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ASSESSMENT OF EMPLOYEE JOB SATISFACTION: *THE CASE STUDY ALL AFRICA LEPROSY, TUBERCULOSIS AND REHABILITATION TRAINING CENTER (ALERT) EMPLOYEES*

BY

ZEWDU TEFERA

SGS/0246/2007B

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
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BUSINESS ADMINISTRATION**

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APPROVED BY BOARD OF EXAMINERS

_____	_____
Dean, Graduate Studies	Signature
_____	_____
Advisor	Signature
_____	_____
External Examiner	Signature
_____	_____
Internal Examiner	Signature

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LIST OF ABBREVIATIONS / ACRONYMS USED

ALERTAll Africa Leprosy, Tuberculosis and Rehabilitation Training Center

FGDFocus Group Discussion

HRHuman Resource

HRMHuman Resource Management

JDIJob Descriptive Index

MSQ.....Minnesota Satisfaction Questionnaire

SPSSStatistical Package for the Social Science

WHOWorld Health Organization

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Abstract

This paper investigated the assessment of employee job satisfaction at ALERT employees. The purpose was to examine overall job satisfaction, to describe job satisfaction factors and to compare satisfaction between medical professional and support service departments. Job satisfaction is an inevitable concern and a challenge for modern organizations. The study was conducted through a field survey, drawing on a sample of 350 employees and 68 managers operating in ALERT using stratified random sampling and convenience sampling. The research examined job satisfaction factors supervision, work conditions, work relationship, communication, employee job safety and health, working environment, training and development, salary and benefits, overall satisfaction and job dissatisfaction. Two different types of questionnaires were used for employees and for managers to collect quantitative data and it was analyzed by using descriptive statistics. The finding indicates that most employees are satisfied with the work relationship (73.90%) and supervision practices (58%). On the other hand, employees seem to be dissatisfied with the job safety and health management of ALERT. It affects employees' satisfaction negatively. The result also indicates that the employees' are not satisfied with the training and development opportunity provided by ALERT. This result (54.14%) leads to dissatisfaction and decreases the organization competitive capacity. The employees are also dissatisfied with the salary and benefits package of the hospital (62.11%). Dissatisfied employees not give proper service for patients and no longer stay in the organization. Support service employees' show slightly less satisfaction than medical professionals. ALERT management needs to influence civil service HR in order to make recent market assessment for paying fair salary and benefit, assess the job safety and health dissatisfaction reasons regularly and take appropriate actions timely, redesign the current training and development process, and threatening each department in balance. As confirmed by majority of the respondents most of the employees (73.91%) are satisfied with their work relationship and more than half of the employees (58%) are satisfied with supervision practiced. The information obtained from the respondents reveal that employees are dissatisfied 44.79% and satisfied 25.93% with current job safety and health service. As depicted by more than half (54.14%), the respondents employees have dissatisfaction with the training and development opportunity provided by the organization and majority of the respondents (63.57%) are dissatisfied with the current salary and benefits schemes. On the basis of the major findings it is recommended that ALERT should take correct measures to address the deficiencies with regard to its employees' dissatisfaction.

Key words: *job satisfaction, dissatisfaction, job satisfaction factors*

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Employee satisfaction takes one of the basic management concerns in every organization (Hoppock 1935). He understands that, job satisfaction is a combination of psychological, physiological and environmental circumstances, causes to say a person; I am satisfied with my job. There are diverse variables that can affect the satisfaction of single worker (Saiyadain, 2004). Employees that are satisfied with their job perform better and are less likely possibly to be late, absent than those who are of dissatisfied employees. Employees, who are more productive and are able to stay longer on job are said to have higher job satisfaction ratings. This shows that, assessing employee job satisfaction is very important. (Saiyadain, 2004).

Employee job satisfaction assessment is one of the concerns of managements in Ethiopia too. Previous studies shows that managers need to give attention to the importance of giving proper recognition of their employees, developing proper reward system, increase ability of employee commitment, ensure a safe, open and trusting work environment to motivate employees better, focus on both intrinsic and extrinsic reward elements to motivate employees. These all are related to employee job satisfaction (Habte 2016). Another study conducted on “Assessment of job satisfaction among pharmacy professionals in south west of Ethiopia shows that poor salary and poor management might be the major factors for dissatisfaction and consequently migration of health professionals in Ethiopia” (Ahmed S.M, Tolera M. & Angamo M.T. 2013).

All Africa Leprosy, Tuberculosis and Rehabilitation Training Center (ALERT) tried to conduct different other research works like employee training assessment and customer satisfaction researches, but to date assessment of employee job satisfaction research is not conducted in ALERT employees (both for medical professionals employees and support service employees). As per the discussion held with the human resource unit of ALERT dissatisfaction level has relatively increased as compared to medical professional employees but this should be proved by this research work. Purpose of this research is therefore, to research this gap and address the

problem. Thus, the researcher is interested to address the job satisfaction of ALERT's employee in general and that of medical and support service staffs in particular.

Background of the organization

ALERT is a medical institution on the edge of Addis Ababa, specializing in Hansen's disease, also known as "leprosy". It was originally the All Africa Leprosy Rehabilitation and Training Center (hence the acronym), but the official name is now expanded to include tuberculosis: All Africa Leprosy, Tuberculosis and Rehabilitation Training Centre.

ALERT's activities focus on its hospital, rehabilitation of leprosy patients, training programs for leprosy personnel from around the world, and leprosy control (administration of the Ethiopian Ministry of Health's regional leprosy control program). Also the Armauer Hansen Research Institute, founded in 1970, specializing in leprosy research. There is currently a 240-bed teaching hospital, which includes dermatology, ophthalmology, and surgery departments, also an orthopedic workshop, and a rehabilitation program (ALERT, N/Y).

The old hospital building was constructed in 1934 by SIM. Majesty emperor Haile Selassie laying stone for ALERT April 4, 1965 and inaugurated AHRI in 1970 (ALERT, N/Y).

1.2 Statement of the problem

Job satisfaction represents a collection of attitudes that workers have about their jobs. There are a number of issues that affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours and how they respects on their jobs. Many Human resource departments of companies face the problems of job satisfaction every day (Zhu1, 2014). Lack of job satisfaction brings negative consequences like, job stress, poor overall morals, lack of productivity, high employee turnover, tardiness and high absenteeism (Singh, and Pandey, 2013).

In light with the theoretical framework noted here, there are ample of evidences showing that ALERT has faced problems with regard to employees' job satisfaction. For instance it is facing employees' complaint regarding satisfaction related issues; especially the support service employees complain much than the medical professionals'. They inform their dissatisfaction to HR personally and raise the issue during meetings. ALERT has not conducted a research on employee satisfaction. This study is, therefore initiated to address this problem. As it is shown in the HR annual report (2016) there is high turnover rate (Number of total estimated employees that exit form ALERT in 2016 was 59 out of the total of 165, which was implies the turnover rate

during the year was 0.36 (36%) and the actual total number of employee that exited was 165 (279%). The researcher became interested to proof or disproof the ALERT employee current job satisfaction. (Source: ALERT HR annual report, 2016)

1.3 Basic research questions

This study tries to seek answers to the following research questions:

- What is the level of employees' overall job satisfaction in ALERT hospital?
- What are the factors that influence employee job satisfaction in ALERT hospital? and
- Which department is better satisfied and less satisfied from medical professional department and support service department?

1.4 Objectives of the study

The purpose of this study was to assess employees' job satisfaction of employees at all Africa Leprosy, Tuberculosis and Rehabilitation Training center (ALERT) hospital employees.

Specific objectives

The specific objectives of the study are:

- To examine the overall level of employee job satisfaction in ALERT
- To describe factors that influence employees' job satisfaction in ALERT employees
- To compare the satisfaction level between two medical professional department and support service department

1.5 Definitions of terms

Job satisfaction: The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke, who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (1976, P: 1304).

Job satisfaction and individual determinants (personal characteristics): Age, Marital status, Education, Income and Years of experiences (Ibid).

Organizational determinants or factors: Supervision, Work group, Job content, Occupational level, Specialization, Age, Gender, Working condition, Opportunities of promotion, Employee morale and Reward system (Stride C., Wall T. & Catley N. (2007): P13).

1.6 Significance of the study

Lack of job satisfaction study leads to low productivity, high rate of absenteeism, job stress, low morale of employees. High rate of turnover are highly attached with job satisfaction (Singh and Pandey (2013).

For ALERT: ALERT has not conducted job satisfaction study, so that, this job satisfaction study was benefit the human resource management of ALERT to understand the current gaps regarding employee satisfaction (like, supervision, work conditions, work relationship, communication, employee job safety and health, working environment, training and development, salary and benefits and overall satisfaction) and job dissatisfaction. It also helps to improve the current employees' satisfaction at work.

For Practice: To apply knowledge and theory learnt in practical situation

For Future Research: his study may serve as a ground work for further studies to be carried out in this line.

For Academic Purpose: The document may use as additional document with the existing theoretical literature.

For related companies: Related companies were benefit from this research by using the study as a related work to their situation and studies.

1.7 Delimitations/scope of the study

The study was underwent from the usual limitation relatively small sample size and considered some factors (variables) of job satisfaction (supervision, work conditions, work relationship, communication, employee job safety and health, working environment, training and development, salary and benefits and overall satisfaction) and job dissatisfaction. It is not exhaustive due to the big size of the ALERT employees, time constraint, resource limitation and managing big size data limitation for the researcher (Kumar, 2011). New employees who have

less than six month service were not included in the study. The study conducted only in ALERT compound and ALERT does not have any branch offices. This research includes only for the data collected between October 14/2016 to November 14/2016. The research used only Likert 5 scale measurement.

1.8 Organization of the research report

This study is organized into five chapters. Chapter one presents the introductory part which constituted background of the study, problem statement, research question and objective of the study, definition of terms, significance, scope and limitations of the study, and organization of the paper. Chapter two was deal with the detailed review of theoretical and empirical literatures on employees' satisfaction in. In the third chapter the researcher presents the methodology section including research design, population and sampling technique, source of data, procedure of data, method of analysis, reliability and validity and ethical conditions. Followed by chapter four, that presents demographic characteristics, analysis and interpretation. Finally, chapter five presents on summary of findings, conclusions, recommendations and limitations of the study.

CHAPTER TWO:

REVIEW OF RELATED LITERATURE

The purpose of this study was to examine the job satisfaction factors for all African Leprosy, Tuberculosis, and Rehabilitation Training Center (ALERT) employees. This chapter composes relevant literature to conduct the study. It includes both theoretical and empirical literature review.

2.1 Theoretical literature review

The literature below reviews both the theoretical and empirical studies referred. The first part offers the definition of job satisfaction, followed by theories of job satisfaction, benefit and importance of job satisfaction, determinants of job satisfaction, intrinsic and extrinsic factors, effects of job satisfaction, and measurement of job satisfaction. The second part describes the empirical studies gathered.

2.1.1 Definition of job satisfaction

Job satisfaction is one of the academic concepts that have received worldwide attention in the field of management and other areas recently. Hoppock defines job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, "*I am satisfied with my job*" (Hoppock, 1935 as cited in Molla 2015). Smith (1969 as cited in Kaila, 2012) defines job satisfaction as "the feeling an individual has about his or her job". Vroom (1982) as cited in Kaila, (2012) takes as satisfaction workers' emotional orientation toward their current job roles. Locke (1969) as cited in Kaila 2012) suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences." Locke (1976) describes job satisfaction as a satisfying emotional state as a result of damage assessment of the occupation or the experience of a job. The satisfaction of feeling can be positive or negative based on individuals and on the other side it depends on the opportunities available to the individual.

Zhu, (2012) & Sinha (1974) defined job satisfactions as follows. Reintegration of effect as produced by individual's perception of fulfillment of his needs in relation to his work and the situations surrounding it define job satisfaction as "an employee's affect response to various aspects of his work environment." Job satisfaction is also required as a psychological state of man when an individual's needs and aspirations are fulfilled in a workplace. Job satisfaction also represents a combination of positive or negative feelings that workers have towards their work" (Molla 2015: P155-166). Job satisfaction is a set of encouraging and discouraging emotions of the employee. It specifically states to the attitudes of an individual employee. Job satisfaction can be observed as the general approach or it can relate to the portions of an individual's job. Job satisfaction is usually attained over a period of time as an employee increases further experience. It is a person's emotional response to the job, supervision and the organization (Singh & Pandey, 2013).

Definitions of job satisfaction evolved from time to time, but the most common thinking that is job satisfaction is a job (work) related positive emotional feeling. Traditional theories had focused on a single end to end scale (satisfaction and dissatisfaction) and the later theories focused on two factors (presence or absence of certain intrinsic and extrinsic job factors). (Kaila, 2012) Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2003 as cited in Dugguh and others, 2014). The above mentioned definitions of job satisfaction indicate that it is a physical state of individual positive feeling to work, worker emotional orientation to job, a pleasurable action of an employee, satisfying emotion of an individual, and end state of feeling which can be a response of an employee (Armstrong, 2003 as cited in Dugguh and others, 2014).

2.1.2 Theories of job satisfaction

There was no developed theory on job satisfaction before the 1930. After Hoppock (1935 as cited in Saiyadain, 2003) different authors contributed different theories on job satisfaction. Job satisfaction is often observed as a correlation between the perceived rewards that must be received and results truly received in different theories (Singh, 2013). Some of the prominent theories that describe the concept of job satisfactions are Content Theories, Process Theories, Situational Theories, Discrepancy Theories, & the Value Theories (Kaila, 2012 & Singh & Pandey, 2013).

Situational theories

The Situational Occurrence Theory was developed in 1962. The theory assumed that job satisfaction is determined by two factors (situational characteristics and situational occurrences). Situational characteristics are related to pay, supervision, working conditions, promotional opportunities and company policies that accepted by the employee during his/her employment time. On the other hand, situational occurrences are things that happen later taking a job (job that may be tangible or intangible; positive or negative). The theory generalizes that job satisfaction is a product of both situational factors and situational occurrences (Kaila, 2012).

Discrepancy theory

This theory argues that job satisfaction includes both outcomes one feels he should receive and perceived outcomes received. It is stated in the following equation form: A= outcomes one feels he should receive; B= perceived outcomes received; A=B Perceived satisfaction; A>B Perceived dissatisfaction and A<B Perceived over satisfaction (Singh, 2013).

The value theory

This theory was proposed by Locke (1984) as cited in Saiyadain, (2003) who suggested that job satisfaction happens when the job results or incentive that the employee obtains matches with results that are planned by him. The concept focuses on any results that people worth irrespective of their quality or quantity. Thus, the price attached to the result is more significant. Those who get better outcomes or results get more satisfied and the reverse is also true. The significant contribution of this concept is the difference between the present feature of the job and those that employees want like compensation, learning opportunities, advancement. (Ibid).

2.1.3 Determinants of job satisfaction (Variables)

Previous researchers identified a number of determinants that explain why an employee is satisfied or dissatisfied with his work. These determinants can be mainly divided in to two basic categories those connecting to the organization and those linking to the individual characteristics of the worker himself (Saiyadain, 2003).

According to Singh (2013), supervision, work group, job content, occupational level, specialization, age, gender, working condition, opportunities of promotion, employee morale and reward systems are some of the determinants of job satisfaction. Saiyadain (2003) described the categories in the below diagram.

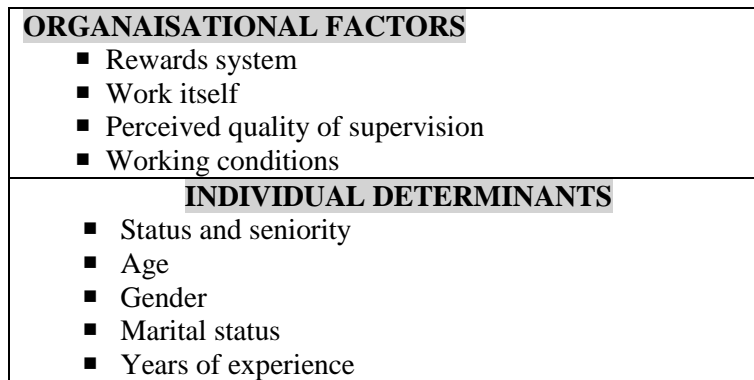


Figure 1 Determinants of job satisfaction (Saiyadain, 2004)

As Saiyadain states, job satisfaction will not automatically lead to low absenteeism. Job satisfaction is associated with dissimilar biosocial and behavior variables. The situation of the employee will be good pointer for job satisfaction. Low job satisfaction leads to absenteeism and this low absenteeism increase (2003).

2.1.4 Major factors of job satisfaction

There are different factors that can provide job satisfaction, but the majority of causes can be categorized into the following two major groups. These are personal characteristics of the employee themselves and organizational factors like organization polices and nature of the job (Kaila, 2011).

2.1.5 Benefit of job satisfaction

Job satisfaction is an inevitable concern and a challenge for modern organizations. The job satisfaction trend can affect the labor market: it can influence productivity of the job and working conditions can be influenced by it. Employee absenteeism and staff turnover also can be affected by the factors that related with job satisfaction. It is also used as a strong predictor of overall individual employee well-being (Diaz & other, 2005 & Spector, 1997). Employee

satisfaction study has many benefits. It can help managers to get better information and know the health of their organization, increase patients' satisfaction, reduce turnover and related training costs, minimize absenteeism, improve communication, and enhance the reputation of an organization & attract employees (Powell, 2001).

The study of job satisfaction is very significant for managers. It will help to see a room for improvement, to identify the relatively more dissatisfied group, to know the contributing factors for employee satisfaction, and to identify effects of dissatisfied employee attitudes. Additional feedback can determine the sources of unforeseen productivity difficulties, such as absenteeism, turnover and poor quality of work, and help executive evaluate training needs. A job-satisfaction study is a pointer of the efficiency of organizational reward systems. The above mentioned reasons clarify how job satisfaction is very important for the organization itself as well as for the employees (Singh & Pandey, 2013).

Job satisfaction and individual determinants (Personal characteristics)

An employee comes to work place with his individual personality and attitudes, which include what he likes and dislikes. His satisfaction will be affected by his characteristics. This situation affects the employee's satisfaction at his job. Since personality and human nature are intrinsic to each individual, it is important to evaluate how personal characteristics can affect the employee's personal character. The personal character belongs to bio-social variables like age, marital status, education, length of service and income level (Saiyadain, 2003, 2004 & Guha, 1965).

Age: Research has shown that there is a significant negative relationship between satisfaction and age. From this study they suggested that job satisfaction is independent of age (Saiyadain, 2003, 2004 & as cited in Guha, 1965). On the other side, some studies indicate a positive correlation between age and job satisfaction. Higher age group inclined to sense more satisfied with their job (Singh & Pandey 2013).

Education: most previous studies describe that there is no relationship between job satisfaction and education and while few studies agree fulling on this finding, there is no clear cut correlation on this issue (Saiyadain 2004).

Income: Most studies describe positive relationship between income and job satisfaction. Higher income employees are inclined to higher job satisfaction (Saiyadain, 2004).

Years of experiences: There are different findings regarding the relationship between job satisfaction and experience Saiyadain (2004), notes that job satisfaction decreases with increasing years of experience.

Organizational determinants or factors

Supervision: employee focused supervisors who take individual attention in their subordinates and show friendship, common expectation, respect and friendliness, are comparatively more satisfied with their jobs. On the opposite side job focused supervisors who look their subordinates as people to get work done , cause low pleasure and subsequently comparatively high rates of complaints, turnover and absence. A supervisor's skill to please his subordinates' wants depends not only on his leadership behavior but also on the extent of his authority in the bigger organization (Singh, 2013). The behaviors of people-oriented supervisors generally result in small turnover rate of employee, criticisms, and absenteeism. On the other hand, the behaviors of work-focused supervisors cause low satisfaction and subsequently a high rate of turnovers, criticisms, and absenteeism (Kaila 2011, Singh & Pandey 2013)

Working condition: Job satisfaction is associated to occupied situations. The work will be more satisfying if remunerated conditions are pleasant to the job (Singh, 2013, Singh & Pandey 2013). When the working conditions are not good, they have a negative impact on the employee job satisfaction. This may not directly relate with the job content but instead directly with the context of the work. So that it good to create pleasant working environment (Kaila, 2011). Repetitive responsibilities can become unexciting for the employee. Conducted studies presented the employee who passed out through diverse job exhibit satisfaction with their work (Singh, 2013). Employees need balanced work, not boring or excessively challenging. They like variety of work, they become more committed & more satisfied (Kaila, 2011).

Work group interaction (Relationship): People seek satisfaction of their social and psychological needs in the interaction with others in group situations. The amount of satisfaction

can depend on the interaction level. If the work group loves a progressive status, the employees' level of job satisfaction will raise further (Singh, 2013).

Communications with others: Communication is a transferring of ideas, messages, information, and feelings from person-to-person (Karpurs, 2004). People find satisfaction in their social and psychological needs within the communications with others in group situations. Satisfaction level from interaction with one's staff depends on the attachment and positive relationships (Singh & Pandey 2013). Effective communication is important to accomplishing all activities, understanding roles, integrating departments, etc. However, poor communication can cause breakdowns within an organization due to different barriers (Karpurs, 2004).

Employee job safety and health: "Employee health is now generally assumed to incorporate the WHO definition of health (physical, mental and social) and to be far more than merely the absence of physical disease" Burton, (2010: P16). Work influences physical safety and health hazards which can affect the direct needs of employee compensation. Example: mechanical /machine hazards; electrical hazards; slips and falls; Physical safety hazards like accidents, shift works related hazards, chemicals hazard (Burton, (2010). Job-related safety and health administration (OSHA) launches and imposes required safety and health criteria (Cascio, 2004).

Work environment: Herzberg opines that job content features like achievement, recognition, advancement and responsibility, and the work itself tend to deliver satisfaction but their absence does not tend to create dissatisfaction. On the contrary, negative job context factors such as poor supervision, working conditions, company policies, and salary, etc. tend to produce dissatisfaction but their manifestation does not produce satisfaction (Singh, 2013, Singh & Pandey 2013).

Opportunities of promotion: Having the opportunity to be promoted affects job satisfaction significantly. The need for promotion is usually strong among advanced level workers. Getting promoted can thus bring higher satisfaction (Singh, 2013). The presence or absence of promotion or in the job will highly affected job satisfaction. The need for promotion is more expected by higher level of employees. It is expected by the employee to get promotion when he does good work. Employees feel highly satisfied when promoted (Singh and Pandey, 2013).

Training & development: Training: is the process of improving awareness, increasing employee skills, and changing outlooks of people to become more effective in their work responsibilities. Development is a stage procedure and regular development is needed so that employees can define problems and the plan for the future (Divyaranjani & Rajasekar, 2014 & Lvancevich, 2003). Training and development help to reduce employees' anxiety, reduce turnover, save time, and create a productive and competitive organization (Lvancevich, 2003).

Job dissatisfaction

Dissatisfaction is an employee's negative feeling for his work, which in turn causes turnover, absenteeism, and stress.

Turnover: Most studies shows satisfied employees in general have low turn-over rates. Job satisfaction indirectly affects turnover. In fact, job satisfaction is a superior indicator of turnover (Saiyadain, 2003). Every high turnover has great damage for the company. Turnover is correlated with job satisfaction factors like working conditions, supervisions, etc. (Ghosh, 2003).

Absenteeism: There is an indirect relationship between absenteeism and satisfaction. Low satisfaction tends to bring about an increase in absenteeism rather than job satisfaction not necessarily led to absenteeism (Saiyadain, 2003).

Stress: Stress is attributed to different reasons. It can be related to work conditions which include poor management, poor employer-employee relationships, or a poor physical working environment. Stress has the following negative effects like job dissatisfaction, decrease in employee performance, negative energy, poor communication, and reduced productivity and innovation (Greener, 2010).

Reward system: Financial rewards play an important role in influencing job satisfaction in the following two ways. First, money is a primary instrument to get one's desire. Secondly, employee assumes their salaries are directly related with the management's attitude toward him. An employee who assumes he got fair pay (not absolute amount of pay but thinking) will be satisfied in his job and the reverse is true (Singh, 2013, Singh & Pandey 2013, Saiyadain 2003). There is sufficient proof to suggest that salary and other financial benefits contribute significantly to the job satisfaction (Singh, 2013, Singh & Pandey 2013).

Job satisfaction is related with organizational reward system. When individuals get flexibility and freedom to choose both their benefits and jobs they will become more satisfied. Therefore fixable benefit package is more important to increase job satisfaction within the total target plan. This will help to increase overall satisfaction and benefit satisfaction. This idea was supported by most researchers (Saiyadain, 2003). The reward approach is highly related with job satisfaction. Example: Salary and compensation directly affect job satisfaction. An employee's positive perception leads to satisfaction. Employees expect fairness as much as possible (Kaila, 2011)

The below job satisfaction model indicates how job satisfaction can increase.

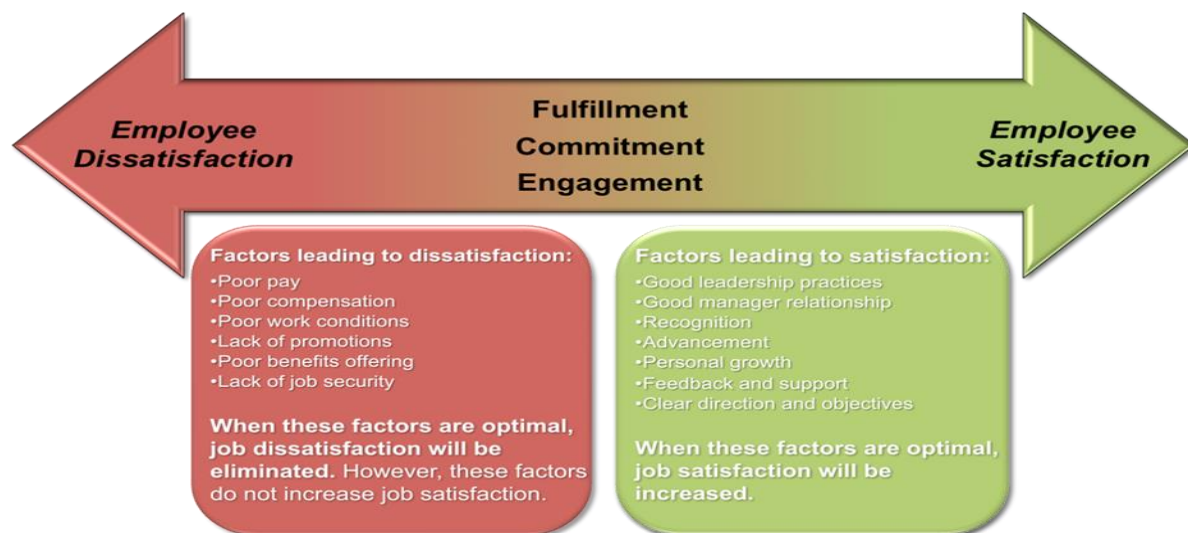


Figure 2 Job Satisfaction model (Source: Field, 2008)

2.1.6 Effects of low job satisfaction

High turnover of employees, high absenteeism, and tardiness reflect the effects of low job satisfaction. High turnover of employees is an indicator of low job satisfaction but those employees who have positive job satisfaction generally do not quit. High absenteeism is associated with those who have less job satisfaction are those employees tend to be absent more frequently. The effect of low job satisfaction is lateness. A late employee is one who is frequently late for work (Singh & Pandey, 2013).

2.1.7 Measurement of job satisfaction

Dr. Kaila described job satisfaction measurement tools and some important variables as follows. One of the measurements is Rating Scales and Questionnaires. These are measurements used to gather data from current employee about their jobs, and they may gather and measure data in different ways. Example: Job descriptive index (JDI) uses some variables like salary, opportunity for growth, work itself, supervision and employee. Minnesota satisfaction questionnaire (MSQ) is used to measure the level of responsibility, opportunity for growth, salary, etc. Pay satisfaction questionnaires (PSQ) also used to measure job satisfaction (2011).

Measuring job satisfaction is not an easy task; however social scientists have developed several techniques that are used to measure job satisfaction. These techniques have significant importance for employers in order to get proper and truthful data about what happens in the work place. Employees' reaction to their jobs has been measured by using the following measurements (Saiyadain, 2004).

Questionnaire: Job satisfaction can be measured by using job satisfaction questionnaires. The initial and the only direct measurement of job satisfaction have been developed by Hoppock (1935). Then, Porter (1961) developed 13 question questionnaire based on Maslow's hierarchy system. It has seven points of scale. It uses maximum and minimum ranges to find the mid-point that count as an indicator of job satisfaction. The higher the discrepancy shows the lower the job satisfaction, but it doesn't address the people difference in the degree of importance (Saiyadain, 2004). Generally, job satisfaction measurement types were passed through different measurement process (Saiyadain, 2004).

Interview: Interviews give a chance to perform in-depth questions to realize the sources and nature of satisfaction or dissatisfaction (Saiyadain, 2004).

Confrontation meeting: in a confrontation meeting few selected employees come together and sit for open discussion. Focus group discussion (FGD) is one type of confrontation meeting, and allows the participants to express their feeling freely, which does not necessarily happen in an interview setting (Saiyadain, 2004).

The critical incident method: “In this approach individuals are requested to recall incidents that are particularly satisfying or dissatisfied to them. The replies are then examined to find out underlying themes” (Saiyadain, 2004: P59).

Intrinsic & extrinsic job satisfaction: Intrinsic Job Satisfaction covers people’s affective reactions to job features that are integral to the work itself (e.g. variety, opportunity to use one’s skills, autonomy) whereas Extrinsic Job Satisfaction covers features external to the work itself (e.g. pay, the way the firm is managed). (Stride C., Wall T. & Catley N. 2007: P13)

2.1.8 Recommendation to decrease or avoid dissatisfaction

The following are recommendations by Dr. Kaila to decrease or to avoid job dissatisfaction. Finish all work at work and don’t take work home. Encourage employee to use full lunch time for himself. Help employee to avoid discussing work during lunch time. Find ways to solve for employees’ stress. Create some refreshing methods. Improve physical working environment, and atmosphere at work, focusing on reduction of stress. Uses holiday leave properly (2011).

Key words: Job satisfaction, intrinsic factors, extrinsic factors, individual determinants, organizational determinants.

2.2 Empirical studies review

2.2.1 Job Satisfaction Study in different countries

Job satisfaction can be influenced by different variables employee as may be seen in the discussion below.

Supervision and job satisfaction

Support from supervisors and subordinates helps to improve job satisfaction. Shared decision helps in the creation of healthy working environment (Liu et al, 2012). On the other hand a made in Iran showed absence of management support creates stress among nurses (Mosadeghrad, 2013).

Work conditions and job satisfaction

The work condition in an organization can create job satisfaction (Latif, 2013). A German study showed that dentists were satisfied with their job due to its freedom of working method (Goetz et al, 2012). A Japan study revealed highest level of satisfaction in workers where freedom to choose one's method of working, the level of variety in the job and the amount of responsibility were available (Khamlub et al, 2013). A study was conducted in USA show mental factor like autonomy is related with improved nursing job satisfaction (Gausvik, 2015).

On the other hand nurses that found in China were unhappy with their job due to high stress (Liu et al, 2012). Nurses in South Africa and China were more dissatisfied because of the work load and shortage of staffs (Pillay, 2009 and Liu et al, 2012). A German study showed that dentists were dissatisfied with their working hours (Goetz et al, 2012), and a study from Nigeria discovered that the majority of nurses were dissatisfied by destructive attitudes towards working conditions (Asuquo, 2016).

Work relationship and job satisfaction

Good relationship with work friends can improve job satisfaction (Lu et al, 2016 and Hoppock, 1935 as cited in Saiyadain, 2004). Team work, collaborative practice and good staffs or organizational relations are some of the most important indicators of job satisfaction (Chaudhury, 2016 and Gausvik, 2015). A Turkey study showed a moderate job satisfaction level due to limited satisfaction with support from supervisors and co-workers (Canadian, 2013). The satisfaction of nurses was linked with their colleagues, supervisors and patients mentioned on a study done at USA (Gausvik, 2015).

Communication and job satisfaction

Communication is one of the important indicators of job satisfaction (Chaudhury, 2016). A study made at east Tennessee State University showed the relationship between communication satisfaction and job satisfaction. It was found that communication satisfaction brings high job satisfaction among employees (Sharama, 2015). A communication rich culture shows a healthy working environment. A USA study on structured nursing communication indicated that it improves perception of safety, efficiency and understanding of care plan and team work as well

as job (Gausvik, 2015). On the other hand a study from Iran shows poor communication at work places related with work related stress (Mosadeghrad, 2013).

Employee job safety and job satisfaction

Unsafe working environment can be created due to job dissatisfaction (Peeler, 2015). Delay in providing vaccines for hepatitis B infections observed in sub-Sahara Africa health workers, due to this majority of health workers may have exposed for the disease (Malewezi B. et al, 2016). Safety and work environment are separated in many places and the lack of health promotion programs like wellness and disease management may lead to low attention paid to medical employee job safety and health (Hymel et al, 2011).

Working environment and job satisfaction

Working environment includes job security, employee frustration, fair promotion opportunity, stress, etc. Treating employee unethically can lead to stress (Mosadeghrad, 2013 and Zahaj et al, 2016). Some of the important indicators of job satisfaction were mission statement and recognition (Chaudhury, 2016). Workers who are pleased about their organization was more productive, build conducive environment and good was for the organization (Latif, 2013).

A study from USA on nurses indicates that job satisfaction includes job security and existence of rewards (Gausvik, 2015). On the contrary nurse in Albania had below average satisfaction due to the fear of keeping their present job and also due to the factor problems in career promotion or mandatory choice of profession (Zahaj et al, 2016). A study done in North Carolina indicates hospital setting exploration of work environmental factors that affected nurses' satisfaction (Peeter, 2013).

A study from China gave new proof about the work environments of hospital nurses in China and it described that 40% of nurses rated their working environments as poor. The study also established that better work environment was connected with encouraging nurse outcomes. Nurses' face continues stressful work environment in hospitals (Liu et al, 2012). A study made in South Africa showed nurses' dissatisfaction in relation to resource accessibility and career development chances (Pillay, 2009). Dissatisfied nurses can't serve patients in satisfactory manner which may lead to unsafe working environment (Peeler, 2015).

Training and development and job satisfaction

A study from China shows “High job satisfaction among staff with the lowest academic qualifications might be related to opportunities to receive continuing education” (Lu et al, 2016: P7). An Iranian study on nurse’s showed that lack of promotion can be a major predictor of occupational stress (Mosadeghrad, 2013). An Albanian study similarly showed problem in career promotion can lead to low job satisfaction (Zahaj, 2016). Nurses of South Africa were most dissatisfied due to their poor career development chances (Pillay, 2009).

Job dissatisfactions

Dissatisfaction can be created due to different reasons like low salary and benefits (Goetz et al, 2016). Many studies show that in this regard lower level employee is more dissatisfied than higher level employee (Latif, 2013). Which may create unsafe working environment (Peeler, 2015) Dissatisfied nurses can’t serve patients in satisfactory manner (Peeler, 2015). Payment difference can also create dissatisfaction in public employees (Candan, 2013).

On the contrary dissatisfaction was observed in Turkey due to conditional rewards and benefits. Less experienced professionals are more dissatisfied with their job than those which more work experience (Masum et al, 2016). German dentists were found to dissatisfaction due to their working hours, salary and benefits (Goetz et al, 2016).

Stress

Stress can be linked with different variables like, job insecurity staff absence, extreme workload and absence of management support, insufficient pay, shortage in employee workforce and time shortage to accomplish the procedures, poor communication and lack of social support, absence of good working environment (Mosadeghrad, 2013 and Liu et al, 2012). A recent study shows stress is linked with turnover intention (Mosadeghrad, 2013). A study on Iranian nurses shows moderate level of stress due to job insecurity and employee frustration (Mosadeghrad, 2013).

Turnover

Highly satisfied doctors can give more satisfactory service for their patients, can minimize medical costs and the organization could become competitive and turnover minimized

(Chaudhury, 2016). A study on Iranian nurses was show medium level turnover intention in the study (Mosadeghrad, 2013).

Absenteeism

Satisfied workers incline are less prone to absence than low satisfied workers (Latif, 2013).

Salary and benefits

Low salary and benefits can create dissatisfaction (Goetz et al, 2016 and Mosadeghrad, 2016). There is sufficient proof to suggest that salary and other financial benefits contribute significantly to the job satisfaction (Dhawan and Roy, 1993; Nazir, 1998; Panda, 2011 as cited in Saiyadain, 2003).

Monetary benefits, incentives and promotion play very significant role to please, keep and invite employees (Latif, 2013). Upper level employee is more satisfied than junior level employees (Latif, 2013). Health care members with most educated background were extra satisfied with self-sufficiency and advancement chances. Payment difference among employees with much related jobs can also bring dissatisfaction (Canadian, 2013 and Mosadeghrad, 2016).

Salary and financial issue were the major source of low satisfaction for three teaching hospitals in Karachi doctors (Lu et al, 2016: P7). A study from Nigeria discovered that the majority of nurses were dissatisfied by little pay (Asuquo, 2016). A comparative study on job satisfaction and intention in Tanzania, Malawi, and South Africa shows that health professionals in public hospitals were less satisfied than private health workers and are more likely to want to quit their jobs (Blaauw et al, 2013).

Overall satisfaction

Overall satisfaction in Germen dentists describe high level of work satisfaction but dentists dissatisfied with their working hours, salary and benefits (Goetz et al, 2012).

2.2.2 Job satisfaction studies in Ethiopia

Different job satisfaction studies were conducted on health workers in Ethiopia as below mentioned.

Supervision and job satisfaction

Job satisfaction conducted in public sector health workers in Addis Ababa, Oromia, Amhara and Somali shows some aspects of supervision of government health workers seem to have upgraded through the study period (Hotchkiss et al, 2015). A South West Ethiopia assessment of job satisfaction among pharmacy professionals recommendation shows that, application of health care staffs consistent staffs meeting to isolate problems and find managing and leadership is important (Ahmed et al, 2013).

On the other hand Low job satisfaction was commonly observed in different public medical centers in Ethiopian hospitals due to lack of mentoring support in the work place (Hotchkiss et al, 2015). A study on Ethiopian anesthetists' job satisfaction level and factors affecting their level of job satisfaction indicate improper supervision problem to be one of the reasons for job dissatisfaction (Desalegn, 2015). Similarly a study in West Shoa zone indicated that the majority of respondents were dissatisfied with their job due to hospital bureaucratic management. Workers at public hospitals of West Shoa, Oromia regional state shows that the mainstream of the respondents were not pleased with administration structure of their own hospitals (Mengistu and Bali, 2015).

Work conditions and job satisfaction

A study in West Shoa zone shows medical employees not to be interested in their work due to restrictive work environment (Mengistu and Bali, 2015).

Work relationship and job satisfaction

A study from Harari region, eastern Ethiopia describes good relationship with friends at work (Geleto et al, 2015). On the contrary job satisfaction study at Dessie showed low satisfaction status among pharmacy professionals related to poor interaction with co-workers in the work environment (Ahimed et al, 2013). A study on Ethiopian anesthetists showed the employee relationship was affected due to presence of stress (Desalegn, 2015).

Communication and job satisfaction

Employee dissatisfaction observed from Jimma university specialized hospital was related with poor interaction with team members and supervisors (Yami, 2011). Similarly, poor communication with health care team members is one of the causes of dissatisfaction for pharmacy professionals in south west Ethiopia (Ahmed et al, 2015).

Employee job safety and job satisfaction

Job satisfaction is related to a worker's sense of accomplishment and achievement on a job. It is also usually perceived to be directly associated with individual health (Ahmed et al, 2013). A study conducted at Adama hospital, east Ethiopia on healthcare waste generation and management in public healthcare facilities indicated that “the proportion of hazardous healthcare waste generated from the studied healthcare facilities was above the threshold set by the WHO. There is a lack of proper waste management systems in all public healthcare facilities in Adama, Ethiopia” (Hayleeyesus and Cherinete, 2016:P64).

Working environment and job Satisfaction

Job satisfaction has relationship with work environment factors (Hotchkiss et al, 2015). Job satisfaction leads to promotion, recognition and sensation of success (Ahmed et al, 2015). A study on Job satisfaction study at Harari region, eastern Ethiopia shows laboratory professionals were highly satisfied when compared to other health worker. This may be related with better working environment like the availability of medical equipment and better working space (Geleto et al, 2015).

The evidence from Ethiopia shows the prevalence of inadequate physical conditions in the work place (Hotchkiss et al, 2015). A study made in Desse town, northeast Ethiopia shows low satisfaction status related with poor working environment like poor management, poor infrastructure and poor interaction with co-workers in the working environment among pharmacy professionals (Ahmed et al, 2013). A study from Jimma university specialized hospital describes employee dissatisfaction with their job observed due to lack of promotion, insufficient resources, supplies, poor infrastructure, and inadequate human power (Hotchkiss et al, 2015).

Training and development and job satisfaction

Lack of training opportunities is one of the factors that can affect employee's dissatisfaction. Giving opportunity for career development education is one of the basic mechanisms of improving job satisfaction. A study on Ethiopian anesthetists job satisfaction level factors showed anesthetists (20%) are satisfied with opportunity of ongoing career development (Desalegn, 2015).

Low job satisfactions were also observed in Ethiopian public hospitals, among public sector due to lack of further training, promotion and mentoring (Hotchkiss et al, 2015). A study in West Shoa zone in Ethiopia indicated lack of training opportunity as one of the variables that led to job dissatisfaction (Mengistu and Bali, 2015). Assessment of employee job satisfaction factors in management science for health in Ethiopia revealed that the organization does not have appropriate focus on training support for its employee. However, Learning opportunity and professional growth is found to be important for employee satisfaction (Shiferaw, 2015).

Similar findings were observed in Harari region, eastern Ethiopia studies and it describes respondents described training and development opportunity is low (Geleto et al, 2015). Inadequate service training is one of the dissatisfaction factors for pharmacy professionals in south west Ethiopia. In this study the majority of members recommended that application of the health care staff development policy as important (Ahmed et al, 2013).

Job dissatisfactions

When the working environment is not good it can lead to dissatisfaction, less satisfaction and also it leads to employee exit (Asegid et al, 2014 and Desalegn, 2015). Ethiopian public hospitals in west Shoa showed dissatisfaction related with bureaucratic management nature (Mengistu and Bali, 2015). Low satisfaction (56%) observed at Desse Town, Northeast Ethiopia study among pharmacy professionals (Getie et al, 2013).

Stress

Stress can also create dissatisfaction on customers and the employee himself. The employee relationship affected due presence of stress (Mengistu and Bali, 2015). A job satisfaction study

conducted in public sector health workers in Addis Ababa, Oromia, Amhara and Somali showed significant frustrations with their job (Hotchkiss et al, 2015). A stressed professional may have profound implications on the patients as well as on his/her interpersonal relationships. This study has shown 32.5% clinical problems cause and reactions were related with stress on this study (Desalegn, 2015).

Turnover

Job satisfaction can impact turnover. When the organizational commitment of an employee is high, turnover intention is low. (Getie et al, 2013). A study in Bahir Dar on governmental health facilities study showed low level job satisfaction and high level of turnover intention among nurses (Ayalew, 2016). A Sidama zone public health facilities study describes half of the nurses already have plan to leave their organization and they are looking for alternative jobs (Asegid et al, 2014). Job satisfaction study at Desse town, north Ethiopia also showed 31% of the respondents want to leave their current working place (Shiferaw, 2015). A study in Menelik II Referral Hospital showed medical staffs 94.2% was not satisfied for their job and if not proper corrective measurement taken they are on the way to quit their job.

Absenteeism: Job satisfactions can influence the rate of absenteeism (Getie et al, 2013).

Salary and benefits

Job satisfaction study in public sectors of health workers in Addis Ababa, Oromia, Amhara and Somali shows high level of dissatisfaction related with financial rewards (Hotchkiss et al, 2015). A study from Gojjam, Amhara region, Ethiopia, shows low salary was frequently, repetitively and solidly mentioned as the major factors those forces nurses' workers out of the public service (Getie et al, 2013). A similar study from Harari region, eastern Ethiopia shows low pharmacy expert dissatisfaction was insufficient salary. In this study the majority of respondents recommended remuneration increment (Ahmed et al, 2013 and Abrha, 2015). A job satisfaction study on public hospitals in the West Shoa zone shows majority of respondents were dissatisfied with their job. This indicates that health workers need appropriate salary and fringe benefits to satisfy their employees and keep their faithfulness (Mengistu and Bali, 2015). Study on factors affecting Job Satisfaction in Mekelle University Academic staff at Adi-Haqi campus shows that "The least motivating factor of respondents' jobs was the "salary." The findings show that those

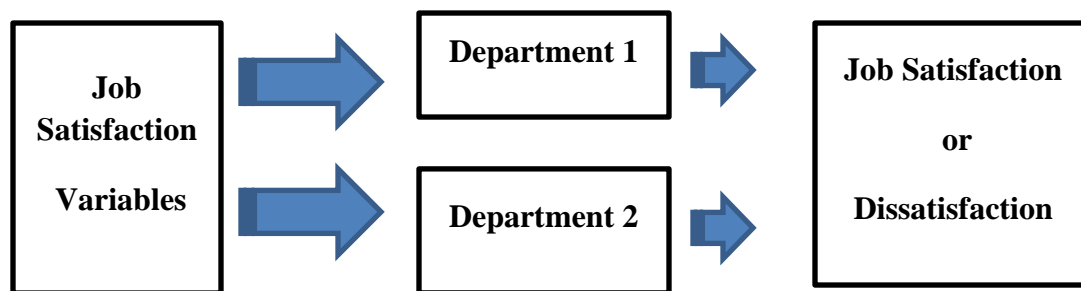
respondents were most satisfied with the content of their job and least satisfied with the context in which their job was performed. Department heads and Directors should conduct a job analysis for each position and seek innovative ways to enhance the work academic staffs actually perform” (Hagos and Abrha, 2015:P5-6). The researchers used cross sectional study, conclusive, descriptive method and some of their recommendations were encouraging staffs for better commitment, creating trusted working environment, improving benefit packages. Most of the respondents were satisfied by their job but not by their salary (Ahmed et al. 2013, Habite 2016 and Hagos and Abrha 2015).

Overall satisfaction

A Harari region, eastern Ethiopia study overall satisfaction status shows, laboratory professionals were highly satisfied when compares to other health workers. This may be related with better working environment availability like, medical equipment and better working space (Geleto et al, 2015). On the other side Job satisfaction conducted in public hospitals of west shoa zone, Ethiopia the overall satisfaction findings shows only 34.9% of the study participants were satisfied with their job, while nearly a third, 65.1% were dissatisfied withier job. Overall satisfaction generally had a high positive relationship with other influencing factors of job satisfaction (Mengistu and Bali, 2015).

Job satisfaction study in ALERT

ALERT hospital tried to conduct different internal assessment works like employee training assessment and customer satisfaction assessment, but until now assessment of employee job satisfaction research is not conducted in ALERT employees for both for medical professionals’ employees and support service employees



Theoretical Framework

CHAPTER THREE:

RESEARCH DESIGN AND METHODOLOGY

This research is a descriptive research study. This chapter described population and sampling techniques, sources and process of data collection, method of analysis. The study also makes comparison the satisfaction level between medical professionals and support service. This study was conducted based on qualitative approach statistical analysis techniques like frequencies and mean are used.

3.1 Research design

Descriptive study focuses on telling features of specific individual or group. It concentrates to discovery of facts. It uses sample and make generalization from the analysis (Kothari, 2004). Descriptive research replies the research questions which are mostly truthful in nature. It answers WH questions like who, what, when (Greener and Martelli, 2015).

Descriptive study used to collect facts and deal with respondents' to answer the pre-planned specific research objectives. Commonly descriptive is complete by using questionnaires' and structured interview. It can be cross-sectional or longitudinal. Longitudinal uses stable sample for a long time commonly as needed and it gives better result from accuracy side on the other hand cross sectional survey is greatest leading and commonly used in descriptive research study. Cross-sectional studies, also known as one-shot studies are the most commonly used design in the social sciences. This design is best suited to studies aimed at finding out the prevalence of a phenomenon, situation, problem, attitude or issue, by taking a cross-section of the population. They are useful in obtaining an overall 'picture' as it stands at the time of the study (Kumar, 2011).

This research is a descriptive cross sectional survey research study. Previous job satisfaction study had been conducted by different researcher by using descriptive cross sectional qualitative

survey (Mengistu and Bali, 2015; Geleto et al, 2015; Ahmed et al 2013; Asuquo et al, 2016; Musum et al, 2016 and Emoja, 2016).

The research uses quantitative research type. “Quantitative studies designs are specific, well structured, have been tested for their validity and reliability, and can be explicitly defined and recognized.”(Kumar, 2011: P 103) Generally, there are numerous study designs in quantitative research than in qualitative research (Kumar, 2011: P 103).

“Research design is a comprehensive plan for data collection in an empirical research project.” (Bhattacharjee, 2012) Research design is the organization of conditions for data collection and analysis of data in method that objectives to combine importance to the research purpose with economic process. This research design is a descriptive research design and makes comparison between two departments of job satisfaction. It helps the researcher to gather, summarize, present, and interpret information by making comparison for the purpose of clarification. It also helps to describes characters; functions; forecast pattern; and deals with respondents beyond data gathering (Kumar, 2011 and Creswell, 2009).

Based on the literature review assembled, research question developed and planned objectives self-administered questionnaires’ and interview questions (Bhattacharjee, 2012) was prepare for the purpose of triangulation. Questionnaires’ was distributed and collected by the researcher and pre-oriented data collectors.

3.2 Population and sampling techniques

Sampling design followed some basic process. Type of universe was defined, decision on sampling unit was done, and source of list (sampling frame work) was arranged. Size of sampling or selected frames from universe was identified with appropriate sample size. Parameters of interest, budget constraint, sampling procedures were decided to select type of sampling (Kothari, 2004 and Bhattacharjee, 2012).

Stratified sampling is used for heterogeneous population characteristics and better applicable to give equal chances for the population that found under different stratum (Elder. 2009). It gives more reliable and detailed information (Kothari, 2004). It also identifies any features which you desire to be equally scattered between the samples. Example: gender or work department

(Greener, 2008). “tracing the difference in parameters of the subgroups within a population would not have been possible without the stratified sampling procedure” (Sekaran, 2003). Stratification is an effective research method strategy; that is, it delivers further information with an agreed scope (Sekaran, 2003).

After the strata identification completed simple random sampling selection was followed (Kothari, 2004 and Greener, 2008). Similarly stratified statistical method used in other study Methods: We undertook a cross-sectional survey of a stratified cluster sample (Blaauw et al. 2013: P 127)

The population of the study includes the permanent employees of ALERT Hospital. The two major division of the Hospital’s man power are medical professional employees and supporting service employees (non-medical employees). There are a total of 1,070 population members out of which 464 are medical professionals and the rest 606 are non-managerial support service employees. Therefore, this research focused on both support service employees and medical professionals. Both Female and male permanent employees age between 18 to 65 years ages included.

Adopting proportional allocation, then the sample sizes as under for the different strata was identified by the using Taro Yamane (1973) formula. The formula for estimating the sample size based on 95% confidence level needed from a given population was provided by Taro Yamane (1973).

(For non-managers employees’)

$$\text{Sampling formula: } n = \frac{N}{1 + N(e)^2} = \frac{1,070}{1 + 1,070 (0.05)^2} = 291$$

n = Sample Size N = Total Population

e = acceptable error (i.e. with 95 confidence level, 5% margin of error)

“Proportional allocation is considered most efficient and an optimal design when the cost of selecting an item is equal for each stratum, there is no difference in within-stratum variances, and the purpose of sampling happens to be to estimate the population value of some characteristic.” (Kothari, 2004: P63).

Typically follow the technique of proportionate distribution under which the sizes of the samples from the diverse strata are reserved relative to the sizes of the divisions. That is, if P_i represents the proportion of population included in stratum i , and n represents the total sample size, the number of elements selected from stratum i is $n \cdot P_i$. (Kothari, 2004).

To illustrate it, sample of size $n = 350$ to be drawn from a total population of size $N = 1,070$ which is divided into 2 strata of size $N_1 = 464$ and $N_2 = 606$. Adopting proportional allocation, then the sample sizes as under for the different strata was identified by the following formula. $n_1 = n \cdot P_1 = 350 (464/1,070) = 155$ + $n_2 = n \cdot P_2 = 350 (606/1,070) = 198$ Total was 350 (Ibid).

Table 1 Sample size of the study

Major division of ALERT Hospital Employees			
Division Group ⇨	Medical Professionals	Support Service	Total Employees
Total No. of employee in Strata	464	606	1,070
Sample size in strata	152	198	350

Source: own survey 2016

For triangulation purpose 67 managerial and supervisory positions employees participated out of 70 managerial roles in management questionnaire.

3.3 Source of data and tool /instruments of data collection

The research contains both primary and secondary data collection. Primary data collected from respondent's response of the questionnaires from both non-managerial employees' and managerial role respondents by using two different questionnaires. The following relevant secondary data were collected. FY 2016 Annual report related information, turnover data and new employee hiring plan data, HR manual that contributes for this research. A combination of both primary and secondary data information's was collected. The intention of using primary data is for getting firsthand and new information. Secondary data use for supporting the research in collecting information's like, organization background, population data, and other related documents that needed for this research. The research used different questionnaires for

employees and managerial role employees as a tool. Managerial employees were selected by their availability due to their working shift conditions.

Questionnaires' are the tools for collection primary data. "A questionnaire is a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers" (Kumar, 2011). The questionnaire is containing both open ended and closed ended questions. Closed ended questions are created on factors of employee satisfaction towards their job satisfaction (like, supervision, work conditions, work relationship, communication, employee job safety and health, working environment, training and development, salary and benefits and overall satisfaction) and job dissatisfaction.

Data was checked during collection time to minimize incomplete information by the respondents. Data was checked for completeness, consistency and reliability before coding process. The coding process was done by assigning a number for each question. At the end screening, cleaning and data editing was processed and data was inserted in to SPSS version 20 (Bhattacharjee, 2012). Self-completed questionnaire was collected to answer research problem and the research objectives. Data comparison was used to compare the satisfaction level of the company major two divisions' (medical professionals and support service). Followed by framework of the research methods, population and sampling techniques, data collection instruments that used in the study and ethical consideration that needs to achieve the study (Kumar, 2011, and Creswell, 2009, and Bhattacharjee, 2012).

Minnesota satisfaction questionnaire (MSQ) short form was commonly used by researchers. The scales are rating as follows. 5 indicate "Strongly Agree"; 4, "Agree"; 3, "Nether"; 2, "Disagree"; and 1, "Strongly Disagree". Respondents can rate their feeling of job satisfaction on five-point rating scale. To develop best fit questionnaires and to capture basic questions the researcher modified questionnaires' from the previous similar studies and MSQ. Since some of respondents are found in the lower job grade level, the questionnaires' was translate in to national language (Amharic) to increase clarity and to make easily understandable for lower level job grade. The questionnaires have different parts like, cover letter, demographic, instructions

(Creswell 2009, Kothari 2004, Siniscalco, and Auriat 2005, and Powell. 2001). Questionnaire for managerial role was adopted from (Lakew, 2013) for the purpose of triangulation.

3.4 Procedures of data collection

Respondents' were selected by random sampling mated from medical professional and support service giver employee after stratified sampling. Orientation given for selected data collectors. Trained data collectors participated in data collection. Questionnaires distributed by the researcher and trained data collectors to the respondents as per the sampling process and collected back by insuring questionnaire completeness. Two different questionnaires prepared to assess from employee perspective and managerial employee perspective. The second questionnaire distributed for identified managers, supervisors and case team leaders.

3.5 Methods of data analysis

The data analysis process was including the following processes. The report information about number of sample who did and didn't return the sample survey was clearly stated. It was sated by mention number and percentage of respondents from total population. Followed by description on the method by which response bias was determined. Plan of descriptive analysis of data was sate for selected variables study. The analysis type includes means, standard deviations, frequency of scores etc (Creswell, 2009).

SPSS ver. 20 software used to analyze the data. After collected the data, it entered in this software and the outputs were analyzed based on descriptive statistics method by using frequency, numbers, percentage & mean. Finally, data analysis was conduct to present results in figures and tables as needed and interprets results from statistical test. Conclusion was draw from the results of the research question and implications of the results were discussed. The process also includes editing, coding, classification according to their attributes and class interval and finally tabulation have done as per the standards (Kothari, 2004).

3.6 Reliability and validity of data collection tools

Reliability is the research tool reliability, stableness, expected, constant and truthful. Reliability refers to consistency or repeatability over time. We need to design an auditable research design

(Greener, 2008; Sekaran, 2003 and Kumar, 2011). “A piolet test provides testing of questionnaires including, content, wording, order, form and layout” (Shukla, 2008: P89). It is the consistency of measurement. It is the degree to which scores are free of “measurement error”. Reliability shows how much dependable the measurement. The degree to which a test or measure produces the same scores when applied in the same circumstances

Reliability test was done by using Cronbach's Alpha for 35 numbers of items for 15 employees. These 15 respondents' was not included in the final survey. Total Cronbach's Alpha result shows 0.903 & 0.906 for test retest results respectively and which is greater than minimum standard (0.7). The results deference between two tests was below one and close to zero (0.906-0.903= 003, it is close to 0 and less than 1). This shows that the tool is reliable in terms of internal consistency.

Cronbach's Alpha	N of Items
.903	35
Test 1	

Cronbach's Alpha	N of Items
.906	35
Test 2	

Correction was done as per the feedback collected and 3 additional questions added. Final copy was duplicated and distributed to respondents by the researcher and pre-oriented data collectors, finally the completed questionnaires were collected by data collector and the researcher.

Table 2 Cronbach’s alpha test for reliability

Reliability Statistics			
S.No.	Job Satisfaction Variables'	Cronbach's Alpha	N of Items
1	Supervision	0.876	6
2	Work conditions	0.757	4
3	Work relationship	0.812	3
4	Communication	0.780	3
5	Employee job Safety & Health	0.885	4
6	Working environment	0.782	5
7	Training & Development	0.823	2
8	Job dissatisfactions	0.653	4

9	Salary & Benefits	0.847	4
10	Overall Satisfaction	0.686	3
Overall Satisfaction		0.925	38

Source: own survey 2016

Validity: The validity type that found in quantitative research is face and content validity; concurrent and predictive validity and construct validity (Kumar. 2011 and Greener, 2008). Face and content validity: Keeping the logical link between objective and each question is referred to face validity. Measurement tools content should be agreed with research questions (Kumar. 2011 and Greener, 2008). The research tool was developed by keeping logical link between objective and each question. Tools were checked for their validity and coverage of dimensions of concept (content validity) by advisor, subject specialist and others before used. The extent to which measures indicate what they are intended to measure the planned objective or research questions.

3.7 Ethical considerations

The study protocol was reviewed, approved official letter was written to ALERT hospital. The data collection was done after permission obtained by official letter from the hospital. Letters were attached in the appendixes part. Prior to questionnaires administration, the objective of the study was explained to the study participants. Anticipated benefit and risk of the study was attached to each questionnaire. It was explained for the respondents that participation in the study was voluntary and private information would be protected. The process no identifies respondents by their name rather by sex, gender, age and occupation. The process was done by keeping the privacy of the respondents. The collected data was used for the partial fulfillment of thesis purpose only. Seeking respondents and the hospital consent, maintain confidential and avoiding bias is expected from the researcher. “Bias is a deliberate attempt either to hide what you have found in your study, or to highlight something disproportionately to its true existence. It is absolutely unethical to introduce bias into a research activity” (Kumar, 2011: P.221 and Mack. et al, 2005).

CHAPTER FOUR:

DATA ANALYSIS AND INTERPRETATION

This chapter describes and evaluates the results of the data collected. It addresses the objectives drawn and the research questions raised in the first chapter. It briefly states the main results and interprets the implications of the research findings.

4.1 Demographic characteristics of respondents

Descriptive statistics was used to summarize the characteristics and responses of the targeted sample as it is presented below. A total 350 questionnaires were distributed to the employees of ALERT and 70 questionnaires for staffs with different managerial role, Out of the questionnaires set for employees, 20 were not collected, and 4 of them were incomplete and 2 questionnaires were not collected from those designed for managers' category. Incomplete questionnaires and not responded questioners were all replaced during data collection time and were daily checked after the collection time. Therefor the total number of collected questionnaires was 350 (100%) from employee and 68 (97.14%) from managers. The questionnaires were distributed and collected within one month (from October 14, 2016 to November 14, 2016). Overall the survey response result shows Cronbach's Alpha **0.925** for 38 N of items and this is an acceptable reliability level and the detail attached in appendix C.

The demographic profiles of the participants are analyzed based on the variables sex, age, and level of education, job categories/classification (Departments) and service years.

As shown in table 3 below, about 42.9 % (150) respondents are male and the rest (57.1 %) are female. In terms of their age, 18.3% (64) respondents are aged below 25, and those between 21-35 years of age are 46.3% (162). Generally those below 34 years of age are 64.6% (226), which

shows that most of the respondents are young. Consequently, it is vital for the ALERT incentive planners to design appropriate reward strategy in order to retain, increase their job satisfaction and to achieve organizational objectives.

Table 3 Demographic Profile of the respondents

Variables	Choice	Frequency	Percentage
Sex	Male	150	42.9
	Female	200	57.1
	Total	350	100
Age	Under 25	64	18.3
	26-34	162	46.3
	35-44	81	23.1
	45-54	34	9.7
	55 & above	9	2.6
	Total	350	100
Service	Below 2 Yrs	109	31.1
	3-5 Yrs	111	31.7
	6-10 Yrs	68	19.4
	11-15 Yrs	23	6.6
	16-20 Yrs	7	2
	21 & above Yrs	32	9.1
Total	350	100	
Education	1-8 (Primary)	14	4
	9-10 (High school)	57	16.3
	11-12 (PP)	17	4.9
	Certificate	26	7.4
	College Diploma	99	28.3
	BA/BSc Degree	119	34
	Master's Degree	17	4.9
	Other	1	0.3
Total	350	100	
Department	Medical Professionals	152	43.4
	Support Services	198	56.6
	Total	350	100

Source: Own survey, 2016

On the basis of educational qualification the majority of the respondents (i.e. 67.2%) are found between college diploma and master's degree holders. This implies that most of the respondents are educated and have a good insight about basic employee job satisfaction. Regarding employee working departments the above data show 56.6% (198) were from support service and 43.4% (152) were from medical professionals' department. The employee service year data above show employees' that have below 5 years are 62.8% (220) whereas those having 6 years' and above service are 37.1% (130). This shows that majority of ALERT's work forces were filled by young employees and this may relate with high turnover rate.

4.2 Data presentation and interpretations

The section below focuses on presenting all relevant results obtained. The data analysis part was divided in to ten job satisfaction variables. Those are supervision, work conditions, work relationship, communication, employee job safety and health, working environment, training and development, job dissatisfactions, salary and Benefits, and finally overall satisfaction. The data were prepared based on Likert 5 scale type. There rate is 1 = Strongly Dis-agree; 2 = Dis Agree; 3 = Nether/fairly agree; 4 = Agree and 5 = Strongly Agree.

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’. The analysis on employee satisfaction level on the mentioned variables was done by looking ALERT as a whole and also by making comparison between the two departments (medical professional employees and support service employees). The data analysis used was descriptive method using Statistical Package for the Social Science /SPSS/ version 20.

4.2.1 ALERT as a whole and job satisfaction factors

Supervision

As depicted in Table 4 ALERT employees’ satisfaction rate with their immediate supervisor is rated at 3.62 (58% satisfied). This means the majority of employees’ are satisfied with their supervision. The highest mean result shows 4.21 for the response to ‘It is clear to me what my supervisor expects of me regarding my job performance’. This shows that majority of the employees know what is expected from them.

Table 4 Satisfaction of respondents on the supervision criteria

Supervision		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
1	It is clear to me my supervisor expects of me regarding my job performance	14	11	52	84	189	350	4.21	1.065
2	My supervisor seems to count my opinion	31	55	71	98	95	350	3.49	1.282
3	My supervisor gives complete answers to my questions.	40	49	98	76	87	350	3.35	1.301
4	My supervisor gives feedback to improve my performance in the work	29	50	77	101	93	350	3.51	1.252
5	I get the opportunity to be involved in my performance appraisal	28	38	82	98	104	350	3.61	1.239
6	Overall, my supervisor does a good job	29	44	84	85	108	350	3.57	1.271
	Total	171	247	464	542	676	2100	21.74	

Percentage	8.14	11.76	22.10	25.81	32.19	100	3.62
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Source: Own survey, 2016

Supervisors' behavior focused on employees can give more attention to the employee and create a friendship approach, It can develop positive attitude, respect. This approach helps to get employees more satisfied comparatively (Singh, 2013). It helps the organization to reduce turnover, complaints and absentees. On the other hand, the behavior of job oriented supervisors contributes to less dissatisfaction, more complaint, turnover and absenteeism (Kaila 2011, Singh and Pandey 2013).

The average mean for ALERT employees' satisfaction with their immediate supervisor is 3.62 (58% satisfied). The data indicate that there is a positive employee satisfaction with their immediate supervisor. The highest mean (i.e. 4.21) was obtained for the response of 'It is clear to me my supervisor expects of me regarding my job performance'. This shows that the majority of the employees know 'what is expected of them'. Satisfied employees can stay longer, better productive and committed for their organization.

Work conditions

Table 5 below shows ALERT employees' satisfaction rate of their work conditions. The average mean result obtained was 3.36 (48.64% satisfied and 29.29% dissatisfied). The least mean results are 3.01 and 3.03 which is for the response of "I have a chance for variety of job responsibilities and there is good flexibility for shift works," respectively. Both means is from support service employees.

Table 5 Satisfaction of respondents on the nature work conditions

work conditions		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
7	I have the opportunity to work independently on my job	32	44	72	86	116	350	3.60	1.307
8	I have good feeling towards my job accomplishment	20	37	75	81	137	350	3.79	1.227
9	I have a chance for variety of job responsibilities	55	83	83	61	68	350	3.01	1.35
10	There is good flexibility for shift works	60	79	79	56	76	350	3.03	1.395
	Total	167	243	309	284	397	1400	13.43	
	Percentage	11.93	17.36	22.07	20.29	28.36	100	3.36	

Source: Own survey, 2016

The number of satisfied employee respondents is more than half of the number of respondents. As shown in other studies job satisfaction can be affected by the work condition (Latif, 2013). Presence of freedom, balanced responsibility, and chance for autonomy increases employees' satisfaction (Goetz et al, 2012; Chaudhury, 2016 and Gausvik, 2015). Hygiene factors like working conditions can affect people's attitudes about their work (Hackman and Oldham, 1976). The average mean result obtained (i.e. 3.36) shows that (48.64%) employees was satisfied and (29.29%) was dissatisfied. This may contribute to the organization by way of creating productive, stable, and better satisfied work force.

Work relationship

(Table 6) shows that generally ALERT Employees' response on work relationship satisfaction status has an average mean of 4.11 (73.90% satisfied). The highest average mean result is 4.36 for the statement "I have good relationship with my coworkers". Managers' response on the same issue also shows highest mean of 3.92 as compared to all other variables.

Table 6 Satisfaction of respondents on the work relationship

Work relationship		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
11	I have good relationship with my coworkers	12	12	37	67	222	350	4.36	1.03
12	I have good relationship with my supervisor	18	35	60	66	171	350	3.96	1.235
13	There is good team work spirit in my department	21	33	46	71	179	350	4.01	1.251
	Total	51	80	143	204	572	1050	12.33	
	Percentage	4.86	7.62	13.62	19.43	54.48	100	4.11	

Source: Own survey, 2016

The research findings show a high level of satisfaction as related to work relationship. This is advantageous in terms of minimizing employees' stress (Lu et al, 2016). The highest mean result (i.e. 4.36) shows that, large numbers of employees are very satisfied with the work relationship. With regard to managers' response the highest mean result is 3.92 that can confirm the presence of good relationship in ALERT. A growing relationship in the work can increase employees' satisfaction in the future (Singh, 2013).

Communication

Table 7 below shows that the average mean score is 3.38 (48.29% satisfied). This indicates that ALERT employees' satisfaction rate on communication status is fairly satisfied.

Table 7 Satisfaction of respondents on the communication

Communication		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
14	There is good communication from managers to employees in the hospital	25	38	87	100	100	350	3.61	1.208
15	There is good communication from employees to managers in the hospital	24	44	95	91	96	350	3.55	1.21
16	Company policies communicated clearly	52	68	110	73	47	350	2.99	1.24
	Total	101	150	292	264	243	1050	10.15	
	Percentage	9.62	14.29	27.81	25.14	23.14	100	3.38	

Source: Own survey, 2016

Communication has a chance to influence and can be the reason for employee dissatisfaction. It affects many things in the work place. Satisfied employees in communication can also be satisfied in their job (Sharama, 2015 and and Gausvik, 2015). Table 6 shows that the average mean score obtained as related to communication is 3.38 (48.29% satisfied). This shows that employees' satisfaction rate is fairly satisfactory. It is very likely that an organization that has satisfied employees in communication was maintain its workforce, foster good working environment and create good perception in safety and performance.

Job safety and health status

(Table 8) below shows the average mean score obtained for ALERT employees' satisfaction towards job safety and health is 2.70 (44.79% dissatisfied; fairly satisfied 29.29% and 25.93% satisfied). The lowest mean score is 2.56 that are given for the statement of sufficient attention.

Table 8 Satisfaction of respondents on the employee safety and health

Job safety and health		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
17	The hospital has enough safety materials	80	73	114	52	31	350	2.66	1.231
18	I got sufficient support during my health problem	60	71	113	55	51	350	2.90	1.274
19	Sufficient attention is given to job safety at this hospital	92	89	83	54	32	350	2.56	1.278
20	There is good safety practice in the hospital	74	88	100	52	36	350	2.68	1.249
	Total	306	321	410	213	150	1400	10.80	
	Percentage	21.86	22.93	29.29	15.21	10.71	100	2.70	

Source: Own survey, 2016

This shows that ALERT employees are dissatisfied with job safety and health status. Employees dissatisfied with job safety and health status can be exposed to work related stress due to fear of future health problems. Low management attention for employee safety and health can also incur additional cost of employee treatment and compensation for different hazards, decrease employees and patients’ satisfaction, and can affect the work environment negatively.

Working environment

Table 9 below shows that employee satisfaction rate towards the working environment was rated at an average mean score of 3.04 (35.37% satisfied, 31.37% fairly satisfied; 33.26% dissatisfied). The lowest mean result is 2.85 and it is the response given for the statement “I have the materials and equipment I need to do my work right.” This shows that the average score for employee satisfaction rate towards the working environment is 3.04, which shows slightly fair satisfaction. It is argued that shortage of resource or medical equipment, lack of career development and recognition , lack of better working space, poor management, poor infrastructure and inadequate human power can be source of dissatisfaction (Pillay, 2009; Geleto et al, 2015; Ahmed et al, 2015 and Hotchkiss et al, 2015). Dissatisfied staff can’t assist patients in adequate manner and which may lead to unsafe working environment (Peeler, 2015). Working environment needs attention of management to have better and consistent result. Materials and equipment shortage can negatively influence the employee job satisfaction. This needs attention.

Table 9 Satisfaction of respondents on the working environment

Working environment		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
21	I have a sense of Job security	54	71	109	53	63	350	3.00	1.302
22	I have the materials and equipment I need to do my work right.	59	73	126	47	45	350	2.85	1.23
23	The mission of my organization makes me feel my job is important.	40	48	128	76	58	350	3.18	1.202
24	I have got recognition for my good work	54	63	77	75	81	350	3.19	1.381
25	There is a fair chance for promotion	57	63	109	64	57	350	3.00	1.292
	Total	264	318	549	315	304	1750	15.22	
	Percentage	15.09	18.17	31.37	18.00	17.37	100	3.04	

Source: Own survey, 2016

Training and development

Table 10 below shows respondents' rating of the training and development opportunity. The average mean score obtained is 2.50 (dissatisfied 54.14% and satisfied 19.43%). The lowest mean was 2.42. Management response also agreed with this finding and they gave low rate of mean 2.86 for their employee satisfaction rate towards training and development opportunity. Secondary data from ALERT's 2016 Annual HR report farther shows that, ALERT planned to give training by using both from its internal budget and partners' support, but due to budget ALERT gave trainings through partners support in 2016.

Table 10 Satisfaction of respondents on the training and development opportunity

Training and Development		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
26	I have training that I need to do my job	88	83	101	47	31	350	2.57	1.246
27	The hospital provides fair training opportunity	106	102	84	30	28	350	2.42	1.717
	Total	194	185	185	77	59	700	4.99	
	Percentage	27.71	26.43	26.43	11.00	8.43	100	2.50	

Source: Own survey, 2016

As shown in Table 10 the training and development opportunity average mean score is 2.50. The lowest mean was 2.42. The data thus indicate low employee satisfaction rate towards training and development opportunity. Training and development help to reduce employees' anxiety, reduce turnover, save time, make productive and make competitive organization (Lvancevich, 2003). Lack of fair and proper training and development opportunity on the other hand, create big challenges in the organization. Thus, management needs to give proper attention for training and development.

Job dissatisfaction

As shown in (Table 11) the average mean score for job dissatisfaction is 3.00 which show close to fairly satisfied. The statement "There is high rate of turnover in the hospital" has got the highest mean score 3.33. (Which is 50.29% agree and strongly agree, 31.14 % fairly agree and disagree and strongly disagree 18.57%).

Table 11 Satisfaction of respondents on the job dissatisfaction (A)

Job Dissatisfaction		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
28	There is high rate of turnover in the hospital	59	50	65	67	109	350	3.33	1.466
29	High absenteeism is seen in some employee	51	51	113	69	66	350	3.14	1.291
30	I feel stressed in my work	89	89	70	50	52	350	2.68	1.382
31	Most of the time our patients don't satisfied	73	60	111	56	50	350	2.86	1.312

Total	272	250	359	242	277	1400	12.01	
Percentage	19.43	17.86	25.64	17.29	19.79	100	3.00	

Source: Own survey, 2016

Table 12 Satisfaction of respondents on the employee dissatisfaction (B)

Q39. Do you observe employee dissatisfaction in the hospital?

	Frequency	Percent	Valid Percent	Cumulative %
Yes	191	54.6	54.6	54.6
Valid No	159	45.4	45.4	100.0
Total	350	100.0	100.0	

Source: Own survey, 2016

In the (Table: 12) question “Do you observe employee dissatisfaction in the hospital?” more than half (54.6%) employee response said yes and confirmed their dissatisfaction, on the other hand and (45.5%) said no. Dissatisfaction can be expressed in terms of high turnover, absentees and stress. Employee high turnover is related with dissatisfaction. High turnover can create big challenge, great cost, reduce performance and can damage organization competency. Stressed employees can’t give proper service which has negative implications on patients (Asegid et al, 2014 and Desalegn, 2015).

The absenteeism status mean result shown in Table 11 is 3.14 which indicate dissatisfaction. To the semi-open ended question, “Do you observe employee dissatisfaction in the hospital?” more than half 54.6% employees responded ‘yes’ and confirmed their dissatisfaction by expressing their reasons. The current result is indicative of employees’ dissatisfaction. This situation can lead to increased dissatisfaction situation unless necessary efforts are made by management.

Salary and benefits

Table 13 shows that the average mean score for salary and benefits satisfaction is 2.21 (63.57% dissatisfied, fairly satisfied 19.36% and satisfied 17.07%). The majorities of the employees are dissatisfied with the current salary and benefit scheme. The lowest mean score is 2.04 for the

response given to ‘My salary level motivates me to stay in ALERT’. The mean result of Managers’ response on the same also confirms the presence of lowest satisfaction with regards to salary and benefit.

Table 13 Satisfaction of respondents on the Salary and benefits

Overall Satisfaction		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std. Deviation
32	I am satisfied with my Salary	155	67	61	41	26	350	2.19	1.313
33	I am satisfied with my benefits (Example: Medical, insurance, work cloth ...etc.)	135	97	65	31	22	350	2.17	1.212
34	My salary is comparable to others who performing the same or similar jobs	121	76	75	40	38	350	2.42	1.349
35	My salary level motivates me to stay in ALERT	154	85	70	25	16	350	2.04	1.157
Total		565	325	271	137	102	1400	8.82	
Percentage		40.36	23.21	19.36	9.79	7.29	100	2.21	

Source: Own survey, 2016

The managers’ response mean result (i.e. 2.55) also confirms the presence of low satisfaction rate for their current salary and benefits. The lowest mean score is 2.04 given for the statement ‘My salary level motivates me to stay in ALERT’. This result can relate with the intention to leave. High dissatisfaction can be created by low and unfair salary, low level benefits and payment difference for related jobs (Goetz et al, 2016; Mosadeghrad, 2016; Canadan, 2013 and Mosadeghrad, 2016). High level of dissatisfaction related with financial rewards is seen in other Ethiopian public hospitals repetitively (Hotchkiss et al, 2015 and Getie et al, 2013). There is sufficient proof to suggest that salary and other financial benefits contribute significantly to job satisfaction (Singh, 2013, Singh and Pandey 2013).

Overall satisfaction

The overall satisfaction in this study is presented in below in two ways. The first related to show how the hospital manages, working conditions separately and the second is related to general overall satisfaction that refers all job satisfaction variables results. Overall satisfaction rate (Table 14) regarding the statements ‘how the hospital is managed’, ‘my working conditions’ and ‘I would recommended this hospital as a good place to work’ shows the average mean was 3.05 and it shows there is slightly a fairly satisfaction rate. The mean is very close to dissatisfaction level.

Table 14 Satisfaction of respondents on the overall satisfaction

Overall Satisfaction		ALERT Employees in General							
No.	Job Satisfaction Survey Questions	1	2	3	4	5	Total	Mean	Std.

									Deviation
36	I am generally satisfied with how the hospital is managed	94	92	95	48	21	350	2.46	1.193
37	I am generally satisfied with my working conditions at hospital	27	40	88	82	113	350	3.61	1.257
38	I would recommended this hospital as a good place to work	65	51	99	56	79	350	3.09	1.396
	Total	186	183	282	186	213	1050	9.16	
	Percentage	17.71	17.43	26.86	17.71	20.29	100	3.05	

Source: Own survey, 2016

General overall satisfaction

Overall satisfaction rate for all selected job satisfaction variables in the (Table 15) shows average mean result of 3.10 which shows slightly fair satisfaction level. It is very close to less satisfaction rate. Supervision and work conditions are the only found at satisfied level. Managerial employees' overall response for their employee shows an average mean of 3.31 which is categorized under fair satisfaction rate.

Table 15 Summary Table for all job satisfaction rates

S.No.	Job Satisfaction Variables'	Average mean	Rank	Level of satisfaction
1	Work relationship	4.11	1	Satisfied Level
2	Supervision	3.62	2	
3	Communication	3.38	3	Fairly satisfied level
4	Work conditions	3.36	4	
5	Overall Satisfaction	3.05	5	
6	Working environment	3.04	6	
7	Job dissatisfactions	3.00	7	Less satisfied Level
8	Employee job Safety & Health	2.70	8	
9	Training & Development	2.50	9	
10	Salary & Benefits	2.21	10	
	Total	30.97		
	Overall Average mean			3.10

Source: Own survey, 2016

4.2.2 Comparison of job satisfaction factors between medical professionals and support service

A comparison was made (Table 16) between two ALERT departments (medical professional employees and support service employees) in terms of their satisfaction rate towards different variables. The variables are supervision; work conditions; work relationship; communication; employee job safety and health; working environment; training and development; job dissatisfactions; salary and benefits; and overall satisfaction.

Table 16 overall summary comparisons between two departments

Job Satisfaction Survey Questions		Medical Professional Employees							Support Service Employees						
		1	2	3	4	5	Total	Mean	1	2	3	4	5	Total	Mean
		Strongly Dis-agree	Dis Agree	Nether	Agree	Strongly Agree			Strongly Dis-agree	Dis Agree	Nether	Agree	Strongly Agree		
Supervision	Total	69	83	188	254	318	912	22.4	102	164	276	288	358	1188	21.2
	%	7.57	9.1	20.61	27.85	34.9	100	3.73	8.59	13.8	23.2	24.24	30.1	100	3.53
Work conditions	Total	58	81	142	155	172	608	14	109	162	167	129	225	792	13
	%	9.54	13.32	23.36	25.49	28.3	100	3.5	13.76	20.45	21.1	16.29	28.4	100	3.25
work relationship	Total	13	27	60	108	248	456	12.6	38	53	83	96	324	594	12.1
	%	2.85	5.92	13.16	23.68	54.4	100	4.21	6.4	8.92	14	16.16	54.6	100	4.03
Communication	Total	29	64	122	141	100	456	10.4	72	86	170	123	143	594	9.9
	%	6.36	14.04	26.75	30.92	21.9	100	3.48	12.12	14.48	28.6	20.71	24.1	100	3.3
Employee job Safety & Health	Total	113	137	178	106	74	608	11.3	193	184	232	107	76	792	10.42
	%	18.59	22.53	29.28	17.43	12.2	100	2.82	24.37	23.23	29.3	13.51	9.6	100	2.61
Working environment	Total	95	128	264	145	128	760	15.5	169	190	285	170	176	990	14.97
	%	12.5	16.84	34.74	19.08	16.8	100	3.11	17.07	19.19	28.8	17.17	17.8	100	2.99
Training & Development	Total	80	76	76	42	30	304	5.11	114	109	109	35	29	396	4.89
	%	26.32	25	25	13.82	9.87	100	2.56	28.79	27.53	27.5	8.84	7.32	100	2.45
Job dissatisfactions	Total	126	111	146	119	106	608	11.8	146	139	213	123	171	792	12.16
	%	20.72	18.26	24.01	19.57	17.4	100	2.95	18.43	17.55	26.9	15.53	21.6	100	3.04
Salary & Benefits	Total	224	138	132	70	44	608	9.19	341	187	139	67	58	792	8.53
	%	36.84	22.7	21.71	11.51	7.24	100	2.3	43.06	23.61	17.6	8.46	7.32	100	2.13
Overall Satisfaction	Total	94	64	124	90	84	456	9.04	92	119	158	96	129	594	9.26
	%	20.61	14.04	27.19	19.74	18.4	100	3.01	15.49	20.03	26.6	16.16	21.7	100	3.09

Source: Own survey, 2016

NB: Respondents: medical professionals 182 and support service employees 198.

Supervision and job satisfaction comparison between the two departments

A comparison was made between two ALERT departments (medical professional employees and support service employees) in terms of their satisfaction rate regarding their supervision status, below data shows the medical professional satisfaction average mean data is 3.73 (62.72%) and 3.53 (54.38%). Less dissatisfied department result can affect the other department performance. The job

satisfaction rate with their supervision status data shows above the medical professional satisfaction average mean data was 3.73 (62.72%) and 3.53 (54.38%). The comparison data show there is slightly bigger satisfaction rate in medical professional than support service employees. This may be related with better education level.

Work conditions and job satisfaction comparison between the two departments

The average mean result of the comparison data between two departments of ALERT employees' for the satisfaction on the work conditions shows 3.50 (53.78% satisfied) for medical professionals and 3.25 (44.70% satisfied) for support service employee respectively. Support service show less satisfaction rate than medical professionals. This indicates that dissatisfied work team can affect the other satisfied team satisfaction, productivity and the hospital productivity as a whole. In this case, support service employees may be exposed to turnover and absenteeism more than the medical professionals.

Work relationship and job satisfaction comparison between the two departments

The comparison between the two departments of ALERT employees' satisfaction rate regarding the work relationship status shows both departments have highest mean for work relationship 4.21 (satisfied 78.07%) and 4.03 (satisfied 70.01%) for medical professional employees' and support service employees' respectively. Regarding the work relationship status the data show both departments have highest mean for work relationship 4.21 and 4.03 for medical professional employees and support service employees respectively. This shows that ALERT employees have good work relationship. Medical professional employees were better satisfied (78.07%) than support service employees (70.71%). The satisfaction of medical professionals can have positive meaning for patients and can improve the health condition of their patients.

Communication and job Satisfaction comparison between the two departments

The communication status between the two departments shows the average mean for medical professional employees' satisfaction rate on communication is 3.48 (52.85 total agreed) and support service employees' 3.30 (44.78% satisfied). The mean score shows that the medical professional department has better satisfaction than support service employees. The least mean score is 2.77 from support service department for the statement "Company policies

communicated clearly”. Poor communication at work places can be related with work related stress (Mosadeghrad, 2013). A communication rich culture is indicative of a healthy working environment. The communication status between the two department shows medical professional employees’ satisfaction rate on communication has an average mean of 3.48 (52.85 satisfied) and support service employees’ 3.30 (44.78% satisfied). The mean score shows that the medical professional department has better satisfactions than support service employees. Support service employees’ response for the survey question “Company policies communicated clearly” mean score is 2.77 which shows low satisfaction rate. This finding may relate with low understanding of company policies by support service employees.

Job safety and health status; and job satisfaction comparison between the two departments

The average mean score for job safety and health status of ALERT employees’ satisfaction between the two departments are 2.82 and 2.61 for medical professional employees and support service employees’ respectively. The lowest mean result 2.44 was seen in support service department for the response of “Sufficient attention is given to job safety at this hospital”.

Unsafe working environment is a source of dissatisfaction, directly associated with individual health and lack of proper waste management systems in all public healthcare facilities (Hayleeyesus and Cherinete, 2016). The average means for job safety and health status of employees’ satisfaction between the two departments shows 2.82 and 2.61 for medical professional employees and support service employees respectively. Low mean score (i.e. 2.44) is seen in support service for the statement of ‘Sufficient attention is given to job safety at this hospital’.

The comparison between the two department shows that medical professionals are somewhat better satisfied than support service employees. This shows that support service employees need more attention on safety and health support. For example, cleaners can be easily affected with these problems and could become dissatisfied; Shortage of safety materials and delay of materials delivery can create a stress. Employees can be exposed to infection that leads to dissatisfaction, high turnover, additional cost of unplanned employment and related training costs.

Working environment and job satisfaction comparison between the two departments

The comparison between the two departments' medical professionals' average mean score shows 3.11 and 2.99 for support service employees (see table 16). Medical professional departments show fair satisfaction rate while those in the support service are dissatisfied. Work burden can create stress on the employee and can affect their service. The comparison between the two departments' shows the average mean score for medical professionals is 3.11 and 2.99 for support service employees. Medical professional departments show fair satisfaction rate while those in the support service division was a slightly dissatisfied. The lowest mean score is 2.62 for the response of 'I feel stressed in my work' by medical professionals. This may show the existence of work burden for medical professionals. Stress and work burden can negatively affect medical job satisfaction.

Training, development and job satisfaction comparison between the two departments

The comparison between the two departments shows that the average mean score was 2.56 and 2.45 for medical professional and support service departments respectively. Both mean results were low fair satisfaction level. The lowest mean is 2.39 and it is a response for 'the lack of training opportunity'. Lack of fair and continuous training support can lead to employee dissatisfaction, and can reduce the organization competitive capacity, and may lead to low service quality (Lvancevich, 2003). The average mean of the comparison between the two departments was 2.56 and 2.45 for medical professional and support service departments respectively. The lowest mean is 2.39 and it is related to the lack of training opportunity. The data describe that support service department is more dissatisfied as compared to medical professional department. The lack of balanced treatment of management between the two departments can affect negatively its future success. This can result in low performance, dissatisfaction, additional cost for unplanned training and related costs, stress on employee due to shortage of manpower and insufficient service for its patients.

Job dissatisfaction and job satisfaction comparison between the two departments

The average mean score of the dissatisfaction rate between the two departments were 2.95 and 3.04. The lowest mean score is 2.62 for the response of 'I feel stressed in my work' by medical

professionals. Generally, lower level employees are more dissatisfied than higher level employees (Latif, 2013) and this can lead to create unsafe environment and dissatisfaction. Payment difference can also create dissatisfaction in public employees (Candan, 2013). The average mean score of the dissatisfaction rate between the two departments were 2.95 and 3.04. Both departments show less satisfaction, and also very close results. Support service shows a very slightly less satisfaction. This may reflect that both departments need similar attention to minimize dissatisfaction and to increase satisfaction of employees in the future. Ignoring this situation can bring big cost and damage to the organization.

Salary, benefits and job satisfaction comparison between the two departments

The mean score for satisfaction rate between the two departments was 2.30 and 2.13 for medical professional and support service departments' respectively. Both departments show less satisfaction response regarding their current salary and benefit. From the two departments support service department was dissatisfied than medical professional department. The lowest mean score is 1.93 for the response given 'My salary level motivates me to stay in ALERT' by the support service employees.

The literature shows that upper level employees are more satisfied than junior level employees (Latif, 2013). Payment difference among employees with much related jobs can also bring dissatisfaction (Candan, 2013 and Mosadeghrad, 2016). Health care members with most educated background were extra satisfied with self-sufficiency and advancement chances than support service employees' (Saiyadain, 2003). The mean score for satisfaction rate between the two departments were 2.30 and 2.13 for medical professional and support service departments' respectively. This shows that both departments show dissatisfaction response regarding their current salary and benefit but support service department is dissatisfied than medical professional department. The lowest mean score is 1.93 for the response given to 'My salary level motivates me to stay in ALERT' by the support service employees. This result can relate with the intention to leave, high stress and high rate of turnover indication of the support service. Support service employees also need more attention. In general, both departments need the attention of policy makers and management to maintain the current work force by improving the current dissatisfaction regarding salary and benefits.

Overall satisfaction comparison between medical professionals and support service

Table 16 shows both departments have slightly fair satisfaction and found at very close satisfaction level. The mean for medical professionals is 3.01 and 3.09 for support service. Medical professionals show a bit less than support service satisfaction in regard to 'how the hospital managed', 'working conditions' and 'to recommend the hospital for others'. The lowest mean result is 2.41 which come from medical professional department for the response to 'I am generally satisfied with how the hospital is managed'. Medical professionals are dissatisfied regarding to how the hospital is managed. The average mean for overall satisfaction rate for all selected job satisfaction variables between the two departments show 3.17 and 3.04 for medical professionals and support service department respectively. Support service department employees' are dissatisfied than medical professionals. The mean result is very close to less satisfaction level than satisfied level

CHAPTER FIVE:

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS,

RECOMENDATIONS AND LIMITATIONS

This study was conducted to examine and/or assess employee job satisfaction at ALERT. This chapter offers the major findings of the study, the conclusions drawn and the recommendations made.

5.1. Summary of major findings

Amongst the selected ten jobs satisfaction factors two factors were reported in contributing positively to job satisfaction. ALERT employees reported positively about with their work relationship and supervision is high. However, employees' responses majority results are categorized under fairly satisfaction level for the variables communication, work conditions, overall satisfaction, and working environment and job dissatisfactions. The other three variables (employee job safety and health; training and development; salary and benefits) shows dissatisfaction.

The following are major findings of the study:

As confirmed by majority of the respondents most of the employees (73.91%) are satisfied with their work relationship.

As the data indicate more than half of the employees (58%) are satisfied with supervision practiced. The information obtained from the respondents reveal that employees are dissatisfied 44.79% and satisfied 25.93% with current job safety and health service.

As depicted by more than half (54.14%), the respondents employees have dissatisfaction with the training and development opportunity provided by the organization.

As can be observed from the data majority of the respondents (63.57%) are dissatisfied with the current salary and benefits schemes.

Overall support service employees show slightly less satisfaction rate (mean 3.04) than medical professionals (mean 3.17) otherwise both of them are not satisfied.

The following variables mean results show fair satisfaction rates. Communication 3.38; work conditions 3.36; overall Satisfaction 3.05; working environment 3.04 and job dissatisfactions 3.00.

As noted earlier most of the employees (73.90%) are satisfied with their work relationship. Good work relation fosters communication, increase employee satisfaction, improve service quality and help to accomplish the organization objectives. It helps to create better working environment. Growing in work relation is critically so important.

More than half (58%) of the employees are satisfied with their supervision. Dissatisfaction in relation to supervision distracts the work environment, affects communication and service quality negatively. Organizations need to maintain positive relation towards supervision. Supportive supervision is very important to increase employee satisfaction and productive. In this regard, ALERT seems to be in good stand.

Employee job safety and health show an average mean result of (2.70). The main reason for this level of dissatisfaction were lack of enough materials, unsatisfactory medical service provision for staffs, low attention given for job safety by the hospital and employees not satisfied with current job safety practice. Poor safety and health provision affects employees' satisfaction negatively, increases stress, turnover, affects communication and service quality negatively and hinders working environment. Hospital employees need fast and complete service when they are sick.

As regards training and development, the results show that employees are dissatisfied as it is evidenced for the mean result of (2.50). The main reason for the dissatisfaction of employees' was low perception on their training needs towards their job. Employees are not satisfied with the current training opportunity. Based on data collected, the first type of intervention should focus on the need for training development to bridge this gap. Systematic training and development program for the employees can help companies harvest their profit from the market and remain competitive in the job market. If an organization is capable to support all employees in meeting their requirements both employees and organization was get the long term benefits. It is also very important for the organization to timely evaluate the success of employee training and development.

The mean result for salary and benefits shows a figure of 2.21 which is very small and an indication of employees' dissatisfaction. This is due to lack of fair salary and benefits. Dissatisfied employees do not give proper service for patients and no longer stay in the organization. Recruiting new employees and related training cost can become serious problems, add work load and create stress on other employees if the existing dissatisfaction is not addressed. Therefore, policy makers and hospital managers should act in order to improve the current salary and benefit to encourage, motivate, to retain employees.

The overall satisfaction support service employees are less than medical professionals. The mean rate for medical professional is 3.17 and while for support service employees it is 3.04. Support service employees are less satisfied in 9 job satisfaction variables. The support service is the back bone of the medical professional department. Both departments have their own contribution to achieve the overall organization objectives. Hence, dissatisfaction in one department can affect the other department negatively.

The level of employees' job satisfaction in ALERT overall means results were found at the following three different satisfaction levels. They were satisfied with the work relationship (4.11) and supervision (3.62). Fairly satisfied with communication (3.38); work conditions (3.36); working environment (3.04); job dissatisfactions (3.00) and overall satisfaction (3.05). They

were dissatisfied with employee job safety and health (2.70); training & development (2.50) and salary & benefits (2.21). ALERT employees' job satisfaction was positively influenced by the work relationship, supervision and negatively affected by employee job safety and health; training and development and salary and benefits. Medical professional department was slightly better satisfied (mean 3.17) than support service department (mean 3.04).

5.2 Conclusions

Employee satisfaction takes one of the basic management concerns in every organization. It can influence productivity of the job and working conditions can be influenced by it. Employee absenteeism and staff turnover also can be affected by the factors that related with job satisfaction. This paper investigated the assessment of employee job satisfaction at ALERT employees. The study was descriptive cross sectional study. The purpose was to examine overall job satisfaction, to describe job satisfaction factors and to compare satisfaction between medical professional and support service departments. On the basis of the major findings of the following conclusions are drawn.

The overall job satisfaction level in ALERT employees shows that a fairly satisfied level. The following factors are affected job satisfaction in ALERT employees' positively and negatively. The positive factors are in relation with work relationship and supervision. The factors that affect ALERT employees' negatively are employee job safety and health; fair training and development opportunity; and fair salary and benefit which needs interventions.

The first intervention refers to employee job safety and health service, which is affected negatively due to lack of enough materials delivery, staffs don not get satisfactory medical service when they are sick, low attention given for job safety by the hospital and in general employees not satisfied with current job safety practice. Poor safety and health provision affects employees' satisfaction negatively, it increase stress and turnover, negatively affects communication and service quality and affect the working environment.

The second type of intervention should focus on the need for training and development opportunity to bridge this gap. Lack of fair and continuous training support can lead to employee dissatisfaction, and can reduce the organization competitive capacity, and may lead to low service quality. Dissatisfied employees can not satisfied their patients and cannot stay long in the company.

The third type of intervention should emphasis on lack of fair salary and benefits. Dissatisfied employees do not archive the organization objectives successfully and cannot give proper service to their customers. This leads to high turnover and recruiting new employees. Recruiting new employees have high cost in relation to training cost. The remained staffs become challenged negatively due to the work load and stress that found in the working environment. Service quality and speeds can affect negatively.

The fourth type of intervention is focus on satisfying each department's employees' in balance. The comparison result of the employee job satisfaction in ALERT between medical professional and support service department shows that, support service employees are slightly less satisfied from medical professionals. The support service is the back bone of the medical professional department. Each department contribution is very important to achieve the organization overall objectives. Hence, dissatisfaction in one department can affect the other department negatively.

5.3. Limitations of the Study

Interview and focus group discussion were not done in this research due to time constraint for both researcher and respondents because of their work nature. Different questionnaires were only used for both employees and managers. Therefore, the triangulation process was limited on the two different questionnaires. Satisfaction rate by different profession level is not addressed in this research. Due to this the research cannot show satisfaction result by different professions categories. Impact of job satisfaction on turnover rate not accessed due to the scope of the research, so that the research do not show results regarding job satisfaction impact on turnover rate.

5.4. Recommendations

On the basis of the summary of the major findings and conclusions drawn the following recommendations are offered as possible solutions for the existing challenges found in ALERT.

The company management is required to influence policy makers and Ministry of Health in order to make up-to-date market assessment for paying fair salary and benefit that fit with current living situation and also to improve different payment for related work. ALERT management need to show for policy makers the current employees dissatisfaction rate and its implication regarding their salary and benefit. Salary and benefit need to accommodate the current living situation. Related jobs need to have similar payment and benefits.

With respect to the current training and development process, the ALERT's HRM and managers need to timely assess their training development opportunity and its fairness. To address the current gap it is necessary to redesign the current training and development process. It needs to insure the fairness of the process for employees' selection for training and development opportunity, clarity of the process and application of the core values of the organization during the selection time. More work is expected to improve the negative impression of employees in terms of fairness and to create clarity in the process. It needs to follow good governance principles strictly and aware the employees about the training and development criteria and process very well.

With respect to the current practice in employee safety and health, the company is required to assess the dissatisfaction reasons regularly and take appropriate actions timely. Mangers need to see negative effects of employee job safety and health regularly and proactively. Continuous assessment and improvement is required to maintain work force and to increase their satisfaction. It also needs to improve delay in materials delivery and follow safety guides strictly. When sick employees missed some service or medications or treatments because of not available in the hospital, the management needs to prepare appropriate way out to refund their expenses. The company material purchasing process needs improvement to avoid delay and quality issues.

Managers need to give more attention to the current employee dissatisfaction rates. Delayed action incurs additional cost.

With respect to the current support service department needs, more attention should be paid to increase their employee satisfaction. Managers need to see each department in a balance manner to reach overall success of the organization objectives. Support service employees need better motivation and treatments. Preparing regular discussion meetings with employees' on some intervals is necessary to hear employees' request and to give appropriate response timely. This practice will contribute to improve the problem related with good governance.

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APPENDICES

APPENDIX A: Questionnaire filled by staffs of ALERT hospital employee

**ST. MARY'S UNIVERSTY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION**

QUESTIONNARIE TO BE FILLED BY STAFFS OF ALERT HOSPITAL

I would like to say thank you for your cooperation to fill this questionnaire. It was an important part of the organizational review being completed for ALERT Hospital. Please take a few minutes to complete this survey, and return it back. The Research Topic is **“Assessment of Employee Job Satisfaction: The Cause of ALERT Hospital”**. Dear Respondents, I would like to express my earnest appreciation for your generous time, honest and quick responses.

Objective this questionnaire is designed to collect data about assessment of Employee Job Satisfaction in ALERT Hospital. The information that you offer me with this questionnaire was used as a primary data in my case research which I am conducting as a partial requirement of General MBA at ST. Mary's University under the school of business administration. Therefore this research is to be evaluated in terms of its contribution in understanding the factors that affecting employees' job satisfaction at ALERT hospital and its contribution to improvements in this areas.

Instructions: For each of the following questions, please mark the answer that comes closest to the way you feel about your hospital. There is no need of writing your name. In all cases there is option answers and please circle your choice. For questions that demands your opinion, please try to give your own answer honestly on the space provided. You were randomly selected from a pool of currently employed ALERT hospital staffs. All information provided by you was treated as strictly confidential. I want to assure you that this research is only for academic purpose and authorized by the St. Mary University. Your participation is very much appreciated.

Thank you for your contribution. Yours sincerely,

Zewdu Tefera (0911762610)

II. Section Two: Survey Questions: Please rate how much you agree with each of the following statements. (Please circle one as per your choice)

N o.	Job Satisfaction Survey Questions	5	4	3	2	1
		Strongly Agree	Agree	Nether	Dis Agree	Strongly disagree
	Supervision					
1	It is clear to me my supervisor expects of me regarding my job performance	5	4	3	2	1
2	My supervisor seems to count my opinion	5	4	3	2	1
3	My supervisor gives complete answers to my questions.	5	4	3	2	1
4	My supervisor gives feedback to improve my performance in the work	5	4	3	2	1
5	I get the opportunity to be involved in my performance appraisal	5	4	3	2	1
6	Overall, my supervisor does a good job	5	4	3	2	1
	Work conditions					
7	I have the opportunity to work independently on my job	5	4	3	2	1
8	I have good feeling towards my job accomplishment	5	4	3	2	1
9	I have a chance for variety of job responsibilities	5	4	3	2	1
10	There is good flexibility for shift works	5	4	3	2	1
	work relationship					
11	I have good relationship with my coworkers	5	4	3	2	1
12	I have good relationship with my supervisor	5	4	3	2	1
13	There is good team work spirit in my department	5	4	3	2	1
	Communication					
14	There is good communication from managers to employees in the hospital	5	4	3	2	1
15	There is good communication from employees to managers in the hospital	5	4	3	2	1
16	Company policies communicated clearly	5	4	3	2	1
	Employee job Safety and Health					
17	The hospital has enough safety materials	5	4	3	2	1
18	I got sufficient support during my health problem	5	4	3	2	1
19	Sufficient attention is given to job safety at this hospital	5	4	3	2	1
20	There is good safety practice in the hospital	5	4	3	2	1
	Working environment					
21	I have a sense of Job security	5	4	3	2	1

22	I have the materials and equipment I need to do my work right.	5	4	3	2	1
23	The mission of my organization makes me feel my job is important.	5	4	3	2	1
24	I have got recognition for my good work	5	4	3	2	1
25	There is a fair chance for promotion	5	4	3	2	1
Training and Development						
26	I have training that I need to do my job	5	4	3	2	1
27	The hospital provides fair training opportunity	5	4	3	2	1
Job dissatisfactions						
28	There is high rate of turnover in the hospital	5	4	3	2	1
29	High absenteeism is seen in some employee	5	4	3	2	1
30	I feel stressed in my work	5	4	3	2	1
31	Most of the time our patients don't satisfied	5	4	3	2	1
Salary and Benefits						
32	I am satisfied with my Salary	5	4	3	2	1
33	I am satisfied with my benefits (Example: Medical, insurance, work cloth ...etc.)	5	4	3	2	1
34	My salary is comparable to others who performing the same or similar jobs	5	4	3	2	1
35	My salary level motivates me to stay in ALERT	5	4	3	2	1
Overall Satisfaction						
36	I am generally satisfied with how the hospital is managed	5	4	3	2	1
37	I am generally satisfied with my working conditions at hospital	5	4	3	2	1
38	I would recommended this hospital as a good place to work	5	4	3	2	1

III. Please write your short opinions for the below questions.

39. Do you observe employee job dissatisfaction in the hospital? Yes No

(If yes, please explain)

40. Please tell us what ALERT Hospital can do to increase your satisfaction as an employee.

Reference: (Saiyadain, 2003; Powell, 2001; Burgess, 2001; Martins and Proença, 2012; Siniscalco and Auriat 2005; Buitendach and Rothmann, 2009)

Thank you!!!!!!!!!!!!!!

APPENDIX B: Questionnaire filled by Managers, coordinators and Case team leaders of ALERT Hospital

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

I would like to say thank you for your cooperation to fill this questionnaire. It was an important part of the organizational review being completed for ALERT Hospital. Please take a few minutes to complete this survey, and return it back. The Research Topic is "Assessment of Employee Job Satisfaction: The Case of ALERT Hospital". Dear Respondents, I would like to express my earnest appreciation for your generous time, honesty and quick responses.

The objective of this questionnaire is designed to collect data about assessment of Employee Job Satisfaction in ALERT Hospital. The information that you offer me with this questionnaire was used as a primary data in my case research which I am conducting as a partial requirement of General MBA at ST. Mary's University under the school of business administration. Therefore this research is to be evaluated in terms of its contribution in understanding the factors that are affecting employees' job satisfaction at ALERT hospital and its contribution to improvements in these areas.

Please try to give your own answer honestly on the space provided. All information provided by you was treated as strictly confidential. I want to assure you that this research is only for academic purpose and authorized by the St. Mary University. Your participation is very much appreciated.

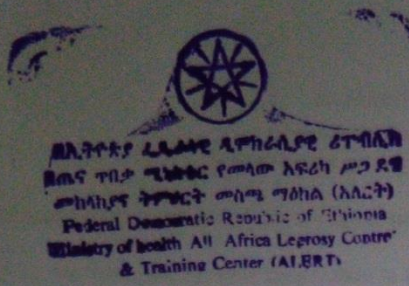
Thank you for your contribution. Yours sincerely, *Zewdu Tefera (0911762610)*

Section I: Demographic Information's (Please tick (✓) one)

1. Sex Male Female
2. Age category
 Under 25 26-34 35-44 45-54 55 and above
3. Choose your service in years at ALERT hospital
 Below 2 3-5 6-10 11-15 16-20 21 and above
4. Current Educational level
 Certificate College Diploma BA/BSc Degree
 Master's Degree PHD Other (Specify) _____
5. Department
 Medical professional (any medical field staff) Job Title _____
 Support service (all non-medical) Job Title _____

No.	<i>Job Satisfaction Survey Questions</i>	5	4	3	2	1
		Strongly Agree	Agree	Nether	Dis Agree	Strongly disagree
	Supervision					
1	It is clear to me my supervisor expects of me regarding my job performance	5	4	3	2	1
2	My supervisor seems to count my opinion	5	4	3	2	1
3	My supervisor gives complete answers to my questions.	5	4	3	2	1
4	My supervisor gives feedback to improve my performance in the work	5	4	3	2	1
5	I get the opportunity to be involved in my performance appraisal	5	4	3	2	1
6	Overall, my supervisor does a good job	5	4	3	2	1
	Work conditions					
7	I have the opportunity to work independently on my job	5	4	3	2	1
8	I have good feeling towards my job accomplishment	5	4	3	2	1
9	I have a chance for variety of job responsibilities	5	4	3	2	1
10	There is good flexibility for shift works	5	4	3	2	1
	work relationship					
11	I have good relationship with my coworkers	5	4	3	2	1
12	I have good relationship with my supervisor	5	4	3	2	1
13	There is good team work spirit in my department	5	4	3	2	1
	Communication					
14	There is good communication from managers to employees in the hospital	5	4	3	2	1
15	There is good communication from employees to managers in the hospital	5	4	3	2	1
16	Company policies communicated clearly	5	4	3	2	1
	Employee job Safety and Health					
17	The hospital has enough safety materials	5	4	3	2	1
18	I got sufficient support during my health problem	5	4	3	2	1
19	Sufficient attention is given to job safety at this hospital	5	4	3	2	1
20	There is good safety practice in the hospital	5	4	3	2	1
	Working environment					
21	I have a sense of Job security	5	4	3	2	1
22	I have the materials and equipment I need to do my work right.	5	4	3	2	1
23	The mission of my organization makes me feel my job is important.	5	4	3	2	1
24	I have got recognition for my good work	5	4	3	2	1
25	There is a fair chance for promotion	5	4	3	2	1
	Training and Development					
26	I have training that I need to do my job	5	4	3	2	1
27	The hospital provides fair training opportunity	5	4	3	2	1
	Job dissatisfactions					
28	There is high rate of turnover in the hospital	5	4	3	2	1
29	High absenteeism is seen in some employee	5	4	3	2	1
30	I feel stressed in my work	5	4	3	2	1
31	Most of the time our patients don't satisfied	5	4	3	2	1
	Salary and Benefits					
32	I am satisfied with my Salary	5	4	3	2	1
33	I am satisfied with my benefits (Example: Medical, insurance, work cloth ...etc.)	5	4	3	2	1
34	My salary is comparable to others who performing the same or similar jobs	5	4	3	2	1
35	My salary level motivates me to stay in ALERT	5	4	3	2	1
	Overall Satisfaction					
36	I am generally satisfied with how the hospital is managed	5	4	3	2	1
37	I am generally satisfied with my working conditions at hospital	5	4	3	2	1
38	I would recommended this hospital as a good place to work	5	4	3	2	1

APPENDIX C: Consent letter from ALERT Hospital



ቁጥር 5210768/0048/09
ቀን 01/02/09

→ ሰአቶ ዘውዱ ተፈራ
አዲስ አበባ

ጉዳዩ፡- ትብብርን ይመለከታል

የቅድስት ማርያም ዩኒቨርስቲ በGeneral MBA (ማስተርስ) ትምህርት ፕሮግራም በማዕከላችን Assessment of Employee Job Satisfaction (የሰራተኞች ስራ ላይ እርካታ) ጥናት ለማስራት በቁጥር ቅ/ማ/ዩ T3-0090/2009 በቀን September 21/2016 ዓ.ም በተፃፈ ደብዳቤ ጥያቄ አቅርበዋል።

ስለሆነም ጥናተኛውን መስረት እንዲችሉ የስራ ክፍሎቹ የተለመደውን ትብብር እዲያደረግላቸው እናሳስባለን።

ከሰላምታ ጋር

ተስፋዬ ጉደታ
የሰው ሃብት ሠራ አመራር
ዳይሬክቶር ዳይሬክቶሬት



ግልጻ፤

- ለዋና ስራ አስኪያጅ ጽ/ቤት
- ለሆስፒታል አገልግሎት ዳይሬክቶሬት
- ለሰው ሃብት ስራ አመራር ዳይሬክቶሬት
- ለሰው ሃብት ልማትና የስራ አፈጻጸምና ቡድን አሰርጎ።

APPENDIX D: Job Satisfaction Response from Non-Managerial and Managerial Employees

Comparisons Table		Medical Professional	Support service
No.	<i>Job Satisfaction Survey Questions</i>	Mean	Mean
1	Supervision	3.73	3.53
2	Work conditions	3.50	3.25
3	work relationship	4.21	4.03
4	Communication	3.48	3.30
5	Employee job Safety & Health	2.82	2.61
6	Working environment	3.11	2.99
7	Training & Development	2.56	2.45
8	Job dissatisfactions	2.95	3.04
9	Salary & Benefits	2.30	2.13
10	Overall Satisfaction	3.01	3.09
	Average	3.17	3.04

DECLARATION

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

Name

Signature

St. Mary's University College, Addis Ababa

January 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

St. Mary's University Collage, Addis Ababa

signature

January 2017