



STAFF SATISFACTION AND ASSOCIATED FACTORS AMONG HEALTH WORKERS  
AT WOLDIA GENERAL HOSPITAL IN NORTH WOLLO ZONE, NORTH ETHIOPIA, 2014

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## *Abstract*

**Background:** - Human power is the back bone for the provision of quality health care for population. High level of professional satisfaction among health workers earns high dividends such as high workforce retention and patient satisfaction. Various studies on job satisfaction have been performed on healthcare workers in hospital setting; however, no previous study has been conducted about staff satisfaction the topic in the Woldia general hospital. **The objective** of the study was to assess staff satisfaction and associated factors among health workers at Woldia general hospital, North Wollo Zone 2014

**Method:** A cross-sectional study was conducted to determine the level and factors affecting job satisfaction of health professionals working in Woldia general Hospital. Data was collected using self administered questionnaire. The data was entered into a computer and analyzed using SPSS version 16.0 windows statistical software. bivariate and multivariate analysis were made to evaluate association of different variables with job satisfaction, and P-value < 0.05, at 95% CI \ was taken as cut off point for statistical significance. \ The eighteen statements were adopted from Ethiopian hospital implementation gridline (EHRIG) to use four liker scale questionnaires. This categories were grouped into "Satisfied" and "dissatisfied" based on the mean score of 10.21 with SD (+2.08895) and below the mean score were taken as "Not satisfied" below the mean and "Satisfied" above the mean score.

**Result:** Out of the total 161 health workers in the Hospital, 145 have responded for the self administered questionnaire. The overall result showed that 67(47.2%) of the health workers were dissatisfied by the reasons of "chance of promotion" (33.8%) and "develop professional skill" 49(33.8%). "The management makes change based on my suggestion" 41(28.3%) and "the assignment is clear to me." 39(26.9%) said disagree while opinions of respondents on "my chance of promotion" and "develop professional skill" were strongly disagreed 22(15.2%) and 22(15.2%) respectively (see Table1).

**Conclusion:** This study revealed that 67(46.2%) of health professionals of Woldia general hospital were dissatisfied with their job. Responsible bodies should devise mechanisms to improve job satisfaction of health professionals so as to improve the health services of the hospitals

**Key words:** Satisfaction, healthcare workers, general hospital, North Ethiopia

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## Abbreviations

ACOR \_\_\_\_\_ Adjusted Odds Ratio

CEO \_\_\_\_\_ Chief Executive Officer

COR \_\_\_\_\_ Crud Odds Ratio

SEHC \_\_\_\_\_ Satisfaction of Employees in Health Care)

# **Chapter one: - Introduction**

## ***1.1. Background:***

Employee job satisfaction was the fulfillment, gratification and enjoyment that comes from work. It's not just the money or the fringe benefits, but the feelings employees receive from the work itself. Hospital is a highly labour intensive organization, where the satisfactions of employees were vital for achieving the organizational objectives, since there are high employee end customer interactions.

Ethiopia had one of the greatest shortages health workers with a density of only 0.03 physicians, 0.23 clinical nurses, and 0.02 midwives per 1,000 people in 2010(1). Several areas of human resources have been linked with barriers to achieving the Millennium Development Goals including low morale and motivation of health care workers, poor policies and practices for human resource development, and lack of supportive supervision for health workers (2). Although recruitment was critical for addressing the shortage, retaining existing workers and instituting a scale up of successful programs was equally central to address the workforce crisis.

Staff satisfaction is an important part of health care components. The effectiveness of health care is largely determined by staff satisfaction but not as intended till now in public health sectors.

Despite the success of capacity building on human resources in Ethiopia during recent years, there was a limited proportion of motivated and inspired staffs among public health workers besides to a high attrition rate, and the study is being necessary to determine job satisfaction levels of staffs in the study area. Staff satisfaction is an essential outcome variable in research describing the work environment of successful hospitals, and hence it has been evaluated in numerous studies. Several studies had focused on the job satisfaction of nursing staff, and provided evidence (inter alia) that it were a particularly important success factor and quality outcome of Woldia general hospitals (2).

## ***1.2. Statement of the problem***

Employee attitudes and patient satisfaction had a definite link (3) If employees were unhappy or dissatisfied, despite their best efforts, it was difficult for them to conceal this factor when interacting with patients and other staff member.



/ Improving the quality of patient care in Ethiopia hospitals is a vital and necessary activities. Patients reported that, we receive less individual attention than ever before. They complain that doctors and nurses were too busy tending to the technical aspects of care to provide the much needed attention to patients' personal needs. Not only was it important in terms of quality of patient care, assessing employee satisfaction were a critical component in retaining qualified health professionals. Many health care providers feel frustrated and disillusioned in jobs they expected to find fulfilling. They have less time to do a quality job of caring for patients; they were continually expected to cut corners, but see waste and feel unable to change the situation; they feel unappreciated and they felt their skills were underused. This leads to low morale, staff turnover, and overall disenchantment with job opportunities in health care (4).

Staff satisfaction is an important part of health care components. The effectiveness of health care is largely determined by staff satisfaction but not as intended till now in public health sectors. Therefore, assessment of staff satisfaction and associated factors among health workers in the study area provided more useful information for health care manager to improve the quality of health services (5).

Woldia general hospital serve for the population of 1.5 million peoples with the health professional staff 161 and non health professional staffs 91. This Hospital had referral linkage with 62 health centers and 2 district hospitals and the main problem of this Hospital were high staff turnover specially those physicians (G.P, gynecologist, midwives) observed from hospital report showed 6 General practioners, 2 gynecologist and 2 midwives leaves from the this hospital with in one years and so money complains were raised from the community repeatedly on quality of services (6).

## **CHAPTER .2. Literature review**

In many countries employers pay close attention to the subjective well-being of their employees and its impact on their jobs. In Denmark, several companies regularly conduct their own job satisfaction surveys and an employee satisfaction index has been computed for a number of European countries. The European Union has called the attention of member states to the quality aspects of work and highlighted the importance of improving job quality to promote employment and social inclusion {7}.

The severely limited number of health professionals in sub-Saharan Africa negatively affects all types of health outcomes and threatens to limit the attainability of the Millennium Development Goals. The World Health Report 2006 is dedicated to recognizing and addressing these workforce shortages. The report identified a total of 57 countries that had a critical shortage of healthcare employees with a global deficit of 2.4 million doctors, nurses, and midwives (8).

The search for enhanced productivity has been a major concern for all organizations in more developed societies. In developing countries the need to optimize productivity is also a consideration. Job satisfaction of employees has been found to be an important factor affecting productivity and has received considerable interest (9).

Every individual has unique needs and desires those needs to be satisfied, which are related to the behaviour they exhibit, and these play a significant role in their preferences in different areas such as their workplace. Social, cultural and job factors all influence employees' behaviour (10).

According to Weiss Job satisfaction is defined as a pleasurable emotional state resulting from appraisal of one's job, an effective reaction to one's job and an attitude towards one's job (11)

According to reviewed more than 150 studies and listed various job factors of job satisfaction as Intrinsic aspect of job, Supervision, Working conditions, Wage and salaries, Opportunities for advancement, Security, Company and management, Social aspect of job, Communication and Benefits{12}

In a study conducted by Al-Eisa Ibrahim S et al at Capital Health Region, Kuwait' Middle east journal of family, a self-administered questionnaire based on socio-demographic characteristics and job satisfaction was given to 89 participants.. The results of study showed that the overall

satisfaction was 61.8% and significantly the higher the age the higher the job satisfaction. There were no significant differences in overall job satisfaction for nationality, sex, marital status and number of children. General Practitioners were less satisfied with the rate of pay and the amount of variety in work but more satisfied with their colleagues. Young physicians appear to need more attention and Job satisfaction of primary health care physicians is critical for improvement of health systems {13}.

Another study conducted in Ministry of Health hospitals in Kuwait on stratified random sample size of 500 nurses were assessed their job satisfaction by using the McCloskey–Mueller Satisfaction Scale. Factor analysis identified five factors: satisfaction with (a) professional opportunities; (b) praise and recognition; (c) scheduling of duty; (d) control and responsibility, and (e) extrinsic rewards. These together explained 59.5% of the total variance. Nurses were found to be dissatisfied with two of five factors: professional opportunities and extrinsic rewards and satisfied with the remaining three factors, although levels of satisfaction were not very high. The relationship of job satisfaction with nationality and marital status was positive and significant. However, a higher level of educational qualification showed an inverse relationship with job satisfaction {14}.

Job satisfaction is important in predicting systems stability, reduced turnover and worker motivation. If motivation is defined as the willingness to exert and maintain effort towards attaining organizational goals, then well-functioning systems should seek to boost factors such as morale and satisfaction, which predict motivation. A survey of ministries of health in 29 countries showed that low motivation was seen as the second most important health workforce problem after staff shortages' (15).

Previous African studies have identified November 2013 the most important human resources tools to manage job satisfaction; these include materials, salary, training, the working environment, supportive supervision and recognition {16}.

The findings showed that relatively consistent with those of the “Uganda Health Workforce Study”, where the effects of several job-related factors were evaluated to judge their relative importance in predicting job satisfaction. In order of importance, the following were the most significant contributors to overall satisfaction: job matched with workers' skills and experience, satisfaction with salary, satisfaction with supervisor, manageable workload and job security {17}.

Ethiopia is one of 57 countries identified by the World Health Report 2006 as having a severely limited number of health care professionals. In recognition of this shortage, the Ethiopian Federal Ministry of Health, through the Ethiopian Hospital Management Initiative, prioritized (18).

We found support for content validity from study of Instrument for Assessing Employee Satisfaction, as data from the 18 responses factored into three factors, which we characterized as 1) relationship with management and supervisors, 2) job content, and 3) relationships with coworkers. Summary scores for two factors (relationship with management and supervisors and job content) were significantly associated (P-value, 0.001) with the two overall satisfaction items. Cronbach's alpha coefficients showed good to excellent internal consistency (Cronbach alpha coefficients .0.70) for the items in the three summary scores {19}.

The introduction of consistent and reliable measures of staff satisfaction is crucial to understand and improve employee retention rates, which threaten the successful achievement of the Millennium Development Goals in low-income countries. The use of the Satisfaction of Employees in Health Care (SEHC) survey in Ethiopian healthcare facilities has ample leadership support, which is essential for addressing problems that reduce staff satisfaction and exacerbate excessive workforce shortages {19}.

Facility based cross-sectional study was conducted among 166 randomly selected health workers from Ambo, Gedo and gindeberat Hospitals of west Shoa zone. Data were collected by self-administered structured questionnaires, entered into epidata and analyzed with SPSS software. Multivariable logistic regression with 95% CI at  $P \leq 0.05$  was used to assess associated factors to job satisfaction. Result: A total of 166 health workers participated with response rate of 100.0%. The result showed that 65.1% of health workers were dissatisfied with their job. The major reasons reported for dissatisfaction were poor payment scheme, lack of training opportunity, and lack of incentives, bureaucratic management style, poor performance evaluation system and poor working conditions (20).

Study conducted in South Africa 2014 showed 34.0% of the respondents who are not satisfied with the job done by their immediate supervisors and At least 64.1% of employees were satisfied with comfortable work environment (21).

The results of another study conducted in Spain showed that the oldest age group showed the highest degree of satisfaction in duty of their work, while the intermediate age group (41 to 50 years old) reported lower values. Women have higher satisfaction than men with their job duties (average value of 5.5 for women versus 5.1 for men). In contrast, men were slightly more satisfied than women with regards to job stability, with an average value of 5.4 for men and 5.2 for women (22)

Findings of the study conducted in Bahrainis Showed that the majority of respondents were 20-30 year old 213 /492 (43.2%), a great number of them were nurses 294/491 (59.8%) . However, low satisfaction was found in female 217/358 (60.9%) when compared to males, 48/65 (73.8%). (23)

Study done in India showed that 83.2% of the staffs that had dependent parents were highly satisfied with their job. Only 11.5% of staffs who did not have dependent parents agreed that they were satisfied with their job. Among factors that Satisfied the staffs were praise and recognition, scheduling of duty, control and responsibility (24).

## 2.1 Conceptual frame work

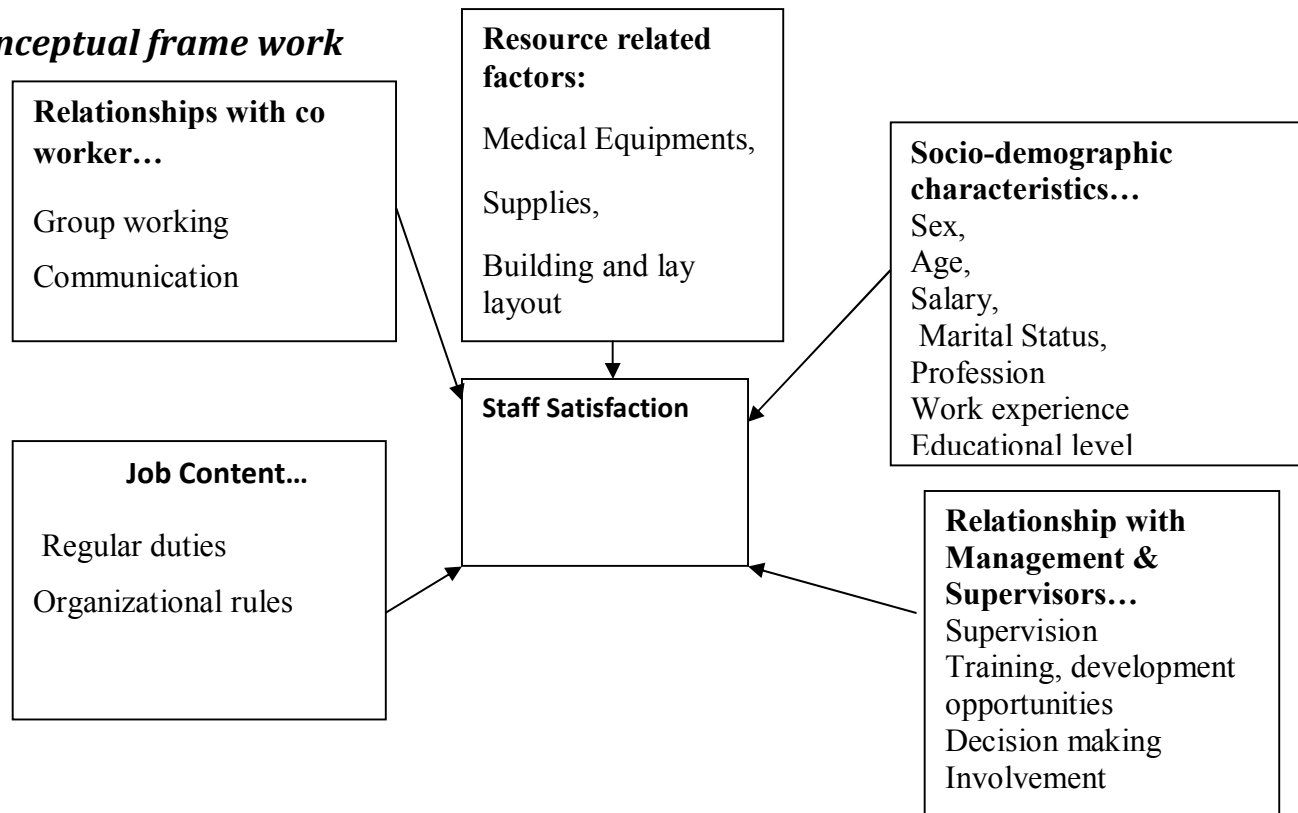


figure-I

Factors affecting staff satisfaction among healthcare workers in Woldia General Hospital 20015  
Source; Factors Influencing Job Satisfaction in Public Healthcare Sector of Pakistan©2013 Global Journals Inc. (US)

## 2.2 Significant of the study

Health Professionals are the key element of health systems to provide quality health care services to their clients motivated and inspired staffs were being needed to satisfy the client needs at the present times. So assessments of the staff satisfaction level and associated factors among health workers are provide useful information for programmer to improve the health care delivery systems and to decrease a high attrition rate of health care professional. The program manager needs evident based reasons to take corrective actions on the gap identified so our research provide tangible evidence at the result and the managers used as input to recognizes the condition of their organization and professionals, this is important to decide and plan for the feature accordingly.

In general our research help to know the level of staff satisfaction & equity among workers and take remedial action, help to understand the extent to which satisfaction or dissatisfaction of employees can affect organizational performance. This study is critical for the successful integration of staff satisfaction measures into Routine healthcare facility management, leading to potential remediation of problems that reduce staff satisfaction and exacerbate excessive work.

## **Chapter. 3. Objective**

### ***3.1. General objective***

- To assess staff satisfaction and associated factors among health workers at Woldia general hospital, North Wollo Zone 2015

### ***3.2. Specific objectives***

- To describe level of staff satisfaction among health workers at Woldia general hospital
- To identify factors associated with staff satisfaction at Woldia general hospital

## **CHAPTER 4 Method and materials**

### ***4.1. Study area and period***

The study was conducted in Woldia general hospital, which has 62 health centers under it and the catchments' area total population is 1562548, found in north Wollo zone at the distance of 520 km from Addis Ababa and 350 km from Bahirdar, The period of data collection was from January 2015 to February 2015.

### ***4.2. Study design***

Facility based Cross sectional study was employed

### ***4.3. Population***

#### **4.3.1. Source population**

All health workers currently working in Woldia general hospital.

#### **4.3.2. Study population**

All source populations were included

#### **4.3.3. Eligibility Criteria**

The exclusion Criteria was service of less than six months at Woldia general hospital.

#### **4.3.4. Sample size and sampling techniques**

Since the total number of health professionals at the hospital was 161 all of them were included in the study.

### ***4.4. Dependent variable***

Staff Satisfaction

### ***4.5. Independent variables***

- 1. socio- demographics characteristics:** - Sex, Age, profession, Years of Experience, Educational level.
- 2. Relationships with co works:** - Group working and Communication.
- 3. Relationship with Management & Supervisors:** - Management policy, Supervision, Trainings, Job categories, Motivation, Reward and Recognition, Opportunities to develop professional skill and Autonomy



3. **Job Content:** - Organizational rules Regular duties and Work load

4. **Resource related factors:** - Medical Equipment, supplies, lay out and ground

### ***3.8. Operational definitions***

**Satisfied:** - Refers to participants who overall satisfaction greater than or equal to mean score of the responses.

#### **Relationships with co worker:-**

The factor of relationship with co-workers reflects the extent to which members of an individual's workgroup are perceived to be socially supportive and competent in their own tasks.

### ***4.6. Data collection tool and procedures***

Data was collected using self administered structured questionnaire that adopted from previous study in English and was applied with same organization. It consists of two sections, Section A: comprised the socio-demographic characteristics, while Section B: was 18 specific statements with four point likert scale questionnaires was adopted from a journal. (it was well validated tools used to assess levels of staffs' satisfaction and was incorporated in Ethiopian hospital reform implementation guideline). The questionnaires were pre-tested prior to the actual data collection of the study at Dessie hospital. Necessary correction were made on the questionnaires before the actual data collection based on results of the pre-tested The final survey was comprised of 18 questions about specific aspects of an individual's work. The respondents were grouped by profession. Respondents were contacted by the data collectors and invited to complete the self-administered questionnaire and it were complete within 2 weeks.

The data was collected by 2 data collectors with closes follow-up of one supervisor all were not the member of Woldia hospital staff. Due to the nature of shift work in a hospital setting the data collector and supervisor adjusted programs within respected to respondents' willingness, as morning at four hours every day to collect questionnaires from day shift duty staffs and evening at two hours for night duty staffs.

#### ***4.7. Data quality assurance and management***

Training for data collector and supervisors was given prior to one day from pretested. The questionnaire was Pretested 1 week prior to the actual data collection. Each day every completed questionnaire was checked for completeness. The overall data collection processes was controlled by the principal investigator and data were entered in to Epi Info 3.5.4. The final and actual phase of data collection was more elaborated and modified by calculating to be an acceptable for conducting data collection. The questionnaire was analyzed by the Cranach's alpha coefficient to assess the internal consistency of the items with an alpha coefficient of 0.70 as the lower threshold for good reliability, the result of Cronbach alpha coefficients calculation was reported 0.93 it indicated that items of four constructed factors was excellent reliability (5).

We created summary scores for each factor and then were assessed the correlation between the four summary scores and each of the overall staff satisfaction items.

#### ***4.8. Data analysis***

The data was coded and interred in to Epidata and transferred in to SPSS version 16.0 for analysis. Descriptive analysis applied to describe the percentages and number distributions of the study. Logistic regression and bivariat and multivariate analysis used to identify factors associated with staff satisfaction and to analyses the strength of association of independent and outcome variables. All explanatory variables those associated with the outcome variable analyzed in bivariate analysis with p-value of 0.05 or less was included in the initial logistic models of multivariable analysis. Content validity and convergent validity was assessed using factor analysis and examined reliability using the Cronbach alpha coefficients to assess internal consistency.

#### ***4.9. Ethical consideration***

Ethical clearance and approval to conduct this research was obtained from Jimma University Ethics Clearance committee. Formal letter was written for institution prior to administering the questionnaires, the aims and objectives of the study were clearly explained to the participants and written informed consent was obtained from each participant. Confidentiality and anonymity were ensured throughout the execution of the study as participants were being required to disclose personal information on the questionnaire. Provisions were made to have participants' concerns relating to the study addressed and misconceptions corrected. 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.

## **Chapter 5. Results**

### ***5.1. Socio-demographic characteristics of study participants***

A total of 145 health workers were provided the self administered questionnaire. All of the distributed tools were completed and returned back, making the response rate of 100%. And all were used for analysis. Eighty (55.2%) of the study participants were male. Majority (76, 52.4%) of the respondents' had been living single and the rest (69, 47.6%) were married. Thos between 23 to 27 age groups comprised 68(46.9%) with the mean age of 29.67 years with SD  $\pm 6.601$  and more than a quarter of the respondents were between the age of 28 to 32 (38, 26,2%). 78 (53.8%) were satisfied . Regarding their educational status (90, 62.1%) of the study participants were diploma and almost one-third were degree 48(33.1%). whereas staffs with masters degree and specialists were comprised of 5(3.4%), and 2(1.4%) respectively. With regard to monthly income, 69(47.6%) of respondents were found with the range of 1514.00-2500.00 ETB, and (31, 21.4%) were between with the range of 2501 to 3500 ETB.

**Table 1 Socio-demographic characteristics of study participants on staff satisfaction at Woldia General Hospital, North Wollo Zone, 2015.**

<b>Variables</b>	<b>N(145)</b>	<b>Percent (%)</b>
<b>Age(in years)</b>		
18-22	6	4.1
23-27	68	46.9
28-32	38	26.2
33-37	12	8.3
38 and above	21	14.5
<b>Sex</b>		
Male	80	55.2
Female	65	44.8
<b>Marital status</b>		
Married	69	47.6
Single	76	52.4
<b>Educational status</b>		
Diploma	90	62.1
Degree	48	33.1
Master	5	3.4
Specialist	2	1.4
<b>Monthly Income in ETB</b>		
1514-2500	69	47.6
2501-3500	31	21.4
3501-4500	11	7.6
4501-5500	12	8.3
5501 and above	22	15.2
<b>Service year</b>		
≤ 1 year	21	14.5
1.1-5 years	54	37.2
5.1-10 years	31	21.4
10.1-15 years	16	11.0
≥ 15.1 years	23	15.9
<b>Job categories</b>		
General practitioner	12	8.3
Specialist	2	1.4
Nurse	75	51.7
Pharmacy	18	12.4
Midwife	10	6.9
Laboratory	9	6.2
Anesthetics	13	9.0
Radiologist	3	2.1
Health information technicians	3	2.1

## 5.2. Respondents' opinion on staff satisfaction

To measure the opinion of the study participants on the satisfaction of staffs were asked to give their opinion by using a likert scale with four point categories. Fifteen (10.3%) of study participants said “definitely no”, 22(15.5%) respondents said probably no ,“66(45%) respondents said”, probably yes and 42(29%) respondents said “definitely yes” for the question “I would recommend this health facility to other workers as a good place to work and The respondents were invited to put their opinion for statement “How would you rate this health facility as a place to work on a scale of 1 (the worst) to 10 (the best)?” Their opinion was 8(5.5%) participants gave 1, 4 (2.7%) respondents gave 2, 6(4.1%) respondents gave 10, 36(24,8%) respondents gave 9, 30(23.4%) respondents gave 8, 19(13.1%) gave 7.

**Table 2. The responses of study participants on satisfaction at Woldiya general Hospital, North Wollo Zone, 2015.**

No	Satisfaction	Definitely No		Probably No		Probably Yes		Definitely Yes	
		N	%	N	%	N	%	N	%
<b>1</b>	I would recommend this health facility to other workers as a good place to work	15	10.3	22	15.5	66	45.5	42	29
					Respondent opinion	Frequency			
						N	%		
<b>2</b>	How would you rate this health facility as a place to work on a scale of 1 (the worst) to 10 (the best)?			1	8	5.5			
				2	4	2.8			
				3	3	2.1			
				4	10	6.9			
				5	12	8.3			
				6	13	9.0			
				7	19	13.1			
				8	34	23.4			
				9	36	24.8			
				10	6	4.1			
<b>Total</b>					145	100			

The overall satisfaction of staffs measured by 2 generalized questionnaires which have a values of 1to 2 for question number one, 1 to10 for question number 2. The result observed by descriptive statistics was minimum 4, maximum 14, and mean 10. 21 and standard deviation was  $\pm 2.08895$ .

**Table 3. Discriptive Statistics of staff satisfaction level in woldia general hospital 2015**

	N	Mini mum	Maxi mum	Mean	Std. Deviation
Overall satisfactions	145	4.00	14.00	10.213 8	2.08895
How would you rate this health facility as a place to work on a scale of 1 (the worst) to 10 (the best)?	145	3	10	7.46	1.550
I would recommend this health facility to other workers as a good place to work	145	1	4	2.75	.821
Valid N (listwise)	145				

The mean score of satisfaction was 10.21, then to determine the satisfaction level the respondent were grouped for satisfaction analysis based on their mean score, respondents scores equals and above the mean score were classified as satisfied and those scores below the mean score were taken as “dissatisfied” according to this criteria the satisfaction level was 53.8% (17).

**Table 4. overall satisfaction percentage of staff's satisfaction in woldia general hospital North Wollo zon North Ethiopia 2015.**

outcome	Frequency	Percent
Dissatisfied	67	46.2
Satisfied	78	53.8
Total	145	100.0

The satisfaction levels of the health care workers with their job at weldia general hospital was 67 (46. 2%) dissatisfied according to socio-demographic variables showed that more males 38(26.2%) were dissatisfied than females 29(20%).

**Tables :- staff satisfaction regarding to sex in woldia general hospital north Ethiopia 2016**

	Levels of satisfaction	sex		Total
		male	female	
staff satisfaction	dissatisfied	38	29	67
	satisfied	42	36	78
Total		80	65	145

**Table 5. satisfaction regarding to Job categories of study participants at Woldia General Hospital North Wollo Zone North Ethiopia 2015.**

Job categories	frequency		satisfaction		dissatisfied	
	N=145	N	%	N	%	
<b>General</b>	12	1	8	11	92	
<b>All nurses</b>	75	33	44	42	56	
<b>Pharmacy professional</b>	18	12	67	6	33	
<b>Midwife</b>	10	9	90	1	10	
<b>Anesthetists</b>	13	9	69	4	31	
<b>Laboratory professionals</b>	9	9	100	0	0	
<b>Others</b>	8	5	62	3	38	
	145	78	53.8	67	46.2	

Other = health information technician 3, radiology 3, specialist 2

From this table it can be seen that respondents opinions based on their job categories among 12 general practitioners only 1(8%) and from 75 nurses 33(44%). Whereas from 10 midwife 9 (90 %) and from 18 pharmacy professional 12(67%) were more satisfied. To measure the opinion of the study participants on the factors 18 statements were constructed using a likert scale with four point categories. Forty nine (33.8%) of study participants' respond disagreed with the statement "I am satisfied with my chance of promotion" and "develop professional skill" and The 41 (28.3%) study participants were disagreed for the statements of the management makes change based on my suggestion. 39(26.9%) study participants were disagreed with statement of the assignment is clear to me; 22(15.2%) respondents were strongly disagreed with the statements of I am satisfied with my chance of promotion and develop professional skill and I am satisfied with my chances for promotion.



**Table 6. The responses of study participants on their job satisfaction at Woldiya general Hospital, North Wollo Zone, 2015.**

Variables	Strongly Disagree		Disagree		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%
<b>Relationship with Management and supervisors</b>								
1. The management of this organization is supportive of me.	18	12.4	37	25.5	75	51.7	15	10.3
2. I receive the right amount of support and guidance from first supervisor	15	10.3	32	22.1	83	57.2	15	10.3
3. I feel encouraged by my supervisor to offer suggestions and improvements	13	9.0	36	24.8	80	55.2	16	11.0
4. I am provided with all trainings necessary for me to perform my job	12	8.3	32	22.1	81	55.9	20	13.8
5. The management makes change based on my suggestion and feedback.	19	13.1	41	28.3	72	49.7	13	9.0
6. I am appropriately recognized when I perform well at my regular work duties	17	11.7	40	27.6	73	50.3	15	10.3
7. The organization rules make it easy for me to do a good job	16	11.0	44	30.3	70	48.3	15	10.3
8. I am satisfied with my chances for promotion	22	15.2	49	33.8	63	43.4	11	7.6
9. I have adequate opportunities to develop my professional skills	22	15.2	49	33.8	63	43.4	11	7.6
10. I have an accurate written job description.	13	9.0	36	24.8	80	55.2	16	11.0
11. I have learned many new job skills in this position.	12	8.3	32	22.1	81	55.9	20	13.8
<b>Job content</b>								
12. My work assignments are always clearly explained to me.	14	9.7	39	26.9	79	54.5	13	9.0
13. The amount of work I am expected to finish each week is reasonable	12	8.3	35	24.1	83	57.2	15	10.3
11. My work is evaluated based on a fair system of performance standards	15	10.3	39	26.9	83	57.2	8	5.5
<b>Resource related factors</b>								
15. The buildings, grounds and layout of this facility are adequate for me to perform my work duties	6	4.1	26	17.9	80	55.2	33	22.8
16. My department provides all the equipment, supplies, and resources necessary for me to	17	11.7	33	22.8	81	55.9	14	9.7
<b>Relationship with coworkers</b>								
16. I feel I can easily communicate with members from all levels of this organization	12	8.3	23	15.9	86	59.3	24	16.6
17. My coworkers and I work well to gather.	12	8.3	23	15.9	84	59.3	26	16.6
18. I would recommend this health facility to other workers as a good place to work.	17	11.7	20	13.8	90	62.1	18	12.4

The overall response of each health workers to the four factors affecting level of job satisfaction was calculated. To determine the general level of job satisfaction and to dichotomize the response, respondents having average score of below mean value were classified as dissatisfied, and those with average score of mean value and above were considered as 'satisfied'. Accordingly, 78(53.8%) of health workers were satisfied with their job (17).

The descriptive statistics was done for four constructed subscales the result showed scores of 1/Resource related factors the mean were (5.21), standard deviation 1.43. 2/ Relationship with coworker the mean (5.81), standard deviation (1.33), 3/ Relationship Management and supervisors the mean (28.49), the mean (6.34) and 4/ Job content the mean (5.32), the mean (1.34).

Table. 7. Descriptive Statistic of subscales of satisfaction in woldia general hospital north Ethiopia 2015

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Resource related factors	145	2.00	8.00	5.2138	1.42977
Relationship with coworker	145	2.00	8.00	5.8069	1.33488
Relationship Management and supervisors	145	12.00	42.00	28.4897	6.33675
Job content	145	2.00	8.00	5.3241	1.33792
<b>Total</b>				<b>44.83</b>	

**Univariate, Bivariate and Multiple logistic regression analysis of staff satisfaction and associated factors at Woldia General Hospital, North Ethiopia, 2015**

Multivariate logistic regression analysis showed that age of respondents, and job categories were significantly associated with job satisfaction. Health workers aged 30 years and older were 4.616 times more likely dissatisfied to their job as compared to age less than 30 years old (AOR=, 95%CI 1.878, 11.349)

Pharmacy professionals (degree, diploma) 25.805 times more likely satisfied to their job in reference to nurses (AOR=, 95%CI (2.559, 260.223)

Midwives (degree, diploma) 123.34 times more likely satisfied to their job in reference to nurses (AOR=, 95%CI (6.522, 2.333)

Table 8. bivariate and Multiple logistic regression analysis on level of staff satisfaction and associated factors in at Woldia General Hospital, North Ethiopia 2015

		Independent factors	
<b>Age</b>	<30	1	1
	>=30	2.74(1.286,5.838)	4.616(1.878,11.349)
<b>JOB CATEGORIES</b>	Nurses	1	1
	Pharmacy professionals (degree, diploma)	2.545(0.864,0.502)	25.805(2.559,260.223)
	Midwives(degree, diploma)	11.455(1.381,95.019)	123.34(6.522,2.333)

Univariate analysis was done for one dependent variable with four independent factors, the showed that the Management and supervisors and Resource related factors were statistically significant with p value of <0.005 level.

Table 9 Univariate analysis of staffs' satisfaction on their job. in Woldia General Hospital 2015

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.343	.155		2.219	.028
	Relationship with coworker	.038	.033	.101	1.165	.246
	Resource related factors	.261	.092	.261	2.829	.005*
	management and supervisor	.300	.090	.299	3.316	.001*
	Job content	.068	.087	.068	.782	.435
a. Dependent Variable: staff satisfaction						

Predictors having p value <0.25 level by univariate analysis were included in bivariate and multivariate analysis

Health workers who were dissatisfied with their relationship with management and supervisors, relationship with coworkers were significantly associated on satisfaction at a (p value <0.05). Health workers were .122 times less likely to dissatisfied with Relationship with coworker as the reference to satisfied (AOR= 0.122(95%CI 0.037, 0.399). health workers were 0.271 times less likely to dissatisfied with relationship with management and supervisors than those who were satisfied AOR=0.271, 95%CI (.105, .700).

Table 9. Binary and multiple logistic regression model predicting satisfaction in woldia general hospital North Wollo zon Northern Ethiopia 2015

	N=145	COR (95%CI)	AOR (95%CI)
<b>Resource related factors</b>			
Dissatisfied	67(46.2%)	0.095(.044,204)	.421(.155,1.139)
Satisfied	78(53.8%)	.1	1
<b>Relationship with coworker</b>			
Dissatisfied	67(46.2%)	.041(.015,.114)	.122(.037,.399)*
Satisfied	78(53.8%)	1	1
<b>Relationship Management and supervisors)</b>			
Dissatisfied	67(46.2%)	.041(.015,.114)	.271(.105,.700)*
Satisfied	78(53.8%)	1	1

Table 10 Correlations between dimensions of job satisfaction , 2015.

<b>Conceptual Frame work</b>	<b>Relationship with Mgt and supervisors factors</b>	<b>Job content</b>	<b>Resource Related factors</b>	<b>Relationship with coworker</b>	<b>satisfied</b>
Relationship with Mgt and supervisors factors	<b>1</b>				
<b>Job content</b>	<b>.701<sup>**</sup></b>	<b>1</b>			
<b>Resource Related factors</b>	<b>.623<sup>**</sup></b>	<b>.691<sup>**</sup></b>	<b>1</b>		
<b>Resource Related factors</b>	<b>.644<sup>**</sup></b>	<b>.620<sup>**</sup></b>	<b>.637<sup>**</sup></b>	<b>1</b>	
<b>General Satisfied</b>	<b>.811<sup>**</sup></b>	<b>.964<sup>**</sup></b>	<b>.798<sup>**</sup></b>	<b>.753<sup>**</sup></b>	<b>1</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Table 11. Showed the results of Pearson correlations that measure the relationship between general satisfaction and each individual job satisfaction dimension. Overall, general satisfaction and all the individual components of job satisfaction had a positive strong relationship with each other at a medium to strong level. General Job satisfaction has a significant positive strong association with Relationship with Mgt and supervisors factors ( $r = .811^{**}$ ), Job content ( $r = .964^{**}$ ), Resource Related factors ( $r = .798^{**}$ ), and Relationship with coworker ( $r = .753^{**}$ ), all at a p-value of less than 0.01.

## Chapter.6. Discussion

The results of this study have shown that health care workers in the woldia General hospital was 67 (46.2%) were dissatisfied from those more females 29(20%) were dissatisfied than male 38(27.2%) This result showed that the higher level of satisfaction than study conducted at west Shoa zone, Oromia regional state, Ethiopia at 2015 showed, only 34.9% of the study participants were satisfied with their job, while nearly two third, 65.1% were dissatisfied with their job (17).

Variables such as Relationship with management and supervisors and Relationship with coworkers were found to be significantly influencing job satisfaction and there was a significant positive strong association between job satisfaction and each individual job satisfaction dimension.

The results of this factor correlation analysis was strongest relation than study conducted in ambo hospital west shoa 2015 showed that General satisfaction and all the individual dimensions of job satisfaction had a positive medium relationship with each other at a low to medium level (17).

Our finding showed that higher satisfaction level than the satisfaction level of the study conducted in Jimma university Hospital at August, 2011 which showed Only sixty (41.4%) health

Professionals were satisfied with their job 67 (46.2%) felt dissatisfied (18).

Our finding showed that higher satisfaction level than the satisfaction level of the study conducted in Jimma university Hospital at August, 2011 which showed Only sixty (41.4%) health Professionals were satisfied with their job 67 (46.2%) felt dissatisfied (18).

Hospital doctors in Woldia General Hospital are less satisfied than their colleagues in Nigeria Senior Registrars but senior physicians are more satisfied than study conducted in Aminu Kano teaching hospital Nigeria (19).

Our Study revealed that 46.2 % of respondents were dissatisfied support by their immediate supervisors and 55.2% of respondents are satisfied by comfortable work environment. It is consistent with study conducted in south Rand hospital South Africa 2010 showed 34.0% of the respondents who were dissatisfied with the job done by their immediate supervisors and At least 64.1% of employees were satisfied with comfortable work environment (24).

The results of factor correlation analysis showed the strongest relation than study conducted in south rand hospital south Africa 2010 showed General job satisfaction has a significant positive medium association with staff relations ( $r = .44$ ), and the opportunity to develop ( $r = .58$ ), all at a p-value of less than 0.01(24).

The overall satisfaction of our study showed lower than study conducted at south rand hospital in South Africa 2010 showed 60.2% employees were satisfied .The reason might be due to the types of measurement used (24).



## **6.1. Conclusion and Recommendation**

### **6.1.1. Conclusion**

Our study revealed that the satisfaction of health worker in Woldia General Hospital were generally low. Factors such as relationship with management and supervisors, provision of resource and supplies, and relationship with coworkers were significantly affected the staffs' satisfaction.

The staffs were dissatisfied with the “relationship with management, supervisors and “resource related factors”. Same number of staffs were satisfied with the factors, “Relationship with coworkers”, “job content”.

This study revealed that 47.2% of staff of Woldia General Hospital was dissatisfied. Especially satisfaction of General practitioners of Woldia General Hospital by their job were low only 1(8.3%) satisfied with their job.

### **6.2.2. Recommendation**

To management of Woldia General hospital depends on the result set mechanism to increase satisfaction level on the factors that significantly affected job satisfaction such as Factors such as relationship with management and supervisors, provision of resource and supplies, and relationship with coworkers were significantly affected the staffs' satisfaction. Based on this result should emphasis on statement “chances for promotion”, “develop my professional skills”, “organization rules”, “makes change based on my suggestion and feedback”, “my work assignments are always clearly explained to me”, because majority staffs were said disagree upon these statements.

This study is important to enhance staff satisfaction by their jobs, hospital administrators should take measures to improve work conditions, raise work reward and pay more attention to the professional development of the Employees.

To all department coordinators to discuss with management and solve the problem identified like relationship of staffs with management, supervisors, relationship with coworkers and availability of resource and supplies.

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## 6. Annex

Annex A: Quantitative self administered Questionnaire information sheet.

**Jimma university, college of public health and medical science, department of health service management information sheet (English).**

Good morning/afternoon. My name is \_\_\_\_\_. I am a part of research work team of Jimma University and we are conducting a study about assessment of staff satisfaction and associated factors among health workers that have been approved by Jimma University and permission given by Dessie referral Hospital.. The information that we obtained from you have great contribution and we would like to promise that the information is confidential and anonymity will be ensured. Even though there is no direct benefits to you for choosing to participate in this interview you will be helping us to meet the objective of study to bring changes in the future to develop better staff satisfaction and quality of services. The phone number of the principal

Jimma University, college of public health and medical science, department of health service

investigator of the study is (0914719934) provided to you in case you will need more information about the study.

## Information Sheet.

Good morning/afternoon. My name is \_\_\_\_\_. I am a part of research work team of Jimma University and we are conducting a study about assessment of staff satisfaction and associated factors among healthcare workers that have been approved by Jimma University and permission given by woldia general Hospital. We are asking health workers in this hospital if they can participate; you have been participating all health workers working in this hospital today. Taking part in this study is voluntary. If you agree to participate, I will give you some questions about yourself and the interview will take about 20 minute. The study does not cause any harm other than expensing you a few minute for interview. I would also like to assure you about the confidentiality of information. The information will only be used for this research. You have full right to reject, to participate at any time. Even though there is no direct benefits to you for choosing to participate in this interview you will be helping us to meet the objective of study to bring changes in the future to develop better staff satisfaction and quality services. If you have any questions at any time even after the interview, feel free to ask. The phone number of the principal investigator of the study (09 14 71 69 43) is provided to you in case you will need more information about the study.

### Individual consent form

I \_\_\_\_\_, has decided to participate in a study entitled” Assessment of staff satisfaction among health workers in Dessie Referral Hospital, South Wollo Zone, Amhara Region, North East Ethiopia, 2014” after I understand the risks and benefit of the study

Tick one. Agree \_\_\_\_\_ Do not agree \_\_\_\_\_

Interviewer name \_\_\_\_\_ Signature \_\_\_\_\_ Date of interview \_\_\_\_\_

Supervisors Name \_\_\_\_\_ Signature \_\_\_\_\_ Checked on date \_\_\_\_\_

The outcome is (thick one) complete \_\_\_\_\_ Incomplete\_\_ Other, Specify \_\_\_\_\_

Are you willing now to participate in the study?

Thank You!

Explanation for awarded to the questionnaire respondents:-

The aim of this study is to assess levels of staff satisfaction among health professionals at Woldia general hospital. The information that we obtained from you has great contribution and we would like to promise that the information is confidential. Therefore, you are kindly requested to read carefully and select answers that express your true feelings.

INSTRUCTION OF QUESTIONNAIRES

Facility  
Name:

Date in Ethiopian Calendar

DD.....MM.....YYY

How long have you worked in this  
Facility?

-----Years      -----Months

1. Personal Profile

Sex:-    Male ..... Female .....

Age: -----

Marital status:  married     unmarried     Divorced     widowed     Separated

Level of education:  Diploma                       Degree                       masters       specialists

Years of service: -----

Monthly salary: -----



## INSTRUCTION OF QUESTIONNAIRES

Read the following sentences carefully choose one from the 4 alternatives that is compatible to your degree of feelings by making X in the box provided.

	<b>Strongly Disagree</b>	Disagr ee	strongly Agre e	Strongly agree
1. The management of this Organization is supportive of me.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
2. I receive the right amount of support and guidance from my direct supervisor.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
3. I am provided with all trainings necessary for me to perform job.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
4. I have learned many new job skills in this position.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
5. I feel encouraged by my supervisor to offer suggestions and improvements.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
6. The management makes changes based on my suggestions and feedback.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
7. I am appropriately recognized when I perform well at my regular work duties	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
8. The organization rules make it easy for me to do a good job.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
9. I am satisfied with my chances for promotion.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
10. I have adequate opportunities to develop my professional skills.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
11. I have an accurate written job description.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
12. The amount of work I am expected to finish each week is reasonable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
13. My work assignments are always clearly explained to me.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
14. My work is evaluated based on a fair system of performance standards.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

15. My department provides all the equipment, supplies, and resources necessary for me to perform my duties				
16. The buildings, grounds and layout of this facility are adequate for me to perform my work duties.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
17. My coworkers and I work well together.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
18. I feel I can easily communicate with members from all levels of this organization.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
19. I would recommend this health facility to other workers as a good place to work.	Definitely No <input type="checkbox"/>	probabl y No <input type="checkbox"/>	Probab ly yes <input type="checkbox"/>	Definitel y yes <input type="checkbox"/>
20. How would you rate this health facility as a place to work on a scale of 1 (the worst) to 10 (the best)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 6 7 8 9 10 1(Worst).....10(best)			

**Appendix D:** Ethical clearance and Permission letter

Ethical clearance was obtained from ethical review committee of Jima University and permission letter was written to institution.

