

Job Satisfaction and Associated Factors among Health Professionals Working in West Hararge Zone Public Hospitals, Eastern Ethiopia



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Hospitals, Eastern Ethiopia**

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ABSTRACT

Background: Health professional job satisfaction determines the effectiveness and efficiency of human resource for health to the large extent. Job satisfaction is said to be linked with different factors; including socio-demographic factors, Compensation, working environment, job recognition, Development opportunities and Relationship between employees and management. Previously very few studies have been conducted on job satisfaction in Ethiopia, So, this study was attempted to address those gaps in the literature by focusing on all categories of health professionals and hospitals which are found in rural and district setting.

Objective: To assess job satisfaction of health Professionals working in West Hararge Public hospitals and factors associated with their level of satisfaction in the year 2013.

Methods: A cross sectional study was conducted by using Self-administered structured questionnaire. Variables for socio demographic characteristics and factors related to job satisfaction were included in this study. All 182 health professionals who were in their duty during data collection were responded to this survey. Data was analyzed by using, Statistical package for social science version 16 computer software. Median value from sum score were taken to determine level of Job satisfaction values less than median values. 49]. the association between predictors and the outcome were measured by using multiple logistic regression at 0.05 significance level and 95% confidence interval. Ethical clearance was obtained from Ethical Committee of Jimma University, College of Public Health and Medical sciences.

Result: Health professionals working in West Hararge public hospitals were mostly not satisfied with their job, only 36.8 were satisfied. There is no significant association between socio-demographic characteristics and job satisfactions. Among job related factors compensation and benefit AOR=3.96 (95% CI: 1.99, 10.49), recognition AOR=9.13 (95% CI: 3.28, 25.45), and working environment AOR=5.20 (95% CI: 1.46, 18, 57) were shows significant association with job satisfaction. Development opportunity and relationship with management were not significantly associated with job satisfaction.

Conclusion: Nearly two thirds of health professionals working in west Hararge zone public hospitals were not satisfied with their job and job related factors. Compensation, benefit, recognition and poor work environment are the main factors that were found to influence job satisfaction. Managers of these hospitals and Oromia regional Health Bureau should reinforce appropriate strategies related to health professionals which improve their compensation, working environment and on implementation of performance based recognition and awarding system.

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ACRONYMS

AOR	Adjusted odd Ratio
CI	Confidence Interval
COR	Crude Odd ratio
FMOH	Federal Ministry of Health
ORHB	Oromia Regional Health Bureau
G. C.	Gregorian calendar
GHWA	Global Health Workforce Alliance
HR	Human Resource
JUSH	Jimma University Specialised Hospital
MDG	Millennium Development Goal
RHB	Regional Health Bureau
SHRM	Society for Human Resource Management
SPSS	Statistical Package for Social Science
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

Human resource (HR) in any organisation is the most valuable asset and it works as an engine to provide a sustainable service delivery in any organization [1]. World Health Organization (WHO) background Paper indicates Health workers as the backbone of all health care systems, because they provide comprehensive health care system including, preventive, curative, rehabilitative and manage the overall implementation of health programs and respond to health emergencies [2, 3]. Due to these every healthcare professional is an important part of the healthcare system, and shortage of health professionals in any area creates problems in functioning of health system to provide complete quality health care services [4].

Job satisfaction is one of the most important factors which determine efficiency and productivity of human resources. Especially in health care organization it leads to provision of poor quality services, at the same time on health-care costs, because health care require qualified and competent health professionals. Job satisfaction among health professionals means the degree to which health professionals like or dislike their jobs. It affects health professional's organizational commitment and consequently the overall provision of health services [3]. Besides its importance for patients and health care system as a whole, health professional job satisfaction in health care system is directly connected with absence from work, poor staff relations and incompetence of work because less satisfied health professionals give poor quality, less efficient care for their clients [4].

Job satisfaction of health professionals is said to be linked with many determinants according to different studies, these are: Socio demographic factors like (sex, age, profession, working experience), incentive both financial and non financial, work environment, job recognition, and promotion opportunities, workloads and relation of employees with their supervisor is some of the determinants discussed among various health professionals [1,3,5,6,7].

1.2 Statement of the Problem

WHO has identified a threshold in workforce density below which high coverage of vital interventions, as well as those necessary to meet the health-related Millennium Development Goals (MDGs) not likely to achieve. Based on these estimates, there are currently 57 countries, including Ethiopia [2]. This evidence indicates as Ethiopia is among many other countries that have been affected by shortage of health professionals. Similarly another study in 2007 on human resource development for health in Ethiopia indicates shortage of health workers in Ethiopia as it has been at a crisis point for at least the past decade due to brain drain of health professionals [8].

Study conducted on brain drain and Retention of Health Professionals in Africa, indicates African continent is facing a health crisis occasioned by very low funding of health services and deterioration of health service infrastructure and these factors threaten work performance of health workers and job satisfaction [9]. Similar study done on health professionals further revealed that health workers meet challenges such as: unfair compensation, overwhelming responsibilities with limited resources, poor access to continued professionals training, lack of a stimulating work environment, inadequate supervision from managers and supervisors [10, 11].

World bank 2010 working paper on Health Workers' Career Choices and Early work experience in Ethiopia, identifies that, in addition to limited number of qualified and well-trained health workers, there are three other challenges related to human resources and health in Ethiopia: among these challenges; Low levels of satisfaction and motivation of health workers, indicated as core challenge which are facing health sector [12].

It is clear that, the link between employee attitudes and patient satisfaction is clear, as unhappy or less satisfied employee relations and their communication with patients and other staff members is poor. So, one of the primary reasons for evaluating employee satisfaction is to identify problems and try to resolve them before they impact on quality of patient care and treatment and additionally it is critical component in retaining competent health professionals [4,13].

Different studies showed that many factors have impact on job satisfaction in health care workers, such as: gender, age, level of education, work experience, way of organization of work,

working conditions, payment, working hours, promotions and so [14,15 16]. On the other hand job satisfaction of health professionals can be affected by a variety of factors like personal needs and job characteristics, physical environment, amount of hours worked, the job's pressure level, workload, and relationships with colleagues and supervisors [4, 5].

Another study shows as, health professionals face increased risk for work dissatisfaction. Stress, burnout and complex shift of work are important factors of health professionals' interests and they also influence their professional satisfaction [6]. If health care administrators fail to sufficiently address indicated individual and job characteristics as well as the personal needs of their staffs, may result not to be satisfied with job, which may lead to poor performance, frequent absences from work, and high turnover [17].

In Ethiopia according to World Bank 2010 working paper report, health workers tend to be unsatisfied with most aspects of their job, and especially their salary, their training opportunities, and their chances of promotion and particularly about 80% of the health professionals are either “unsatisfied” or “very unsatisfied” with their current salary [12].

Although many studies have been done worldwide to address the question on the level of job satisfaction and its factors among health professionals working in the hospitals, mostly the focus of previous studies concentrated on specific profession categories such as, nurse satisfaction, pharmaceutical or doctor satisfaction [3, 17, 16, 18, 19, 20].

In Ethiopia only few studies have been conducted so far, in specified areas and factors of job satisfaction not identified exhaustively in those studies. In the study conducted in Jimma University Specialised hospital on determinants of job satisfaction of health workers, recognition and development opportunities were not included [5]. In similar studies conducted in Jjimma university on nurses job satisfaction on leadership style only relationship with leaders considered [21], World Bank papers on Career Choices and Early Work Experience in Ethiopia in 2010 considers only salary, training and chance of education were considered as factors [21]. Given the above noticeable gaps of studies on addressing factors affecting of job satisfaction among health professionals in detail, this study was assess job satisfaction and associated factors of health professionals working in the hospitals of west Hararge Zone.

CHAPTER TWO: LITERATURE REVIEW

There is no single common definition for job satisfaction, a number of definitions available as there are authors, because it refers to broad as well as specific work satisfaction. But most of the authors' definition suggests as job satisfaction is a universal affective reaction that individuals hold about their job. In different studies frequently used definition of job satisfaction is that of Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" This definition suggests that job satisfaction includes various aspects of one's job and is therefore, some kind of total sum of various components [22].

Various studies have established on the impact of job dissatisfaction, since not satisfaction with one's job may result in higher employee turnover, absenteeism, tardiness and complaint. In contrast, improved job satisfaction, results in increased productivity and satisfied workers have been found to be more committed to organizations [5, 19, 23].

Review of Job Satisfaction studies indicate as job satisfaction have several aspects like job role, job responsibilities, compensations, working conditions, development opportunities and recognition and job promotion [24]. On the other hand, other researchers classifies as job satisfaction is a combination of extrinsic which includes all the external factors such as, working conditions, pay, communication style, supervisor co-operation and intrinsic which are type of work the workers do and the duty considered by the employee [4].

According to Ethiopian Hospital blue print 2007, Job satisfaction depends on the employee's evaluation of the job and the environment surrounding it. When assessing their job satisfaction, employee evaluates their actual experience in the job with compensation, supervision and the work conditions [25]. According to World Bank study on job satisfaction in Ethiopia, Health workers' satisfaction with their economic situation, career choice, and life in general has gotten worse between 2004 and 2007 [12].

Studies on job satisfaction are particularly relevant and area of interest in public health practitioners due to the fact that organizational and employees' health and well-being rest a great deal on their job satisfaction. Because satisfied health professionals provide quality care and health care system outcomes will be satisfactory [4]. To solve these problem organizations

should provide good working condition, fairness in job, give promotion and rewards to employees because these are the elements which contribute to health professionals job satisfaction as satisfied employee will perform well in workplace [26].

A cross sectional study conducted in Pakistan on public health professionals in 2011, reported as majority of the public health respondents were not satisfied with the professional and development opportunities, salaries and recognition they availed during their professional life [1]. Similar studies conducted in Jimma University Specialized Hospital, Southwest Ethiopia depicted that factors like promotion and trainings were also reported as predictors for job satisfaction on health professionals. For job dissatisfaction of health professionals the major reasons were lack of promotion, poor infrastructure, insufficient materials, poor relationship between staffs and supervisors [5].

2.1 Socio Demographic Factors and Job Satisfaction

In assessing the level of job satisfaction, demographic factors or personal characteristics such as age, gender, educational level, working experience and marital status have been considered in previous studies conducted on job satisfaction [2, 5, 14, 27]

On the study conducted on Job satisfaction level among human resource employees in Malaysia out of the five characteristics investigated, gender and marital status do not affect job satisfaction, the remaining three demographics, namely age, tenure, and education level are found to be significantly influence job satisfaction [14]. But on similar study conducted in St Lucia, West Indies, there is no significant correlation of sex, level of education and length of employment to job satisfaction [15].

Study done in Indonesia in 2008 on job Satisfaction among nurses revealed that most of socio-demographic variables have no significant association with job satisfaction. But four items of socio-demographic factors had significant association with job satisfaction which was education level, travel time, professional training and amount of professional training attended in recent two years [19].

2.2 Compensation (benefits) and job satisfaction

Effective compensation administration is an important component of Human Resources for the hospitals. The hospital may be required to work within government-directed protocols and regulations for wages, salaries and fringe benefits, because the compensation system will directly affect the organization's ability to attract and retain qualified employees [25].

According to Global Health Workforce Alliance incentives guidelines for Health Professionals (GHWA, 2008), incentives both financial and non-financial, provide one tool that governments and other employer bodies can develop to sustain a workforce with the skills and experience to deliver required care [28]. Financial incentives involve direct monetary payment from employer to employee which is integral to the employment contract. Non-financial incentives include provision of recognition for best performance, being autonomous on job, flexibility in working conditions, these very important for countries and organizations where limited funding constrains their capacity to provide financial rewards [28].

Early theory on satisfaction and motivation of workers identified compensation as a "hygiene" factor rather than a motivation factor. According to this theory, salary is one of those hygiene factors which eliminate job dissatisfaction and leads employees from dissatisfaction to no dissatisfaction. But increased amounts of salary will not directly contribute to an increasing level of job satisfaction. However studies reports that salary increases and other financial benefits in the context of highly inadequate resource setting may certainly play great role to workforce retention [29]. On the other hand expectancy theory described that people do effort because they want some rewards in terms of money, promotion and others for their hard working. This might be cause increase in their job satisfaction level [16].

Study conducted by NL, D. M. (2012) describe that pay is one of those satisfying variable which cause to reduces the dissatisfaction level of employees. If an employee is compensated enough for their job, he/she will competent and easily manage work in case of any emergency [30]. Similarly another study conducted on Job Satisfaction Survey of Healthcare Workers in the Psychiatric Hospital in Bahrain indicate that there was a significant contribution between job satisfaction and their received wage and other benefits which is consistent with the findings of other studies [31].

Various studies conducted on job satisfaction suggested that organization should take into account financial compensation like salary because it has strong influence on employee motivation and retention. Study conducted in Malaysia on relationship between Job Satisfaction and Job Performance reports, less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction [16].

Ethiopian Hospital Blue print guide line recommends the compensation for the job should be deemed equitable by the employees. If, instead, the employee believes the wages paid are substandard in the market, then the hospital is at risk for unwanted turnover, low staffing ratios, and lower productivity due to dissatisfaction of the health workers [25].

2.3 Recognition and Job Satisfaction

Recognition is the component that is used to strengthen the relationship between organization and people. Danish, Q. *et al.* (2010) in the study on, “impact of reward and recognition on job satisfaction and motivation” explain recognition as the process at which employees are rewarded by different status based on their well done job [32]. Similarly study on effect of compensation factors on employee satisfaction suggests that intrinsic rewards like recognition and growth opportunities lead employees more towards high job performance and motivation than extrinsic factors like salary so, through recognition employee feel rewarded and motivated [16].

Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases motivation and performance of employees. Rewards and recognition are used to increase motivation and job performance of employees [4]. Lawler E.E., (2003) on his article ‘What it means to treat people right’ suggested that the well being of any organization depend upon how its human resource is treated. By giving recognition to the employee’s competitive advantage can be achieved [33]. Through recognition and appreciation, employees are being realized that they are valuable for organization [34]. But many employers are missing the very valuable component in their organization that is recognition of the employee even though the cost of practical implementation of this component is very low.

NL, D. M. (2012) Human Resources Responsibility on Job Satisfaction pointed out those younger employees who are more active and energetic is motivated more through recognition than money. This indicates recognition is the step through which they can be satisfied in their

work. This study added that as recognition can be provided through involving employees in decision making processes to increasing their responsibility, by showing compassion towards them and provide them with succession planning and different opportunities to get high position through their best performance [30].

2.4 Development Opportunities and Job Satisfaction

Among factors affects job satisfaction of health professionals, development opportunities such as career development, trainings and promotion were the one factor which considered. Because individuals value for further enhancing themselves and growing within the ranks of their career. It determines the personality and value of individuals' well being, and the economic and social contribution they made [4].

Studies conducted in different countries depicted that promotion is the most important factor for the employee satisfaction and there is positive relationship between job satisfaction and opportunity to develop as seen in different studies [4, 26]. If organizations are not giving promotion to their employees then employees will be less satisfied and their turnover rate will be high [16]. On the other hand provision chance of promotion like further education, training and promotion for employees cause to be satisfied. Promotion and satisfaction has direct relationship as individuals find a career path that utilizes their full potential, they are likely to be motivated and productive [4, 35].

A cross sectional study conducted in Pakistan in 2013 on job satisfaction among public health professionals working in public sector showed that the majority of the study participants were not satisfied with the professional and development opportunities they got during their professional stay [1]. Another literature shows human resource in health sector needs continuous training and refreshers if regular refresher training is not available, acquired skills and knowledge are quickly lost [36]. Because training increases the self confidence and self esteem of health professionals and improves the quality of care that would significantly elevate the morale of health professionals in the organization [37].

2.5 Working Environment and Job Satisfaction

Work environment is another significant factor that can affect job satisfaction among health workers. According to WHO 2006 report, working environment include equipment and supplies, infrastructure, support services, regulations at work and lines of authority and decision-making, all of which are important factors for job satisfaction[38].

There are challenges faced managers to satisfy health workers because every individual has unique needs and desires that needs to be satisfied. Uganda health workforce study shows that, lack of supplies or equipment is viewed as beyond the means of anyone to control which may challenge for health managers to satisfy their health professionals [46].

There are many studies which indicate that working environment is associated with job satisfaction. A cross sectional study done in Pakistan on job satisfaction among public health professionals working in public sector reported that, improper working environment and time pressure were seen to have a significant influence on the job satisfaction. Due to this factor people respond unfavorably to restrictive work environments, therefore, it is necessary for organizations to create conducive working environment that allow the employees to get the highest level of job satisfaction [1].

Particularly, working condition and job security are the elements clustered under the working environment (SHRM, 2009). Job security is feeling safe at work which is a basic prerequisite that must be addressed before high level needs can be met, on a systematic basis [39]. It will lead to a lower level of job satisfaction when there is sense of insecure at work [14]. Because of these arguments, many studies have found a positive relationship between job security and job satisfaction [40].

Similarly, working conditions such as infrastructure, equipments, supplies, office arrangements and healthy working environment are also an important factors which influences job satisfaction. In other words, job satisfaction is strongly influenced by working conditions in which individuals works has a great effect on their level of pride in themselves and the work they do [41]. As such, it must be suitable for personal needs, their expectations and aspirations because working conditions and factors that affect them are the most important issues affecting productivity [42]. As such, clean, pleasant and a comfortable office setting is needed to increase their job efficiency

as well as their job satisfaction level. [14]. In addition descriptive cross sectional study conducted on job satisfaction among Primary Health Care Physicians and Nurses in Saud Arabia, indicated that, high work load and lack of adequate resources are relevant factors influencing among nurses and physicians' stress levels which cause main themes for not to be satisfied with job [43].

2.6 Relationship of Health Professionals with management and job satisfaction

As indicated by Ethiopian Hospital Blue print “relationship between employee involve work by the human resource Department to sustain relation between employees, that contribute to satisfactory motivation, productivity, and morale of health professionals because HR Department can ensure optimum employer-employee relations by working on employee motivation and job satisfaction, since motivated staffs tend to work harder and stay longer with their employer [25].

The importance of interpersonal relationships for job satisfaction of healthcare professionals was indicated in survey report by ‘Society for Human Resource Management’ (SHRM). According to this report it lead to improved quality health services through increasing patient safety, quality of care and improve patient satisfaction [39]. This report also supported by the findings of TEOH M. (2011) on employee relationship with management is one of the factors that influence job satisfaction of employees [14].

Branham L. 2005 suggested on his paper what the immediate supervisor should do for their employees, these includes spending time listening to their employees, fair reviews of performances; provide feedback from time to time, train their subordinates when necessary in order to improve their job satisfaction [44]. On the other hand, under poor leadership, employees may be unwilling to change as they view change as a threat rather than an opportunity to their career. As result, if the immediate supervisor does not have a leadership skill it may lead to the subordinates feeling not to be satisfied with their jobs [45].

Study Conducted in Jimma University Hospital on Relationship between Leadership Styles of Nurses Managers and Nurses’ Job Satisfaction indicated that nurses who were working at Jimma University Specialized Hospital preferred managers who are transformational leaders [21].

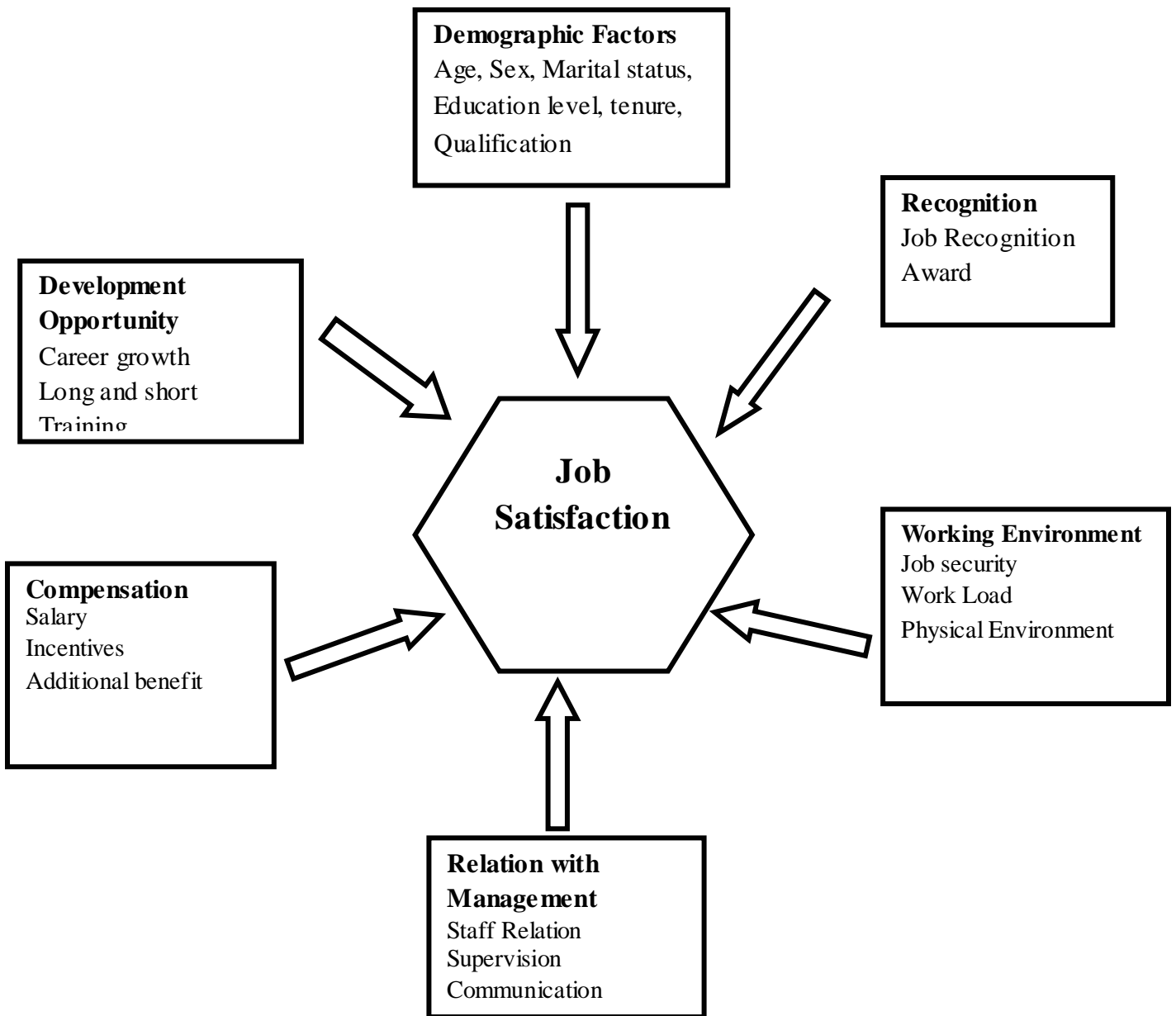


Figure 1: Conceptual Framework on Factors Affecting Job Satisfaction among Health Professionals (Adopted from International Journal of Human Resource Studies Yaseen A. 2013 with modification)

CHAPTER THREE: SIGNIFICANCE OF THE STUDY

Conducting health professional's job satisfaction study in West Hararge Hospitals is very important to identify the factors that affect their satisfaction to give attention and provide possible interventions. This enable for provision of quality and efficient health services in these hospitals and other similar hospitals. Also it is useful in establishing a baseline of employee satisfaction by providing for future survey results' comparison.

Even though a number of studies have been conducted on job satisfaction among health professionals working in the hospitals globally, many of them limited on specific profession categories or Speciality Hospitals but in this study all health professionals working in the general hospitals of study area hospitals were included.

In Ethiopia only limited number of job satisfaction of health professionals working in the hospitals were conducted so far with many limitation. Previous studies conducted in single teaching and referral hospital which is not representative for most of the hospitals in rural and district setting of Ethiopia, but this study was conducted in two general hospitals which are found in rural and district setting. In addition factors affecting Job satisfaction like recognition, career development and relationship between employers and management were not exhaustively addressed in previous studies but studied in this study in detail.

So, given the above visible gaps on the previous studies, this study was attempted to address those gaps in the literature. The information obtained will hopefully support in determining factors influencing job satisfaction among health professionals of West Hararge Zone public hospital setting.

CHAPTER FOUR: OBJECTIVES

4.1 General Objective

- To assess job satisfaction of health Professionals working in West Hararge Public hospitals and factors associated with their level of satisfaction.

4.2 Specific Objectives

- To determine percentage of health professionals satisfied with their job at West Hararge Zone Public hospitals.
- To identify the association between socio-demographic characteristics and job satisfaction of health professionals, working in West Hararge zone hospitals.
- To determine the relationship between job satisfaction and compensation, development opportunities, recognition, working environment and staff relations with management, of Health professionals working in West Hararge zone Hospitals.

CHAPTER FOUR: METHODS AND MATERIALS

5.1 Study Area and Period

The study was conducted in West Hararge Zone Public Hospitals, Oromia Regional State, Eastern Ethiopia, from October 15 – November 15, 2013. This Zone is located in Eastern Ethiopia, bounded by zones of East Hararge, Bale and Arsi as well as Somali regional state and Afar regional state. The total population of this zone currently estimated to be 2.3 million. The capital of west Hararge zone is Chiro town which is found 226 kilo meters away from Addis Ababa on the main road to Dire Dawa and Harar. In this Zone there are two public general hospitals namely Chiro Hospital and Galamso Hospital which are currently providing services for the population of this Zone as well as for adjacent zones and regions.

Chiro hospital is found in the capital of the zone and Galamso hospital is 75 Kilometres away from the capital. Chiro and Galamso hospitals have 120 and 105 health professionals with different profession and qualification like specialist Doctors, General Practitioners, nurses, midwives and paramedical professionals respectively. Because they are general hospital, they provide services like: preventive, rehabilitative, curative, diagnostic services, pharmaceutical, through in-patients and out-patients services. In addition these two hospitals serve as referral from health centres and clinics found in the area [47].

5.2 Study design

A facility based cross sectional study was conducted employing quantitative data collection method.

5.3 Source Population

All Health Professionals Working in west Hararge Zone public hospitals

5.3 Study Population

The study population consists of all health professionals working in Chiro Hospital and Galamso Hospital and who were available in their work place during the study period.

5.4. Inclusion and exclusion criteria

All health professionals working at Chiro Hospital and Galamso Hospital, who were available at the time of data collection period and the exclusion criteria, were those who are working in these hospitals for less than six months and not employed by the hospital.

5.5. Sample Size Determination and Sampling Procedure

Since the total number of health professionals at both hospitals is 225, all of them were included exhaustively in this study, so no sampling techniques and sample size calculation was used.

5.6. Variables

5.6.1 Dependent Variable

Job Satisfaction

5.6.2 Independent Variables

Socio Demographic Factors (age, Sex, marital status, religion, Education Level, types of profession, monthly income)

Compensation

Benefits

Recognition

Promotion Opportunities

Working Environment

Employee relationship with management

5.7 Data Collection Method and Procedure

5.7.1 Data collection Tool

A structured self-administered questionnaire was used to collect data from the participants. The questionnaire is prepared in English because all study participants expected to know English language as it is their working language. It consists of two sections: Section one comprised the socio-demographic information consisting of eight items, while Section two is Employee satisfaction survey questionnaire which was adapted from “Conducting Hospital Employee satisfaction Survey, Linda Powell, MS IPT, 2001” with modification [48]. It consisted of 46 job satisfaction statements measured on a five-point Likert scale (‘strongly disagree’ to ‘strongly agree’).

5.7.2 Data collector

Two diploma level data collectors with health background were recruited from health facilities found outside of study participants and principal investigator was work as supervisor. They have been trained for one day by the principal investigator on the objectives of the study, confidentiality and privacy of the participants, data collection procedures and how to keep it appropriately. After training, each data collector was tested by mock interview with each other to insure inter-observer reliability of the data using self administered questionnaire.

5.7.3 Data Collection Method and Procedure

A total of four weeks period, between October 15 and November 15, 2013 was allocated for data collection; during this period all available health professionals working in the two hospitals were contacted during day and night shift to participate in this study. Participants were contacted by the data collector and their consent was asked after detail explanation of the purpose and objectives of the study. The data was collected by using self administered questionnaire; the data collectors were personally responsible for the distribution and collection of all questionnaires.

5.8 Operational Definitions

Job satisfaction:-refers to the perception of Health Professional's attitude towards their jobs or some features of the job who score above median level for questions like income, personal growth and enjoyment with profession by working in these hospitals.

Satisfaction with Relations with management: The perception of the health professionals in relation with their department head and Hospital Management bodies of this hospital.

Satisfaction with Opportunity for Development opportunity: The perception that the participant has of the likelihood of being promoted by the hospital with their Career aspirations that score above median level

Compensation: Health professionals' total pay which includes the actual salary, overtime duty and other financial incentives of the participant gets from the hospital and score above median level

Satisfaction with Recognition: Health professionals' who score above median level in acknowledgment and rewarding an employee's high performance work to encourage.

Satisfaction with work environment: Health professionals' who score above median level on question which involves the physical, infrastructure of the hospital including availability of essential materials and supplies.

5.9 Data Quality Management

To ensure consensual validity of the instrument, the draft questionnaire was submitted to the advisors for expert scrutiny regarding the relevance of each item. Pre-testing of the questionnaire was done on 10 (5% of total sample) health professionals working Dadar Hospital which found in adjacent zone of study area. Moreover; during data collection time the supervisor had been checked in the hospital how the data collectors were doing their task. Also at the end of each data collection the completeness of filled questionnaires has been checked by the supervisor whether recorded information makes sense to ensure the quality of collected data.

5.10 Data Processing and Analysis

To ensure data quality, the data was entered using Epi-data entry software for double entry verification and exported to SPSS version 16 for analysis. The data was re-checked for more errors by running frequency distributions and summarized and organized using appropriate descriptive measures and tables.

To determine reliability of the questioner Cronbach's alpha internal consistency test were used for each dimension included in this study because low reliability opens for some errors. Cronbach's alpha value greater than 0.7, was taken as acceptable level.

Sum score were computed to generate a single job satisfaction index for the outcome variables and predictor variables. Median value was taken to assess level of Job satisfaction among health professionals. Values less than median score were taken as not satisfied while values greater than median score taken as satisfied [49].

To measure the association between predictors and the outcome, candidate variables were selected by bivariate analysis with entry level 0.25 significant levels. Variables which turn to be predictors in the bivariate analysis were included in a multiple logistic regression model so as to identify independent predictors which have association with outcome variable.

5.11. Ethical Considerations:

Ethical clearance was obtained from ethical committee of Jimma University, College of Public Health and Medical Sciences. Also formal permission letter was written to zonal health department and respective hospitals from department of Health Services management. Permission to conduct the study was obtained from the two hospitals.

A letter of informed consent and explaining the purposes of the study to respondent was attached with each questioner papers. Prior to administering the questionnaires for the participant, the aims and objectives of the study were clearly explained to the participants and verbal informed consent was obtained to participate in the study voluntarily.

Confidentiality and anonymity was ensured throughout the execution of the study as participants were not required to disclose personal Identifiers on the questionnaire. Participants were informed that their participation was voluntary and that they could withdraw from the study at any time if they wished to do so.

5.12. Dissemination Plan

The finding of this study was submitted to Jimma University College of Public Health Medical Sciences, Department of Health Services Management After approval, possible effort will be made for publication with Scientific Community of Jimma University in appropriate journal. In addition it will be disseminated to the respective Hospitals, Zonal Health Office and Regional Health Bureau.

CHAPTER SIX: RESULT

6.1 Socio-demographic characteristics of study participants

A total of 204 health professionals were in active duty in the two hospitals during the data collection period. Among these, 201 volunteered to participate and were provided the self administered questionnaire and 182 returned the questionnaire making the response rate about 89.2% and therefore, 182 were included in the analysis.

From study participants 99 (54.4%) of them were females. The minimum and maximum age of respondents was 20 and 60 years, respectively with the median age of 27.0 years. Out of 182 participants, 94 (51.6%) of the respondents were married and 76 (41.8 %) were single. Regarding the religion of the respondents, 79 (43.7%) were Orthodox Christian and 59 (32.2%) were Muslims. Among respondents majority of them, 107 (58.8%), were nurse of all types. From study participants' diploma level comprised 109 (59.9%), while first degree holders were 45(24.4%). The most frequent respondents' working experience was the group between 2 and 5 years, accounting for 71 (39.0%) (Table1).

Table 1: Socio-demographic characteristics of health professionals working in west Hararge Zone Hospitals in October 2013

Variables		Number	Percentage
Sex (n=182)	Male	83	45.6
	Female	99	54.4
Age Category (n=182)	<25	68	37.4
	25-34	88	48.4
	35-44	18	9.9
	>=45	8	4.4
Marital Status (n=180)	Single	76	42.2
	Married/Cohabited	94	52.2
	Divorced/Separated	8	4.5
	Widowed	2	1.1
Religion(n=180)	Muslim	59	32.8
	Orthodox	79	43.9
	Protestant	40	22.2
	Others*	2	1.1
Types of Profession (n=178)	Medical Doctor	16	9.0
	Nurse all type	107	60.1
	Midwife	16	9.0
	Medical laboratory	18	10.1
	Pharmacy	15	8.4
	radiography	4	2.3
	Others**	2	1.1
Level of Education (n=180)	Specialist	3	1.7
	General Practitioner	13	7.2
	Bachelor Degree	45	25.0
	Advanced Diploma	8	4.4
	Diploma	109	60.6
	Certificate	2	1.1
Working Experience(n=181)	<2 years	46	25.4
	2-5 years	71	39.2
	5-10 Years	37	20.4
	>10 Years	27	14.9

6.2 Job satisfaction Level of Health professionals

Before conducting analysis, internal consistency reliability coefficients (Cronbach's alpha) for the scales used in this study were checked, and for all factors the coefficients were well above the level of 0.7, acceptable for the analysis purpose (Table 2).

To investigate level of job satisfaction total sum score variables were computed for all likert scale type questions. The median value of the sum score were taken as cut value to determine satisfaction level for of health professionals for outcome variable and predictor variables [49]. Based on this the value above median level were taken as satisfied and below median level taken as not satisfied. From the analysis result health professionals working in west Hararge Zone were not satisfied with their job and other job related factors such as Compensation and benefit, recognition and award, development opportunities, Working environment and relationship with management (Table 2).

This result shows that 115 (63.2%) of health professionals working in west Hararge hospitals were not satisfied with their current job. Also not satisfied with job related factors indicated in this study, such as Compensation and Benefit 115 (63.5%) , with recognition provided by the hospitals and patients 113 (62.1%) , with their working environment and development opportunities 112 (61.5%) (Table: 2).

Table 2: Level of Job satisfaction among health professionals working in West Hararge Zone hospitals in October 2013 (n=182)

Factors of Job satisfaction	Reliability (Cronbach's α)	Not satisfied		Satisfied	
		Number	%	Number	%
General Job satisfaction Level	0.884	115	63.2	67	36.8
Compensation and Benefit	0.837	115	63.2	67	36.8
Recognition and award	0.839	113	62.1	69	37.9
Working environment	0.897	112	61.5	70	38.5
Development opportunities	0.897	112	61.5	70	38.5
Relationship with management	0.963	109	59.9	73	40.1

6.3 Inferential Statistics Analysis

6.3.1 Association between Job Satisfaction and Socio demographic Characteristics

To assess the association between job satisfaction and Socio demographic characteristics bivariate logistic regression was conducted to select candidate variables. From the result of bivariate analysis there is no significant association between age, marital status, religion, working experience and level of education with job satisfaction of health professionals as their P-value >0.05 . But sex and type of profession among study participants were significantly associated with job satisfaction. More male 60 (72.3%) were less satisfied than females 55 (55.6%) with COR of 2.08 (95% CI: 1.12,3.89; $p=0.02$) and type of profession in which paramedical health professionals were less satisfied (81.4%) than medical health professionals (57.6%), with COR of 3.23 (95% CI:1.4, 7.46; $p\text{-value}=0.003$). Multiple logistic regression model indicates no significant association between all socio demographic factors and job satisfaction of health professionals working in west Hararge zone Hospitals ($P>0.05$) (Table 3).

Table 3: Job satisfaction level with Socio demographic characteristics among health professionals working in West Hararge Zone hospitals in October, 2013

Variables	Category	Number respondents n(%)	Not satisfied n (%)	Satisfied n (%)	COR (95% CI)	P-Value
Sex	Female	99(54.4)	55(55.6)	44(44.4)	1	
	Male	83 (45.6)	60(72.3)	23(27.7)	2.08 (1.12,3.89)	0.02
Age Category	<25	68(37.4)	36(52.9)	32(47.1)	1	
	25-34	88 (48.4)	60(68.8)	28(31.2)	0.53 (.12,2.41)	0.414
	35-44	18(9.9)	16(88.9)	2(11.1)	0.28(0.06,1.25)	0.296
	≥ 45	8(4.4)	3(37.5)	5(63.5)	0.07(0.01, 0.58)	0.313
Marital Status	Single	76(41.8)	49(64.5)	27(35.5)	1	
	Marred	102(55.5)	66(63.5)	35(36.5)	0.96(0.52,1.77)	0.881
Types of Profession	Medical	141(79.2)	80(57.6)	61(42.0)	1	
	Paramedical	37(20.8)	31(81.4)	6(19.0)	3.23(1.40,7.46)	0.006
Level of Education	BSc or above	61(33.6)	39(64.0)	22(36.0)	1	
	Below BSc	119(65.4)	76(64.0)	43(36.0)	0.99(0.52,1.90)	0.992
Working Experience	<2 years	46(25.3)	23 (50.0)	23(50.0)	1	
	2-5 years	71(39.0)	48(68.0)	23(32.0)	2.86(1.01,8.06)	0.487
	5-10 Years	37(20.3)	24(65.0)	13(35.0)	1.40(0.51,3.70)	0.535
	>10 Years	27(14.8)	20(74.0)	7(26.0)	1.55(0.52,4.62)	0.433

6.3.2 Association between Job Satisfaction and Job related factors

To determine the association between job satisfaction and job related factors such as compensation, recognition, working environment, development opportunity and relationship with management candidate variables were selected by bivariate binary logistic regression at significance level of 0.25 entry point. From the result of bivariate analysis, all job related factors included in this study were significantly associated with job satisfaction with P value <0.25. Further analysis was done by multivariable logistic regression to determine the significance as well as calculate adjusted odd ratio at significance level of 0.05.

The result from multivariable logistic regression model shows that among job related factors compensation, Recognition and working environment were significantly associated with job satisfaction of health professionals. Health professionals who satisfied with their compensation and benefits were about four times more likely to be satisfied with their job than who not satisfied with their job AOR=3.96 (95% CI: 1.99, 10.49), after controlling for other confounding variables.

Recognition and award also significantly associated with job satisfaction. health professionals who satisfied with recognition were more than nine times likely to be satisfied with their job than who did not satisfied with recognition and awards AOR=9.13 (95% CI: 3.28, 25.45) after controlling the other confounding effects.

Similarly Working environment was one of the factor that significantly affect job satisfaction, health professionals who were satisfied with their working environment were more than five times more likely to be satisfied with their job than who were not satisfied with their working environment, AOR=5.20 (95% CI: 1.46, 18, 57) after controlling the effect of other confounding variables.

The remaining two factors namely development opportunity and relationship with management were not significantly associated with job satisfaction as the P value >0.05 (Table 4).

Table 4: Association between Job satisfaction and compensation, recognition, Working environment, development opportunities and relationship with management among Health Professional working in West Hararge Zone public Hospitals October 2013 (n=182)

Variables	Job Satisfaction		Crude OR (95% CI)	Adjusted OR(95%CI)	P- Value*
	Satisfied n (%)	Not Satisfied n (%)			
Compensation and Benefit					
Not Satisfied	94(81.7)	21(18.2)	1	1	
Satisfied	21(31.3)	46(68.7)	9.8(4.87, 19.75)	3.96(1.49-10.49)	0.01
Recognition					
Not Satisfied	100(88.5)	13(11.5)	1	1	
Satisfied	15(21.7)	54(78.26)	27.7(12.2, 62.4)	9.13(3.28-25.45)	0.001
Working Environment					
Not Satisfied	98(87.5)	14(12.5)	1	1	
Satisfied	17(24.3)	53(75.7)	21.8(9.9, 47.7)	5.20(1.46-18.57)	0.01
Development opportunities					
Not Satisfied	92(82.1)	20(18.9)	1	1	
Satisfied	23(32.9)	47(67.1)	9.4(4.7, 18.8)	1.18(.39-3.530)	0.77
Relation With Management					
Not Satisfied	92(84.4)	17(15.6)	1	1	
Satisfied	23(31.5)	50(68.5)	11.8(5.7, 24.0)	0.89(.23-3.46)	0.87

CHAPTER 7: DISCUSSION

As the objectives of this study were determining the level of job satisfaction and factors affecting job satisfaction among health professionals working in west Hararge zone, the result of this study shows that its objectives were answered with demographic characteristics, general job satisfaction, compensation and benefit, recognition and award, development opportunities, Working environment and relationship with management.

7.1 Level of Job Satisfaction among Health professionals

More than 60% Health professionals working in West Hararge public hospitals were collectively not satisfied with their job and job related factors of this study, like Compensation and benefit, recognition and award, development opportunities, Working environment and relationship with management. These results were supported with similar studies conducted in Jimma University specialized hospital in 2011 from which only 41.4% was satisfied and Pakistan among public health professionals working in public sector in 2013 from which 59% participants were less satisfied with their job [1, 5].

7.2 The relationship between Socio demographic characteristics and Job satisfaction

In determining the association of demographic factors with job satisfaction among the health professionals working in west Hararge hospitals using multivariable regression model, all socio demographic characteristics investigated did not affect job satisfaction significantly the P-value for these variables were > 0.05 , these variables includes; sex, age, marital status, working experience, types of profession and education level. These results were supported by similar studies conducted in JUSH (2011); in Pakistan (Bahalkani A.2011) and West Indies (2010) in which there were no significant association between job satisfaction and socio demographic characteristics [3, 5, 15].

But the study conducted in Malaysia Job satisfaction level among human resource employees reported that out of the five characteristics investigated, gender and marital status do not affect job satisfaction. The remaining three demographics, namely age, tenure, and education level are found to significantly influence job satisfaction [14]

So the results of prior findings on the existence of association between the demographic characteristics and job satisfaction were inconclusive and mixed findings remain. One of the possible causes is the different cultural background and the nature of the employees studied and how different demographic backgrounds usually resulted in different types of employees and how they are managed.

7.3 The association between Job satisfaction with recognition

From multivariable logistic regressions model result there is significant association between recognition and job satisfaction with P-Value < 0.001. Health professionals who satisfied with recognition and award provided by the hospital and their clients for job well done were also satisfied with their job. This shows that failure to recognize and award for good performance among health professional were the major factor that can affects job satisfaction. This contrasts with the study in Pakistan, by Yaseen A. on A Study of “Doctor’s Dissatisfaction in Punjab” in 2013 which found that there is no cause and effect relationship between recognition with job satisfaction of doctors.

By implication, this means that if more focus is placed on rewards and recognition on, it could have a resultant positive impact on job satisfaction and thus result in improved levels of job performance. Other literatures indicate that recognition is actually to show employees that their participation is valuable for the organization. This ultimately increases motivation and performance of employees and the best use of recognition is in the performance management system because rewards and recognition are used to increase motivation and job performance of employees [4, 33, 34].

7.4 The relationship between Job satisfaction with Compensation and Benefits

One of the dimensions considered in this study was compensation and benefits; this includes financial and non financial benefits the health professionals get from these hospitals. The variables included in this study were amount of salary, extra time payment, residence and annual leave, these variables integrated into one single factor and tested for association with job satisfaction. From multivariable logistic regression model there is strong association between job satisfaction and Compensation from which 63% of health professionals dissatisfied with their compensation which includes salary. The findings of this study were consistent with similar

studies to those of study conducted in Pakistan in 2011 from which 76% were dissatisfied with their salaries [3].

7.5 The association between working environment and job satisfaction

The result of this study indicates that working environment was significantly affects job satisfaction of health professionals working in West hararge hospitals. This finding was similar with the study conducted in Pakistan in 2011 from which two third (68%) of the respondents were dissatisfied with their working environment [3]. improper working environment was seen to have a significant influence on the job satisfaction, due to this factor people respond unfavorably to restrictive work environments [1]. similarly study in Saud Arabia in 2006 depicted that high work load and lack of adequate resources are relevant factors influencing among nurses and physicians' stress levels which cause main issue for not satisfied with their job [43].

Therefore, it is imperative for organizations to create conducive working environment that enable the employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction. As it affect job satisfaction of health professionals working conditions should be suitable for personal needs, their expectations and aspirations because it is the most important issues affecting productivity [1].

7.6 The relationship between Job satisfaction with development Opportunities

Among factors those affect job satisfaction of health professionals the opportunities to develop is the one dimensions included in this study, it consists of variables related to training, education opportunity and its fairness and chance of promotion. This study also indicates that the development opportunity was not significantly associated with job satisfaction (P-value 0.77) of health professionals working in these hospitals. This contrasts with similar studies conducted in JUSH and Pakistan which found that a majority of the respondents were dissatisfied with the professional and development opportunities they availed during their professional life [3, 15].

7.7 The association between Job satisfaction and relationship with management

There is no significant association between job satisfaction and relationship of health professionals with management (P –Value 0.87) but in similar studies conducted in South Africa in 2011 and Malaysia reveal that employee relationship with management is a major factor

contributing to job satisfaction. These might be due to the fact that management styles of the two countries were different from these hospitals setting [4, 14].

Strength of the study

- This study includes all health profession categories working in these hospitals
- Most of the factors related to job satisfaction were included in this study.

Limitation of the Study

- ✓ Central tendency bias and Social desirability bias may be introduced due to the likert-scale type questioners.

CHAPTER 8: CONCLUSION AND RECOMMENDATIONS

8.1 Conclusion

- The result of this study indicates that health professionals working in west Hararge hospitals were less satisfied with their job.
- In assessing the association between socio-demographic variables and job satisfaction there is no significant association between sex, age, marital status, religion and working experience, types of profession, education level.
- Among job related factors compensation, recognition and working environment were significantly influence job satisfaction of health professionals working in west Hararge zone public Hospitals.
- There is no significant association between job satisfaction and development opportunities as well as relationship of health professionals with management among health professionals working in West Hararge zone Hospitals.

8.2 Recommendations

The results of this study suggest that interventions should be made to improve levels of job satisfaction among health professionals working in west Hararge zone.

- Oromia Regional Health Bureau (ORHB) and Ethiopia Federal ministry of Health (FMOH) should reinforce appropriate strategies related to health professionals which improve their compensation, working environment and on implementation of performance based recognition and awarding system.
- FMOH and ORHB should invest on medical equipments, supplies and infrastructure as working environment because it is one factor that affects job satisfaction of Health professionals working in these Hospitals.

Hospital managers of West Hararge zone

- Performance-based incentives and benefits for health professionals should be applied.
- Appropriate reward and recognition system should be implemented regularly based on performance through acknowledgement and performance feedback for health
- In addition attention should be given in improving the work environment by hospital managers of west Hararge zone hospitals so, that it provides a context in line with the aspirations of health professionals.

For other researchers

- This study may serve as a base for future studies in different hospitals on a larger scale and further study of job satisfaction will be needed, as there are numbers of issues that can be explored further.
- From the results of this study and prior findings on the existence of association between the demographic characteristics and job satisfaction were inconclusive and mixed findings remain, So further study should be done to clarify the findings
- Further studies should be made to explore additional issues related association of job satisfaction and development opportunities.

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APPENDIXES

Annex 1: Questionnaire

**Jimma University College of Public Health and Medical Sciences Department of Health
Services Management**

Information sheet

Dear Sir/Madam

My Name is **Tofik Abajebal Abagaro**. I am in the process of completing my Master's degree in Public Health, Health Services Management Department (MPH/HSM) at the University of Jimma. I have to conduct research for my thesis, on Factors affecting Job satisfaction of Health Professionals working in West Hararge Public Hospitals. The objective of the study is to assess what determines the job Satisfaction of health professionals.

People's needs vary in terms of expectations in the various areas of their lives. The attached document contains questions related to specific aspects of your job in order for me to determine your feelings about these aspects. There is no right or wrong answers. No risks are associated with the study and the results would help to design strategies to motivate, satisfy and retain Health Professionals in health facilities and come up with recommendations to revise policy for Satisfaction of Health Professionals.

For confidentiality, names will not be written down and as soon as the questionnaires are completed the data collector will gather them. You are free to refuse or withdraw your consent and no punishment measures will be exercised.

Are you willing to participate in this study?

Yes No (if no, don't continue to fill the questionnaire)

Name of data Collector _____ Signature _____

Name of Supervisor _____ Signature _____

Section I: Background Information

Date of Data Collection _____ Questionnaire Id. _____

Thick in the box or Enter your answers to the questions below.

Q1	Back Ground Information	Remark
Q100	Place of Work 1. Chiro Hospital <input type="checkbox"/> 2. Gelemso Hospital <input type="checkbox"/>	
Q101	Sex 1. Male <input type="checkbox"/> 2. Female <input type="checkbox"/>	
Q102	Age (in completed years) _____	
Q103	Marital status? 1. Single <input type="checkbox"/> 2. Married/ cohabited <input type="checkbox"/> 3. Divorced/Separated <input type="checkbox"/> 4. Widows <input type="checkbox"/>	
Q104	Relegion? 1. Muslim <input type="checkbox"/> 2. Protestant <input type="checkbox"/> 3. Orthodox <input type="checkbox"/> 4. Catholic <input type="checkbox"/> 5. Other (Specify) _____ <input type="checkbox"/>	
Q105	What is Your Profession? 1. Medical Doctor <input type="checkbox"/> 2. Nurse all type <input type="checkbox"/> 3. Midwife <input type="checkbox"/> 4. Medical Laboratory <input type="checkbox"/> 5. Health Officer <input type="checkbox"/> 6. Pharmacy <input type="checkbox"/> 7. Radiographer <input type="checkbox"/> 8. Other (Specify) _____ <input type="checkbox"/>	

Q106	<p>What is your level of education?</p> <p>1. Specialist <input type="checkbox"/></p> <p>2. General Practitioner <input type="checkbox"/></p> <p>3. Masters Degree <input type="checkbox"/></p> <p>4. Bachelor Degree <input type="checkbox"/></p> <p>5. Advanced Diploma <input type="checkbox"/></p> <p>6. Diploma <input type="checkbox"/></p> <p>7. Certificate <input type="checkbox"/></p> <p>8. Other (Specify)_____ <input type="checkbox"/></p>	
Q107	<p>Currently in Which Department you are Working? _____</p> <p>_____</p>	
Q108	<p>How long have you worked as Health Professional (Your working Experience)? (in years) _____</p>	
Q109	<p>Your Average Monthly Income from this hospital (in birr) _____</p>	

Section II: Job Satisfaction

The following questions refer to your job satisfaction where you are currently working. Please circle the number that best fits your level of agreement with each statement, using a 5 point scale where 1=strongly disagree, 2=disagree, 3= Neutral, 4=agree, 5=strongly agree,

	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Q2	General job Satisfaction					
Q210	My job has more advantages than disadvantages	1	2	3	4	5
Q211	My income is a reflection of the work I do	1	2	3	4	5
Q212	There is personal growth in my work	1	2	3	4	5
Q213	I am happy with my profession	1	2	3	4	5
Q214	I really enjoy my work	1	2	3	4	5
Q215	In general I am satisfied with my work	1	2	3	4	5
Q3	Compensation and benefits					
Q316	My salary is fair in relation to my qualification	1	2	3	4	5
Q317	The additional payment, for example overtime payment (Duty), is reasonable fair	1	2	3	4	5
Q318	I believe my salary is fair for my responsibilities and work I do	1	2	3	4	5
Q319	Salary increases are decided on a fair manner	1	2	3	4	5
Q320	Housing service is satisfactory for needed staff	1	2	3	4	5
Q321	Amount of annual leave is enough	1	2	3	4	5
Q322	Overall benefits package is satisfactory	1	2	3	4	5
Q4	Recognition and Award					
Q423	I am given enough recognition by management for work that's well done	1	2	3	4	5
Q424	At this hospital I am treated like a person, not a number	1	2	3	4	5
Q425	I enjoy the status in the community as a healthcare professional	1	2	3	4	5

	Statements	Strongly disagree (1)	disagree (2)	Neutral (3)	agree (4)	Strongly agree (5)
Q426	I am entrusted with great responsibility in my work	1	2	3	4	5
Q427	The patients appreciate what I do for them	1	2	3	4	5
Q428	If I work hard and perform well, I will be rewarded.	1	2	3	4	5
Q429	My patients co-operate because they understand my working conditions	1	2	3	4	5
Q5	Working Environment					
Q530	I feel like my workload is manageable.	1	2	3	4	5
Q531	I have the equipment I need to do my job well and efficiently.	1	2	3	4	5
Q532	This job is a good fit for my qualifications and skill level.	1	2	3	4	5
Q533	I have adequate supplies and knowledge to protect myself against Professional Hazards.	1	2	3	4	5
Q534	The job security is high in this Hospital	1	2	3	4	5
Q535	My physical working conditions are good (availability of water, electricity, toilet facilities, telephone, internet Service etc)	1	2	3	4	5
Q536	There is no frustration (Disturbances) in my work due to limited resources	1	2	3	4	5
Q537	I find my work is stimulating and initiate professional development	1	2	3	4	5
Q6	Development Opportunity					
Q638	Everyone has an equal chance to be promoted and Staff are promoted in a fair and honest way	1	2	3	4	5
Q639	My facility offers me professional development opportunities.	1	2	3	4	5
Q640	My initial training provided by the Hospital was as much as I needed	1	2	3	4	5
Q641	I have sufficient opportunity to develop in my work	1	2	3	4	5
Q642	If I do good work I can count on being promoted	1	2	3	4	5

	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Q7	Relationship with Management					
Q743	The hospital management participate health professionals for planning and decision making process of the hospital	1	2	3	4	5
Q744	I have confidence in the hospital leadership to implement the plan	1	2	3	4	5
Q745	I feel that my supervisor gives me adequate support with respect	1	2	3	4	5
Q746	I receive performance feedback from my supervisor	1	2	3	4	5
Q747	There is an atmosphere of co-operation between staff and management of the hospital	1	2	3	4	5
Q748	There is a clear channel of communication at my workplace	1	2	3	4	5
Q749	My manager is concerned about my well being in the hospital	1	2	3	4	5
Q750	I am happy with the management style in my department	1	2	3	4	5
Q751	I am given enough authority to make decisions I need to make.	1	2	3	4	5
Q752	I feel part of a team working toward shared goals	1	2	3	4	5
Q753	Communications from management are frequent enough	1	2	3	4	5
Q754	Communications from management keep me up to date on the hospital	1	2	3	4	5
Q755	I am provided enough information by the Hospital to do my job well	1	2	3	4	5

Thank You
