

**FACTORS AFFECTING HEALTH PROFESSIONALS' JOB SATISFACTION: THE  
CASE OF RAS DESTA DAMTEW MEMORIAL HOSPITAL, ADDIS ABABA**

**BY**

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**A THESIS SUBMITTED TO ST.MARY UNIVERSITY, SCHOOL OF GRADUATE  
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**ADDIS ABABA, ETHIOPIA**



**ST.MARY'S UNIVERSITY**  
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## **DECLARATION**

I, the undersigned, declare that this thesis is my original work prepared under the guidance of Dr. Solomon Markos. All sources of materials used for the thesis have been duly acknowledged .I further confirm 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.

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September, 2020

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

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

ANOVA	Analysis of variance
DF	Degree of Freedom
MBA	Masters of business Administration
Oct	Organizational culture total
Ort	Organizational structure total
RDDH	Ras Desta Damtew Hospital
RSBt	Reward, salary and benefit total
Sig.	Significant
SMU	Saint Mary's University
SPSS	Statistical Package for the Social Sciences
Lot	Leadership of total
TRt	Training of total
WEt	Working environment of total

## **ABSTRACT**

*The purpose of this study attempted to address main factors that affecting job satisfaction of health professionals in Ras Desta Damtew memorial Hospital. Explanatory research design and quantitative study approach is used to conduct the study. Proportional stratified sampling technique and sample size determination formula delivered by Yamane (1967:886) (cited by Israel 2013) is used. The sample of the study consisted of 206 employees from five selected departments. From the literature, six factors are identified and Each factor is measured using 5-point Likert-scale. A closed-ended adopted questionnaire is designed to collect primary data and Secondary data is collected from previous research, unpublished materials, books, journals, company manuals and company magazines. For data analysis purpose the statistical software version 20 and excel spread sheet is used. The findings of this study indicates training, Leadership, and (reward, benefit, and salary) were found that significant predictor of job satisfaction. However organizational structure, working environment and organizational culture had no significant effect on job satisfaction. Furthermore, this study also manages to present demographic variables effects toward Job Satisfaction of the employees in the hospital. accordingly Age, educational qualification and Profession was not a significant factor for Job satisfaction of Employees in the Hospital. Accordingly leaders at different level in the organization in collaboration with human resource should improve the (reward, salary and benefit), training and leadership system of Ras Desta Damtew memorial hospital.*

*Keywords: Job Satisfaction, Reward, work environment, Organizational structure, Organizational Culture, Leadership, Training*

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

### **1.1 Background of the study**

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003).

Employee's satisfaction is considered as all-around module of an organization's human resource strategies. It commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyer muth, 2004). Sutherland, (2004) contends that companies with high quality human capital perform better in marketplace, and deliver higher and more consistent returns to shareholders, than companies with mediocre workers.

Kuria (2011) argues employees satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect.

Hulin & Judge (2003) noted that job satisfaction means multidimensional psychological responses to one's Job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. Variables that could satisfy employees differ from one to the other Al-Amen as (2000). Any professional working in any organization has plenty of needs and expectations from the organization. Gibson LL (2000).

Job satisfaction determined by a wide range of variables such as monthly salary, sufficient number of available staffs, comfortable working environment, training and growth opportunities, workload, supportive supervision provided, appreciation of good performers, timely evaluation, responsibility, relationship with the staffs and managers, job security, carrier development and other relevant behavioral and institutional factors. Pillay R. (2009).

The healthcare workforce comprises a wide variety of professions and occupations who provide some type of healthcare service, including such direct care practitioners as physicians, nurses, surgeons, dentists, physical and behavior therapists, as well as allied health professionals such as phlebotomists, medical laboratory scientists, dieticians, and social workers. They often work in hospitals, healthcare centers and other service delivery points, but also in academic training, research, and administration. WHO (2006).

Ras Desta Damtew memorial hospital initially established by Italian catholic missionaries on August 13, 1932 (1924 E.C).Currently the hospital has a medical facility that provides health care service to both inpatients and out-patients. The hospital provides all types of clinical service including surgery and known for its specialization on ENT (Ear, Nose and Throat).

Like other government hospitals through time Ras Desta Damtew memorial hospital is serving general medical service to the economically under privileged population. In addition to the general medical service given to the public in the catchment area, the hospital serve as teaching and training center for different health science professionals (pharmacy, medicine, nurse, health officer and laboratory). Currently the hospital has a total of around 560 employees from which 425 of them are health professionals which includes 226 nurses, 88 doctors, 5 health officer, 38 pharmacists, 43 labratorists, 25 midwives. The remaining, out of the total are employees engaged in supporting and administrative area. In its ongoing expansion now the hospital has more than 90 beds organized by 19 case teams.

## **1.2 Statement of the Problem**

Employees are the central resources of an organization and only with their efficiency, an organization can move into success. For employees satisfaction the company must provide adequate welfare measures. Biswas (2011) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organizational commitment. A satisfied employee is easy to be retained in the organization and the organization is able to cut hiring cost of new employees.

As shown in Gedif et al(2018), Studies in Ethiopia showed that larger numbers of health professionals were not satisfied with their job. Low salary, limited educational development opportunity and inadequate facility and supplies were mostly described as a reason by study participants for their dissatisfactions.

According to the World Bank 2010 study, health workers tend to be unsatisfied with most aspects of their job in Ethiopia and especially their salary, training opportunities, and chances of promotion. Eighty percent of health professionals are either “unsatisfied” or “very unsatisfied” with their current salary.

In Ras Desta Damtew memorial hospital, health workers complain by the services delivered to them from the hospital. Absence of transport service from the hospital, un fulfillment of medical equipment, instrument and reagents, stress due to heavy work load, disagreement with department heads and top management bodies, delaines of salary, lack of essential drugs and low scholarship opportunities are problems mentioned by human resource and mangers of the hospital during the discussion I made. This is confirmed by different petitions received and discussion stages made in the hospital.

As a result there is rough communication between health professionals and patients and also attendants of patients, medication errors that are occurring in providing service which are reported in various media. Some of health professionals with different profession work in private health institutions in addition to their common work place in government institutions because of the mentioned problems.

The research is done on a time where COVID 19, corona virus, is widely distributed in the world including our country Ethiopia. This is the critical time that health professions face a challenge in

their job and working organization. The level of job satisfaction at this specific time will help the hospital management bodies to understand what are the challenges there and to take an action for future uncertain health related challenges.

At this time leaving the hospital and absence in working days and times is an issue that is noticed. Since the disease needs standard treatment procedure and suitable working environment; it is very difficult to health professionals to perform their job with unsafe and unsecured situation. For the presence of mentioned complaints that made employees dissatisfied with their job, this study attempted to address main factors that affecting job satisfaction of health professionals in Ras Desta Damtew hospital. In addition to this there are no enough research done on the hospitals under Addis Ababa Tena Biro.

### **1.3. Research questions**

The research attempted to answer the following leading questions

- What is the level of employee's job satisfaction in the organization?
- What are the factors that affect employee's job satisfaction?
- Do the factors have a significant relationship with employee job satisfaction?

### **1.4. Objectives of the study**

#### **1.4.1. General Objective**

- The general objective of this study is to assess factors affecting health professionals job satisfaction at Ras Desta Damtew memorial hospital.

#### **1.4.2. Specific Objective**

- To identify the overall job satisfaction of health professionals in Ras Desta Damtew hospital.
- To identify the factors which influence the job satisfaction of health professionals.
- To indicate the extent to which each factors contribute to job satisfaction..

## **1.5. Significance of the study**

The roles of human resource are crucial and important instrument for organizations goal achievement. By conducting this study, identifying the factors Affecting Job satisfaction of employees will provide information on which action or measure to be taken to encourage employees job satisfaction and their commitment.

This research Helps to create awareness about the factors that affect employee's job satisfaction for different level for management bodies to take actions on the main factors those results in improving commitment and overall organization performance.

The study also serve as input to enhance the work process through improving employee's job satisfaction and their commitments by using finding of this study. To encourage other researchers who have an interest in the related problems that they can use this study as reference for further study.

## **1.6. Scope of the study**

The factors assessed in the study include (reward, salary and benefit), organizational structure, working environment, leadership, training and organizational culture. The study only includes health professionals from five departments of Ras Desta Damtew Hospital, one of the hospital under Addis Ababa tena biro. Administrative and supportive staffs are not included in the study. The time of the study is from November -April 2020.



## **1.7. Research Hypothesis**

Hypothesis is alternative assumption to be verified during the study. The Following are the hypothesis developed for this study.

H1: There is positive relationship between (reward, salary and benefit) and employee job Satisfaction

H2: There is positive relationship between organizational structure and employee job Satisfaction

H3: There is positive relationship between working environment and employee job Satisfaction

H4: There is positive relationship between leadership and employee job Satisfaction

H5: There is positive relationship between training and employee job Satisfaction

H6: There is positive relationship between organizational culture and employee job Satisfaction

## **1.8 Definition of Terms**

**Leadership:** is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007).

**Training:** is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992).

**Organization:** Refers to a social arrangement which pursues collective goals, controls its own performances and has boundary separating it from its environment (Harrison, 2005).

**Job security:** Job security is about an individual's perception of themselves, the situation and the potentials. There are some external factors that have an influence on our job security. (Simon, 2011)

**Culture:** Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Tsai, Y. (2011).

**Structure:** An organizational structure is a visual diagram of a company that describes what employees' do, whom they report to, and how decisions are made across the business.

## **1.9. Organization of the study**

The study is organized into five chapters. Overall concept about the title and the main reason to conduct the study is clearly described under chapter one. The aim of the study and its importance at the end is also included under this chapter. Chapter two deals with both theoretical and empheric literatures revised, which are related with the topic. Chapter three consists of the overall 7methodology part including research design and approach, data collection, analysis and presentation method. Source of data collection and sample size identification is also explained in

this chapter. Under Chapter four all the result obtained is presented and discussed. Chapter five ,the final chapter, presents summary, conclusion and recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Theoretical concepts/ review**

##### **2.1.1 Concept of Job Satisfaction**

Job satisfaction: can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Employee's satisfaction is considered as all-around module of an organization's human resource strategies. It commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004).

According to Simatwa(2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication.

## **2.1.2. Theories of job satisfaction**

### **2.1.2.1. Maslow's hierarchy of needs**

According to Smith & Cronje (1992), the way Maslow's theory is explained relies on the fact that people want to increase what they want to achieve in life and their needs are prioritized according to their importance. Deriving from the hierarchy of needs by Maslow, content theories of job satisfaction revolve around employees' needs and the factors that bring them a reasonable degree of satisfaction (Saif et al., 2012).

Based on the basic physical, biological, social and psychological needs of human beings, Maslow came up with a five-stage theory that places the needs of the individual in different categories and prioritizes their attainment. These categories, in order of decreasing priority, are: physiological needs (food, shelter, clothing); safety and security needs (physical protection); social needs (association with others); esteem needs (receiving acknowledgement from others); and self-actualization needs (the desire for accomplishment or to leave behind a legacy).

### **2.1.2.2 Herzberg's two-Factor Theory/Motivator-Hygiene**

Herzberg's Two-factor theory, also known as Motivator-Hygiene, emanated from a study conducted among accounts and engineers to determine what makes an individual feel good or bad about their job (Saif et al., 2012). Regarding 'satisfiers', Herzberg noted that there were five characteristics of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and advancement.

At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees. Golshan, Kaswuri, Agashahi and Ismail (2011:12) assert that organizations are increasingly applying Herzberg's theory to create opportunities for "personal growth, enrichment and recognition" among their employees. Employees should be promoted

after completing certain stages of their career and should receive recognition for special achievements.

### **2.1.2.3. Mc Gregory's X and Y Theories**

Theory X and Y models categorize employees as belonging to one of two groups based on two sets of assumptions. Theory X assumptions take a negative perspective of people: People can have “an inherent dislike for work and avoid it if possible.

because of this, they must be coerced, controlled, directed and threatened with punishment to make them work. They prefer to be directed, avoid responsibility, have little ambition, and want security Saif et al. (2012). Theory Y assumptions take the opposite view: the mental and physical inputs expended at the workplace are equated and par with those rest or play.

External factors or any threats from outside may not be the sole influence for exerting effort. Workers or people can exercise caution and discipline to have objectives achieved, but the hunger in their desire to commit to objectives is dependent on how big are the rewards as assigned to that kind of achievement. Under normal circumstances, people can adapt to seek responsibility and not only accept it (Saif et al., 2012, p.1357).

### **2.1.2.4. McClelland's need achievement Theory**

McClelland's need achievement theory deals that some people are driven to success through seeking “personal achievement rather than rewards themselves. (Saif et al., 2012, p.1387). This theory is readily applicable to academic environments and explains why some teachers are high achievers, despite the difficulties they face: they set themselves high goals and achieving these goals is what drives them.

### **2.1.2.5. The equity theory Process theories**

Explain ‘how’ satisfaction comes about, as opposed to ‘what’ causes motivation. The equity theory postulates that employees will weigh their input into a job against the output they receive from it – the more the rewards, the greater their satisfaction. This resonates with Naveed et al. (2011, p.302) definition of job satisfaction as the difference between employee input and job

output. Regarding this theory, employees who perceive that they receive more output from their jobs than what they put into them will experience job satisfaction. Certain aspects of the job itself also shape how an employee perceives it.

Tasks that are clarified bring a better job satisfaction since a clear role breeds a work force that is happy, committed and shows much involvement in work that is done. Authors identified five major job characteristics that impact on the psychological state of an employee and influence their motivation and job satisfaction, as well as their levels of absenteeism, namely the variety of skills involved in a task, the identity and significance of the task, autonomy, and feedback.

Employees compare their input-outcome ratio with that of other employees and if they perceive it to be fair, employees will experience satisfaction (Robbins, 2007). If employees perceive an inequity in their input-outcome ratio compared to other employees, they become dissatisfied and less motivated.

#### **2.1.2.6. Value – Percept Theory**

Individual's values determine their satisfaction on their job because employees in organizations hold different value systems, therefore based on this theory, their satisfaction levels will also differ. Having a look at Value - Percept theory, the assumption is that the difference between expectations and what is received can bring dissatisfaction depending on how important the job is to the individual (Anderson, Ones, Sinangil & Viswesvaran, 2001, p.32). The potential problem with this theory is that there is a possibility of a relationship between what people desire and what they consider important. These concepts can be separable theoretically but practically hard to differentiate.

#### **2.1.2.7. Vroom's Expectancy Theory**

Vrooms's expectancy theory stipulates that behavior is a product of choices that are available for to be prioritized. The idea is to derive satisfaction and minimize dissatisfaction in employees. Individual factors such as personality and skills determine performance (Wagner and Hollenburg, 2007). This theory also explains that performance, motivation, and effort are within an individual's motivation and variables such as valence, instrumentality, and expectancy verifies this. The higher the effort in work relates to the higher the performance.

### **2.1.2.8. Porter-Lawler Model**

This is a comprehensive and more complete theory of motivation which is inclusive of diverse aspects. This model can give details of the fiber relation that exists between job performance and attitudes which perfectly defines managers. The model also touches on the assumptions of human behavior. The deductions of the model assume that individual behavior is influenced by both internal and external factors, rational and make own choices about their behavior, have different goals, desires and needs. Finally, individuals decide between alternative behaviors (Wagner and Hollenburg, 2007).

### **2.1.3 Determinant factors of job satisfaction**

#### **Independent Variables**

**I. Reward:** is anything that is given in recompense for desired behavior. It can be either in cash or in kind, a recognition, praise and recommendation. Employees who are rewarded for desired or positive behavior feel good about them and thrive to exhibit that behavior that is rewarded.

**II. Organizational Structure:** is described as a workplace situation that allows employees to reasonably perform their duties. It can be through the structures of management or co-workers that are deemed friendly.

**III. Working Environment;** Working environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment.

The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

**IV. Leadership:** is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007). Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Dubrin2004).

**V. Training:** The developing process of employees' skill in order to improve the performance is called training (Swanson, 1999). Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). There are 3 most important types of training: training needs assessment (TNA), training contents and delivery approaches, on the job training (OJT).

**VI. Organizational Culture:** is the combination of value, faith and understanding shared by members of the organization (Mitchell and yate,2002). The culture of an organization is an important factor in evaluating its competitiveness and reflects unique characteristics of the organization. It has a close relationship with the organization's core competition (Huang Li-hui, 2009).

## **2.2. EMPIRICAL REVIEW**

### **2.2.1 Effects of Reward on job Satisfaction**

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in a job (Armstrong, 2010). an organization's reward system can affect the performance of the employees and their desire to remain employed (Robinson & Pillemer, 2007).

Lam's et al. (2001) found that positive relationship between job satisfaction and rewards exists and rewards are considered key factor in determining job satisfaction of employee. Rewards are divided into two categories intrinsic rewards and extrinsic rewards and these rewards further divided into subcategories (Clifford, 1985). Intrinsic rewards are the task significance, task autonomy and task involvement.



Recognition needs are linked to the esteem needs of Maslow's hierarchy of needs. Recognition can be provided by positive and immediate feedback and praises where it is well observed (Armstrong & Murlis, 2008). The Society for Human Resources Management (SHRM) says that rewards are one of the keys to avoiding turnover, especially if they are immediate, appropriate, and personal.

### **2.2.2 Effect of Organizational Structure on Job satisfaction**

With increasing complexity and size of today's organization and the increasing level of components of job satisfaction, organizations are opting for a mixed structure which combines the benefits of all forms of organizational structure and this goes a long way to enhance optimization of job satisfaction by workers. Though, the contingency theory does not in any way support organization sticking to a particular model of organizational structure because of the dynamism of the environment.

### **2.2.3 Effects of Work Environment on job satisfaction**

Working conditions are the factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and general appearance of the work place. If the working conditions of an institution/organization are conducive, its performance will improve dramatically (Leithwood, 2006). The working conditions are conducive when administration provides their employees a safe and healthy environment. Furthermore, the availability of necessary equipment and other infrastructures are one that may reduce the effectiveness of employees as well as the organization.

### **2.2.4 Effects of Leadership on job satisfaction**

The process of decision making adopted by the leaders is therefore a vital determinant to how far the progress of a given organization will take place, transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Bycioet *al.*, 1995; Howell and Avolio, 1993). Although the brief summary above indicates that leadership has gone through periods of skepticism, recent interest has focused on the importance of the leadership role to the success of organizations.

### **2.2.5 Effects of training on job satisfaction**

Training and development practices constitute one of the most important ways to assist personnel in gaining new knowledge and skills required to adhere to competitive standards. Tsai, W. C., & Tai, W. T. (2003). Studies have suggested that human resource practices such as extensive training would create a sense of organizational support. McElroy, J. C. (2001). Providing career development opportunities via training and development of employees is increasingly recognized as an important aspect of best human resource management practices. Yew, L. T. (2011). Companies utilizing employee development programs are experiencing higher employee satisfaction with lower turnover rates (Wagner, 2000)

### **2.2.6 Effects of organizational culture on job satisfaction**

Organizational culture is determined by organization's dominating values (Lauzen and Dozier, 1994) accepted by majority of employees (Wallack, 1983), as well as common norms and beliefs of organization's members (Kroeber and Kluckhohn, 1952; Schein, 1985, 1990; Kotter, 1992, 1996; Conner, 1992; Cummings and Worley, 2005). It is in a certain sense a philosophy that determines organizational policy towards internal and external surroundings (Pascale and Athos, 1981).

Organizational culture influences all aspects of business and life in a company. It is linked to numerous organizational results (House et al.2004) Temesigen et al (2018) conducted cross sectional study at western Amara region among health professionals by using simple random sampling method to identify factors related to job satisfaction. The study concluded that only one third of health professionals working at eastern amhara region were satisfied on their job. The presence of health professionals reference manual/guide, alcohol, drinking, workload, experience, educational status and profession types were identified as important predictors for job satisfaction.

Level of job satisfaction and associated factors among health care professionals working at university of gonder referral hospital north west Ethiopia, was studied by Gedif et al(2018). Results of the study showed that a total of 383 participants were involved in the study and the overall level of job satisfaction among health professionals was 54%.

Geleto et al (2015) studied about job satisfaction and associated factors among health care providers at public health institution in Hariri region. According to this study less than half (44.2%) of health care providers were satisfied with their job. Organization management system, salary, payment and working environment were among factors that affects level of job satisfaction.

Singh Rajkumar G. 6 (2013) conducted a study on hospital employees to probe the factors influencing job satisfaction. Author states that positive performance of employee in the organization is an outcome of his satisfactory job experience. Study investigated the factors influencing the job satisfaction among the private hospital employees of Manipur in India. There was a significant association between job satisfaction of employees and relationship behavior factors, pay and compensation factors and training and career growth factors. Pay and compensation factors were the most important factors positively correlated with employee job satisfaction.

Elarabi.H. M., & Johari F. 7 (2013) studied the factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. Study identified four factors: work comfort, Work treatment, salary, incentives and evaluated their impact on job satisfaction of the medical staff working in government hospitals in Libya. The study concluded that the performance of medical staff and medical service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good salaries and effective incentive system.

Sharma. M. et.al. 8 (2012) conducted a cross-sectional study by using comprehensive customized questionnaire among Indian physicians to assess the level of satisfaction from their job and also to identify the factors influencing it. The results of this study showed that about 74% of

physicians were satisfied from their job. Physical work conditions, freedom to choose desired method of working, attitude of fellow workers, recognition for good work, attitude of immediate boss, rate of pay, opportunity to use abilities, inter and intra departmental management, attention paid to the suggestions were the nine factors significantly associated with job satisfaction of physicians.

Bagheri S., et.al.<sup>9</sup> (2012) in their study investigated factors affecting job satisfaction from the perspective of employees working in the health system. The findings confirmed the significance of structural and managerial, social, work in itself, environment and welfare factors in level of job satisfaction. A new factor related to individual characteristics such as employee personal characteristics and development was identified during focus group discussions. Author concludes that individual characteristics of the employee should be taken into account as a factor affecting job satisfaction.

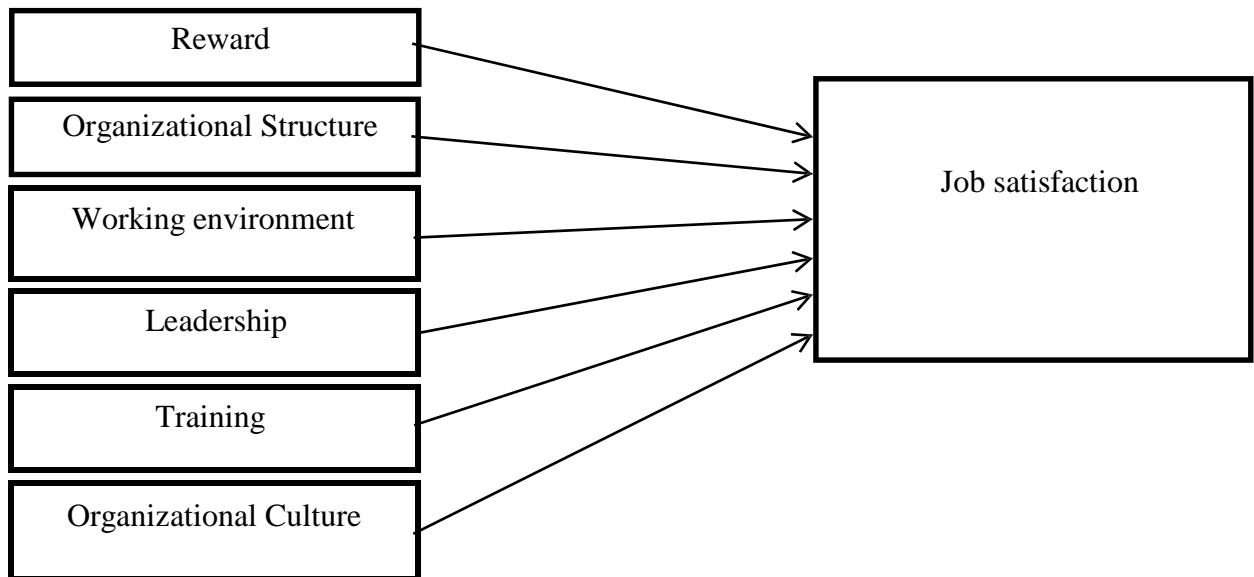
Jethanna R., et.al.<sup>11</sup> (2011) in their study explored the co-relation between employee's personal profile and their satisfaction with the job. The personal profile determinants age, gender, work experience, marital status, dependent children and parents were compared with overall job satisfaction. Study results revealed that majority of determinants were having positive impact on the job satisfaction. The study concludes that the determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspective.

Kaur S., et.al.<sup>12</sup> (2011) studied the job satisfaction and the various factors related with it among doctors in a tertiary hospital in Delhi. Data collection was among 250 doctors by using self-administered questionnaire. In this study a significant proportion of doctors were found to be dissatisfied with the average number of their work hours and salary. Many employees felt that their working environment was not good. Factors like the average number of work hours per day and the number of nightshifts per month were found to have a significant relation.

## 2.3 Conceptual Framework

The conceptual framework represents the model for the study which shows the link or relationship between the independent variables (Reward, Organizational structure, working environment, Leadership, Training and Organizational Culture) and the dependent variable (Employees Job Satisfaction). The Framework explains how independent variables have effects on components of Job satisfaction

Below is a diagrammatic representation of these factors



Source( Odembo 2013)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter deals about overall methods of the study. It describes research design and approach, Data sources and types, sampling and sample design, Methods and Tools of data collection and Reliability and validity testing Procedures of data collection.

#### **3.1. Research design and approach**

An explanatory research design is applied in the study. Explanatory study sets out to explain and account for the descriptive information. It seeks to ask why and how questions. It looks for causes and reasons and provides evidence to support or refute an explanation or prediction. It can be conducted in order to assess impacts of specific changes on existing norms and various processes (Grey, 2014). Quantitative research approach is used to conduct this study.

#### **3.2. Types, sources and methods of data collection**

##### **3.2.1. Data sources and types**

Both primary and secondary data is used for the purpose of the study. A closed-ended adopted questionnaire is designed to collect primary data. Secondary data is collected from previous research, unpublished materials, books, journals, company manuals and company magazines.

#### **3.3. Sampling and Sample design**

##### **3.3.1. Target population**

Population is the entire group of people to which a researcher intends the results of a study to apply (Aron & Coups, 2008, p.130). Therefore, the research involves all health professional employees in Ras Desta Damtew Hospital as source population.

The study targets 425 health professionals from five departments of Ras Desta Damtew Memorial Hospital namely, pharmacy, nursing, laboratory, midwifery and medical departments.

### 3.3.2. Sampling technique

Proportional Stratified sampling technique is used to pick out appropriate samples by classifying the population into homogeneous sub groups.

### 3.3.3. Sample and sample size

Yamane (1967:886) (cited by Israel 2013) provides a simplified formula to calculate sample sizes  
 $n = N / (1 + N(e)^2)$

Where: **n** is the sample size,

**N** is the population size, and

**E** is the level of precision. Using this formula 206 employee will be selected.

The size of the sample in the study is determined to be 206 respondents out of the total population of 425 health professionals.

The following table shows the number of health professional selected from each department.

**Table 3. 3: Number of sample size used for research**

Health professionals' from each departments	Target population of each department	Selected number of Sample size
Doctors	88	43
Nurses	226	110
Pharmacists	38	18
Labratorists	43	21
Midwifes	25	12
Health officers	5	2
Total	425	206

### 3.4 Reliability Test

According to Cooper and Schindler (2006), reliability test is used to ensure the accuracy, precision and consistency of the measurement across time and variable items in the instruments. Accordingly Cronbach's Coefficient Alpha method was also used to test the reliability of the data; therefore, the data is 87% reliable.

**Table 3.4:** Reliability of items

Cronbach's Alpha	N of Items
0.866	37



### **3.5 procedures of data collection, analysis and presentation**

After preparing questionnaire questions, the questionnaire is distributed and collected. Data's obtained through questionnaire were computed with the use of computer and software programs (SPSS), edited and coded. Then data was grouped into tables to analyze, summarize and recommend.

Descriptive statics is used such as frequency counts, percentage, mean values, and charts for structured items and interpreted according to the findings and finally data's obtained in questionnaire were analyzed through correlation and regression analysis, and presented.

### **3.6. Ethical consideration**

The ethical issues considered in this study include worthiness, consent, and confidentiality. To ensure informed consent, respondents and all those who participated in this study were provided with all the relevant information about this study in order to ensure that they understood the nature of the study, objectives of the research and the benefits to the researcher. This process further ensured that the study did not misbehave the behavioral norms established by organizations being studied. Also, findings were reported in a complete and honesty fashion, without misrepresenting any responses given or intentionally misleading readers and researchers interested in this study.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter of the thesis deals with presentation, analysis and interpretation of the data. Analysis and interpretation of the data gathered by questionnaire is done and the summary of the quantitative data has been presented by the use of tables and various statistical tools.

#### 4.1. Response rate of respondents

**Table 4.1: Respondents' response rate**

Questionnaires Distributed	Questionnaires Returned	Percentage
206	206	100%

As shown in table 4.1 above, about response rate, 206 questionnaires were distributed and 206 were appropriately filled and returned.

#### 4.2. Demographic characteristics of respondents

**Table 4.2: Respondents profile/ Distribution of Sample Respondents**

No	Factors	Categories/ Characteristics	f	%
1	Sex	Male	143	69.4
		Female	63	30.6
2	Age	20-30	143	69.42
		31-40	43	20.87
		40-50	20	9.71
3	Marital status	Single	136	66
		Married	68	33
		divorced	2	1
4	Educational level	Diploma	23	11.2
		Degree	183	88.8
5	Salary	<5000 birr	46	22.3

		5001-10000 birr	123	59.7
		10001-15000 birr	37	18
6	Work experience	<5 years	113	54.8
		6-10	32	15.5
		11-15	43	21
		16-20	18	8.7

As shown in table 4. 2, concerning gender distribution of respondents, 30.6% were females whereas 69.4% males. This shows that the number of male respondents is greater than female respondents.

According to the age of respondents, as shown in the table 4.2 above, the age of most respondents fall under the age interval from 20-30, that is 69.42% and the least number of respondents fall under the age of 40-50. Out of 206 respondents 136 of them are single that accounts the maximum number.

As shown in the table most of health professionals are degree owners (88.8%). Among 206 respondents 123 of them gain a salary from 5,001-10,000 birr per month without including overtime pay that accounts the highest number. No one gains above 15,000 birr per month.

Greater than half of respondents have a work experience below 5 years. Only 8.7% of respondents have an experience of 16-20 years. Generally most doctors, nurses and pharmacists have a work experience less than that of 5 years

### 4.3. Analysis of collected data

#### 4.3.1. Descriptive analysis

##### 4.3.1.1 Reward, Salary and Benefit

*Table 4.3.1: Analysis of Reward, Salary and Benefit*

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	My organization recognizes and awards Employees through annual awards.	10.2	41.7	11.7	36.4	0	2.76	1.062
2	There is a consistent & equitable systems of Rewards	9.2	56.3	25.2	8.7	0.5	2.35	0.787
3	I am glad with the appreciation and rewards for my performance	8.3	40.8	18.4	23.8	8.7	2.84	1.143
4	I feel I am being paid a fair pay for the work I do	32.5	36.4	12.6	18.4	0	2.17	1.080
5	I am satisfied by the health care benefit provided by the organization	10.7	54.9	16	18.4	0	2.42	0.911
6	I feel satisfied with the organization bonus and Incentive programs.	29.6	61.2	8.7	0.5	0	1.80	0.604
7	I am satisfied with long term benefit & Insurance policies of the organization.	29.6	58.3	12.1	0	0	1.85	0.624
<i>Average (aggregate) mean</i>							2.213	0.89

**Key:** 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

**Source:** Survey Result (2020)

Table 4.3.1 describes about the reward, salary and benefit behavior of the organization. There were totally 7 items which was used to understand reward, salary and benefit system of the organization particularly the item “I feel satisfied with the organization bonus and incentive programs” had the minimum mean score of 1.80 and to the reverse the item “I am glad with the appreciation and rewards for my performance” got the maximum mean score of 2.84.

56.3 % of the respondents disagree with the presence of consistent and equal system of reward in the organization. More than half of the respondents are not satisfied by health care benefits provided by the organization bonus and incentive programs and long term benefits and insurance policies of the organization.

### 4.3.1.2. Organizational structure

**Table 4.3.1.2: Analysis of organizational structure**

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	Am aware about my organizational structure.	0.5	3.9	32.5	55.3	7.8	3.66	0.699
2	The organizational structure of my organization is well-organized, clear and practical	1.9	23.3	55.3	18.9	0.5	2.93	0.71
3	My organization work process challenges me to implement tasks	1.0	23.3	40.8	34.5	0.5	3.1	0.793
4	The Staff relationships with coworkers, other department members and supervisors is good according to the organizational structure	1.9	17.0	20.9	38.3	21.8	3.61	1.066
<i>Average (aggregate) mean</i>							3.33	0.82

**Key:** 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

**Source:** Survey Result (2020)

As indicated in the table 4.3.2. more than half of the respondents aware about the structure of the organization. In contrary respondents disagree and strongly disagree with the item that the organizational structure of the organization is well organized, clear and practical and this item accounts the highest mean value. Overall agreeeness on the items of the organizational structure is greater than disagreeeness.

### 4.3.1.3 Work Environment

**Table 4.3.1.3: Analysis of working environment**

<i>No</i>	<i>Items</i>	<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev</i>
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
<i>1</i>	I am satisfied with my job place	1.0	35.4	35.4	27.7	0.5	2.91	0.828
<i>2</i>	I am satisfied with availability of Transportation.	2.9	55.8	16.5	23.8	1.0	2.64	0.909
<i>3</i>	I am satisfied with various social activities in the firm& love participating in them	1.9	19.4	43.7	31.1	3.9	3.16	0.847
<i>4</i>	I am happy & able to maintain a fit balance among work and family life.	4.4	13.6	40.8	40.8	0.5	3.19	0.839
<i>5</i>	I am satisfied with supply of sufficient amount of material, equipment and tools for my work.	4.4	29.6	49.5	16.5	0	2.78	0.769
<i>6</i>	I am satisfied with work relationships with the People around me.	0.5	1.5	26.7	59.7	11.7	3.81	0.671
<i>7</i>	I am satisfied with refreshment material within organization.	15.0	49.0	26.2	9.2	0.5	2.3	0.856
<i>8</i>	My work environment brings some Elements of risk.	6.3	13.6	13.6	47.6	18.9	3.59	1.130
<i>9</i>	I am satisfied with overall job security.	5.8	52.9	30.1	10.2	1.0	2.48	0.794
<i>Average (aggregate) mean</i>							2.98	0.85

**Key:** *1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree*

**Source:** Survey Result (2020)

Table 4.3.3 represents the feeling of the employees with regard to the work environment of their institution. Respondent health professional disagree with availability of the transportation, refreshment material with the organization and overall job security.

Reversely more than half of the respondents (59.7%) confirmed that they agree on satisfaction with work relationship with people around them. On average 31.38% of those respondents feel neutral on the items of working environment.

#### 4.3.1.4 Leadership

**Table 4.3.1.4: Analysis of leadership**

<i>No</i>	<i>Items</i>	<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev</i>
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
<i>1</i>	The organization Openly links its Vision, Mission, goals and strategies to daily activities in the organization.	1.9	24.8	36.9	32.5	3.9	3.12	0.892
<i>2</i>	The management team gives to the staff members a clear picture of direction about current situation of the organization	2.9	42.2	54.9	0	0	2.52	0.556
<i>3</i>	I am happy with the leaders in my workplace as positive role models	3.9	31.1	51.0	13.6	0.5	2.76	0.752
<i>4</i>	Higher management bodies treats me with Respect	6.8	40.8	37.4	10.7	4.4	2.65	0.918
<i>5</i>	My job requirements are clear	0.5	12.6	27.7	59.2	0	2.74	0.832
<i>6</i>	I frequently feel that I do have knowledge about what is going on in the organization	6.8	30.1	46.1	16.5	0.5	2.74	0.832
<i>7</i>	I am satisfied with the present performance Appraisal policy of the organization.	1.0	36.4	61.7	0.5	0.5	2.63	0.541
<i>8</i>	I am happy with the permission policy of the organization.	6.3	24.3	63.6	4.9	1.0	2.70	0.703
<i>Average (aggregate) mean</i>							2.73	0.75

**Key:** *1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree*

**Source:** Survey Result (2020)

The above table deals about the attitude of employees towards leadership of the organization. Looking on to these more than half of the respondents (59.2%) agree on that the job requirements are clear. Conversely none of them agree up on the item “the management team gives to the staff members a clear picture of direction about current situation of the organization.

Looking at the grand mean score of the variable leadership it is possible to conclude that the mean score are almost equal to 3 which means, it is neutral.

### 4.3.1.5 Training

**Table 4.3.1.5: Analysis of training**

<i>No</i>	<i>Items</i>	<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev</i>
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
<i>1</i>	Am aware that there are training policies in my organization	11.2	61.2	18.0	5.3	4.4	2.31	0.899
<i>2</i>	Training programs in the organization are monitored and evaluated	12.6	69.4	14.1	3.9	0	2.09	0.645
<i>3</i>	My organization provides On-the-job trainings for employees	20.9	53.9	19.9	1.5	3.9	2.14	0.895
<i>4</i>	My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs	31.1	44.7	5.8	17.5	1.0	2.13	1.070
<i>5</i>	I would need more training to improve my job	1.9	23.3	7.3	36.9	30.6	3.71	1.186
<i>Average (aggregate) mean</i>							2.48	0.94

**Key:** *1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree*

**Source:** Survey Result (2020)

Table 4.3.5 discusses about training which is delivered for employees of the organization. Accordingly more than 60% of the respondents choose disagree for the item “am aware that there are training policies in the organization” and “training programs in the organization are monitored and evaluated”. Again there is also disagreement on the issue that the organization on-job training programs. Furthermore the respondents replied that they need more training to improve their job.



In addition the table elaborates grand mean score of the training to be between 2 and 3. From these it is possible to conclude that the feeling of the employee lies between neutral and agree

### 4.3.1.6 Organizational Culture

**Table 4.3.1.6: Analysis of organizational culture**

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	I am comfortable with normal working time schedule of my organization.	1.0	14.6	35.9	47.6	1.0	3.33	0.770
2	I am comfortable with duty time schedule of my organization.	1.5	13.6	24.3	54.9	5.8	3.50	0.854
3	I am comfortable with dressing code of health professionals.	1.5	18.9	44.2	30.1	5.3	3.19	0.854
<i>Average (aggregate) mean</i>							3.34	0.83

**Key:** 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

**Source:** Survey Result (2020)

Table 4.3.6 presents the perception of the respondents towards organizational culture. Around half of the respondent employees are comfortable with normal working and duty time schedule of the organization. Majority of the respondents feel neutral with dressing code of the hospital.

### 4.3.1.7 Job satisfaction

**Table 4.3.1.7: Analysis of overall job satisfaction**

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	Over All, I satisfied with the organization as Employee	2.4	55.3	37.9	4.4	0	2.44	0.62

Overall job grand mean score is around 2.44. which is interpreted as, generally respondents have a response of around disagree on job satisfaction. Since the highest score is 5 “strongly agree” and the lowest is 1”strongly disagree”

**Table 4.3.1.8 : Summary of aggregate mean of factors affecting employee’s satisfaction**

	<b>Independent factors</b>					
	Reward, salary and benefit	Organizational structure	Working environment	leadership	training	Organizational culture
mean	2.213	3.33	2.98	2.73	2.48	3.34
Standard deviation	0.89	0.82	0.85	0.75	0.94	0.83

**4.3.2. Correlation analysis**

Linearity test aims to determine the relationship between independent variables and the dependent variable is linear or not. Linearity test is a requirement in the correlation and linear regression analysis. Interpretation of test results output linearity based on the ANOVA output table, value sig.diation from linearity of  $0.423 > 0.05$ , it can be concluded that there is a linear relationship between the dependent and independent variables.

To find the inter-relationship between the factors, correlation has been derived from SPSS. The following table shows the correlation of all the factors, representing the direction and strength of inter-relationship between these factors. Correlation matrix is shown in the following table.

**Table 4.3.2: Correlation between factors and job satisfaction**

Correlation Matrix (N=206)

	<b>Job Satisfaction</b>	<b>RSBt</b>	<b>ORt</b>	<b>WEt</b>	<b>LOt</b>	<b>TRt</b>	<b>OCT</b>
<b>Job Satisfaction</b>	1						
<b>RSBt</b>	.159	1					
<b>Ort</b>	.073	-0.052	1				
<b>Wet</b>	.102	.585	.179	1			
<b>Lot</b>	.134	.494	.141	.546	1		
<b>TRt</b>	.178	.472	0.054	.391	.244	1	
<b>Oct</b>	.057	.202	-0.056	.553	.244	.160	1

Job satisfaction has been found as strongly positively correlated with (reward, salary and benefit) and training. While leadership and working environment moderately related. The remaining two independent variables, organizational culture and organizational structure, are weakly related.

### 4.3.3 Regression analysis

Multiple regressions is an extension of simple linear regression. It is used to predict the value of dependent variable based on the value of two or more independent variables. Multiple regression also allows to determine the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained.

#### Assumptions of Multiple Linear Regression

- There must be a linear relationship between the outcome variable and the independent variables.
- Multivariate Normality– Multiple regression assumes that the residuals are normally distributed.
- No Multicollinearity- Multiple regression assumes that the independent variables are not highly correlated with each other. This assumption is tested using Variance Inflation Factor (VIF) values.
- Homoscedasticity–This assumption states that the variance of error terms are similar across the values of the independent variables. A plot of standardized residuals versus predicted values can show whether points are equally distributed across all values of the independent variables.
- Multiple linear regression requires at least two independent variables, which can be nominal, ordinal, or interval/ratio level variables.

Regression is a technique that can be used to investigate the effect of one or more predictor variables on an outcome variable. Regression allows to make statements about how well one or more independent variables will predict the value of a dependent variable.

**Table 4.3.3.1: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788	0.620	0.609	0.814

This table shows that information about the quantity of variance that is explained by predictor variables. The first statistic, R, is the multiple correlation coefficients between all of the predictor variables and the dependent variable. In this model, the value is 0.79 the next value, R Square, is simply the squared value of R. This is frequently used to describe the goodness-of-fit or the amount of variance explained by a given set of predictor variables. In this case, the value is 0.62, which indicates that 62% of the variance in the dependent variable is explained by the independent variables in the model.

**Table 4.3.3.2: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	215.484	6	35.914	54,186	.002
	Residual	131.895	199	0.663		
	Total	347.379	205			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), OCt, ORt, TRt, LOt, RSBt, Wet

This is an ANOVA table that describes the overall variance accounted for in the model. The F statistic represents a test of the null hypothesis that the regression coefficients are all equal to zero. Put another way, this F statistic tests whether the R square proportion of variance in the dependent variable accounted for by the predictors is zero. If the null hypothesis were true, then that would indicate that there is no (linear) regression relationship between the dependent variable and the predictor variables. In our case, it appears that the six predictor variables could be used to predict the dependent variable, job satisfaction, as indicated by a large F value and a small p-value (0.002).

one-way ANOVA can be used to test differences in three or more groups. Several hypotheses worth investigating in our project involve the comparison of more than two groups.

The ANOVA procedure produces an F statistic, a value whose probability enables to reject or retain the null hypothesis, i.e., to conclude whether or not the differences in the scores on the dependent variable are statistically significant or due to chance.

Testes Three ANOVA tests were conducted to compare job satisfaction to for the Ras Desta Damtaw Hospital. Job Satisfaction across Hospital staffs group. ANOVA tests were computed to determine if there was a significant difference on job satisfaction based on their age, Educational qualifications, and Profession.

**Table 4.3.3.2: ANOVA Test of age Vs job satisfaction**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.574	2	0.287	0.745	0.476
Within Groups	78.227	203	0.385		
Total	78.801	205			

For the age variable, the F test in the one-way analysis of variance is adopted, as shown in above table the homogeneity test of variance for age qualification,  $p=0.476$  (greater the significance level  $p=0.05$ ), meaning that the variance is homogeneous. In the significance test of difference,  $p$  is greater than the significance level, indicating that people at different ages have same job satisfaction in the Ras Desta Damtew Memorial Hospital.

**Table 4.3.3.3: ANOVA test of education level Vs job satisfaction**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.035	1	0.035	0.089	0.765
Within Groups	78.766	204	0.386		
Total	78.801	205			

For the educational level variable also, the F test in the one-way analysis of variance is adopted, as shown in Table 23. In the homogeneity test of variance for educational level,  $p=0.765$ (greater than the significance level  $p=0.05$ ), meaning that the variance is homogeneous.

In the significance test of difference,  $p$  is greater than the significance level, indicating that people at different educational level have similar job satisfaction in the Hospital.

**Table 4.3.3.4: ANOVA Test of Profession Vs Job Satisfaction**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.626	5	0.325	0.843	0.521
Within Groups	77.175	200	0.386		
Total	78.801	205			

For the educational level variable also, the F test in the one-way analysis of variance is adopted, as shown in the above Table. In the homogeneity test of variance for Profession,  $p=0.521$  (greater than the significance level  $p=0.05$ ), meaning that the variance is homogeneous. In the significance test of difference,  $p$  is greater than the significance level, indicating that people at different Profession have similar job satisfaction in the Hospital.

**Table 4.4.2.3: Estimated coefficient of Regression result**

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	t	Sig
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-0.861	0,345		-2.492	0.014
	Reward, salary and benefit	0.122	0.061	0.225	1.944	0.048
	Organizational structure	-0.076	0.104	-0.85	-0.72	0.469
	Training	0.357	0.106	0.372	3.379	0.001
	Leadership	0,343	0,138	0,308	2.48	0.014
	Working envirnment	-0,084	0,079	-0.114	-1.067	0.287
	Organizational culture	-0.064	0,065	-0,089	-0.996	0.321

The above table in standard regression output provides information about the effects of individual predictor variables. Generally, there are two types of information in the Coefficients table: coefficients and significance tests. The coefficients indicate the change in the value of the dependent variable for a unit change in the predictor variable.

A well-known problem with the interpretation of unstandardized coefficients is that their values are dependent on the scale of the variable for which they were calculated, which makes it



difficult to assess the relative influence of independent variables through a comparison of unstandardized coefficients.

However, if we examine the standardized coefficients, or Beta coefficients. Beta coefficients are based on data expressed in standardized, or z score form. Thus, all variables have a mean of zero and a standard deviation of one and are thus expressed in the same units of measurement. Examining the Beta coefficients for (reward, salary and benefit) and training, we can see that when these two variables are expressed in the same scale, training is more obviously the better predictor of Job Satisfaction for the Hospital.

In addition to the coefficients, the table also provides a significance test for each of the independent variables in the model. The significance test evaluates the null hypothesis that the unstandardized regression coefficient for the predictor is zero when all other predictors' coefficients are kept constant. This test is presented as a t statistic. For example, the variable training has a t-statistic of 3.379 with a p-value of 0.001. This indicates that the null hypothesis (which states that this variable's regression coefficient is zero when all other predictors are kept constant) is rejected at the 1% level of significance. Thus, training is a significant predictor of an employee's job satisfaction in Ras Desta Damtaw Hospital

In general the analysis indicates out of six variables two of them were found significant predictor of job satisfaction. However organizational structure, working environment, organizational culture had no significant effect on job satisfaction, this is because its p-value is greater than 0.05. The table shows that among others training contributes the highest to the variation of the dependent variable (job satisfaction) because its Beta value is the largest ( $B = 0.372$ ). This means that training had the strongest unique contribution towards employee job satisfaction. .

The other variable which affect job satisfaction significantly ( $p = 0.014$ ) was leadership. The estimated parametric coefficient of leadership was 0.308. Generally, it is found that there were positive relationship between leadership and job satisfaction; which indicates as the leadership become good the job satisfaction of employees would be good and high. Training was the other important variable which had slightly significant ( $p = 0.048$ ) effect on job satisfaction. The beta coefficient of this particular variable was 0.225.

Organizational structure, working environment and organizational culture even though it had correlation on spearman correlation analysis, however, on multiple regression analysis it is not found statistically significant ( $p > 0.05$ ) relationship with job satisfaction.

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

In this chapter attempt is made to present the summary of major findings of the study, draw conclusions and make recommendations.

#### **5.1 Summary of major findings**

The findings in the study revealed that most respondent Health professionals that work in Ras desta damtew memorial hospital are not satisfied by their job. Specifically respondents are not dissatisfied with (reward, salary and benefit), training and leadership system of the organization. While on working environment, culture and structure of the organization respondents feel neutral.

The investigation that was conducted revealed that there were totally 7 items used to understand the reward, salary and benefit system of the organization. The overall mean score of this particular variable for reward was 2.213, therefore, it can be said that the status of this variable is around disagree level. Relatively, employees were unhappy on annual reward made by the organization; in regard to this 41.7 Percent of the respondents were disagreed. Apparently, more than 90 percent of the respondents also argues that their organization bonus and incentive program was not satisfied them well.

Totally there were 4 items (questions) organizational structure; and its overall grand mean score was 3.33. Which means, it is around neutral. Looking in to individual items 55.3 percent of the respondents replied that the organizational structure of their organization was well-organized and practical.

Likewise, more than 60 percent of them confirmed that the Staff relationships with coworkers, department members and supervisors were fair according to the organizational structure.

According to the feelings of employee with regard to the working environment, overall there

were 9 items that asked about working environment; among all these 9 items “I am satisfied with work relationship with around me” scored the highest mean of 3.8. Here, the overall mean score of working environment was 2.98. which is near to 3. So, we can conclude that working environment aspects lie on “Neutral level”.

The result of this study shows, the grand mean score of leadership was 2.73. 8 questions were employed under this sub issue. Out of the 8 questions “ the management team gives to the staff members a clear of direction about current situation of the organization.” scored the least mean which is 2.52. The item which was scored the highest was “my organization openly links its vision,mission and strategy with daily activities” with the mean score of 3.12. Looking at the grand mean score of the variable leadership it is possible to conclude that the mean score are almost equal to 3, which means it is neutral.

Accordingly, more than 70 percent of the employees disagreed on that there were training policies and this policies were Monitored well. Likewise, more than 80 percent of the respondents didn't agree on that their organization offers sponsorship programs that assist employees to pursue academic and professional education programs. Compared to other issue respondents agreed that they need more training to improve their job and this is confirmed by 67 percent of the respondents. Totally 5 questions were used under this variable. In conclusion as observed in the table the grand mean score of training is around 2. From these it is possible to conclude the feeling of the employee lies in disagree level.

Accordingly, around 48 percent of the employee agreed that they are comfortable with the work time schedule of the organization. There were 3 items under organizational culture aspects. Out of the 3 questions “I am comfortable with deressing code of health professionals” scored the least mean of 3.19. In addition the overall grand mean score of organizational culture was 3.34 and it is around 3 means, it is neutral

All independent variables used in this study, (reward, salary and benefit), training, leadership, organizational structure, working environment and organizational culture, have positive relationship with dependent variable, job satisfaction. In the study job satisfaction is highly predicted by (reward, salary and benefit), training and leadership.

**Table 5.1: Summary of Hypothesis testing**

Hypothesis	Description	Method	Result
H1	There is relationship between reward and employee job	Correlation	Accepted
H2	There is relationship between organizational structure	Correlation	Accepted
H3	There is relationship between working environment and	Correlation	Accepted
H4	There is relationship between organizational leadership	Correlation	Accepted
H5	There is relationship between training and employee job	Correlation	Accepted
H6	There is relationship between organizational culture and	Correlation	Accepted

## **5.2. Conclusions**

Job satisfaction is supposed to be one of the most important factors affecting the overall organization performance and the success of organizations. The main purpose of this thesis is to analyze the factors affecting employee Job satisfaction at Ras Desta Damtew Hospital. Based on the results of the study, the following conclusions were drawn.

Generally, six possible factors were identified which was believed that they influence the job satisfaction of employees; (reward, salary and benefit), organizational structure, working environment, leadership, training and organizational culture. All of the variables were found to have a correlation with job satisfaction.

Therefore, from the result, there is strong positive relationship between (reward, salary and benefit) and job satisfaction. The importance of reward in this case should not be underestimated. Reward and compensation play an important role in the job satisfaction of the employees. The service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries and compensation.

The relationship between training and job satisfaction is significant. Thus The null Hypothesis is not accepted. The effect of training on satisfaction should be considered highly, if an employee trained well it helps to seek and challenge new things and new performance which indirectly may increase their satisfaction level.

According to the result there is positive relationship between leadership and job satisfaction. Thus, when perceived leadership is good, job satisfaction would also be high. leadership has also proven to be a strong influence on the job satisfaction of employees.

According to the analysis result of the spearman correlation, significant correlation is seen in computed variables decreasingly training, leadership,(reward, salary and benefit) working environment, organizational structure and organizational structure. Generally from the results it is found that it can be said that the key factors that contribute to employee satisfaction are leadership, training and (reward, salary and benefit).

### **5.3. Recommendations**

In order to sustain and increase the job satisfaction of employees; Ras desta damtew memorial hospital should shape and improve the reward system (including financial and non-financial reward) of the organization.

The department heads should motivate employees through providing rewards to those that fulfilling company's directions and to make them as a visible model for others Using both formal and informal rewards-recognition, praise and special assignments that must be achieved.

Human resource should consider to build up a systematic training program laid out to train the employees including on job training, Training Contents and Method should be determined by professional experts, technical advisors or department head of the organizations to maximize the effectiveness of training.

As training capacitates staff productivity, managers should work with its human resource policies and provide training programs in a fair manner to all levels and categories of employee based on the pre-planned programs and upon department's need assessment analysis as stipulated on the personnel manual of the organization.

In cooperation with department heads; human resource should compose the official procedures of training need analysis to figure out the training demands of employees that comply with the company's strategic goals and objectives to have the "Right Train".

Top management should consider Leadership is one of the most important skills of a leader and suppose it to be one of the assessment criteria for the leaders for their improvement or promotion. So the organization should train their leader relating to leading skill including working skill, professional knowledge, encouragement, recognition of potential strengths of employees to make them work better.

Supervisors of Ras desta damtew memorial hospital should approach employees at their work place, particularly identify dissatisfied employees. managers should encourage, employees to participate in the decision making process of the organization core programs.

Managers have to pay attention that work environment and job satisfaction of employees are strongly and positively correlated; furthermore, job satisfaction is very much influenced by the work environment and its elements. When perceived working environment is good, job satisfaction would also be good. So as to keep the working condition better the refreshment materials should be fulfilled. This helps Employees to increases status in their profession as well as increases their level of satisfaction on job.



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## **Appendix 1: Research Questionnaire**

**Saint Mary's University**

**School of Graduate  
studies**

**Department of Business  
Administration**

Questionnaire to be filled by staffs of Ras Desta Damtew memorial hospital.

**Research Topic:** Factors Affecting health professionals job satisfaction in the case of RDDH

Dear Sir / Madam,

My Name is Sirgut Asrat.

With reference to the requirements of the Master's degree program of Saint Mary's University in MBA, I wish to collect data from you on the topic of Factors Affecting health professional's job satisfaction. So I would like to keep privacy of the information and data that you provided to me. I assure this information is used only for the academic purposes. Therefore, this research will be evaluated in terms of its contribution in understanding factors affecting employee's job satisfaction at Ras desta damtew memorial hospital and its contribution to improvements in these areas.

## SECTION A – PERSONAL INFORMATION

Please tick the appropriate box that corresponds to your answer.

1. Sex?

Male  Female

2. Age?

20-30yrs  51- 60yrs

31-40yrs  Above 60yrs

41- 50yrs

3. Marital status?

Married  Separated

Single  Divorced

4. How long have you worked with current organization?

Below 5yrs  11-15yrs  Above 20yrs

6-10yrs  16-20yrs

5. What is your level of education?

Diploma  Degree

Masters  PhD

other (please specify).....

5. What is your profession?

Doctor  pharmacist  nurse

Labratorist  midwifery  health officer

6. What is the range of your salary?

Below 5000 Birr

5001– 10000 Birr

10001 – 15000 Birr

15001– 20000 Birr

**SECTION B - REWARD, SALARY AND BENEFIT**

Please indicate your level of agreement with each of the following statements.

<b>No</b>	<b>Questions</b>	strongly <b>Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly</b>
1.	My organization recognizes and awards Employees through annual awards.					
2.	There is a consistent & equitable systems of rewards					
3.	I am glad with the appreciation and rewards for my performance					
4.	I feel I am being paid a fair pay for the work I do					
5.	I am satisfied by the health care benefit provided by the organization					
6.	I feel satisfied with the organization bonus and Incentive programs.					
7.	I am satisfied with long term benefit & insurance policies of the organization.					



## SECTION C - ORGANIZATIONAL STRUCTURE

Please indicate your level of agreement with each of the following statements.

S. No	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly
8	Am aware about my organizational structure.					
9.	The organizational structure of my organization is well-organized, clear and practical					
10.	My organization work process challenges me to implement tasks					
11.	The Staff relationships with coworkers, other department members and supervisors is good according to the organizational structure					

## SECTION D –WORK ENVIRONMENT

Please indicate your level of agreement with each of the following statements.

S. No	Questions	strongly Agree	Ag ree	Neutral	Disagree	Strongly Disagree
12.	I am satisfied with my job place					
13.	I am satisfied with availability of Transportation.					
14.	I am satisfied with various social activities in the firm& love participating in them					
15.	I am happy & able to maintain a fit balance Among work and family life.					
16.	I am satisfied with supply of sufficient amount of material, equipment and tools for my work.					
17.	I am satisfied with work relationships with the people around me.					
18.	I am satisfied with refreshment material within organization.					
19.	My work environment brings some elements of risk.					
20	I am satisfied with overall job security.					

## SECTION E – LEADERSHIP

Please indicate your level of agreement with each of the following statements.

S .No	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly
21.	The organization Openly links its Vision, Mission, goals and strategies to daily activities in the organization.					
22.	The management team gives to the staff members a clear picture of direction about current situation of the organization					
23.	I am happy with the leaders in my workplace as positive role models					
24.	Higher management bodies treats me with					
25.	My job requirements are clear					
26.	I frequently feel that I do have knowledge about what is going on in the organization					
27	I am satisfied with the present performance appraisal policy of the organization.					
28	I am happy with the permission policy of the organization.					

## SECTION F – TRAINING

<b>S. No</b>	<b>Questions</b>	<b>strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly</b>
29	Am aware that there are training policies in my organization					
30	Training programs in the organization are monitored and evaluated					
31	My organization provides On-the-job trainings for employees					
32	My organization offers Sponsorship programs that assist employees to pursue academic and professional education programs					
33.	I would need more training to improve					

### SECTION G- ORGANIZATIONAL CULTURE

Please indicate your level of agreement with each of the following statements.

S.No	Question	strongly	Agree	Neutral	Disagree	Strongly
34	I am comfortable with normal working time schedule of my organization.					
35	I am comfortable with duty time schedule of my organization.					
36	I am comfortable with dressing code of health professionals.					

### SECTION H- OVER ALL JOB SATISFACTION LEVEL

Please indicate your level of agreement with each of the following statements:

S.No	Question	Agree	Strongly	Neutral	Disagree	Strongly
37.	Over All I satisfied with the organization as Employee					