

Jimma University  
Institute of health  
Faculty of Public Health  
Department of health Policy, and management



**Work Engagement and Associated Factors among Health Professionals  
Working in Public Hospitals of Guji Zone, Oromia Regional State;  
South Ethiopia.**

**By:**

**Dekema Adula Dulacha (BA)**

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**By:**

**Dekema Adula Dulacha (BA)**

**Advisors:**

**1. Shimeles Ololo ((MPH, Associate Professor)**

**Yibeltal Siraneh (BSc, PH, MPH/HSM)**

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## **Abstract**

**Background:-** Human resource is the most vital resources of any organization to achieving its ultimate goal and vision. Hence work engagement is the positive psychological attitude of employees work relation and crucial for sustainable organizational success in competitive advantage. Despite its vitality there is limited evidence on work engagement and associated factors in low income countries like Ethiopia including the study area.

**Objective:-**To assess the magnitude of work engagement and associated factors among health professionals working in public hospitals of Guji zone Oromia regional state, South Ethiopia.

**Methods:** Facility based cross- sectional study was conducted. Among 213 sampled health professionals working in Guji Zone public Hospitals from August 6, 2018 to September 12, 2018. Data were using self- administered pretested structured questionnaires. Simple random sampling technique was used to select the study participants. Epi-data version 3.1 was used for data entry and; then exported to SPSS version 20 software for analysis. Simple linear regression analysis was computed to identify candidate variables for multiple linear regressions. Finally multivariable linear regression analysis was performed; to assess the effect of independent variables on the outcome variable. Level of statistical significance was declared at P-value less than 0.05.

**Result:** The magnitude of work engagement was 40.9%. Job characteristics (  $\beta$  : 0.421, 95%CI: 0.289\_0.553), recognition and reward (  $\beta$  : 0.274, 95%CI: 0.053\_0.495), and organizational justice (  $\beta$  : 0.176, 95%CI: 0.018\_0.334) were associated with work engagement. As job characteristics increased by one unit; work engagement score is increased by 0.421 score. Similarly a unit increase in recognition and reward, and organizational justice produced 0.274 and 0.176 score increase in health professionals work engagement respectively.

**Conclusion:** The magnitude of health professionals work engagement was high. Job characteristics, recognition and reward, and organizational justices were strong positive predictors of work engagement. Hospitals management and the governing boards should attentively concern to increase the magnitude of health professionals work engagement.

**Key word:** Work engagement, Enthusiasm, Concentration, health professionals, Organizational justice.

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## **List of Abbreviation**

|      |                                   |
|------|-----------------------------------|
| AC:  | Affective commitment              |
| CB:  | Compensation and Benefit          |
| CC:  | Continuance commitment            |
| D J: | Distributive justice              |
| HP:  | Health professionals              |
| IJ:  | Interaction justice               |
| JCM: | Job characteristics model         |
| JS:  | Job satisfaction                  |
| NC:  | Normative Commitment              |
| OC:  | Organizational Commitment         |
| OCB: | Organization Citizenship behavior |
| OJ:  | Organization justice              |
| PJ:  | Procedural justice                |
| POS: | perceived organization support    |
| PSS: | Perceived Supervisor Support      |
| RR:  | Reward and Recognition            |
| SET: | Social Exchange Theory            |
| WE:  | Work engagement                   |

## Chapter One: Introduction

### 1.1. Background

Achieving organizational goal effectively and efficiently is the ultimate purpose of any organization. Human resource is the most vital resources of any organization to achieving these ultimate goals and vision. Hence work engagement is positive attitude or relation of employees to their role performance(1). Scholars use the phrases “employee engagement” and “work engagement” interchangeably while work engagement refers to the relationship of the employee with his or her work, and employee engagement may also include the relationship with the organization (2,3). Work engagement has been defined in by different scholars in different perceptive of their view. The first scholar who conceptualize work engagement was an academic pioneer of employee engagement movement defined as the “harnessing of organization members’ selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances”(1,2). Meaning that, engaged employees put a lot effort into their work because they identify themselves with it.

Another popular definition of work engagement was made by scholars as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”(4–9).Where Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work and persistence even in the face of difficult. Dedication refers to being strongly involved in one’s work, and experiencing a sense of significance and enthusiasm, inspiration and pride, and absorption is characterized by being fully concentrated and happily engrossed in one’s work, where the time passes quickly and one has difficult to detached oneself from the work(4,10). According to Bakker and his Colleagues work engagement is a positive, work-related state of well-being or fulfillment characterized by a high level of energy and strong identification with one’s work(3,4). To burnout researchers work engagement is the opposite or positive antithesis of burnout, and engagement characterized by energy, involvement, and efficacy, which is direct opposite of the three burnout dimensions exhaustion, cynicism, and inefficacy (11). An engaged employee is someone who feels involved, committed, passionate and empowered; and demonstrates those feelings in work behavior, have high levels of energy, are enthusiastic about their work, and often fully immersed in their work (3,6) . Engagement creates the vision for employees to attach closely with managers, co-workers and organizations. In general engaging environment is the environment where the employees

have positive attitude toward their job and are willing to do high-quality job (1). If employees are engaged they will become aware of the organizational context and will work with others to improve performance within their roles to benefit the organization (7). Work engagement decrease the level of perceived organization stress and bring organization success through increasing employee motivation and organizational commitment. This study will fill the gap by identifying the major factors that greatly affecting the employee's engagement in public hospitals in study area. Healthcare provision entails health professionals to be deeply engaged in their work roles and willingly go beyond the call of their duty(12,13).

## **1.2. Statement of the Problem**

Unparalleled to work engagement disengagement is 'the withdrawing or defending oneself physically, cognitively or emotionally during the work role performance'(14). That mean disengaged employees are not taking parts in problem solving and defend themselves or delinked their opinion with the accomplishment of vision, purpose and value of the organization (15). Towers Perrin global workforce consulting firm one year study of 50 global companies report show that company with a high level of employee engagement had a 19% increase in operating income and nearly a 28% increase in earnings per share, and those with low levels of employee engagement experienced a drop in operating income of more than 32 % while earnings per share fell more than 11% (16). In spite of its importance work engagement level is a critical problem as worldwide. Towers Perrin, in their Global Workforce Study which involved 88,600 employees across 18 different countries found that only 21% of global workforce was engaged with their work (3).

In addition to this Gallup consulting firms 2014 study report of 142 countries result show 13% Egypt's employees are engaged and psychologically committed to their job and likely to be making positive contribution to their organization. Fifty five percent (55%) are not engaged they lack motivation and less likely to invest discretionary effort in organizational goal or outcome, and 32% are actively disengaged and they are unhappy and unproductive at work and liable to spread negatively to coworkers. Roughly 87% of Egyptian employees in the workforce are not fully engaged or they are disengaged(17). Employee engagement can be affected by different factors within the organizations. This can decrease the productivity, effectiveness, efficiency, and commitment employees to their organization.

In another hands, Work disengagement can be described as ‘the uncoupling of selves from work roles, withdraw and defend themselves physically, cognitively and emotionally during the role performance’(18). As result, they develop a behavior of absenteeism, unpunctuality, dissatisfaction, instability, tiredness, and finally they decided intentionally to leave the organization. All these situations greatly affect the organizational performance.

Despite its being an important element to increase employee productivity, customer satisfaction and loyalty, employee satisfaction and commitment, and decrease absenteeism and intention to leave, there is limited evidence on work engagement and associated factors in low income countries like Ethiopia including the study area.

### **1.3. Significance of the study**

This study will provide HR-division and Hospital managers new insight to check and avoid factors that affect their employees work engagement and formulate HR-policy that promote employee engagement to enhance their performance and make organizational achievement in competitive advantage to providing quality health care services.

It will help to create sustainable culture of work engagement in health professional and to develop conducive work environment.

It will help to show researchers to develop further investigation on work engagement and related issues.

## **Chapter Two: Literature Review**

### **2.1. Magnitude of work engagement among health professionals**

Work engagement definition is conceptualized by academic pioneer of work engagement movement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally, during role performances”(19,20). To describe this he used three psychological conditions; psychological safety, meaningfulness, and availability which lead to employee engagement(8,19,21). Where psychological safety is about social elements, such as co-workers relation, managers style, and organizational norms. Psychological meaningfulness is concerning to work elements, job clarity, worth wellness and value of their role to organization and the employees selves, and psychological availability also refers to accessibility of physical, psychological resources in work. This condition of psychological availability refers to a situation, wherein employees immerse their whole selves in an integrated and focused manner to enhance their role performances(19). The same to psychological presence Rothbard add two critical components, attention and absorption. Where “Attention” refers to cognitive availability and the amount of time one spends thinking about a role, and “absorption” means being engrossed in a role and refers to the concentration of one’s focus on a role(6).

Another prominent definition of work engagement conceptualized was by Schaufeli & his colleagues as “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption”(17,21,22). Vigor is defined as high levels of energy and mental resilience at work, Willingness to invest effort in one’s work, and persistence in face of challenge. Dedication is described as strong involvement in one’s work accompanied by feelings of enthusiasm and significance inspiration and pride. Absorption relates to being fully concentrated and happily engrossed in one’s work and having difficulties detaching oneself from it (23). Robinson and his colleagues argue that work engagement one step ahead of commitment and work engagement is a positive attitude of employees towards their organization and its values, in which employees have awareness of business context and work to improve job and organizational effectiveness(19). An engaged employees are those who fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization’s interests. Commitment, motivation, trust and loyalty are key factors of engaged employees. Employees who are engaged in their work and committed to their organizations give companies crucial competitive

advantages; including higher productivity and lower employee turnover intention because of they are physically, cognitively and emotionally attached, loyalty and trust towards their organization.

To burnout researchers employee engagement is opposite or positively antithesis of burnout, which characterized by exhaustion, cynicism, and inefficacy that direct go up against to work engagement characteristic energy(vigor), involvement(dedication), and efficacy which related to absorption(5,20). According to Gallup management journal employee engagement is “the ability to capture the heads, hearts, and souls of your employees to inspire an intrinsic desire and passion for excellence”(19) . They stress that engaged employees desired their organization to be successful because they feel connected emotionally, socially, and even spiritually to its mission, vision, and purpose (19).

Researchers in different literatures state various factors those enabling work engagement or employees engagements, depending the organization type and behavior of their study concern. In this particular study job characteristics, reward & recognition, Perceived organization & supervisor support, organization justices, compensation & benefit, workload and control, and leadership as drivers for work engagement and job satisfaction, organizational commitment, organization citizenship behavior, and absence of intension to quit as the consequence or outcomes of engagement(5,24).

## **2.2. Factors associated with work engagement**

According to Saks model of Antecedents and consequences of employee work engagement determinant factors to work engagement are job characteristics, recognition and reward, supervisor organizational support, organizational justice, compensation and benefits, leadership and working environment addressed (25,5,6). Based on, current study used it to constructs this as factors associated to outcome variable (work engagement).

## **2.3. Job Characteristics**

According to Kahn the academic pioneer of Work engagement movement three psychological condition of work engagement psychological meaningfulness can be achieved from job characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions(6,23)(27). Based on Hackman and Oldham’s job characteristics model, it includes five core elements; namely, skill variety, task identity, task significance, autonomy, and feedback(6,28).

**Skill variety:-** Skill variety refers to the extent job requires an individual to use a variety of different skills to complete the work. Skill variety differs from task variety which is wide range of tasks in the job.

**Task identity:-** is reflects the degree to which a job involves a complete piece of work, which can be easily identifiable, and providing a complete meaning and information of service or products.

**Task significance:** - reflects the degree to which a job influences the lives or work of others, social and psychological well-being.

**Autonomy:-** refers to how the job allows personal initiative make decision freely, and lastly feedback is the extent that job itself provide information about job performance(5,6,29).

#### **2.4. Reward and Recognition**

According to study of psychologically safety, meaningfulness of Kahn reports that people engagement varies as a function of their perceptions of the benefit they receive from a role performance. Strategically sound reward and recognition system that can valued by receiver and others for the well performed activities increase engagement level of the employee. Therefore employees will be more likely to engage themselves at work that they perceive an optimal amount of rewards and recognition is given for the achievement of their performances(5,30).

#### **2.5. Perceived organization and supervisor support**

The amount of care and support employees' perceive to be provided by their organization as well as from their direct supervisor is an important ingredient for their performance achievement. Supportive and trusting interpersonal relationships as well as supportive management style promoted psychological safety of employees.

As Eisenberger defined perceived organization support (POS), it refers to "employees in an organization from general belief concerning the extent to which the organization values their contribution and cares about their well-being". The basic principle of organizational support research is social exchange theories (SET), which create an obligation on the part of employees to care about their organization's welfare and to help the organization reach its objectives as reciprocity of care and support they received(6). When employees believe that their organization is concerned about their contribution and cares of their well-being, they are likely to respond by attempting to full their obligations to the organization by becoming more engaged and perform to the best of their organization.



## **2.6. Organizational Justice**

Organizational justice is about the fair treatment of employees. Justice refers to an action or decision that is morally and ethically right. According to Tabibnia and his colleagues justice or fairness in organizations may include issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee selection processes (28,29)(33). There are three dimensions of organization justices according to justices researcher reveals; namely, distributive justices, procedural justices, and interaction justices(5,34).

**Distributive justices**:-is referred as the fairness related to the distribution of resource and decision outcome. This related to Kahn safety dimension of three engagement psychological condition (31).

**Procedural justices**:-is refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources (31).

**Interactional justices**:-focuses on employees' perceptions of the interpersonal behavior exercised during the representation of decisions and procedures. When employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by generous more of themselves through greater levels of engagement (31).

## **2.7. Compensation and benefit**

It has crucial attribute to employee engagement that motivates an employee to achieve more and thus focus more on work and personal development. It involves both financial and non-financial remuneration. Attractive compensation & benefit scheme includes a combination of pay, bonuses, other financial rewards and non-financial remuneration. Kahn studies revealed that employee's level of engagement is depending on their perceptions of benefits they receive (18). Therefore it is vital for managers to designing essential police and fair implementation procedure on acceptable standards of remuneration and recognition for their employees, that may helps to achieve a high level of engagement (35).

## **2.8. Leadership**

Leadership is one of a key driver of engagement. Trust in leader, support from the leader, and creating a blame-free environment are considered as components of psychological safety, a condition proposed by Kahn, which enhance employee engagement(18,30).

## **2.9. Work environment**

Work environment is one of the significant factors that determine the engagement level of an employee. Management who fosters a supportive working environment typically displays concern for employees' needs and feelings, provides positive response and encourages them to voice their concerns, to develop new skills and to solve work-related problems. A meaningful work environment aids employees to focused on their work and interpersonal harmony that is considered to be a key determinant of employee engagement (25)

## 2.10. Conceptual Frame work

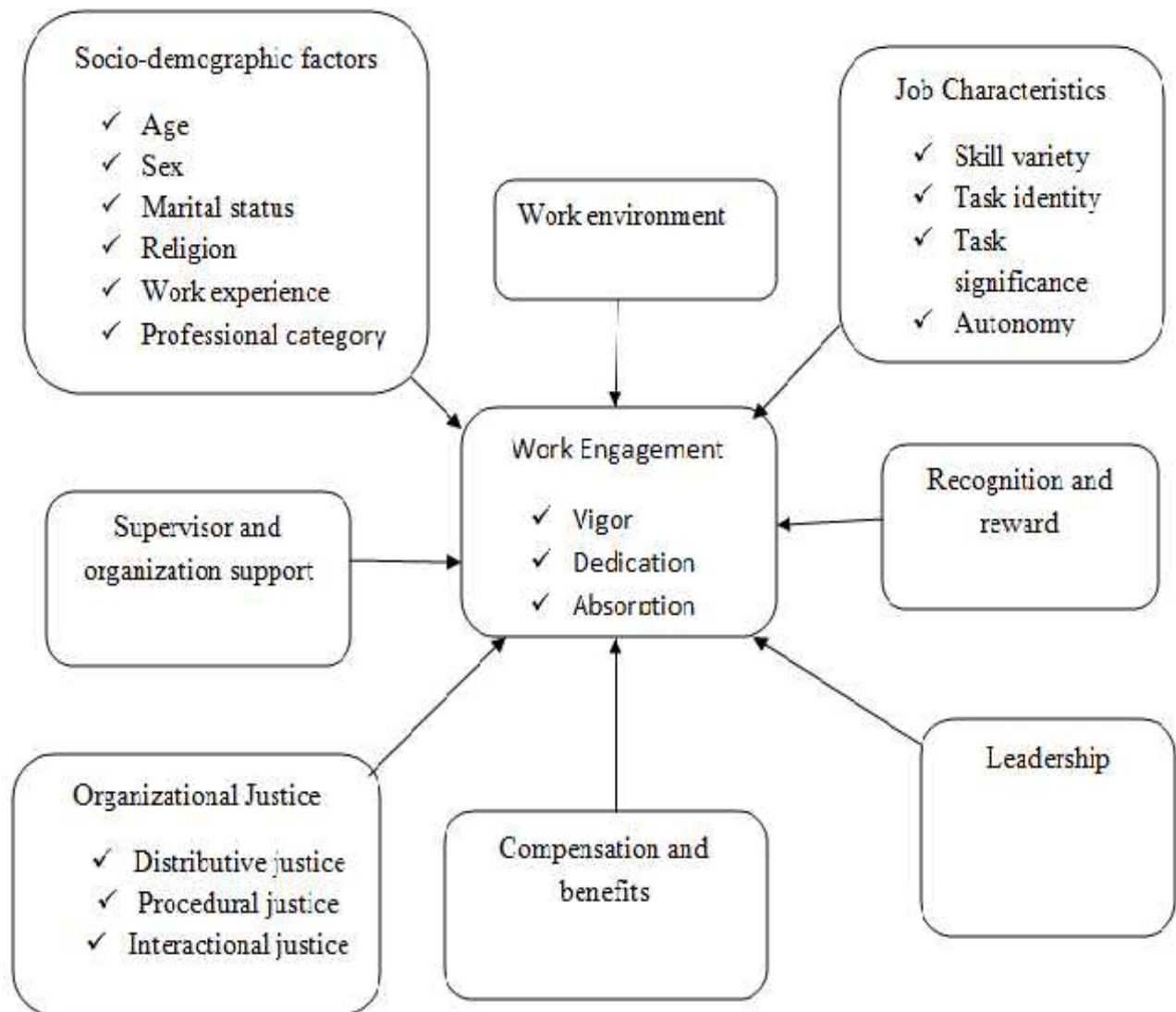


Figure 1: Conceptual Framework of Work engagement among health professional in Guji Zone Hospitals, 2018.

Source: Adopted by reviewing literature(25,6,5).

## **Chapter Three: Objective of the Study**

### **3.1. General Objective**

- ✓ To assess the magnitude of work engagement and associated factors among health professionals working in public hospitals of Guji Zone, Oromia Regional State; South Ethiopia from June 01, 2018 to November 20, 2018.

### **3.2. Specific objectives**

- ✓ To assess magnitude of work engagement among health professionals working in public hospitals.
- ✓ To identify factors associated with work engagement

## **Chapter Four: Methods and Materials**

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

The study was conducted in Guji Zone public Hospitals from June 1/2018 to November 20/2018. Guji zone is one of the 20 zones found in Oromia Region state and far 600km from Addis Ababa the capital city of Ethiopia and Oromia Regional state government. Administratively Guji Zone is divided into 14 rural woredas and 3 town administrations and share boundaries with Bale Zone, Borena Zone, Somali Regional State, and SNNP Regional State. It has 2 General public hospitals and 2 (two) recently opened primary hospitals; namely; Nagelle General Hospital, Adola General hospital, Bore primary, and Uraga primary hospital. There were 442 health professionals working in those hospitals. Currently, the Zone has 322 kebeles. Based on projected figures obtained from 2008 census, this zone has an estimated total population of 1,432,571.

### **4.2. Study design**

Facility based cross sectional study design was used.

### **4.3. Population**

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

- ❖ All health professionals working in three functional public hospitals of Guji zone; namely, Nagelle General Hospital, Adola Wayu General Hospital, and Bore primary hospitals were employed.

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

- ❖ Study population was sampled health professionals from the hospitals those who fulfilled the inclusion criteria.

#### **4.3.3. Inclusion and Exclusion criteria**

##### **4.3.3.1. Inclusion criteria**

- ✓ Health Professionals who have been working in the sampled hospitals for more than six months.

#### 4.3.3.2. Exclusion criteria

- ✓ Health professionals who having service less than six month service.
- ✓ Health professionals who refuse to take as participant in this study.

### 4.4. Sample size and sampling procedure

#### 4.4.1. Sample size determination

The sample size for this study was calculated using single population proportion formula. Proportion of work engagement of health professionals in public hospital was taken as (p=0.5) because there was no previous similar study conducted in the area, with 95% Confidence level, and 5% margin of error (d=0.05) was considered to calculate the sample size.

$$n = \frac{(z_{\alpha/2})^2 \cdot p q}{d^2}$$

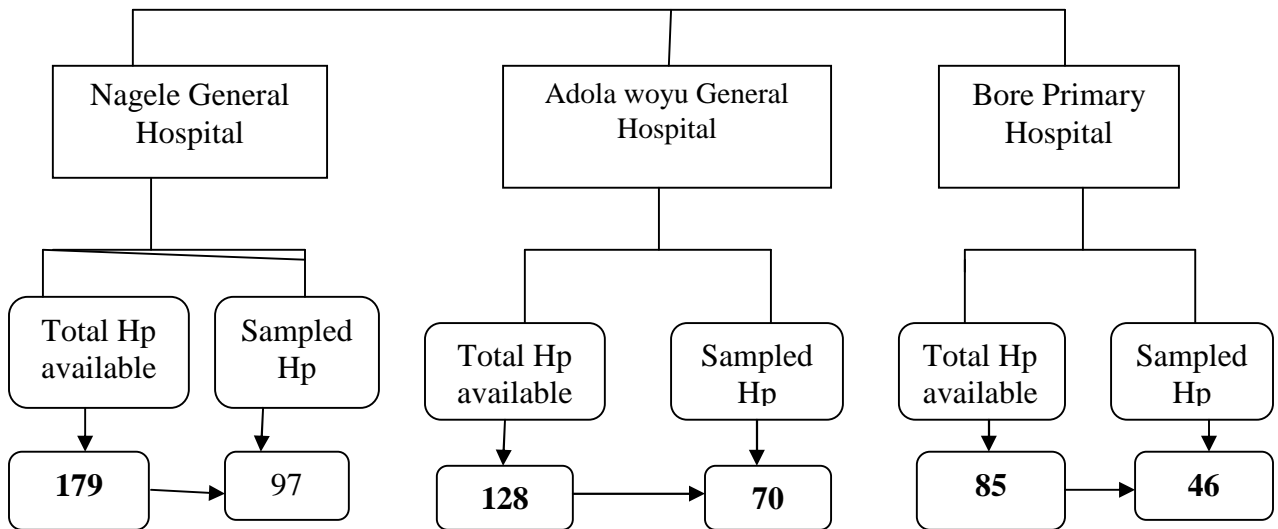
$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{0.05 \times 0.05} = 384$$

Since our source population (numbers of health professionals working in three sampled hospitals) were 392, which were (<10,000), then the finite population correction formula was used as follow:

$$N = n / (1 + n/N) = (384 / (1 + 384/392)) = 194. \text{ By adding 10\% non response rates the final sample size became 213; which were calculated as: } 194 \times 10\% = 19 + 194 = 213.$$

#### 4.4.2. Sampling technique

Simple random sampling technique was used to select 213 study subjects from the total 392 health professionals working in selected 3 hospitals. The list of health professionals was found at human resource management departments all the three hospitals. In Guji zone there are 3(three) functional hospitals from which two of them were General Hospitals and one is District Hospital; however, Uruga hospital is the newly opened one, and does not start providing health care service in its full potential and excluded from this study due to its newness. Proportional allocation of sample size to each hospital was done. Accordingly for Nagelle 97, for Adola wayu 70 and for Bore 46 samples size were allocated. There after all simple random sampling method was employed to select study participants from sampling frame using computer generated random numbers in Excel spreadsheet.



**Figure 2:** The sampling proportion for assessing level of work engagement and associated factors among health professionals working in Guji zone hospitals.

#### 4.5. Data collection tool and procedures

##### 4.5.1. Data collection tool

Self-administered questionnaires were used to collect data from the study participants. The questionnaire consisted of two sections: Section one comprised of socio-demographic information having ten questions, while Section two was Employee work engagement survey questions which adapted from “Utrecht Work Engagement scale (UWES) with short questionnaires (22) of 9 items, the independent variable job characteristics measured with 10 items modified from Hackman and Oldham job characteristics Model (30), reward & recognition measured by 7 items, perceived organization supervisor support by 10 items, 7 items to measure work environment perception, organizational justice measured using by 10 item (31), leadership measured using 12 items, compensation and benefit measured using 7 item. Totally it consisted of 82 questions for measuring work engagement and its drivers factor on a five-point Likert scale (‘strongly agree’= 5 agree = 4, neutral=3,disagree =2,and ‘strongly disagree’ =1).

##### 4.5.2. Data Collectors and Supervisors

For this particular study six (6) data facilitators and 3(three) supervisors were employed to distribute the questionnaires developed to collect primary data and recollect them from study

participants. Both data facilitators and supervisors were BSC degree holders in health professional, experienced, and fluent in the local language Afaan Oromo. They were trained for 3-days on the study objectives, the method of data facilitation, and tools for data collection to assist participant if there was unclear point on the tools prepared for data collection. The principal investigator was controlling the overall data collection procedure on the facilities.

#### **4.5.3. Data collection procedure**

A structured, self-administered questionnaire was used to collect data from participants. The questionnaire was prepared in English and translated to the local language (Afan Oromo) and back to English to check for consistency. Then it was distributed to study participants by data facilitators and recollected after they filled it. The study variables were adopted by reviewing relevant literatures.

### **4.6. Variables for study**

#### **4.6.1. Dependent variable**

- ✓ work engagement

#### **4.6.2. Independent variables**

- ✓ Socio-demographic Factors (age, Sex, marital status, religion, salary experience)
- ✓ Job characteristics
- ✓ Compensation and benefit
- ✓ Reward and Recognition
- ✓ Organization justices
- ✓ Supervisor organizational support
- ✓ Leadership style
- ✓ Work environment

### **4.7. Operational definitions**

**Work engagement**:-is the relationship of the employee with his or her work, which is defined as positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. It is measured by Utrecht **Work Engagement scale (UWES)** with shortest questionnaires of **9(nine) items** (three items for each, vigor, dedication, and absorption) . UWES seven scale modified to five point Likert type scale measure by dropping two of them, a few time a year and a few time a month.1= strong disagree, to 5=strong agree (22).



Health professionals work engagement level was calculated using range of score 9 to 45, and it was grouped in to low, medium, and high based on distribution of individual response on five point Likert scale four and five (35 to 45) as high, 31 to 34 as medium( the mean score was 32.82 and median was 33),and individual response on Likert scale one and two (9 to 30) categorized as low work engagement level(36)(37).

**Job characteristics**:-are states as five core job characteristics (skill variety, task identity, task significance, autonomy and feedback) that impact on three psychological conditions Kahn work engagement definition. Measured by 10 items modified from Hackman and Oldham job characteristics Model (JCM) using five point Likert scales (30)(26).

**Reward and Recognition**:-health professionals' perception level of organization performance measure and how it gives value and acknowledgement for their performance achievement. Measured by 7(seven) items using five point Likert scale.

**Perceived organization and supervisor support**:-refers to the perception of health professionals for the amount of cares and support to be provide by their organization and their direct supervisor relations or their perception of how their organization value their contribution and cares about their well-being. Measured by 10(ten) items using Likert five scale points.

**Compensation and benefits**:-refers to health professional perception to both financial and non-financial remuneration they can receive. It is measured using 7(seven) items five point Likert scale.

#### **4.8.Data processing and analysis procedures**

Data were coded and entered in to the Epi- data version 3.1. Data were double entered to Epi-data to check and correct missing value occurred during data enter or for verification and exported to SPSS version 20 software for analysis. The frequency distribution of all the variables was examined to check for data entry errors. Each study was described using descriptive statistics; such as, frequency, mean, median, and standard deviation. For work engagement and other independent variables of five point Likert scales descriptive statistics result of the study were displayed using tables, graphs and figures. To identify factors associated (predictors) with the outcome variable, linear regression model were fit. First, simple linear regression analysis were computed to identify candidate variables with ( $P < 0.25$ ). Multivariable linear regression analysis was performed after checking the assumptions for analysis, such as linearity, normality, little or no multicollinearity problem, and residual independence. There was no existence of multicollinearity problem among the explanatory variables as tolerance values are greater than

0.2 and VIF values less than 10. Candidate variables that had a statistically significant association with the dependent variable ( $p < 0.05$ ) were entered into the final regression model.

#### **4.9. Data quality Management**

To assure the quality of data properly designed data collection instrument was used. The questionnaire for survey was first prepared in English language, then translated into Afaan Oromo and retranslated into English to check for consistence. Training was given for 9 BSC degree holders' data collectors and supervisors. The questionnaire was pre-tested before the actual data collection period on 5- % (12) of calculated sample size (in Qarca hospital) which was outside the study area, and some questionnaires were modified according to feedback of the pretest. At the end of each data collection day, the principal investigator and data collectors checked the completeness of filled questionnaires whether recorded information makes sense to ensure.

#### **4.10. Ethical considerations**

Ethical clearness was obtained from Institutional Review Board/IRB/ of Jimma University Institution Health. Furthermore, letter of permission was also obtained from Guji Zone Health Office and communicated to each Hospitals and respective manager. Written consent was obtained from the study subjects after explaining the objectives and purpose of study.

#### **4.11. Dissemination plan**

Result of the study will be submitted to Jimma University Department of Health Policy and Management as partial fulfillment for master's degree in Human Resource Management for Health.

The result of the study will be reported to all hospital management included in this study, to Guji zone Health office, and Oromia Regional Health Bureau that potentially could benefit from the study outcome. All attempts will be made to publish the result of the study on reputable scientific journal.

## CHAPTER 5: RESULTS

### 5.1. Socio Demographic Characteristics of Study Participants

Out of 213 sampled health professionals, 208 returned the filled questionnaire yielding a response rate of 97.65%. From these, 141(67.8%) respondents were male, and little more than half of them (110(52.9%)) were single, and 98(47.1%) were married. The mean ( $\pm$ SD) age of the respondents was 28.73( $\pm$ 4.118) years. When coming to religion, 90(43.3%) were Orthodox, followed by protestant (78(37.5%)). Little, more than two-third of respondents were degree holders (133(63.94%)). Nearly half of them were Clinical nurses (95(45.7%)), followed by midwifery (35(16.8)). (Table 1)

**Table 1:-** Socio -Demographic Characteristics of Health Professionals, in Public Hospitals of Guji Zone; August 2018.

| Respondents characteristics               |                    | frequency | Percentage |
|---|--------------------|-----------|------------|
| sex                                       | male               | 141       | 67.8       |
|   | Female             | 67        | 32.2       |
| Age                                       | 20-30              | 142       | 68.27      |
|   | >= 31              | 66        | 31.73      |
| Religion                                  | Orthodox           | 90        | 43.3       |
|   | Protestant         | 78        | 37.5       |
|   | Muslim             | 29        | 13.9       |
|   | Other*             | 11        | 5.3        |
| marital status                            | Single             | 110       | 52.9       |
|   | Married            | 98        | 47.1       |
| professions                               | Nurse              | 95        | 45.7       |
|   | Midwifery          | 35        | 16.8       |
|   | Medical doctors    | 29        | 13.9       |
|   | Medical laboratory | 16        | 7.7        |
|   | Pharmacy           | 14        | 6.7        |
|   | Other              | 19        | 9.1        |
| Educational level                         | Bachelor degree    | 123       | 59.1       |
|   | diploma/level.4/   | 75        | 36.1       |
|   | MSC                | 10        | 4.8        |
| Working department during data collection | Inpatient ward     | 53        | 25.5       |
|   | OPD                | 50        | 24.0       |
|   | MCH and Oby/Gny    | 36        | 17.3       |
|   | Operation          | 18        | 8.6        |
|   | Laboratory         | 15        | 7.2        |
|   | Pharmacy           | 15        | 7.2        |
|   | Others             | 21        | 10.0       |

\*others religion (Catholic, Adventist, and Wakefata), \*\*others work dp= IESO, X-ray& U/S, Bio-en., E/Health

## 5.2. Health professionals response about their work engagement predictor scores

The response for work engagement aspects of participants' agreement was indicated by mean score of work engagement 32.82(SD: 6.007). From the nine (9) UWES work engagement measuring item statement "I feel strong and vigorous at my job" was highest scored with mean of 3.81(0.977), and "I get carried when I am working" scored the lowest mean of 3.29(1.023). (Table 2)

**Table 2:-** The Frequency distribution of work engagement response of health professionals' working in public hospitals of Guji Zone, August 2018

| Measuring items  | Strongly disagree |     | Disagree |      | Neutral |      | Agree |       | Strongly agree |      | Mean, & SD of each item |
|--|-------------------|-----|----------|------|---------|------|-------|-------|----------------|------|-------------------------|
|  | N                 | %   | N        | %    | N       | %    | N     | %     | N              | %    |                         |
| I feel bursting with energy at my work                 | 9                 | 4.3 | 17       | 8.2  | 53      | 25.5 | 91    | 43.8  | 38             | 18.3 | 3.63(1.013)             |
| I feel strong and vigorous at my job                   | 8                 | 3.8 | 16       | 7.7  | 26      | 12.5 | 115   | 55.53 | 43             | 20.7 | 3.81(0.977)             |
| I feel like going to work when I get up in the morning | 9                 | 4.3 | 18       | 8.7  | 36      | 17.3 | 87    | 41.8  | 58             | 27.9 | 3.80(1.074)             |
| I am enthusiastic about my job                         | 7                 | 3.8 | 14       | 6.7  | 50      | 24.0 | 99    | 47.6  | 38             | 18.3 | 3.71(0.956)             |
| My job inspires me                                     | 5                 | 2.4 | 24       | 15.5 | 43      | 20.7 | 94    | 45.2  | 42             | 20.2 | 3.69(0.998)             |
| I am proud of the work that I do                       | 8                 | 3.8 | 24       | 11.5 | 51      | 24.5 | 70    | 33.7  | 55             | 26.4 | 3.67(1.103)             |
| I feel happy when I am working intensely               | 4                 | 1.9 | 22       | 106  | 51      | 24.5 | 85    | 40.9  | 46             | 22.1 | 3.71(0.991)             |
| I am immersed in my work                               | 5                 | 2.4 | 26       | 12.5 | 60      | 28.8 | 93    | 44.7  | 24             | 11.5 | 3.50(0.938)             |
| I get carried away when I am working                   | 9                 | 4.3 | 34       | 16.3 | 79      | 38.0 | 60    | 28.8  | 26             | 12.5 | 3.29(1.023)             |
| <b>Work engagement overall mean score</b>              |                   |     |          |      |         |      |       |       |                |      | <b>32.82</b> ( 6.007)   |

## 5.3. Job characteristics

For the job characteristics aspect, the mean score and standard deviation is 32.865(5.251), and from the measuring items "the job require me to utilize variety of different skill" get highest response than others with mean standard deviation of 3.91(0.869). The lowest score was given to the item; "the job has large impact on people outside the organization" with mean and SD of 3.39(1.178). (Table 3)

**Table 3:-** Perception of health professionals working in public hospitals of Guji zone about job characteristics, August 2018

| Measuring items   | Strongly disagree |      | Disagree |      | Neutral |      | Agree |      | Strongly agree |      | Mean± Standard deviation |
|---|-------------------|------|----------|------|---------|------|-------|------|----------------|------|--------------------------|
|   | N                 | %    | N        | %    | N       | %    | N     | %    | N              | %    |                          |
| The job requires me to utilize variety of different skills                              | 2                 | 1.0  | 17       | 8.2  | 25      | 12.0 | 117   | 56.3 | 47             | 22.6 | 3.91(0.869)              |
| The job allows me considerable opportunity for independence and freedom in how to do it | 10                | 4.8  | 11       | 5.3  | 37      | 17.8 | 112   | 53.8 | 38             | 18.3 | 3.75(0.974)              |
| The job allows me to make decision about what methods used to complete it               | 7                 | 3.4  | 18       | 8.7  | 46      | 22.1 | 96    | 46.2 | 41             | 19.7 | 3.75(0.992)              |
| The job provides me with significant autonomy in making decisions                       | 8                 | 3.8  | 23       | 11.1 | 46      | 22.1 | 100   | 48.1 | 31             | 14.9 | 3.59(0.998)              |
| The job involves doing a number of different tasks                                      | 7                 | 3.4  | 14       | 6.7  | 52      | 25   | 103   | 49.5 | 32             | 15.4 | 3.67(0.933)              |
| The job involves a great deal of task variety   | 9                 | 4.3  | 18       | 8.7  | 40      | 19.2 | 102   | 49.0 | 39             | 18.8 | 3.69(1.013)              |
| The results of my work is likely or significantly affect the lives of others            | 18                | 8.7  | 22       | 10.6 | 24      | 11.5 | 102   | 49.0 | 42             | 20.2 | 3.62(1.174)              |
| The job has large impact on people outside the organization                             | 26                | 12.5 | 15       | 7.2  | 45      | 21.6 | 96    | 46.2 | 26             | 12.5 | 3.39(1.178)              |
| Work activities provide direct and clear information of my performance                  | 16                | 7.7  | 23       | 11.1 | 39      | 18.8 | 93    | 44.7 | 37             | 17.8 | 3.54(1.137)              |
| <b>Job Characteristics overall mean score</b>   |                   |      |          |      |         |      |       |      |                |      | <b>32.865(5.251)</b>     |

#### 5.4. Compensation and Benefit

Concerning compensation and benefit, majority of health professionals have low perception with the least mean score and standard deviation 14.027(4.567). From the measuring item “Over all Benefits package is satisfactory” get high mean score 2.36(1.154). Low mean score was obtained on the item, “Salary increases are decided on a fair manner” with 2.02 (1.070). For all given measuring items the majority of health professional responses fell on whether strong disagree or disagree (Table 4).

**Table4:-** Perception of health professionals working in Guji Zone public hospitals on Compensation and Benefit, August 2018

| Measuring items   | Strongly disagreed |      | Disagree |      | Neutral |      | Agree |      | Strongly agree |      | Mean±, standard deviation |
|---|--------------------|------|----------|------|---------|------|-------|------|----------------|------|---------------------------|
|   | N                  | %    | N        | %    | N       | %    | N     | %    | N              | %    |                           |
| My salary is fair in relation to my qualification                 | 18                 | 8.7  | 38       | 18.3 | 51      | 24.5 | 68    | 32.7 | 33             | 15.9 | 3.29(1.189)               |
| Additional payment/duty/ is reasonable                            | 84                 | 40.4 | 68       | 32.7 | 27      | 13.0 | 20    | 9.6  | 9              | 4.3  | 2.05(1.145)               |
| I believe my salary is fair for my responsibilities and work I do | 84                 | 40.4 | 66       | 31.7 | 21      | 10.1 | 32    | 15.4 | 5              | 2.4  | 2.08(1.156)               |
| Salary increases are decided on a fair manner                     | 83                 | 39.9 | 65       | 31.3 | 37      | 17.8 | 18    | 8.7  | 5              | 2.4  | 2.02(1.070)               |
| Housing service is satisfactory for needed staff                  | 68                 | 32.7 | 44       | 21.2 | 61      | 29.3 | 32    | 15.4 | 3              | 1.4  | 2.32(1.127)               |
| Amount of annual leave is enough                                  | 86                 | 41.3 | 42       | 20.2 | 37      | 17.8 | 31    | 14.9 | 12             | 5.8  | 2.24(1.288)               |
| Benefits package is satisfactory                                  | 60                 | 28.8 | 60       | 28.8 | 50      | 24.0 | 30    | 14.4 | 8              | 3.8  | 2.36(1.154)               |
| <b>Compensation and Benefit overall mean score</b>                |                    |      |          |      |         |      |       |      |                |      | <b>14.027(4.567)</b>      |

### 5.5. Health Professionals response about Recognition and Reward

The mean score of perception of health workers towards recognition and reward was 17.79(4.268). Health professional perception on this sub variable dimension was better than the compensation and benefit, and working environment dimension. The item that received relative the highest level of agreement was “The patient appreciate what I do for them” ( $M=3.59$ ,  $SD=1.064$ ). At the same time the items with the lowest level of agreement was “I am given enough recognition by management for work that is well done” ( $M=1.96$ ,  $SD=1.089$ ). (Table 5).

**Table 5:-** Perception of health professionals working in Guji Zone public hospitals on recognition and reward, August 2018

| Measuring items  | Strongly disagree |      | Disagree |      | neutral |      | Agree |      | Strongly agree |      | Mean± standard deviation |
|--|-------------------|------|----------|------|---------|------|-------|------|----------------|------|--------------------------|
|  | N                 | %    | N        | %    | N       | %    | N     | %    | N              | %    |                          |
| I am given enough recognition by management for work that is well done | 91                | 43.8 | 66       | 31.7 | 23      | 11.1 | 24    | 11.5 | 4              | 1.9  | 1.96(1.089)              |
| At this facility I am treated like a person not a number               | 42                | 20.2 | 80       | 38.5 | 42      | 20.2 | 34    | 16.3 | 10             | 4.8  | 2.47(1.129)              |
| I enjoy the status in the community as a health professional           | 27                | 13.0 | 33       | 15.9 | 78      | 37.5 | 58    | 27.9 | 12             | 5.8  | 2.98(1.092)              |
| I am interested with great responsibility in my work                   | 16                | 7.7  | 23       | 11.1 | 65      | 31.3 | 83    | 39.9 | 21             | 10.1 | 3.34(1.055)              |
| The patient appreciate what I do for them                              | 11                | 5.3  | 23       | 11.1 | 42      | 20.2 | 96    | 46.2 | 36             | 17.3 | 3.59(1.064)              |
| If I work hard and well perform, I will be rewarded                    | 19                | 9.1  | 35       | 16.8 | 35      | 16.8 | 83    | 39.9 | 36             | 17.3 | 3.39(1.215)              |
| My patient co-operate because they understand my working condition     | 32                | 15.4 | 43       | 20.7 | 55      | 26.4 | 53    | 25.5 | 25             | 12.0 | 2.98(1.2510)             |
| <b>Recognition and reward overall mean score</b>                       |                   |      |          |      |         |      |       |      |                |      | <b>17.79(4.268)</b>      |

### 5.6. Health professionals response on leadership

The mean score of perception of health professionals on leadership was 27.207(8.345). “Set objectives and follow them through completion” was one of the measuring items whose mean score was 3.28 with SD=1.224 as highest when comparing with the remaining items. Mean score 2.60(1.159) was given for called “having integrity and can be trusted” which is the least one (Table 6).

**Table 6:-** Perception of health professionals working in Guji Zone public hospitals on leadership, August 2018

| Measuring items   | Strongly disagree |      | Disagree |      | neutral |      | Agree |      | Strongly agree |      | Mean± standard deviation |
|---|-------------------|------|----------|------|---------|------|-------|------|----------------|------|--------------------------|
|   | N                 | %    | N        | %    | N       | %    | N     | %    | N              | %    |                          |
| Have a vision where we are going and set long term goals                  | 27                | 13.0 | 45       | 21.6 | 51      | 24.5 | 62    | 29.8 | 23             | 11.1 | 3.04(1.217 )             |
| Set objectives and follow them through completion                         | 24                | 11.5 | 33       | 15.9 | 40      | 19.2 | 82    | 39.4 | 29             | 13.9 | 3.28(1.224 )             |
| Honest, fair, and act consistently  | 20                | 9.6  | 38       | 18.3 | 62      | 29.8 | 65    | 31.3 | 23             | 11.1 | 3.16(1.142 )             |
| Make decision with desirable input from others and give information need  | 19                | 9.1  | 31       | 14.9 | 65      | 31.3 | 68    | 32.7 | 25             | 12.0 | 3.24(1.128 )             |
| Keep focused through follow up and listen to feedback                     | 25                | 12.0 | 43       | 20.7 | 65      | 31.3 | 51    | 24.5 | 24             | 11.5 | 3.03(1.183 )             |
| Show loyalty to the company and to the team members                       | 23                | 11.1 | 58       | 27.9 | 50      | 24.0 | 54    | 26.0 | 23             | 11.1 | 2.98(1.196 )             |
| Give praise & recognition to well accomplishment & respect full treatment | 32                | 15.4 | 57       | 27.4 | 39      | 18.8 | 51    | 24.5 | 29             | 13.9 | 2.94(1.303 )             |
| Clear channel of communication at my work place                           | 37                | 17.8 | 54       | 26.0 | 47      | 22.6 | 43    | 20.7 | 27             | 13.0 | 2.85(1.297 )             |
| There is an atmosphere of co-operation between staff and management       | 42                | 20.2 | 60       | 28.8 | 53      | 25.5 | 40    | 19.2 | 13             | 6.3  | 2.63(1.185)              |
| Have integrity and can be trusted   | 42                | 20.2 | 58       | 27.9 | 62      | 29.8 | 33    | 15.9 | 13             | 6.3  | 2.60(1.159 )             |
|   |                   |      |          |      |         |      |       |      |                |      | 27.207(8.345)            |

### 5.7. Health professionals response of their Working Environment

The mean score of health professionals' response concerning the working environment was 17.604(5.570) which was the next least score to compensation and benefit. Accordingly more than half of participants (57.96%) respond either disagree and strongly disagree for most of the measuring items. The highest mean score (3.01(1.220)) was obtained on the item "I have adequate supplies and knowledge to protect myself against professional hazard" and low mean score to the item "There is no frustration/disturbance/ in my work due to limited resources" 1.96(1.089). (Table 7).



**Table 7:-** Perception of health professionals working in Guji Zone public hospitals on their working environment, August 2018

| Measuring items  | Strongly disagree |      | Disagree |      | neutral |      | Agree |      | Strongly agree |     | Mean± standard deviation |
|--|-------------------|------|----------|------|---------|------|-------|------|----------------|-----|--------------------------|
|  | N                 | %    | N        | %    | N       | %    | N     | %    | N              | %   |                          |
| My work load is manageable   | 37                | 17.9 | 58       | 28.0 | 44      | 21.3 | 54    | 26.1 | 14             | 6.8 | 2.75(1.218)              |
| I have equipment I need to do my job well and efficiently                            | 48                | 23.2 | 56       | 27.1 | 30      | 14.5 | 59    | 28.5 | 14             | 6.8 | 2.68(1.292)              |
| The job is good fit for my qualification and skill level                             | 64                | 30.9 | 52       | 25.1 | 32      | 15.5 | 50    | 24.2 | 9              | 4.3 | 2.46(1.276)              |
| I have adequate supplies and knowledge to protect myself against professional hazard | 27                | 13.0 | 51       | 24.6 | 38      | 18.4 | 73    | 35.3 | 18             | 8.7 | 3.01(1.220)              |
| The job security is high in this facility  | 46                | 22.2 | 62       | 30.0 | 32      | 15.5 | 49    | 23.7 | 18             | 8.7 | 2.67(1.289)              |
| My physical work conditions are good   | 74                | 35.7 | 76       | 36.7 | 30      | 14.5 | 21    | 10.1 | 6              | 2.9 | 2.098(1.097)             |
| There is no frustration/disturbance/ in my work due to limited resources             | 94                | 45.4 | 72       | 34.8 | 16      | 7.7  | 20    | 9.7  | 5              | 2.4 | 1.89(1.062)              |
| I find my work is stimulating and initiates professional development                 | 75                | 36.2 | 68       | 32.9 | 25      | 12.1 | 27    | 13.0 | 12             | 5.8 | 2.20(1.222)              |
| <b>Working environment overall mean score</b>  |                   |      |          |      |         |      |       |      |                |     | <b>17.604(5.570)</b>     |

## Health professionals' perception about Organizational justice

Concerning organizational justice the participant response fell on strong disagree and disagree. It shows about 57.15%. The mean score of perception of health professionals on organizational justice was 22.10(7.386). "I consider my work load is quite fair" was one of the measuring items whose mean score was 2.56 with SD=1.218 as highest when comparing with the remaining items. Mean score 2.31(1.013) was given for called "My job responsibilities are quite fair" which is the least one (Table 8).

**Table 8:-** Perception of health professionals working in Guji Zone public hospitals on the organizational justice, August 2018

| Measuring items  | Strongly disagree |      | Disagree |      | neutral |      | Agree |      | Strongly agree |     | Mean standard deviation |
|--|-------------------|------|----------|------|---------|------|-------|------|----------------|-----|-------------------------|
|  | N                 | %    | N        | %    | N       | %    | N     | %    | N              | %   |                         |
| I consider my work load is quite fair  | 49                | 23.6 | 61       | 29.3 | 41      | 19.7 | 46    | 22.1 | 11             | 5.3 | 2.56(1.218)             |
| The rewards I receive are quite fair   | 43                | 20.7 | 76       | 36.5 | 44      | 21.2 | 40    | 19.2 | 5              | 2.4 | 2.46(1.094)             |
| My job responsibilities are quite fair   | 48                | 23.1 | 80       | 38.5 | 52      | 25.0 | 24    | 11.5 | 4              | 1.9 | 2.31(1.013)             |
| All employees concern are heard before job decision are made                   | 35                | 16.8 | 83       | 39.9 | 44      | 21.2 | 38    | 18.3 | 8              | 3.8 | 2.52(1.090)             |
| Job decision are made on accurate and complete information                     | 51                | 24.5 | 69       | 33.2 | 47      | 22.6 | 37    | 17.8 | 4              | 1.9 | 2.39(1.098)             |
| All job related decisions are applied consistently to all affected employees   | 51                | 24.5 | 57       | 27.4 | 51      | 24.5 | 41    | 19.7 | 8              | 3.8 | 2.51(1.171)             |
| Employees are allowed to appeal/change/ job decision made by their supervisor  | 54                | 26.0 | 70       | 33.7 | 45      | 21.6 | 30    | 14.4 | 9              | 4.3 | 2.38(1.144)             |
| The manager treats me with respect and dignity when made decision about my job | 43                | 20.7 | 77       | 37.0 | 47      | 22.6 | 36    | 17.3 | 5              | 2.4 | 2.44(1.075)             |
| The manger shows me concern for my right as an employee when make decision     | 46                | 22.1 | 73       | 35.1 | 42      | 20.2 | 39    | 18.8 | 8              | 3.8 | 2.47(1.142)             |
| The manager offers adequate justification for decision made about my job       | 59                | 28.1 | 64       | 30.8 | 34      | 16.3 | 42    | 20.2 | 9              | 4.3 | 2.41(1.217)             |
| <b>Organizational Justices overall mean score</b>                              |                   |      |          |      |         |      |       |      |                |     | <b>22.096(7.386)</b>    |

## 5.8. Supervisor and Organization Support

The mean score of health professionals' response concerning their supervisor and organization support was 21.299(6.5033) which were ranked third to the job characteristics. The highest mean score 2.84(1.067) was given for the item "I received performance feedback from my supervisor" and low mean score 2.59(1.03) was given to the item "This hospital values my contribution to its well-being" (Table 9).

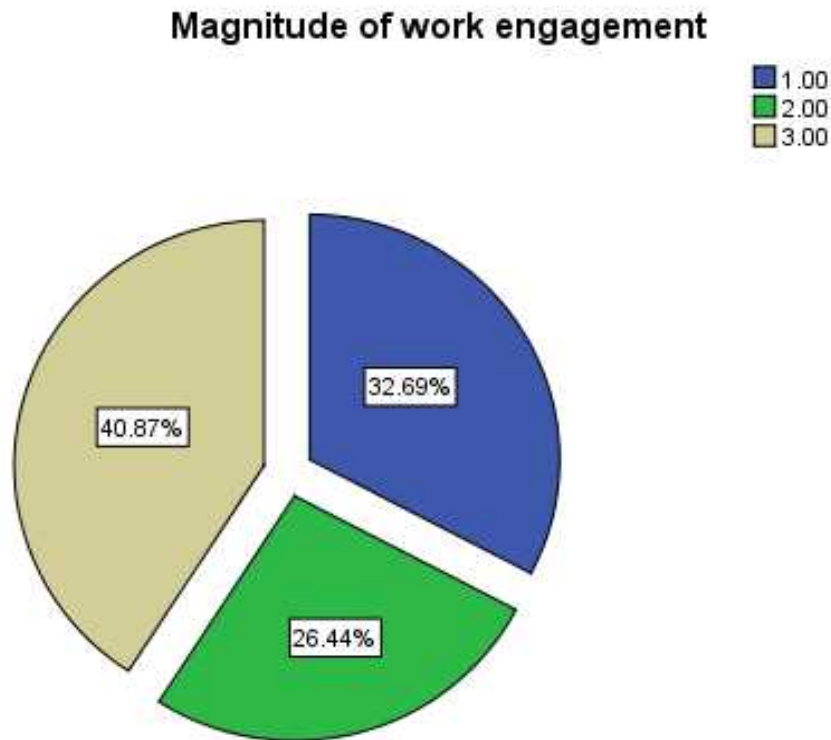
**Table 9:-** Perception of health professionals working in Guji Zone public hospitals about the supervisor and organization support, August 2018

| Measuring items  | Strongly disagree |      | Disagree |      | neutral |      | Agree |      | Strongly agree |     | Mean± standard deviation |
|--|-------------------|------|----------|------|---------|------|-------|------|----------------|-----|--------------------------|
|  | N                 | %    | N        | %    | N       | %    | N     | %    | N              | %   |                          |
| My supervisor give me adequate support with respect                            | 43                | 20.7 | 63       | 30.3 | 44      | 21.2 | 50    | 24.0 | 8              | 3.8 | 2.60(1.171)              |
| I received performance feedback from my supervisor                             | 24                | 11.5 | 59       | 28.4 | 57      | 27.4 | 62    | 29.8 | 6              | 2.9 | 2.84(1.067)              |
| My manager is concerned about my well-being in the facility                    | 30                | 14.4 | 68       | 32.7 | 66      | 31.7 | 38    | 18.3 | 6              | 2.9 | 2.62(1.033)              |
| This hospital values my contribution to its well-being                         | 30                | 14.4 | 69       | 33.2 | 72      | 34.6 | 30    | 14.4 | 7              | 4.4 | 2.59(1.013)              |
| The hospital would grant a reasonable request for a change in my work position | 34                | 16.3 | 67       | 32.3 | 64      | 30.8 | 35    | 16.8 | 8              | 3.8 | 2.76(1.068)              |
| This facility is willing to help me when I need special favor                  | 26                | 12.5 | 59       | 28.4 | 87      | 41.8 | 29    | 13.9 | 7              | 3.4 | 2.65(1.038)              |
| The manager strongly considers my goal and values                              | 31                | 14.9 | 74       | 35.6 | 67      | 32.2 | 25    | 12.0 | 11             | 5.3 | 2.60(1.068)              |
| The manager would forgive me an honest mistake on my part                      | 27                | 13.0 | 71       | 34.1 | 65      | 31.3 | 37    | 17.8 | 8              | 3.8 | 2.67(0.977)              |
| <b>Supervisor and organization support overall mean score</b>                  |                   |      |          |      |         |      |       |      |                |     | <b>21.299(6.5033)</b>    |

### 5.9. Magnitude of health professionals work engagement

The computed grouped data distribution of five point Likert scale measurement of health professional work engagement was ranged from 9 through 45, with mean score of (32.82). Further, work engagement range score grouped into low, medium, and high based engagement range of individual response distribution scale. The engagement level accounts about 40.9%, 26.4%, and 32.7% for high, medium and low respectively.

**Figure 3:** Work engagement magnitude of health professionals working in public hospitals of Guji zone, August, 2018.



(Where 1= Low; ranged from 9 to 30, 2 = Medium; ranged from 31 to 34, and 3= High, ranged from 35 to 45).

### 5.10. Factors associated with work engagement

In bivariable linear regression analyses Job characteristics (P-value <0.0001), Compensation and Benefit (P-value < 0.001), Recognition and Reward (p-value <0.0001), Leadership (p-value <0.0001), Work Environment (p-value <0.0001), Organization Justices (p-value <0.000) and Supervisor and organization support (P-value <0.0001) were significantly associated with work engagement (Table 10).

**Table 10:-** Results of bivariable linear regression on factor associated with work engagement of health professionals working in public hospitals of Guji zone, August 2018.

| Variables                                  | Un standardized Coefficients |            | Standardized Coefficients | t     | B(95.0% Confidence Interval) |             | Sig   |
|--|------------------------------|------------|---------------------------|-------|------------------------------|-------------|-------|
|  |                              | Std. Error | Beta                      |       | Lower Bound                  | Upper Bound |       |
| <b>Job Characteristics</b>                 | .565                         | .069       | .494                      | 8.152 | .428                         | .702        | .0001 |
| <b>Compensation and Benefit</b>            | .314                         | .089       | .239                      | 3.534 | .139                         | .490        | .001  |
| <b>Recognition and Reward</b>              | .693                         | .085       | .493                      | 8.126 | .525                         | .862        | .0001 |
| <b>Leadership</b>                          | .336                         | .044       | .467                      | 7.571 | .248                         | .423        | .0001 |
| <b>Work environment</b>                    | .471                         | .068       | .436                      | 6.930 | .337                         | .604        | .0001 |
| <b>Organization Justice</b>                | .361                         | .051       | .444                      | 7.107 | .261                         | .461        | .0001 |
| <b>Supervisor and Organization support</b> | .327                         | .060       | .354                      | 5.436 | .209                         | .446        | .0001 |
| <b>Socio-demographic characteristics</b>   | .444                         | 1.015      | .037                      | .43   | -1.557                       | 2.445       | .662  |

### 5.11. Predictors of work engagement

All of the variables with p- values <0.25 with health professionals' work engagement scores in simple linear regression analyses were entered into a multiple regression model. The final model explained about 41.9% of the variation in work engagement score. Then the final multivariable linear regression model was fit to identify independent predictors of work engagement. From the final multivariable linear regression model, three variables were identified as a positive predictor of work engagement; such as, job characteristics [ $\beta = 0.421$ , 95% CI:(0.289 \_ 0.553)] recognition and reward [ $\beta = 0.274$ , 95% CI:(0.053 \_ 0.495)] and organizational justice [ $\beta = 0.176$ , 95% CI:( 0.018 \_ 0.334)].

When job characteristics score increased by one unit, work engagement score is increased by 0.421, 95%CI: (0.289 \_ 0.553) score. Similarly a unit increase by recognition and reward increased work engagement by 0.274 95%CI: (0.053 \_ 0.495) score. In same way a unit increase by organizational justice produced 0.176, 95%CI: (0.018 \_0.334) score increase in health professionals work engagement. (Table 11).

**Table11:-** Predictors of work engagement score of health professionals' working in public hospitals of Guji zone, August 2018.

| Variables                         | Un standardized Coefficients | Standardized Coefficients | 95.0% Confidence Interval for B |             | Sig  |
|-----------------------------------|------------------------------|---------------------------|---------------------------------|-------------|------|
|                                   | B                            | Beta                      | Lower Bound                     | Upper Bound |      |
| Job characteristics               | .421                         | .368                      | .289                            | .553        | .000 |
| compensation & Benefit            | -.092                        | -.070                     | -.263                           | .080        | .292 |
| Recognition.& Reward              | .274                         | .195                      | .053                            | .495        | .015 |
| Leader ship                       | .069                         | .095                      | -.042                           | .180        | .224 |
| Work environment                  | .078                         | .073                      | -.109                           | .266        | .411 |
| Organizational justice            | .176                         | .216                      | .018                            | .334        | .029 |
| Supervisor & organization Support | -.036                        | -.039                     | -.194                           | .122        | .655 |

R= 0.648 R<sup>2</sup> =0.419, Adjusted R<sup>2</sup> =0.399 P < 0.05

To summarize, the correlation  $R$  can be considered to be one measure of the quality of the prediction of the dependent variable; in this case, work engagement. A value of 0.648 indicates a good level of prediction, and also the overall correlation is positive between work engagement and independent variables. The "R Square" called the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variables. Hence the coefficient of determination  $R^2=0.419$ , indicates that 41.9% of the variation on work engagement among health professionals working in public hospitals of Guji Zone is explained by the variation in independent variables. The Adjusted  $R^2$  is 0.399 which is less than the  $R^2$ . This implies that there is no improving the model fit by adding another factor influencing the dependent variable to the model.

**Table 12:-** Summary model for multiple linear regressions of work engagement and associated factors among health professionals working in public hospitals of Guji zone, August, 2018.

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          | Change Statistics |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-------------------|
|       |                   |          |                   |                            | $R^2$ Change      | F Change | Sig. F Change     |
| 1     | .648 <sup>a</sup> | .419     | .399              | .10364                     | .419              | 20.541   | .000              |

## Chapter 6: Discussion

The Magnitude of work engagement among health professionals working in public hospitals of Guji zone was as 40.9%. Job characteristics, recognition and reward, and organizational justice were predictors to outcome variable (work engagement).

The magnitude of work engagement was relatively considered as high following by low in this study. Different to this finding, study conducted in Toronto Canada by [Ontario hospital association](#) result show that 33% low, 39% medium, and 29% as the high work engagement level(37). This difference may occur due the sample size and study method used. Another study finding in New Delhi, India also revealed in contrast to current finding 40.6%, 39.9%, and 19.5% low medium, and high respectively. Work engagement level varies from countries to another country due difference in socio- economic, and working culture they have(38). However different global consulting organization; such as, Aon Hewitt, Gallup association, Tower Perrin reports reveal that work engagement magnitude varies by regions and also a critical problem of the world, Aon Hewitt compensation and talent report of “2012 Trend in global employees engagement” reveal that almost three-fifth (58%) of employees are global considered as in engagement status(39). Researcher conclude that even though the majority of health professionals work engagement magnitude in the current study finding show high, due to its varies across countries it needs longitudinal search further confirmation.

No socio-demographic characteristic was significantly associated with work engagement score in the current study.

Job characteristics, recognition and reward, and organization justices were predictors of work engagement. Job characteristic was predictor to work engagement followed by recognition and reward, and organizational justice respectively. Job characteristics described in terms of task identity, skill variety, task significance, job autonomy and job feedback as a main component. In this study, job characteristics significantly determine work engagement condition of health professionals with. Hence, the result implies that job characteristics and work engagement were positively matched. Similar study done on relationship between job characteristics and work engagement(26) conducted in Nigeria reveals that dimensions of job characteristics such as skill variety, task significance, job autonomy and job feedback shows positively association except task identity component which had no significance relationship. This indicates the relative similarity of p-value in both studies confirms that job characteristics significantly affect health



professionals' work engagement level. Another finding conducted in Malaysia(27) also significantly related with current study, and this confirms that job characteristic variables as a general enhances work engagement magnitude of health professionals. Though, the study done at different geographic location; the result obtained was consistent to each other due to similar nature of socio-economic characteristics, which mean all are developing countries. Therefore, the researcher concluded that existence of good job characteristics strength work engagement condition of employees.

Recognition and reward was another significantly predictor to work engagement of health professionals. The better acknowledgement, and reward system designed enhance health professionals initiation and motivation which enables them to experiences high work engagement culture and committed to their roles, and this directly contribute to increase the magnitude of work engagement, sustainable success, organizational commitment, productivity, customer satisfaction and loyalty, and reduce intention to quit. In line with this, the research conducted in India (36) shows that existence of interdependence between organization success and level of employees engagement. Study done on antecedent and consequence of employee engagements (5) confirm almost same with present finding and concluded that appropriate reward and recognition system in organization leads professionals to higher magnitude of work engagement while lack of it weakens their engagement.

Organizational justice was also predictor of work engagement. Organizational justice is employee perception of fairness and justice treatment on their role performance which can foster the magnitude of work engagement of health professionals. Organizational justice dimension (distributive justice-justice in decision output, procedural justice- justice procedure used to determine the distribution of output and resources, and interactional justice- interpersonal justice feelings, perceived the fairness of procedures put into effect) all enhance employees trust, commitment, and loyalty to their organization and positively associated to work engagement of health professionals. Similarly study conducted in Turkey healthcare sector confirmed that organizational justice dimensions on work engagement(32) a little bit vary from current study had significant positively association with work engagement; meaning that organizational justice perception elevate magnitude of health professionals work engagement. The same study conducted on the impact organizational justice on banking in Pakistan(33) revealed except the procedural justice dimension (which was not significantly associated to work engagement)

others (distributive justice and interactional justice) were significant and positively affect health professionals work engagement.

### **6.1. Limitation of the study**

As the limitation of this study, some sorts of them were as follow:

- ✓ Self report social desirability bias from nature of self administration questionnaire
- ✓ Awareness level of participant concerning effect of independent variable perception on outcome variable work engagement.
- ✓ Even though the participants were assured of confidentiality, there was a possibility that they either over- or under-reported their level of work engagement.

## **Chapter seven: Conclusion and Recommendation**

### **7.1. Conclusion**

This study revealed that the majority of health professionals' work engagement was high, based on participant responses distribution categorized as low, medium, and high. However it needs to increase the magnitude of work engagement of health professionals felled in low and medium category because they were more than half in number.

Among the predictor variables, job characteristics, recognition and reward, and organizational justices have significantly positively associated with health professionals work engagement.

### **7.2. Recommendations**

- ❖ Federal Ministry of health and Regional health bureau should incline policy, procedures, regulation concerning health professional work engagement to enhance healthcare service quality.
- ❖ Guji zone health department should give emphasis to enhance health professionals work engagement in line with Hospitals governing boards and management to design and implement justice's practice, especially distributive and procedural justices.
- ❖ Hospital management should design and implement appropriate recognition and reward system to improve their employees' engagement in their performance role.
- ❖ Work engagement level of health professionals in low and medium category needs more emphasis of hospital governing board, and management team.
- ❖ Researchers and Universities should emphases and exploring further investigation on the variables that affects work engagement level of health professionals in Ethiopian context due to its under researched topic in our country level.

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## **Annex 1: Questionnaire**

Jimma University Institute of Health Department of Health economics, management and policy,

HRHM

Information sheet

**Dear Sir/Madam**

My Name is **Dekema Adula Dullacha**. I am in the process of completing my Master's degree in Human Resource for Health Management /HRHM/ at Jimma University. I have to conduct research for my thesis, on job Work Engagement and Factors among health professionals working in Guji zone public Hospitals. The objective of the study will be to assess level Work Engagement and its determinant among health professionals of selected Hospitals in zone.

The attached document contains questions related to specific aspects of your work engagement in order for me to determine your feelings about these aspects. There is no right or wrong answers. No risks will be associated with the study and the results will help to design strategies to engage, motivate, satisfy and retain Health Professionals in Hospitals and come up with recommendations that may contribute for policy improvement in order to enhance Work engagement of Health Professionals.

For confidentiality, names will not be written down and as soon as the questionnaires are completed the facilitator 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 facilitator \_\_\_\_\_

Signature \_\_\_\_\_

Name of Supervisor \_\_\_\_\_

Signature \_\_\_\_\_

Date of data collection \_\_\_\_\_

Questionnaire Id \_\_\_\_\_

### **Section I: Background Information:-**

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





|      |   |  |
|------|---|--|
|      | <ul style="list-style-type: none"> <li>3. Masters Degree</li> <li>4. Bachelor Degree</li> <li>5. Advanced Diploma</li> <li>6. Diploma</li> <li>7. Certificate</li> <li>8. Other (Specify)_____</li> </ul> |  |
| Q107 | <p>Currently in Which Department you are Working? _____</p> <p>_____</p>  |  |
| Q108 | <p>Categories of facility you are working in)? (A,B or C based on MOH classification) _____</p>   |  |
| Q109 | <p>Your average monthly income (in birr)</p> <p>_____</p>   |  |

**Section II: Work engagement, Enabling factors, and Consequences**

The following questions refer to your Work engagement 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,

|           | <b>Statements</b>   | Strongly Disagree<br>(1) | Disagree<br>(2) | Neutral<br>(3) | Agree<br>(4) | Strongly Agree<br>(5) |
|-----------|---|--------------------------|-----------------|----------------|--------------|-----------------------|
| <b>Q2</b> | <b>Work engagement</b>  | 1                        | 2               | 3              | 4            | 5                     |
| Q211      | At my work, I feel bursting with energy. (V11)  | 1                        | 2               | 3              | 4            | 5                     |
| Q212      | At my job, I feel strong and vigorous.(VI2)   | 1                        | 2               | 3              | 4            | 5                     |
| Q213      | When I get up in the morning, I feel like going to work. (VI3)                                | 1                        | 2               | 3              | 4            | 5                     |
| Q214      | I am enthusiastic about my job.(DE1)  | 1                        | 2               | 3              | 4            | 5                     |
| Q215      | My job inspires me. (DE2)   | 1                        | 2               | 3              | 4            | 5                     |
| Q216      | I am proud of the work that I do. (DE3)   | 1                        | 2               | 3              | 4            | 5                     |
| Q217      | I feel happy when I am working intensely. (AB1)   | 1                        | 2               | 3              | 4            | 5                     |
| Q218      | I am immersed in my work. (AB2)   | 1                        | 2               | 3              | 4            | 5                     |
| Q219      | I get carried away when I am working.(AB3)  | 1                        | 2               | 3              | 4            | 5                     |
| <b>Q3</b> | <b>Job Characteristics</b>  | 1                        | 2               | 3              | 4            | 5                     |
| Q320      | The job requires me to utilize a variety of different skills in order to complete the work.   | 1                        | 2               | 3              | 4            | 5                     |
| Q321      | The job allows me considerable opportunity for independence and freedom in how I do the work. | 1                        | 2               | 3              | 4            | 5                     |
| Q322      | The job allows me to make decisions about what methods used to complete my work               | 1                        | 2               | 3              | 4            | 5                     |
| Q323      | The job provides me with significant autonomy in making decisions.                            | 1                        | 2               | 3              | 4            | 5                     |
| Q324      | The job involves doing a number of different tasks  | 1                        | 2               | 3              | 4            | 5                     |
| Q325      | The job involves a great deal of task variety.  | 1                        | 2               | 3              | 4            | 5                     |
| Q326      | The results of my work are likely to significantly affect the lives of other people           | 1                        | 2               | 3              | 4            | 5                     |
| Q327      | The job has a large impact on people outside the  | 1                        | 2               | 3              | 4            | 5                     |

|           |  |   |   |   |   |   |
|-----------|--|---|---|---|---|---|
|           | organization.  |   |   |   |   |   |
| Q328      | The job itself provides me with information about my performance.  | 1 | 2 | 3 | 4 | 5 |
| Q329      | The work activities themselves provide direct and clear information about the effectiveness of my job performance. | 1 | 2 | 3 | 4 | 5 |
| <b>Q4</b> | <b>Compensation and benefits</b>   |   |   |   |   |   |
| Q430      | My salary is fair in relation to my qualification  | 1 | 2 | 3 | 4 | 5 |
| Q431      | The additional payment, for example overtime payment (Duty), is reasonable fair                                    | 1 | 2 | 3 | 4 | 5 |
| Q432      | I believe my salary is fair for my responsibilities and work I do  | 1 | 2 | 3 | 4 | 5 |
| Q433      | Salary increases are decided on a fair manner  | 1 | 2 | 3 | 4 | 5 |
| Q434      | Housing service is satisfactory for needed staff   | 1 | 2 | 3 | 4 | 5 |
| Q435      | Amount of annual leave is enough   | 1 | 2 | 3 | 4 | 5 |
| Q436      | Overall benefits package is satisfactory   | 1 | 2 | 3 | 4 | 5 |
| <b>Q5</b> | <b>Recognition and Reward</b>  |   |   |   |   |   |
| Q537      | I am given enough recognition by management for work that's well done  | 1 | 2 | 3 | 4 | 5 |
| Q539      | At this health facility I am treated like a person, not a number   | 1 | 2 | 3 | 4 | 5 |
| Q540      | I enjoy the status in the community as a healthcare professional   | 1 | 2 | 3 | 4 | 5 |
| Q541      | I am entrusted with great responsibility in my work  | 1 | 2 | 3 | 4 | 5 |
| Q542      | The patients appreciate what I do for them   | 1 | 2 | 3 | 4 | 5 |
| Q543      | If I work hard and perform well, I will be rewarded.   | 1 | 2 | 3 | 4 | 5 |
| Q544      | My patients co-operate because they understand my working conditions   | 1 | 2 | 3 | 4 | 5 |
| <b>Q6</b> | <b>Leadership</b>  |   |   |   |   |   |
| Q645      | Have a vision where we are going and set long term goals.  | 1 | 2 | 3 | 4 | 5 |

|           |  |   |   |   |   |   |
|-----------|--|---|---|---|---|---|
| Q646      | Set objectives and follow them through to completion.  | 1 | 2 | 3 | 4 | 5 |
| Q647      | Honest , fair and act consistently   | 1 | 2 | 3 | 4 | 5 |
| Q648      | Make decisions with desirable input from others and give information needed to do their jobs to others.                          | 1 | 2 | 3 | 4 | 5 |
| Q649      | Keep focused through follow-up and listen to feedback  | 1 | 2 | 3 | 4 | 5 |
| Q650      | Show loyalty to the company and to the team members.   | 1 | 2 | 3 | 4 | 5 |
| Q651      | Give praise and recognition to well accomplishment and respect full treatment  | 1 | 2 | 3 | 4 | 5 |
| Q652      | There is a clear channel of communication at my workplace  | 1 | 2 | 3 | 4 | 5 |
| Q653      | There is an atmosphere of co-operation between staff and management of the facility  | 1 | 2 | 3 | 4 | 5 |
| Q654      | Have integrity and can be trusted.   | 1 | 2 | 3 | 4 | 5 |
| <b>Q7</b> | <b>Working Environment</b>   |   |   |   |   |   |
| Q755      | I feel like my workload is manageable.   | 1 | 2 | 3 | 4 | 5 |
| Q756      | I have the equipment I need to do my job well and efficiently.   | 1 | 2 | 3 | 4 | 5 |
| Q757      | This job is a good fit for my qualifications and skill level.  | 1 | 2 | 3 | 4 | 5 |
| Q758      | I have adequate supplies and knowledge to protect myself against Professional Hazards.   | 1 | 2 | 3 | 4 | 5 |
| Q759      | The job security is high in this facility  | 1 | 2 | 3 | 4 | 5 |
| Q760      | My physical working conditions are good (availability of water, electricity, toilet facilities, telephone, internet Service etc) | 1 | 2 | 3 | 4 | 5 |
| Q761      | There is no frustration (Disturbances) in my work due to limited resources   | 1 | 2 | 3 | 4 | 5 |
| Q762      | I find my work is stimulating and initiate professional development  | 1 | 2 | 3 | 4 | 5 |
| <b>Q8</b> | <b>Organization Justices</b>   |   |   |   |   |   |

|           |  |   |   |   |   |   |
|-----------|--|---|---|---|---|---|
| Q863      | I consider my work load to be quite fair(DJ)   | 1 | 2 | 3 | 4 | 5 |
| Q864      | Overall the rewards I receive are quite fair(DJ)   | 1 | 2 | 3 | 4 | 5 |
| Q865      | I feel that my job responsibilities are quite fair(DJ)   | 1 | 2 | 3 | 4 | 5 |
| Q866      | All employee concerns are heard before Job decisions are made(PJ)  | 1 | 2 | 3 | 4 | 5 |
| Q867      | Job decisions, are based on accurate and complete information(PJ)  | 1 | 2 | 3 | 4 | 5 |
| Q868      | All job-related decisions are applied consistently to all affected employees(PJ)                           | 1 | 2 | 3 | 4 | 5 |
| Q869      | Employees are allowed to challenge or appeal job decisions made by their supervisors(PJ)                   | 1 | 2 | 3 | 4 | 5 |
| Q870      | When decisions are made about my job, the manager treats me with respect and dignity(IJ)                   | 1 | 2 | 3 | 4 | 5 |
| Q871      | When decisions are made about my job , the manager shows concern for my rights and need as an Employee(IJ) | 1 | 2 | 3 | 4 | 5 |
| Q872      | The manager offers adequate justification for decisions made about my job(IJ)                              | 1 | 2 | 3 | 4 | 5 |
| <b>Q9</b> | <b>Supervisor and Organization support</b>   |   |   |   |   |   |
| Q973      | I feel that my supervisor gives me adequate support with respect   | 1 | 2 | 3 | 4 | 5 |
| Q974      | I receive performance feedback from my supervisor  | 1 | 2 | 3 | 4 | 5 |
| Q975      | My manager is concerned about my well being in the facility.   | 1 | 2 | 3 | 4 | 5 |
| Q976      | This hospital values my contribution to its well-being.  |   | 2 | 3 |   | 5 |
| Q977      | This hospital really cares about my well-being   | 1 | 2 | 3 | 4 | 5 |
| Q978      | The management & my supervisor is willing to help me perform my job to the best of my ability              | 1 | 2 | 3 | 4 | 5 |
| Q979      | My manager is strongly consider my goal and values   | 1 | 2 | 3 | 4 | 5 |

|      |   |   |   |   |   |   |
|------|---|---|---|---|---|---|
| Q980 | The management would forgive me an honest mistake on my part                | 1 | 2 | 3 | 4 | 5 |
| Q981 | The hospital would grant a reasonable request for a change in my work place |   |   |   |   |   |
| Q982 | This is willing to help me when I need special favor.                       | 1 | 2 | 3 | 4 | 5 |

***Thank you!***

## DECLARATION

I, the undersigned, declare that this thesis is my original work, has not been presented for a degree in this or any other university and that all sources of materials used for the thesis have been fully acknowledged.

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

Signature: \_\_\_\_\_

Name of the institution: \_\_\_\_\_

Date of submission: \_\_\_\_\_

This thesis has been submitted for examination with my approval as University advisor

Name and Signature of the first advisor

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Name and Signature of the second advisor

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