those who were their pervious home area was high land, disagreement with coworkers, and to near town .In in-depth interview some HEWs explained that the Ministry of Health should consider requests to move to a different post to follow their husband and to return home area. This finding strength the Qualitative Study assessed on factors contributing to and affecting performance of HEWs in Selected districts of Ethiopia showed that HEWs were assigned to different communities expressed dissatisfaction ,working in kebeles that were not their original home communities and reported feeling homesick, socially insecure, and had difficulty adapting to the environment, and the study also remarked that these HEWs tended to have lower attendance rates and poorer performance .(24) This study in line with the study conducted on incentive structure in east Wollega (Ethiopia) chance of getting transfer identify as incentive packages. (38)study conducted on CHWs in a new born care intervention in rural Bangladesh identify factor contributing to CHW retention is job satisfaction, which includes issues such as, how close her work is to her home area. (36) Response for transfer requests an issue to increase motivation of HEWs.

In this study, the importance of organization factor (pay, support and time for personal duties) for motivation of HEWs, and during in-depth interview Frustration related to the support supervision with the scarcity of material resources was a key, this could have an adverse impact on the quality of service and also on their motivation. Health extension workers explained that salaries were lower when it compared with job they do however they relate to personal level if they get promotion with opportunity for upgrading and career development this may be address pay.

This study similar with the study of (ANRS and SNNPR) showed that frequently overburdened HEWs, especially when they work alone, Absence of supportive supervision. (24) This finding also consistent with the study conducted on incentive structure that health workers from periphery stressed that incentives. These professionals suggested improving salary level, improving working conditions and regular supervision as incentive packages.Also Similar with the qualitative study

conducted to improve motivation of primary health workers in Tanzania, indicate that although financial incentives are important, they are not sufficient to motivate health workers. Supportive supervision, performance appraisal, career development and transparent promotion have been prioritized by PHCF. (38, 37)

Years of services were also important for motivation of HEWS. This study indicated that as years of the service increases the motivation influenced. In-depth interview they more emphasized on year of services especial those HEWs worked above two years, this may be their assumption on training as opportunity for other Health Worker. As the whole their feeling of the government's attitude on this issue was reasonably good, though a few said that they felt that the opportunity for upgrading may be too long. This in line with the study conducted on working conditions of health extension workers in Ethiopia explore that a high anticipation among HEW of upgrading their status soon. Most expect this after two years of service. (25)

In this study pre-hire expectation was influence the HEWs motivation, those HEWs expected that deployed as health extension workers were help to self development academically and financially lead them to score low perception on motivation, this is similar with study conducted on CHWs in a new born care intervention in rural Bangladesh identify factor contributing to CHW retention is job satisfaction, which includes issues such as the extent to which her pre-hire expectations were realized.(36)

The presence of community support was also having impact on increasing motivation of HEWs. In in-depth interview on respondents saying that “communities in general, knows the objective of HEWs and try to support HEWs especially after national wide community conference on HEP in 2008/2009” .This study strength with Study done (2008) in two regions (ANRS and SNNPR) of Ethiopia have shown, as positive factors; - The existence of a community participation policy. (28) also, similar with the studies done in rural Gambia suggest that strong social networks and social cohesion are important factors for CHW retention, and that CHWs benefitting from strong support system at the community level that validates their work and their role are more likely to continue in that role despite other potentially negative factors .(42)

The study showed that, co-workers relationship also, important for HEWs motivation. This similar with study conducted in Ethiopia shows that colleagues in the work place are other motivating factors that have been found to be important when health workers decide where to work. (46)

The study show that intention to leave indicates that most of the HEWs are neither bent on leaving nor staying, the effect of motivation on intention to leave was year of services, and want to transfer in the study. Inappropriate planning and deployment of HEWS negatively affect HEWs intention to leave. The result found that the percentage variance in intention to leave explained by motivational outcomes was high. This were due to the variable were used to measure general and intrinsic job satisfaction such as: overall satisfaction with job, satisfaction with coworkers, with District Health Managements and Supervisors, HEWs policy regarding to transfer, experience they get, opportunity to job accomplishment, and opportunity to education.

This finding indicate that to retain HEWs ,it need to emphasizes on satisfaction especially by giving opportunity for career development, transfer and education opportunity for those were served more years. In this study extrinsic satisfaction like pay and working condition (housing, transport, and supplies) did not have variance on intention to leave in the presence the above factors. However the HEWs perception on working condition low score, it may be due to the homogeneity of HEWs aspiration to this variable. This is similar with the study conducted on working conditions of health extension workers in Ethiopia ,that concerning Job satisfaction, Very few expect to stay in the Kebeles of their present assignment or even as a health extension worker for more than two years. Only 16% expect to stay more than three years. (25) This finding in line with study conducted in this county on health professional which identifies: Opportunities for educational upgrading, career development and colleagues in the work place are other motivating factors that have been found to be important when health workers decide where to work. (46), Study in Nigeria found that village health workers stopped working because of lack of opportunity for advancement, a lack of credibility with the villagers and poor supervision. (41) The nonmonetary factors that would positively motivate health personnel include improved staff welfare, managerial support for career development, and improved quality of supervision are for job retention. (43). In general, the main factors identified were limited opportunities for career development and further education and inadequate or properly address human resources management systems especially for clear performance management and for responding request of relocating of HEWs.



## **CHAPTER EIGHT: CONCLUSIONS AND RECOMMENDATIONS**

### **8.1 CONCLUSIONS**

- Majority of HEWs moderately motivated.
- Recognition, pride, feedback, and organization factors (organization support, pay, and work load) community support and co workers relationship were found to affect motivational level of HEWs.
- Absence of response for transfer requests, inadequate concern of year of service for selection of HEWs for upgrading and unmeet pre-hire expectations to self development influenced level of motivation among HEWs.
- Most of the HEWs are neither bent on leaving nor on staying.
- General Job satisfaction, intrinsic satisfaction (overall satisfaction with job, satisfaction with coworkers, with District Health Managements and supervisors, HEWs policy regarding transfer, experience they get, opportunity to job accomplishment, and opportunity to education) and consideration of year of service during selection of HEWs for further training were found to affect intention to leave among HEWs.

## 8.2 RECOMMENDATION

- The Ministry of Health, better to look at the participation of HEWs on decision concern them, increasing their achievement and accomplishment through recognition and giving further education in order to enhance motivation and retention.
- District health office recognizing contributions of individual HEWs for their contributions, developing stronger relations and communications with the surrounding communities, and creating opportunities for community recognition of health post (as individual or team) efforts.
- District health office increasing co-workers relationship can be achieved through rewarding HEWs, CHWs and teams those work with the HEWs for such behaviors through recognition and feedback.
- Determinants categorized as individual worker differences reflect aspects of an individual worker's pre-hire expectations, these differences are shaped in the future by consideration of year of service for selection to education, and District health office can have a great role on selection of HEWs from their kebeles and assign them to their kebeles as well as on shaping of the HEWs.
- The MOH and district health office have to consider and facilitate transfer of HEWs for motivation of HEWs on their Job.

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## ANNEX I. TOOLS FOR DATA COLLECTION ON HEWS MOTIVATION

### 1.1 Individual Health Extension Worker Questionnaire

The Principal Investigator and University of Jimma are jointly conducting this study on health extension worker motivation, focusing on Jimma Zone of Oromia National Regional State.

This survey is part of a masters public health dissertation aimed at better understanding the beliefs, attitudes, and work conditions that contribute to employee motivation and job satisfaction. By gathering information from many HEWs, we hope to learn what factors are most important in affecting worker motivation and satisfaction.

This booklet contains a series of brief questionnaires that take about 35-45 minutes to complete. Please answer EVERY question in the booklet. Instructions for how to respond to the different questionnaires in the booklet are provided at the top of each page. Please note that there is no right or wrong answers, just what YOU think and how YOU perceive your work situation.

All the information that you provide in this session will be held in confidentiality. Your responses will be kept by the researchers, your name will not be included in any reports and we will aggregate responses from all interviews so that no one individual will be identifiable. The aggregated information we collect from these interviews will be used to: (1) identify strengths and weaknesses in the current administrative system with respect to enhancing worker motivation, (2) assist us in developing recommendations to enhance motivation, satisfaction, and retention among HEWs in Jimma Zone in particular and Oromia National Regional State in general. Please after choking all questionnaire correctly filled put it in envelop and sealed it.

Section One: Health Extension Workers Motivation Questionnaire (for HEWs)

Subject Name: \_\_\_\_\_

001 Subject Number: \_\_\_\_\_

002 Kebele: \_\_\_\_\_

003 Districts: \_\_\_\_\_

004 How long takes to you to reach your Health post on foot from a district capital town?  
\_\_\_\_\_hours

I. Background Information

For each question below, either write in blank space your answer or select the best response option.

101. What is your age? \_\_\_\_\_ Years old

102. What is your marital status?

- a) Unmarried b) Married C) Divorced/separated d) Widowed

103. How much your monthly in-come? \_\_\_\_\_Birr

104. What is your expectation/objective to become a HEW a) Self development b) Financial independence c) To get status of health worker d)Improve community health e)If other mention \_\_\_\_\_

105. How many health extension workers are there in your health post? \_\_\_\_

106. How many households in your kebele? \_\_\_\_\_

107. How many years of experience do you have working in this work/profession? \_\_\_\_ Years.

108. How long have you been working for this health post? \_\_\_\_ Years and \_\_\_\_ months.

109. Where were you living before you were recruited for training to be a HEW?

- a) Same with this kebele b) Different from this kebeles c) Capital town of district d) Other districts

110. Is the Health post having leaving room? a) Yes b) No

111. If no where you leave? a) Near my family b) other Keble's house c) Rent d) near my friend

112. Do you want transfer from this kebeles? a) Yes b) No

113. If the answer yes, what is the reasons? -----  
-----

114. Do you have planned to leave the health extension work/profession? a) Yes b) No

115. If yes, what are the reasons? -----  
-----.



## II. Values

### Directions:

Use the scale below to indicate how much you agree or disagree with each statement by placing the number that best corresponds to your answer in the space next to the question number. Remember there are no right or wrong answers, only what is TRUE of you.

### Scale:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

#### Value orientation to work

- 201. Work should be done with sufficient effort
- 202. Consultation allows one to overcome obstacles and avoid mistakes.
- 203. Work is a source of self-respect.
- 204. Devotion to quality work is a virtue.

#### Effort orientation to work

- 205. One should strive to achieve better results.
- 206. Work is not an end in itself but a means to foster personal growth.
- 207. A successful person is one who meets deadlines at work.
- 208. Progress on the job can be obtained through self-reliance.
- 209. A person can overcome difficulties in life and better him/herself by doing his/her job well.

#### Personal/social consequences of poor performance

- 210. If I were known as a difficult worker, this would bring shame to my family.
- 211. If I do not put in a full day's work, I would feel badly even if no one else notices.
- 212. If my supervisor told me I did a poor job, I would feel ashamed.
- 213. If co-workers had to redo my work, I would feel ashamed.
- 214. If I do not do well, I feel bad, even if no one else notices.

### III. Organizational Culture.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

#### Management openness

-----215. I feel that if I have concern, I can share it with my district health office management.

-----216. I feel comfortable saying what I really think [my true opinion] to my supervisors about how things are happening in my work unit.

-----217. It would be difficult for me to say something that my supervisor might disagree with.

#### Pride

-----218. This health post has a good reputation in the community.

-----219. My co-workers in this health post are proud to work here.

-----220. Co-workers at this health post pride themselves in providing good services to community.

-----221. My co-workers in this health post regard their work as boring.

#### Organizational citizen ship

-----222. My co-worker HEW help with each others

-----223. My co-worker HEW willing share expertise and skills with each other s.

-----224. There is good communication and cooperation among the other volunteers CHWs.

-----225. My kebele leaders provide constructive suggestions about how we can improve our job effectiveness.

-----226. My co-workers focus on what is wrong with the situation, rather than the positive side.

### IV. Workplace Conditions

#### Job feedback

-----227. I receive frequent feedback from my supervisor on my performance

-----228. The work I do provides me with direct feedback about the effectiveness (e.g. quality and quantity) of my performance.

-----229. My managers and co-workers provide me with feedback about the effectiveness (e.g., quality and quantity) of my performance.

-----230. I receive frequent feedback from individuals other than my supervisor.

Scale:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

#### Job skill variety

-----231. My job duties, requirements, and goals are clear and specific

-----232. I have a variety of duties, tasks, and activities in my job.

-----233. My job requires a variety of knowledge and skills.

Motivational properties of the job (supervision, communication, advancement, growth, recognition, achievement, work itself and benefit)

-----234. I receive immediate help when I need it.

-----235. My job provides the opportunity for social interaction such as teamwork or co-worker assistance.

-----236. My job permits me to get information and talk to people about things that affect my work.

-----237. My job provides opportunities for advancement to higher level jobs

-----238. My job provide recognition on major accomplishments on job

-----239. My job provide opportunities to develop my professional growth

-----240. My job gives me a feeling of achievement and accomplishment.

-----241. My job gives me the opportunity to participate in decisions that affect my job.

-----242. My job offers adequate pay compared with the job requirements and with pay in similar jobs.

-----243. My job offers job security as long as I do a good job.

#### Job autonomy

-----244. I am left on my own to do my own work.[I can do my work the way I want, without interference]

-----245. I am able to do my job independently of others.

-----246. I have freedom to do pretty much what I want on my job.

-----247. I have control over the pace of my work.

Scale:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

#### Work load

-----248. I have enough time to complete my daily tasks.

-----249. I have enough time for my personal duties

-----250. My schedule is flexible can tailor it to my preference for those family I work with

#### Socio cultural factors

#### Support

-----251. Other volunteer CHWs have encouraged me to stay.

-----252. My family has encouraged me to stay.

-----253. My supervisor has encouraged me to stay.

-----254. My communities participate and support me on my job.

#### Recognition

-----255. I feel the people in the community need me

-----256. Change health status in the community value my work

-----257. New born family valued my attend to delivery

-----258. Working as HEWs was respectable and honorable job in the community

#### Self efficacy

-----259. I am confident about my ability to handle work problems.

-----260. I effectively cope with any important changes that occur in my work life

-----261. I feel that at work things is going the way I would like them to.

#### Motivational control

-----262. I like to set specific work goals for myself.

-----263. I do not like to quit a task until it's done

-----264. On difficult tasks, I check my progress frequently.

-----265. It is easy for me to keep myself from being distracted.

#### Emotional

-----266. I do not let my emotions interfere with my work.

-----267. \*When I am worried about something, I cannot do my work.

## V. Personality

Directions: Use the scale below to indicate how much you agree or disagree with each statement by placing the number that best corresponds to your answer in the space next to the question number. Remember there are no right or wrong answers, only what is TRUE of you.

Scale:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

### Desire for work achievement

-----268. I find satisfaction in working as well as I can.

-----269. There is satisfaction in a job well done.

-----270. I like to work hard.

-----271. I find satisfaction in exceeding my previous performance even if I don't outperform others

### Difficulty aspect of work

-----272. Working outside home community area problem

-----273. Conducting night visit for delivery or illness.

-----274. Community demand for curative service.

## VI. Organizational Constraints/Obstacles

-----275. This health post provides everything I need to do my job effectively

-----276. A fundamental reason I do not do my job properly is that I do not have the equipment, supplies and/or materials I need.

-----277. My work is rarely disrupted due to bureaucratic processes.

-----278. There are few instructions that obstruct and delay work.

### Organizational commitment

-----279. I am proud to tell others that I am part of this health post

-----280. This health post really inspires me to do my very best on the job

-----281. I am extremely glad I work for this health post, as opposed to other health posts I might have worked for.

-----282. Accepting to work for this health posts was a definite mistake on my part

Intention to leave

-----283. Presently, I am actively searching for other job.

-----284. In the last few months, I have seriously thought about looking for a new job.

-----285. I intend to leave the organization in the near future.

VIII. Affective Consequences of Motivation

Directions: Use the scale below to indicate how satisfied you are with the following aspects of your job; by placing the number which best indicates your response in the space beside the question number.

Scale:

1	2	3	4	5
Very dissatisfied	Moderately dissatisfied	Neutral	Moderately satisfied	Very satisfied

General Job satisfaction

-----286. All in all, how satisfied are you with your job?

-----287. All in all, how satisfied are you travelling in the community.

-----288. All in all, how satisfied are you with your co-workers in your work relationship?

-----289. All in all, how satisfied are you with your supervisor?

-----290. Considering your skills, experience and the effort you put into your work, how satisfied are you with your pay?

-----291. How satisfied are you the relation with management in your kebeles?

-----292. How satisfied are you with the management system in your district health office?

-----293. How satisfied are you with your knowledge you have on your job?

Intrinsic job satisfaction

-----294. How satisfied are you with the chances you have to accomplish something worthwhile?

-----295. How satisfied are you with field experience you get to qualify your professions?

-----296. How satisfied are you with the chances you have to do something that makes you feel good about yourself as a person?

Extrinsic job satisfaction

-----297. How satisfied are you with the fringe benefits you receive?

-----298. How satisfied are you with the educational/training opportunities you get?

-----299. How satisfied are you with the working conditions(transport, living home and equipment) of HEWS

-----300. How satisfied are you with HEWs police

IX. Cognition motivation

Directions: Use the scale below to indicate how satisfied you are with the following aspects of your job by placing the number which best indicates your response in the space beside the question number. Scale:

1	2	3	4	5
Very dissatisfied	Moderately dissatisfied	Neutral	Moderately satisfied	Very satisfied

-----301. How satisfied are you that you have been given enough authority by your superiors to do your job well?

-----302. How satisfied are you with your present job when you compare it to similar positions in Ethiopia?

-----303. How satisfied are you with the progress you are making toward the goals which you set for yourself in your present situation?

-----304. On the whole, how satisfied are you that your superior accepts you as a professional expert to the degree which you are entitled by reason of your position, training and experience?

-----305. On the whole, how satisfied are you with your present job when you consider the expectations you had when you started working here?

-----306. How satisfied are you with your present job in light of (career) [future professional] expectations?

307. if you have an idea on HEWs motivation and retention that not mention in this paper list it

---

Tool 2; In-depth interview guide line for HEWs

Are you willing to share your experience a)Yes b)No Region Oromia Zone \_\_\_\_\_

District \_\_\_\_\_ Date of the interview: Day \_\_\_\_ Month \_\_\_\_ Year 2011

Interviewer's name \_\_\_\_\_ Supervisors name \_\_\_\_\_

Name of respondent \_\_\_\_\_ Title of respondent \_\_\_\_\_ Age \_\_\_\_\_

Introduction; Directions for Participants:

Thank you for agreeing to help us with this Masters of public health dissertation. We appreciate your willingness to share your time and expertise. We are working with the Jimma University on Health extension workers motivation in order to identify the factors that affect their motivation to retain in the post as well as to increase their performance at acceptable label and to sustain the Implementation of Health Extension Program in Jimma Zone, Oromia National Regional State, Ethiopia. You are the experts on this topic: the information you give us will help us develop/improve health extension programs to help you and others.

1. What you say here is confidential. We are interested in hearing your experiences: your name will not be included in any reports.
2. How Health extension workers' understanding of motivation, what is motivation. (Probes: what motivates and discourages (de motivates) HEWs? How Willingness they have to do a good job, according to organizational objectives?)
3. What Motivational determinants: professional values and goals versus endangered self-efficacy. (Probes: Which aspects currently encourage you to undertake efforts to do your work well?)
4. What look like organizational culture (probes: what looks like Communication and relationship among colleagues? How Supervision as control versus support supervision?)
5. What looks like work place condition (probes: how Performance management: supervision and staff appraisal? How the opportunities for training and professional progress?)
6. What motivational factors concerning job properties? (Probes; authority, how their Participation in decision making concerning HEWs? what their perceptions on Salaries and job security?)
7. Which HEWs police affect motivation of HEWs? (Probe: - transfer, service deliver to community, community relation and participation?)
8. How the community Perceptions (probes; how the community accept, recognize and support HEWs? Criteria for a "good health extension workers? appreciation



### Tool 3: In-depth interview for HEWs supervisor

Are you willing to share your experience a) Yes b) No Region Oromia Zone Jimma

District \_\_\_\_\_ Date of the interview: Day \_\_\_\_\_ Month \_\_\_\_\_ Year 2010

Interviewer's name \_\_\_\_\_ Supervisors name \_\_\_\_\_

Name of respondent \_\_\_\_\_ Title of respondent \_\_\_\_\_ Age \_\_\_\_

Educational background \_\_\_\_\_ from the district \_\_\_\_\_

Year of service \_\_\_\_\_ Sex: \_\_\_\_\_

Introduction; Directions for Participants: Thank you for agreeing to help us with this Masters of public health dissertation. We appreciate your willingness to share your time and expertise. We are working with the Jimma University on Health extension workers motivation in order to identify the factors that affect their motivation to retain in the post as well as to increase their performance at acceptable level and to sustain the Implementation of Health Extension Program in Jimma Zone, Oromia National Regional State, Ethiopia. You are the experts on this topic: the information you give us will help us develop/improve health extension programs to help you and others.

What you say here is confidential. We are interested in hearing your experiences: your name will not be included in any reports.

1. How Health extension workers' understanding of motivation, what is motivation. (Probes: what motivates and discourages (de motivates) HEWs? How Willingness they have to do a good job, according to organizational objectives?)
2. What Motivational determinants: professional values and goals versus self-efficacy (Probes: Which aspects currently encourage you to undertake efforts to do your work)
3. What look like organizational culture (probes: what looks like Communication and relationship among colleagues? How Supervision as control, versus support supervision?)
4. What looks like work place condition (probes: how Performance management: supervision and staff appraisal? How the opportunities for training and professional progress? )
5. What motivational factors? (Probes; authority, how their Participation in decision making concerning HEWs? what their perceptions on Salaries and job security?)
6. Which HEWs police affect motivation of HEWs? (Probe: - transfer, service deliver to community, community relation and participation?)
7. How the community, Perceptions (probes how the community accept, recognize and support HEWs? Criteria for a "good health extension workers? appreciation

8. What is main factors contribute to retain HEWs on their job(probes in their personal factors, organizational factors or socio cultural factors)

Tool 4; Key-Informant Interview with focal person

Are you willing to share your experience a) Yes b) No Region Oromia Zone Jimma

District \_\_\_\_\_ Date of the interview: Day \_\_\_\_\_ Month \_\_\_\_\_ Year 2010

Interviewer's name \_\_\_\_\_ Supervisors name \_\_\_\_\_

Name of respondent \_\_\_\_\_ Title of respondent \_\_\_\_\_ Age \_\_\_\_\_

Educational background: \_\_\_\_\_ Sex: \_\_\_\_\_

Thank you for agreeing to help us with this Masters of public health dissertation. We appreciate your willingness to share your time and expertise. We are working with the Jimma University on Health extension workers motivation in order to identify the factors that affect their motivation to retain in the post as well as to increase their performance at acceptable label and to sustain the Implementation of Health Extension Program in Jimma Zone, Oromia National Regional State, Ethiopia

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5. What motivational factors concerning job properties? (Probes; authority, how their Participation in decision making concerning HEWs? what their perceptions on Salaries and job security?)
6. Which HEWs police affect motivation of HEWs? (Probe: - transfer, service deliver to community, community relation and participation?)

7. How the community Perceptions (probes how the community accept, recognize and support HEWs? Criteria for a "good health extension workers? appreciation
8. What are main factors contribute to retain HEWs on their job (probes in their personal factors, organizational factors or socio cultural factors).

## ANNEX II AFAAN OROMOO VERSION (DATA COLLECTION TOOLS)

Unkaa ragan kaka'umsa hojjattota ekstensionii fayyaa ittn funanamu

### I. Gaffilee hojjattota Ekstensionii Fayyatiif dhunfa dhunfaan qopha'e

Abban qoranno kana geeggessuu obbo mohammedamin yahya jimma yuniversity waliin ta'uun, nannoo motumma oromiyaa, godina Jimma kessatti ,qo'anna kaka'umsa hojjattota ekstension fayya irratti tasisuudhafi.

Qu'annon kun kan deegrii lammata ittin guttadhu ta'e kan xiyyeffatuu amantaa, ilaalcha fi haala hojii kan kaka'umsa fi ittiqufinsa hojjattota hubachuuf kan nugargaruudha. kuniis odeffanno hojjattota ekstensionii fayyaa irraa fuunaanun wantoota sirritti hojii irratti kaka'umsa, ittiqufinsa fi akka hojii isaanii irra jiratan irrattii dhiibba geessissan qo'achuun kan argamuudha.

Gaffiiwwan kun guutuudhaf daqiiqaa 35—45 fudhachuu danda'a . adraa gaffii mara guutuf yaala.

Tokkon tokkon fuulaa waraqa qajeelfamaa mata isaan akkataa deebii qabuu, kannafuu wantii atii beekuu qabduu debiin kanatuu sirrii dha kanatuu dogooggora jedhu hin jiru. kanaafuu deebiin wanata atii ni ta'a jettee yadde dha.

Odeffanno atii qo'anno kana irratti nuf kenniitu martii iciitiidhan abba qoranno geggessun egama. ammas immo odeffannon nama adda adda irra funanameen wan walmakatuuf nama tokkole addaan basee odeffannon nam tokko baruu hin danda'u, kanumarran maqan keessan yeroo qo'annotti hikamuu irraa balleeffama. yeroo guttanii kaatan posta waliin kenname keessa ka'a.

Odeffannon nama adda adda irraa funanames kan nufayyadu ,jabiina fi dadhabina bulchinsa amma kaka'umsa hojjattota irratti addan baafachuuf ,wan kaka'umsa, itti quufinsa fi akka bakka hojii irratti turan hojjatto ekstensionii fayyaa godina jimmaattif bu'a busuu akeekuuf.

Maqaa hojjattu ekstensionii fayyaa \_\_\_\_\_

Lakkofsa hojjattu ekstensionii fayyaa \_\_\_\_\_

Aanaa \_\_\_\_\_

gandaa \_\_\_\_\_

sa'a meeqaa fagaataa gandichii Aanaa irraa \_\_\_\_\_

## I Odeffanno Buu'ura fi Hodeffanno Hojiin Wal Qabate

Tokkon tokkon gaffii arman gadiitiif deebii naf ta'a jette akka gaffichatti yoo bakka duwwa gutuu ta'e bakka duwwa irratti guutu, yoo filannoo ta'e flanno si'iif sirrii ta'ee deebii.

1. Humuuriin kee meeqa? \_\_\_\_\_
2. Halli fudhaaf heeruuma kee mal fakkata?
  - a) Hin heerumnee
  - b) Heruumeera
  - c) wolhikiine
  - d) Narra du'ee
3. Galiin kee ji'atti qarshii meeqa? \_\_\_\_\_Birr
4. Kayyoon kee malturee yemmuu hojii ekstensiiniitiif dorgomtuu
  - a) Ittin guddachuuf
  - b) Matii irraa jirenyan of dande'uuf
  - c) Ido/kabajaa hojjatoota fayyaa qabachuf
  - d) Fayyumma hawaasa foyyeessuf
  - e) Yoo kan bira ta'e barressii \_\_\_\_\_
5. Hojjattonni ekstensiin fayyaa meeqa waliin ganda keetti hojjatta? \_\_\_\_\_.
6. Abba warra meeqaatu ganda kee keessaa jiraata? \_\_\_\_\_
7. Waggaa meeqqaa erga hojjattu ekstensiini faayya tatee? \_\_\_\_\_.
8. Erga keellaa fayya kana keessa ramadamtee ammamm? \_\_\_\_\_ wagga \_\_\_\_\_ji'a.
9. Osoo hojii ekstensiini hin jallqabin essa jiraata turte?
  - a) Ganduma amma hojjata jiruu
  - b) Ganda biraa
  - c) Magala aanicha
  - d) Aana biraa
10. Keellan fayya Mana jireenya qaba?
  - a) Qaba
  - b) Hin qabu
11. Yoo hin qabuu ta'ee essa jiratta?
  - a) Matii koo biraan deddebi'a
  - b) Mana ganda kan bira keessan jiradha
  - c) Mana dhunfa kireeffadhe
  - d) Mana hiriyya kiyya
12. Ganda amma keessaa hojjata jirtuu irraa jijjirmuu ni barbaddaa?
  - a) Eyyee
  - b) Mit
13. Yoo eyyee ta'ee sababin isaa maali? -----  
-----
14. Hojii kana gadhiisuuf fedhii yokiin karoora qabda?
  - a) Qaba
  - b) Hin qabu
15. Yoo qabdaa ta'ee sababiin issaa maali? -----  
-----  
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## II Gaffile ilalcha Eksteenshiiniitiin walqabate

Qajeelfama Safartuu (madalli) armaan gadiitti fayyadamuun ammam yaddichaan akka waliigaltu fi wali hingalle kana agarsiisu bakka duwwaa fuldura tokkon tokkon gaffii jiruu irratti lakkofsa madalli sif bakka bu’u barressi .yadadhu yadaa (gaffii) kana kessaa kanatu dhugaadhaa kanatu soba mitii, garuu wantii sitti dhaga’amee martuu dhugadha.

Lakkofsa gutamuu	1	2	3	4	5
Madallii hinn bakkabu’uu	Baay’iseen yadicha nan moorma	yadicha nan moorma	Yaadaa hin qabuu	Yadiichan Waliin gala	Bay’isee n Yadiicha n Walii gala

Ilalcha hojiif qabduu (Value orientation to work)

- \_\_\_\_\_1. Hojjiin carraqii (lifaatii) qubsaa gochuu barbada.
- \_\_\_\_\_2. Wal maaryachuun rakkina fi dogoggora nama qunnamu irraa nama ittisa.
- \_\_\_\_\_3. Kabajin nama tokko hojji isa irra ka’a
- \_\_\_\_\_4. Hojii qulqullina qabuu hojjachuf kutannoo halaa garii qabachu irra kan argamuu dha.

Carraqii hojiif godhamuu (Effort orientation to work)

- \_\_\_\_\_5. Namni tokko qabsa’uu qaba hojii garii hojjachuuf.
- \_\_\_\_\_6. Hojjiin dandii ittin guddatani male mata isattii hojii argachuun guddina miti.
- \_\_\_\_\_7. Milkawaa nama jechuun nama fixee (dhuma) rawwii hojii isaa hojjatee dha.
- \_\_\_\_\_8. Jijiramni hojji irratti kan argamuu yoo of danda’anii hojjachuun jiratee dha.
- \_\_\_\_\_9. Namni rakkina jirenya isaa keessattii isa qunnamee ni mo’aatas hojii garii hojjatees, nama kan bira ni caalas.

Personal/social consequences of poor performance

- \_\_\_\_\_10. Hojjattu rakkistuu ta’een yoo beekame matii kootiif salphina.
- \_\_\_\_\_11. Yoon guyya guutuu hojii irraa hin hoolle ni yadda’a osoo malle namni nattii hin himne.
- \_\_\_\_\_12. Yoo supprvisariin koo hojjiin kee dadhabaa jedhee nattii hime anaf yellodha.
- \_\_\_\_\_13. Yoo hojjattun waliin hojjannu hojii koo irraa debii’an hojjachuu barbada ta’e anaaf yeelloo (qaanii) dha.
- \_\_\_\_\_14 Yoon hojji haala gariin hin hojjanne ni yadda’a osoo malle namni nattii hin himne.

III Aadaa dhabbaticha (organizational culture)

Iftoomina gidduu manajimentii (Management openness)

- \_\_\_\_\_15. Yoo yaadni natti dhagahama ta’ee, yadiicha ittigafatama anaatiifanan hira (hima).
- \_\_\_\_\_16. Nattii toola wanan dhugaatti yaadee tookko wan hojii irraatti namudate supprvisarii kottii himuun.
- \_\_\_\_\_17. Supprvisariin koo yadaan ittii himee namorma jechuun narakkisaa.

- \_\_\_\_\_18. Kellan fayya koo umaata biratti kabaja (bakkaa) gudda qaba.
- \_\_\_\_\_19. Ekstenshiniin fayyaa waliin hojjannuu gandiichaa hojjachudhan nibonti (Jallattii).
- \_\_\_\_\_20. Hojjatton waliin hojjannu nigammaduu hojii gaarii Hawaasichaaf kennanuttii.
- \_\_\_\_\_21. Hojjattun ekstenshiin fayyaa waliin hojjannu hojii ishee akka nuffisiisa ta’eetti

ilaltii.

Lakkoofsa gutamuu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'iseen yadicha nan moorma	Yadicha nan moorma	Yaadaa hin qabuu	Yaadichan Walii gala	Bay'iseen Yadiichan Walii gala

Jaalala, gammaduu (Pride)

Walitti dhufeenya dhabbaticha keessaa (Organizational citizen ship)

\_\_\_22. Hojjattuu waliin hojjannu waliin walgargarre hojjanna.

\_\_\_23. Extenshin waliin hojjannu wajjin muxanno waliif qodina.

\_\_\_24. Gidduu kenya fi gidduu hojjattotta fayyaa gandaa (CHWs) waliin walitti dhufeenya fi ijaraminsaa gariitu jiraa.

\_\_\_25. Duraa bu'aan gandaa akkamitti akka hojji keenyaa galmmaan gahannuu yaadaa ijaarsaa nu laataa.

\_\_\_26. Hojjatu extenshin fayya walin hojjannu hala garii jiruu irra dogoggora jiruu irratti xiyyeffatti.

IV. Haalaa bakkaa hojjii (Workplace Conditions)

Duub deebii hojjii (Job feedback)

\_\_\_27. Yeroo baya'ee buu'a qabeessumma hojji kootiif duubdeebii (feedback) supervisorin koo naf keenna.

\_\_\_28. Hojjiin an hojjaadhu ofii isaatii bu'a hojjiicha qulqullina fi baayiina isa nattii agarsiisa.

\_\_\_29. Buu'a qabessumma hojji kootii itti gafatama fi hojjattotinni waliin hojjannu dub deebii(feed back) naaf keenu..

\_\_\_30. Osoo supervisorin koo jiruu yeroo bay'ee dub deebii (feed back) hojji kottii nama biroo irrann dhagaa'a.

Qoddanna hojji (Job skill variety)

\_\_\_31. Dirqamni, hojiin barbadamu fi galmi hojji kooti ifaa fi adda ba'a dha.

\_\_\_32. Hojjiin koo dirqama, dalaga fi murtee adda adda, off keessaa qaba.

\_\_\_33. Hojjiin koo beekumsa fi dandeetti adda adda barbaada.

Kaka'umsa hojiin eksteenshiin qabuu (Motivational properties of the job)

- \_\_\_34. Gargarsa akkumaa barbaannen arganna.
- \_\_\_35. Hojiin koo carra nama nagarggaruun walitti nafiduu qaba.
- \_\_\_36. Hojiin koo wan hawasan wolnuqunnamsisuf odeffanno fi wan hojii koo midhuu irrattii ummataa nanmaryaachisa.
- \_\_\_37. Hojii kiyya carra guddina gara hojii olaanutti ni qaba.
- \_\_\_38. Hojii kiyya dalaaga hojjatamee irratti bekaamtii naf kenna.
- \_\_\_39. Hojii kiyya a carraa an hogumma koo ittin guddifadhuu naf kennaa.
- \_\_\_40. Hojii kiyyaa galmaa fi xumuuramuu isaa nibeekaama.
- \_\_\_41. Hojiin kiyya carraa murtee hojii kootiin walqabate irratti na hirmachisa.
- \_\_\_42. Hojii koo minda ga'a wan hojiichaf barbachiisu naf kaffala, yemmu hojii wajjiraa biratin wal walbira qabee ilaluu.
- \_\_\_43. Hojii koo amman hojii koo hala gariin hojjadheetti wanan ittin jiradhuf woobii dha.
- \_\_\_44. Hojii koo dandii (mala) mata kootiin hojjadha, osoo namni biro hojii koo giddu hin galiin.
- \_\_\_45. Hojii koo osoo namatti hin hirkatiin of danda'ee hojjachu nandanda'a.
- \_\_\_46. Hala bilisa ta'eenan hojii garii (jallatama) wanan hojjachuu barbadee hojjadha.
- \_\_\_47. Hojiin koo sadrka inni irra ga'e hordoofatanan deema.

Lakkoofsa gutamuu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'isee n yadichan nan moorma	Yadichan nan moorma	Yaadaa hin qabuu	Yaadichan Walii gala	Bay'isee n Yadiichan Walii gala

Hojiin danachuu (Work load)

- \_\_\_48. Hojii guyyatti karoofadhe rawwachuuf sa'a ga'an qaba.
- \_\_\_49. Hojii dhunfaa (matii) kotiif sa'a ga'an qaba.
- \_\_\_50. Sagantaan hojii kootii filannoo sagantaa matii an irratti hojjadhuu tiin ta'a.

Biliisa ta'aanii ofiin hojjachuu (Job autonomy)

V Dhibba hawaasa nannoo (Socio cultural factors) haala, amala (personality)

Gargaarsaa (Support)

- \_\_\_51. Hojjattoonnii fayyaa gandda hamilee naf kennu (najajjabessu) akkan hojii koo gad hin lakkifneef.
- \_\_\_52. Matiin koo hamiile naf kennu akkan hojii koo gad hin lakkifneef.
- \_\_\_53. Suppervisarii koo hamilee naf kenna akka hojii kiyya gad hin lakkifne.
- \_\_\_54. Hawassini hojii kiyya irratti ni hirmatas nagarggaras.

Beekamtii (Recognition)



Lakkoofsa gutamu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'iseen yadichan nan moorma	Yadichan nan moorma	Yaada hin qabuu	Yaadichan Walii gala	Bay'iseen Yadiichan Walii gala

\_\_\_\_55. Ummanni akkan isaanif hojjadhu akka barbaduu nan beekaa.

\_\_\_\_56. Jijjiramni fayyumma hawaasa kessatti argamee hojii kootiif (beekamtii) bakkaa kenne \_\_\_\_57. Matiin deessiisse hojii koo irratti beekamtii nafkennan.

\_\_\_\_58. Hojjattu eksteenshiinii fayyaa ta'uun hulfinaa fi kabaja uummataa birattii.

#### Milkaa'iinaa (Self efficacy)

\_\_\_\_59. Rakko hojii korratti namudatee dandeettii sirressu qabachuu kootti ofiittii nan amana.

\_\_\_\_60. An sirrittin ofsirressa Yeroo adeemsa hojii keessatti jijjiramni barbachisu argamee.

\_\_\_\_61. Nan beekaa hojii koo karaa an barbadeen deema jirachuu isaa.

#### Kaka'umsaa ofii ofto'achuu (Motivational control)

\_\_\_\_62. Nan jaalla hojii kootiif galma (karoora) addan baase ka'achu.

\_\_\_\_63. Hojjiin jalqabee tokko amman xumurutti dhabuu hin jalluu.

\_\_\_\_64. Yeroo hojiin nattii danatuu yeroo bayyee hammaan hojjadhee hordofan hojjadha.

\_\_\_\_65. Anaaf salphadha of qabuun (dhowwun) off ballessu irra.

#### Fedhii (Emotional)

\_\_\_\_66. Fedhii(harii) koo hojii edilee koo irra nan gufachisuu.

\_\_\_\_67. \* Yeroo wan tokko haaree(gadde) ,hojii koo hin hojjaddhuu.

#### Fedhii hojii xumuuruu(Desire for work achievement)

\_\_\_\_68. Hojii koottii amma danda'ameettii itti quufuun barbada.

\_\_\_\_69. Hojii garii hojjachuun gammachuutuu jiraa.

\_\_\_\_70. Hojii koo ciimiinan hojjachuu nan jaalla.

\_\_\_\_71. Hojii duran hojjatamee caalchisee hojjachuun itti gammaduu barbaada .

#### Rakikina bakka hojitti namaqunnamu (Difficulty aspect of work)

\_\_\_\_72. Gandaa biraa matii irraa fagaataanii hojjachuun rakkisaadha.

\_\_\_\_73. Alkaan dhukkubsataa yookiin deessiisuuf jecha matii irraa deemuun rakisadha.

\_\_\_\_74. Fedhii hawaassin tajajila fayyisuutiifii qabuu hojii koo irratti rakkisa dha.

akkoofsa gutamu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'iseen yadichan moorma	Yadichan moorma	Yaadaa hin qabuu	Yaadichan Walii gala	Bay'iseen Yadiichan Walii gala

VI. Anqinaa dhabbata fayyaa(kella fayyaa) ( Organizational Constraints/Obstacles)

\_\_\_\_\_75. Kellaa fayyaa koo waan hojii hojjachuuf nabarbachisuu hunda naf dhiyeessitti.

\_\_\_\_\_76. Sababin guddan akka an hojii koo qajeelaan hin hojjanee nagodhe meshaalee (dhiheessa)na barbachisuu waanan hin qabnef .

\_\_\_\_\_77. Hojjiin koo yeroo tokko tokko sababa walxaxa management (biroomkirasii) jiruun addan ciiccita.

\_\_\_\_\_78. Qajeelfamnii tokko tokko hojii koo duddubatti najala arkisaa.

X kutanno hojii dhabbatichaf qabdu (Organizational commitment)

\_\_\_\_\_79. Hojjattuu kella fayyaa kootii ta'u koo of ibsuun na bonsa

\_\_\_\_\_80. Kellaan fayyaa koo akkan hojii koo haala gariin hojjadhu naakakaafte.

\_\_\_\_\_81. Keellaa fayyaa kotiif hojjachutu baye'ese nagammachisa yemmun carraa kella fayya biratiif jijjirame hojjachu qabun walmadalsisu.

\_\_\_\_\_82. Jalqabumatti kella fayya kanattii ramadamuu koo fudhachuun anaaf dogoggora.

Fedhii gad lakkisuu Intention to leave

\_\_\_\_\_83. Yeroo amma bayiisee hojii kan biraa barbadaa jira.

\_\_\_\_\_84. Yeroo dhi'oo asii xiyyefanno tasiise hojii kan biraa hara barbadaa jalqabe

\_\_\_\_\_85. Gara fulduratti fedhiin qaba dhabbataa fayya gallakkisuuf.

VIII. Kaka'umsa Hojii hordofee Fedhii Hojiitif Qabu (Affective Consequences of Motivation)

Safartuu (madalli) armaan gadiitti fayyadamuun ammam yaadichaan akka waligaltu fi wali hin galle kana agarsiisu lakkofsa fuldura tokkon tokkon gaffitti jiruu irratti akeekii.yadadhu yadaa (gaffii) kana kessaa kanatu dhugaadhaa kanatu soba mitii, garuu wantii sitti dhaga'amee martuu dhugadha.

Lakkoofsa gutamuu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'isee itti hin gammadne	Itti hin gammadne	Yaadaa hin qabuu	itti gammader	Bay'iisee Itti gammader

Waligala gammachuu hojii (General Job satisfaction)

- \_\_\_86. Waluma galatti hojii keettii ammam gammadda?  
 \_\_\_87. Waluma galattii ummata keessa deemanii hojjachutti ammam gammadda?  
 \_\_\_88. Waluma galatti hojjattoota wajjin hojjattutti ammam gammadde ?  
 \_\_\_89. Waluma galatti supervisory kettii amma gammadda?  
 \_\_\_90. Dandetti ,muxannoo fi carraqqii hojii keetiif gootuu yeroo minda keetiin walbira qabdee ilaltuu ,ammam itti gammada?  
 \_\_\_91. Walitti dhufenya Bulchiinsa ganda keetiittii ammam itti gammadde?  
 \_\_\_92. Waluma galatti wajjira fayyaa anaa keetti ammama gammadda?  
 \_\_\_93. Bekuumsaa hojii kee irraatti ammamma gammadda?

Lakkoofsa gutamuu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'isee itti hin gammadne	Itti hin gammadne	Yaadaa hin qabuu	Itti gamma dera	Bay'iisee Itti gammaderra

Gammachuu bu'uura hojii (Intrinsic job satisfaction)

- \_\_\_94. Carraa hojii garii hojjatte xumurtoottii ammam gammadde?  
 \_\_\_95. Muxanno hogumma kee ittiin foyyeffattutti ammam gammadde?  
 \_\_\_96. Carraa hojii tokko hojjatte itti akka nama tokko gammachu argattuttii ammam gammadde?

Gammachuu addaa hojii (Extrinsic job satisfaction)

- \_\_\_97. Fayida adda adda argattutti ammam itti gammadde?  
 \_\_\_98. Carraa leenjii /barnootaa argattutti ammaam itti gammadde?  
 \_\_\_99. Halaa bakka hojii keettii ammam itti gammadda(geejjiba ,mana jirenya fi meshalee dhehessaa)  
 \_\_\_100. Imammata motumma hojjattota eksteenshiin fayyatiif qabuu irrattii ammam gammadde?

IX. Bu'aa kakahumsa akkamitti akka bekamu (Cognition Consequences of Motivation)

Lakkoofsa gutamuu	1	2	3	4	5
Madallii hinn bakkabu'uu	Baay'isee itti hin gammadne	Itti hin gammadne	Yaadaa hin qabuu	Itti gamma dera	Bay'iisee Itti gammaderra

Safartuu (madalli) armaan gadiitti fayyadamuun ammam yaddichaatti gammadde fi hin gammadne kana agarsiisudha bakka duwwa fuldura tokkon tokkon gaffitti jiruu irratti lakkofsa akeekii.yadadhu yadaa(gaffii) kana kessaa kanatu dhugaadhaa kanatu soba mitii, garuu wantii sitti dhaga'amee martuu dhugadha.

\_\_\_\_\_103. Ammam itti gammadda ,angoo supervisorin kee sifkenne irratti akk ati hojii kee halaa gariin hojjattuf?

\_\_\_\_\_104. Ammam itti gammadda hojii ketti yemmu hojii biroo kan sadrka isa hojii keetiin wolmadaluun walbira qabdee ilaltu?

\_\_\_\_\_105. Ammam itti gammadde jijjirama amma mata kerratti mullate jiruu kayyo duraan ka'atten walbira qabdee yemmuu ilaltu?

\_\_\_\_\_106. Ammam itt gammadde namootiin sii olii ogumma keetiif kabajaa kennu irratti yemmu sadrka leenjii kee iirratt hunda'e bakka sif kennamen walbira qabdee ilaltuu?

\_\_\_\_\_107. Waluma galattii ammam itti gammadda yemmu hojii amma hojjata jirtuuf kan ati yeroo jalqaba eddee(hawwite) qacaramtee walbiraqabun?

\_\_\_\_\_108. Ammam itti gammadde hojii amma hojjata jirtu profeshinii gara fulduratti itti guddattuttin?

109. Yoo yaada hojjattota extenshiinii fayyaa hojii irrattii kakaasuu fi issan tursuu Kan hin tuqamin qabattee barreessi. \_\_\_\_\_

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## Unkaa II; Gaffii gad fagenyan hojjattota ekstenshiin gafatamuuf

Gaffi kana irratti hirmachuf nuf heyyamta a)eyye b)mit

Nannoo Oromiya Godina \_\_\_\_\_

Aanaa \_\_\_\_\_ guyya gaffii \_\_\_\_ jii'aa \_\_\_\_ barra 2011

Nama gafatee \_\_\_\_\_

Nama gafatamee \_\_\_\_\_ hojii(ittigafatamumma) \_\_\_\_\_ Umurii \_\_\_\_\_

Erga hojjattu Ekstenshiinii fayyaa taatee wagga meeqaa \_\_\_\_\_

Seensaa:-qajeelfaama hirmattotaaf

Qo'anna masteerii fayyumma hawaasatii taasiifamuf muxanno qabdan nuf qoduuf jechaa fedhii hirammanna keessanii galateeffa dha. Nut kan hojjannu Jimma Yuniversiiti wajjin ta'uun kaka'umsa hojjaattota Ekstenshiinii Fayya bakka hojjii irratti qabanuu, Sababa akka issan hojii (kellaa fayya) keessa hin turree godhan akkuma kanas rawwi hojii jaraa akka foyyeffatani fi itti fuufsiisuf rawwii sagantaa ekstenshiinii fayyaa godinaa Jimma, Motumma Nannoo Oromiyaa ta'a.

Atii kanaa iraatti ekspeertii (beekumsaa) qabda: odeffannon atii nuf keennituu nugargara saganta ekstenshiinii foyyeessuf Kan siifis ta'ee nama bira fayyaduudha.

Wantii atii nuttii himtee iciitiin isaa akka egaameetti ta'ee, amma muxanno kee dhaggeffa dha.

Maqa kee gabasa kamiinuu keessatti hin dhiyaatu.

1. Hojjattotinni ekstenshiinii fayyaa akkamittii kaka'umsa hubatuu,manni kaakuu'uumsi.

(Naa ibsii: maltuu hojjattota ekstenshiinii hojji isaan irratti kakaasuu fi dubatti harkisuu fedhiin isaan hojii garii hojjachuuf akka kayyoo sageentichatti qaban mal fakkata?) \_\_\_\_\_  
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2. Maltuu jara kakkaasa : kabajaa hojicha , kayyoo fi milkaa'iinaa hojiichatiif qaban

(Naa ibsii: maltuu akka issin hojii keessaniif carraqxan siin godhaa?)  
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3. Adaa noonnoo dhabbatichaa mal fakkata (Naa ibsii: mal fakkata waliitti dhufeenya,waliigaltee giddu eksteenshiinii waliin hojjatan? Supperviiyiin jiruu kan to'tuu mo kan sin deggaruudh akkamitt madaallinn(beekaamtii) kennamuu? )\_\_\_\_\_

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4.Bakki hojjii mal fakkata (Naa ibsii: malfakkata akkatan rawwii hojii itti bulchiinsa; supperviiyiin fi hojjattota gamaggamuu? carran lenjii fi hogumma guddifachu mal fakkata)

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5. Mal fakkata kakaa'umsii hojjiichii namaf keennu, (Naa ibsii, akkamitti bilisaa (ofiin hojjachuu) hojji irratti?murtee eksteenshiinii ilallatuu irratta hirmachu,mindaa fi webii jernyaa irratti?

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6. Immammata ekstenshiinii fayyan walqabate Sababa kamtuu kakka'umsaa midha? (Naa ibsii, jijjirra, tajajila ummata walqabatee, walitti dhufeenya fi deggarsaa ilalchisee? \_\_\_\_\_

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7. Hubannoo/ilalchii hawasaa akkam (Naa ibsii, akkamitti ummanni hojjattota ekstenshiinii hubatee, bekaamtii and deggarsaa kenne? Ulagaleen ummannii ittin denqiiisifatuu mallii? \_\_ \_\_

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8. Mannii hojjattota eksteenshiinii akka issan hojjii gad illakkifnee tasiisuu(naa ibsii,sababa mataa isaaniitii ,kan dhabbaticha fi aadaa hawaasa nannootii?) \_\_\_\_\_

Unkaa III; Gaffi gad fagenyaf supparvisari hojjattota ekstenshiin fayyaa tiif .

Gaffi kana irratti hirmachuf nuf heyyamta a)eyye b)mit

Nannoo oromiya Godina \_\_\_\_\_

Aanaa \_\_\_\_\_ guyya gaffii \_\_\_\_ jii'aa \_\_\_\_ barra 2011

Nama gafatee \_\_\_\_\_

Nama gafatamee \_\_\_\_\_ hojii \_\_\_\_\_ Umurii \_\_\_\_\_

Ogumman kee \_\_\_\_\_ sadarka \_\_\_\_\_

Erga Supervisory taatee wagga meeqaa \_\_\_\_\_ saala \_\_\_\_\_

Seensaa:-qajeelfaama hirmattotaaf

Qo'anna masteerii fayyumma hawaasatii taasiifamuf muxanno qabdan nuf qoduuf jechaa fedhii hirammanna keessanii galateeffa dha. Nut kan hojjannu Jimma Yuniversiiti wajjin ta'uun kaka'umsa hojjaattota Eksteenshiinii Fayya bakka hojjii irratti qabanuu, Sababa akka issan hojii (kellaa fayya) keessa hin turree godhan akkuma kanas rawwi hojii jaraa akka foyyeffatani fi itti fuufsiisuf rawwii sagantaa eksteenshiinii fayyaa godinaa Jimma, Motumma Nannoo Oromiyaa ta'a.

Atii kanaa irraatti ekspeertii (beekumsaa) qabda: odeffannon atii nuf keennituu nugargara saganta ekstenshiinii foyyeessuf Kan siifis ta'ee nama bira fayyaduudha. Wantii atii nuttii himtee iciitiin isaa akka egaameetti ta'ee, amma muxanno kee dhaggeffa dha.

Maqa kee gabasa kamiinuu keessatti hin dhiyaatu.

1. Hojjattotinni eksteenshiinii fayyaa akkamittii kaka'umsa hubatuu, manni kaakuu'uumsi.

(Naa ibsii: maltuu hojjattota eksteenshiinii hojjii isaan irratti kakaasuu fi dubatti harkisuu fedhiin isaan hojii garii hojjachuuf akka kayyoo sageentichatti qaban mal fakkata?) \_\_\_\_\_

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2. Maltuu jara kakkaasa : kabajaa hojicha , kayyoo fi milkaa'iinaa hojiichatiif qaban

(Naa ibsii: maltuu akka issin hojii keessaniif carraqxan siin godhaa?) \_\_\_\_\_

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3. Adaa noonnoo dhabbatichaa mal fakkata (Naa ibsii: mal fakkata waliitti dhufeenya,waliigaltee giddu eksteenshiinii waliin hojjatan? Supperviyyiin jiruu kan to'tuu mo kan sin deggaruudh akkamitt madaallinn(beekaamtii) kennamuu? )\_\_\_\_\_

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4.Bakki hojjii mal fakkata (Naa ibsii: malfakkata akkatan rawwii hojii itti bulchiinsa; supperviyyiin fi hojjattota gamaggamuu? carran lenjii fi hogumma guddifachu mal fakkata)

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5. Mal fakkata kakaa'umsii hojiiichii namaf keennu ,(Naa ibsii, akkamitti bilisaa(ofiin hojjachuu) hojii irratti?murtee eksteenshiinii ilallatuu irratta hirmachu,mindaa fi webii jernyaa irratti?

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6. Immammata ekstenshiinii fayyan walqabate Sababa kamtuu kakka'umsaa midha? (Naa ibsii ,jijjirra,tajajila ummata walqabatee,welitti dhufeenya fi deggarsaa ilalchisee? \_\_\_\_\_

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7. Hubannoo/ilalchii hawasaa akkam (Naa ibsii,akkamitti ummanni hojjattota ekstenshiinii hubatee, bekaamtii and deggarsaa kenne? Ulagaleen ummannii ittin dinqiisiIfatuu mali?

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8. Mannii hojjattota eksteenshiinii akka issan hojjii gad illakkifnee tasiisuu(Naa ibsii,sababa mataa isaaniitii ,kan dhabbaticha fi aadaa hawaasa nannootii?)

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Unkaa IV ; Gaffi gad fagenyan ittigafatama eksteenshiin fayyaa Wajjiraa ti.

Gaffi kana irratti hirmachuf nuf heyyamta a)eyye b)mit

Nannoo oromiya Godina \_\_\_\_\_

Aanaa \_\_\_\_\_ guyya gaffii \_\_\_ jii'aa \_\_\_ barra 2011

Nama gafatee \_\_\_\_\_

Nama gafatamee \_\_\_\_\_ hojii \_\_\_\_\_ Umurii \_\_\_\_\_

Ogumman kee \_\_\_\_\_ sadarka ogummaa \_\_\_\_\_

Erga hojii kana jalqabde wagga meeqaa \_\_\_\_\_ saala \_\_\_\_\_

Afaan oroomoo dubbachuu danda'uu \_\_\_\_\_

Seensaa:-qajeelfaama hirmattotaaf ,Hirammanna keessan galateeffadha

Qo'anna masterii fayyumma hawaasatii taasiifamuf muxanno qabdan nuf qoduuf jechaa fedhii hirammanna keessanii galateeffa dha. Nut kan hojjannu Jimma Yuniversiiti wajjin ta'uun kaka'umsa hojjaattota Eksteenshiinii Fayya bakka hojjii irratti qabanuu, Sababa akka issan hojii (kellaa fayya) keessa hin turree godhan akkuma kanas rawwi hojii jaraa akka foyyeffatani fi itti fuufsiisuf rawwii sagantaa eksteenshiinii fayyaa godinaa Jimma, Motumma Nannoo Oromiyaa ta'a.

Atii kanaa iraatti ekspeertii (beekumsaa) qabda: odeffannon atii nuf keennituu nugargara saganta ekstenshiinii foyyeessuf Kan siifis ta'ee nama bira fayyaduudha.Wantii atii nuttii himtee iciitiin isaa akka egaameetti ta'ee, amma muxanno kee dhaggeffa dha.

Maqa kee gabasa kamiinuu keessatti hin dhiyaatu.

1. Hojjattotinni eksteenshiinii fayyaa akkamittii kaka'umsa hubatuu,manni kaakuu'uumsi.

(Naa ibsii: maltuu hojjattota eksteenshiinii hojjii isaan irratti kakaasuu fi dubatti harkisuu fedhiin isaan hojii garii hojjachuuf akka kayyoo sageentichatti qaban mal fakkata?)

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2. Maltuu jara kakkaasa : kabajaa hojicha , kayyoo fi milkaa'iinaa hojiichatiif qaban

( Naa ibsii: maltuu akka issaan hojii carraqxan godhaa?)

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3. Adaa noonnoo dhabbatichaa mal fakkata (Naa ibsii: mal fakkata waliitti dhufeenya,waliigaltee giddu eksteenshiinii waliin hojjaan? Supperviyyiin jiruu kan to'tuu mo kan deggaruudh akkamitt madaallinn(beekaamtii) kennamuu? )\_\_\_\_\_

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4.Bakki hojjii mal fakkata (Naa ibsii: malfakkata akkatan rawwii hojji itti bulchiinsa; superviyyiin fi hojjattota gamaggamuu? carran lenjii fi hogumma guddifachu mal fakkata)

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5. Mal fakkata kaka'umsii hojjiichii nama f keennu ,(Naa ibsii, akkamitti bilisaa(ofiin hojjachuu) hojji irratti?murtee eksteenshiinii ilallatuu irratta hirmachu,mindaa fi webii jernyaa irratti?

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6. Immammata ekstenshiinii fayyan walqabate Sababa kamtuu kakka'umsaa midha? (Naa ibsii ,jijjirra,tajajila ummata walqabatee,welitti dhufeenya fi deggarsaa ilalchisee? \_\_\_\_\_

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7. Hubannoo/ilalchii hawasaa akkam (Naa ibsii,akkamitti ummanni hojjattota ekstenshiinii hubatee, bekaamtii and deggarsaa kenne? Ulagaleen ummannii ittin denqiiisifatuu mallii?)

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8. Mal inni hojjattota eksteenshiinii akka issan hojjii gad illakkifnee tasiisuu (Naa ibsii,sababa mataa isaaniitii ,kan dhabbaticha fi aadaa hawaasa nannootii?)\_\_\_\_\_

Figure factors extracted during factor analysis for identifying to motivation of HEWs, in Jimma zone ,oromia region

Item	Abbreviated Variable Label	Factor Loading	Cornbach's Alpha
	Factor 1 = Job recognition variable 13.27%	Component1	0.756
37.	My job provides opportunities for advancement to	.728	
38.	higher level jobs	.796	
39.	My job provide recognition on major	.759	
40.	accomplishments on job	.648	
41.	My job provide opportunities to develop my	.581	
43.	professional growth	.478	
	My job gives me a feeling of achievement and accomplishment.		
	My job gives me the opportunity to participate in decisions that affect my job.		
	My job offers job security as long as I do a good job.		
	Factor 2= Job feedback 5.16%	Component	0.665
27.	I receive frequent feedback from my supervisor on	.827	
28.	my performance	.668	
29.	The work I do provides me with direct feedback	.668	
29.	about the effectiveness of my performance.	.408	
30.	My managers and co-workers provide me with	.676	
53.	feedback about the effectiveness of my performance.		
	I receive frequent feedback from individuals other than my supervisor.		
	My supervisor has encouraged me to stay.		
	Factor 3= Organization citizen ship 3.99%	Component	0.710

22.	My co-worker HEW help with each others	.914	
23.	My co-worker HEW willing share expertise and skills with each other s.	.914	
	Factor 4= Desire for work achievement 3.60%	Component	0.711
70.	I find satisfaction in exceeding my previous performance even if I don't outperform others	.722	
71.	I find satisfaction in exceeding my previous performance even if I don't outperform others	.722	
	Factor 5= Job autonomy 3.30%	Component	0.663
44.	I am left on my own to do my own work.[I can do my work the way I want, without interference]	.752	
45.	I am able to do my job independently of others.	.832	
46.	I have freedom to do pretty much what I want on my job.	.702	
	Factor 6 = Motivational control 3.10%	Component	0.620
62.	I like to set specific work goals for myself.	.672	
63.	I do not like to quit a task until it's done	.850	
64.	On difficult tasks, I check my progress frequently.	.759	
	Factor 7 = personal consequence of poor performance 2.91%	Component1	0.709
10.	If I were known as a difficult worker, this would bring shame to my family.	.677	
11.		.822	
14.	If I do not put in a full day's work, I would feel badly even if no one else notices.	.816	
	Factor 8= Pride 2.76%	Component	0.58

18.	This health post has a good reputation in the community. My co-workers in this health post are proud to work here. Working as HEWs was respectable and honorable job in the community	.744	
19.		.684	
58.		.796	
	Factor 9 = Self efficacy 2.61%	Component	0.67
47.	I have control over the pace of my work. I am confident about my ability to handle work problems. I effectively cope with any important changes that occur in my work life	.770	
59.		.746	
60.		.816	
	Factor 10 = Shame consequence to poor performance 2.16%		0.71
12.	If my supervisor told me I did a poor job, I would feel ashamed. If co-workers had to redo my work, I would feel ashamed.	.899	
13.		.899	
	Factor 11= Relationship with surrounding environment 2.13%	Component1	0.56
24.	There is good communication and cooperation among the other volunteers CHWs. My kebele leaders provide constructive suggestions about how we can improve our job effectiveness. My communities participate and support me on my job.	.730	
25.		.775	
54.		.660	
	Factor 12 = Value to work 2.05%	Component1	0.51

1.	Devotion to quality work is a virtue	.767	
4.	A successful person is one who meets deadlines at	.668	
7.	work.	.565	
20.	Work should be done with sufficient effort	.657	
	Co-workers at this health post pride themselves in providing good services to community.		
	Factor 13= Management openness 1.96%	Component	0.51
15.	I feel that if I have concern, I can share it with my woreda health office management.	.801	
16.	I feel comfortable saying what I really think [my true opinion] to my supervisors about how things are happening in my work unit.	.801	
	Factor 14 = organizational support 1.88%	Component	0.50
34.	I receive immediate help when I need it.	.751	
42.	My job offers adequate pay compared with the job	.745	
49.	requirements and with pay in similar jobs.	.637	
	I have enough time for my personal duties		
	Factor 15 = flexibility of schedule 1.85%	Component	0.46
32.	I have a variety of duties, tasks, and activities in my	.641	
50.	job.	.687	
68.	My schedule is flexible can tailor it to my preference	.613	
74.	for those family I work with	.524	
	I find satisfaction in working as well as I can.		
	Community demand for curative service.		
	Factor 16= effort orientation to work 1.72%	Component	0.32
8.	Progress on the job can be obtained through self-	.817	
9.	reliance.	.817	
	A person can overcome difficulties in life and better him/herself by doing job well		
	Factor 17= community support 1.66%	Component	0.59

26. 36.	My co-workers focus on what is wrong with the situation, rather than the positive side. My job permits me to get information and talk to people about things that affect my work.	-.785 .785	
	Factor 18 = family support 1.64%	Component1	0.33
52. 67.	My family has encouraged me to stay. *When I am worried about something, I cannot do my work.	.744 -.744	
	Factor 19 = social consultation 1.58%	Component	.25
2. 35	Consultation allows one to overcome obstacles and avoid mistakes. My job provides the opportunity for social interaction such as teamwork or co-worker assistance.	.765 .765	
	Factor 20 = organizational obstacle 1.53%	Component	0.64
77. 78.	My work is rarely disrupted due to bureaucratic processes. There are few instructions that obstruct and delay work.	.860	
	Factor 21= work load 1.52%	Component	0.54
48. 49. 66.	I have enough time to complete my daily tasks. I have enough time for my personal duties I do not let my emotions interfere with my work.	.745 .746 -.408	
	Factor 22 =Difficulty aspect of work 1.43%	Component	0.44
72. 73.	Working outside home community area problem Conducting night visit for delivery or illness.	.802 .802	
	Factor 23 = supervisor 1.41%		==--=
17.	It would be difficult for me to say something that my supervisor might disagree with.	0.78	

	Factor 24 = organizational constraints 1.38%	Component	0.307
75.	This health post provides everything I need to do my	.769	
76.	job effectively A fundamental reason I do not do my job properly is that I do not have the equipment, supplies and/or materials I need.	.769	
	Factor 25 = community recognition 1.34%		0.50
55	Change health status in the community value my work	.691	
56	I feel the people in the community need me	.691	