

ADDIS ABABA UNIVERSITY

FACULTY OF MEDICINE

CENTRALIZED SCHOOL OF NURSING

**DETERMINANTS OF NURSES' JOB SATISFACTION IN
GOVERNMENT HOSPITALS, ADDIS ABABA,
ETHIOPIA, JUNE 2010**

**A thesis submitted to the School of Graduate Studies Addis Ababa University
in partial fulfillment of the requirements for the Degree of Master in Adult
Health Nursing**

BY

WONDWOSSEN YIMAM HUSSIEN (RN, Bsc.N)

JUNE, 2010

ADDIS ABABA, ETHIOPIA

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JUNE, 2010

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APPROVAL BY THE BOARD OF EXAMINERS:

This thesis by Wondwossen Yimam is accepted in its present form by the board of examiners as satisfying thesis requirement for the degree of Masters of Science in Adult Health Nursing

Internal examiner

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LIST OF ACRONYMS

- AAU Addis Ababa University
- MSQ-SF Minnesota Satisfaction Questionnaire- Short Form
- SD Standard Deviation
- SPSS Statistical Package for Social Science
- St. Saint

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ABSTRACT

Introduction: Nurse's job satisfaction is a cornerstone for improving the quality of health care, patient satisfaction, staff morale, job competence, patient compliance, positive patient outcomes and its continuity of care; however, dissatisfaction leads to decreased productivity, efficiency, and the quality of care, each of which raises costs to the health care system.

Objective: The main objective of this survey was to assess levels and determinants of nurses' job satisfaction by using Herzberg's job motivator and hygiene factors in Addis Ababa government hospitals.

Methods: Institution based cross-sectional study was conducted from Nov to May 2010 on 300 nurses working in Addis Ababa government hospitals. Pre-tested and self administered questionnaire was used to collect data from six hospitals. Simple random and systematic sampling technique was employed in this study. The data was entered, cleaned and analyzed using SPSS version 15. Associations between dependent and independent variables assessed and presented using frequency, mean, standard deviation, student t-test, ANOVA, & Pearson's correlation test. Statistical significance was set at $p\text{-value} < 0.05$.

Results: Three hundred nurses responded from the sampled 314 respondents and composed a response rate of 95.5%. The majority 188 (63%) of nurses were dissatisfied with their job. Advanced age and work experience were related with nurses' job satisfaction. The overall mean satisfaction score of hygiene and motivation factors were 3.54 ($\pm 0.96SD$) and 3.35 ($\pm 0.09SD$) respectively. Almost all determinants were positively and moderately correlated with job satisfaction, whereas compensation was negatively and strongly correlated with job satisfaction.

Conclusions: The majority of nurses were dissatisfied with their job. Advanced age and work experience were statistically significant and associated with nurses' job satisfaction. Almost all hygiene and motivation factors were positively and moderately correlated with nurses' job satisfaction. Hygiene factors were more important predictors of job satisfaction than motivation factors in this study subjects. The study subjects were not satisfied with the compensation (salary) that they received for their work that they do.

Recommendations: Managers can use both hygienic & motivation determinants as a strategic tool to increase nurses' job satisfaction and they should also give priority and design appropriate mechanism to their young and low experienced nurses to improve level of their job satisfaction. The factors contributing to nurses' dissatisfaction with compensation (salary) should be further investigated and depending on the findings, alternative methods of reward need to be considered.

Key words: Determinants, Nursing job satisfaction

1. INTRODUCTION

1.1 Background

Nurses are pivotal to the effective and efficient delivery of health care system including hospitals. Hospital consumers perceive these professionals as trained individuals that work to contribute to patient's health issues. Therefore, high productivity and performance of hospitals could not be realized without nurses' support and contribution.

Job satisfaction is generally regarded as an employee's attitude toward the job and job situation. Spector defines job satisfaction simply as "the degree to which people like their jobs." Some people therefore enjoy work and consider it as a central part of their lives while others do so only because they have to. At the same time one has to consider that the degree towards which different persons are satisfied concerning varies from country to country because different countries have got different types of work condition. Moreover people expectations have a myriad of differences in different countries (1)

A nurse who has a high job satisfaction will strive to provide the best to her /his patients. However, dissatisfaction leads to decreased productivity, efficiency, and the quality of care, each of which raises unwanted costs to hospitals (2, 3)

A study conducted in Indonesia and South Africa has shown that nurses were generally dissatisfied with their job (7, 13). A study conducted in Turkey's nurses also revealed that the proportions of satisfied Turkey's nurses with their work were 60% (4)

Some studies conducted in South Africa & Kuwait among health professionals revealed that nurses above age forty were significantly more satisfied on their job than their younger colleagues (5, 6) Regarding age, few studies have shown that older workers were more satisfied with their jobs than younger ones (7, 8), However Benton and Hallora from Kuwait concluded that young workers were more satisfied with their job than older ones (6)

Kreitner et al, Shaha M, & Oshagbemi have found that job satisfaction was significantly correlated with increased professional working experience (6, 9, 10). However Green found that there was no correlation between length of professional service and job satisfaction (11)

One study conducted in Palestinian nurses (Jordan) revealed that among all the factors those were contributed to job satisfaction, 86% were motivators and of all the factors that contributed to dissatisfaction about their work, were hygiene factors (72%) (12)

Regarding to hygiene factors perceived by nurses in Indonesia, the study results showed that there was a significant association between hygiene factors (salary and working conditions) and job satisfaction (13)

One national study conducted in China revealed that hygiene factors were found to be as important as motivation characteristics on nurses' job satisfaction (14). In contrast, in Indonesia hygiene factors were significantly associated with nurses' job satisfaction, where as motivation factors were not significantly associated with job satisfaction (13)

1.2 Statement of the problem

Nurse's job satisfaction is a cornerstone for improving the quality of health care, patient satisfaction, staff morale, job competence, patient compliance, positive patient outcomes and its continuity of care. (14, 15)

Job dissatisfaction has frequently been cited as the primary reason that impede efficiency, effectiveness and sustainability of health care systems, which in turn pose a threat to hospitals' capacity to provide good care as well as to meet up the needs of patient (16) This may result in a decrease in morale and productivity of nurses due to the increasing pressure on them, which in line has the potential to contribute to further work dissatisfaction .Nurses who were not satisfied at work were also found distant themselves from their patients and their nursing tasks, resulting in suboptimal quality of care(13)

According to Herzberg's Dual Factor (motivation & hygiene factors) theory, the motivation factors comprise achievement ,recognition, responsibility, the work itself ,advancement ,etc are direct stimulating factors that make a person satisfied in his/her job and bring positive attitude to like and love his/her job (15)

The hygiene (extrinsic) factors include salary, working condition, supervision, organizational policy; interpersonal relationships, etc are related to work environments and presumed to cause dissatisfaction.

Previous studies have also proposed a number of determinants of job satisfaction, including demographic characteristics (as of age, gender, educational level, marital status, and working experience) (16)

1.3 Significance of the study

Both job satisfaction and dissatisfaction have an impact on the nursing practice in any hospital settings. Therefore understanding determinants of nurses' job satisfaction working in government hospitals will help to improve productivity, efficiency, and the quality of nursing care, which will further increase patient satisfaction.

Thus it would be worthwhile to investigate the existence of job satisfaction determinants among nurses working in government hospitals; thereby, to overcome the dissatisfying factors, and, by then, to increase nursing job satisfaction.

Factors affecting nurses' job satisfaction were not assessed adequately or not at all get attention in our country and at large in the study area. Hence, the results of this study will provide baseline information about factors that hampered nurses' job satisfaction; likewise it will assist policy makers to design promising strategies that would minimize job dissatisfaction among nurses.

2. LITERATURE REVIEW

Job satisfaction theories

Many researchers suggest that the motivational theories that address job satisfaction are the Need theories (Maslow's hierarchy of needs theory), the Equity theory, and the Job Characteristics theories (as of Herzberg's two-factor theory), so the investigator selects the following theories to discuss job satisfaction. (17)

1. Maslow's hierarchy of needs

Maslow proposed five basic needs. These are physiological, safety, love, esteem, and self-actualization. These basic needs are arranged in a hierarchy.

The rationale behind the hierarchy is that one could only progress to the next level when the previous need is satisfied. Thus, Maslow was suggesting a distinct relationship between motivation and satisfaction, in that an individual, when satisfied with the current need would be motivated by the next need in the hierarchy and Maslow conclude that, once a need is satisfied, then it ceases to motivate (9)

Maslow mainly focuses on the internal needs and ignores the external needs which originate from outside the workplace. Recent research suggests that job satisfaction is one branch of the life satisfaction. Maslow's theory has made three important contributions. Firstly, it highlighted need categories that can help managers provide positive reinforces in the workplace. Secondly, it is useful to think of two levels of needs with lower level needs having to be satisfied before higher level needs become important. Thirdly, Maslow's theory made managers aware of the importance of personal growth and self-actualization (18)

2. Herzberg's Two-Factor Theory

Similar to Maslow, Herzberg expressed his theory of motivation in terms of satisfaction instead of productivity outcomes. Many studies compare Herzberg's theory with Maslow's and concludes that the hygiene factors are similar but not identical to Maslow's lower level needs and they concluded that satisfied employee would be a productive employee (19)

Herzberg suggest that there are two sets of factors involved in producing job satisfaction and motivation, and the factors that lead to satisfaction are different from those that lead to job dissatisfaction. These factors are the growth or motivator factors that are intrinsic to the job which include achievement, recognition, security, responsibility, and professional growth or advancement) and the dissatisfaction avoidance or hygiene factors that are extrinsic to the job such as company policy and administration, supervision, interpersonal relationships, working conditions, salary, social status, and moral values.

Hygiene factors prevent dissatisfaction, but they do not necessarily lead to satisfaction. Hygiene factors do not motivate, only the motivators can lead to motivation. This he equates to Maslow's higher order needs.

Therefore, an employee will be dissatisfied when they have grievances about hygiene factors. However, He concluded that satisfaction and dissatisfaction were not merely opposites.

Herzberg particularly pointed out that 'The opposite of job satisfaction is not job dissatisfaction but, rather, not job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but not job dissatisfaction(20)

One study conducted in Palestinian nurses (Jordan) revealed that among all the factors those contributed to job satisfaction, 86% were motivators and of all the factors that contributed to dissatisfaction about their work, were hygiene factors. (21)

Studies testing Herzberg's two-factor theory show that in line with Herzberg's predictions, factors associated with intrinsic satisfaction do play a more important part in increasing job satisfaction (22). Schneider and Locke argue that intrinsic factors are related to satisfaction and extrinsic factors are related to dissatisfaction because employees themselves are given credit for satisfaction while others are primarily blamed for dissatisfaction (23), where as many researches do not support Herzberg's two-factor theory and showed that intrinsic and extrinsic factors contributed to both satisfaction and dissatisfaction (24)

3. Equity Theory

This theory suggests that individuals compare themselves with others in an equivalent position in their working conditions to determine if they are being treated fairly. If the "comparison person" is treated in the same manner, then the individual feels she/he is being treated equitably. If discrepancies are seen then it may be felt that the situation is inequitable and the individual will be motivated to resolve the inequity (19)

According to the Equity theory when making comparisons both inputs (the contributions the person makes to the organization) and outputs (the rewards the person receives from the organization) are considered. People compare themselves to one another in terms of their ratios of inputs to outcomes (25)

Studies have shown that reaction to salary increases are influenced by the employees' perception of the fairness of the increases. If the employees perceive the increase to be allocated fairly, then the employee would be more satisfied than if they perceived the allocation procedures to be unfair. Job satisfaction is influenced more by the perceived fairness of the procedures used to allocate pay increases rather than the actual amount of the pay increase received (26)

Sources of job satisfaction

From theories discussed above, job satisfaction is a global concept which is determined by various factors. Those factors can be categorized into three groups: individual characteristics, intrinsic job characteristics and extrinsic job conditions. Individual demographic characteristics include age, gender, level of education, & marital status, and professional work experience. Whereas intrinsic elements refer to those factors that are related to the job such as authority, policies & procedures, security, recognition, variety, responsibility & supervision. The extrinsic elements are those that are provided by the external forces such as ability of utilization, achievement, compensation, coworkers' relation, independence, activity, moral value, social service, social status, working conditions, and advancement.

1. Individual characteristics

Gender

A study conducted by Devaney and Chen have shown that female professionals were more satisfied than their male counterparts(27), in contrary to the above, Texas A&M University argue that no evidence was suggesting that gender impacts on an employee's job satisfaction. (28)

Age

Some studies conducted in South Africa & Kuwait among health professionals revealed that nurses above age forty were significantly more satisfied on their job than their younger colleagues (5, 6) In contrary, a study conducted in China showed that there was no linear relationship between age and nurses' job satisfaction (29)

Few studies have shown that older workers were more satisfied with their jobs than younger ones (7, 8), However Benton and Hallora concluded that young workers were more satisfied with their job than older ones (6)

Working experience

Kreitner et al, Shaha M, & Oshagbemi have found that job satisfaction was significantly correlated with increased professional working experience (6, 9, 10). However Green found that there was no correlation between length of professional service and job satisfaction (11)

Marital status

Kuo et al, and Jamal et al reported that married employees experienced higher levels of job satisfaction in comparison to that of single employees (30,31),however Nezaam Luddy has found that no significant relationship between marital status and job satisfaction amongst employees working at Public health institution in the western cape town(5)

2. Intrinsic(motivation) and extrinsic(hygiene) job characteristics

One study conducted in Palestinian nurses (Jordan) revealed that among all the factors those were contributed to job satisfaction, 86% were motivators and of all the factors that contributed to dissatisfaction about their work, were hygiene factors (72%) (12)

Studies testing Herzberg's two-factor theory show that in line with Herzberg's predictions, factors associated with intrinsic satisfaction do play a more important part in increasing job satisfaction (32). Schneider and Locke argue that intrinsic factors are related to satisfaction and extrinsic factors are related to dissatisfaction because employees themselves are given credit for satisfaction while others are primarily blamed for dissatisfaction(18) Where as many researches do not support Herzberg's two-factor theory and showed that intrinsic and extrinsic factors contributed to both satisfaction and dissatisfaction(9,17)

Regarding to hygiene factors perceived by nurses in Indonesia, the study results showed that there was a significant association between hygiene factors (salary and working conditions) and job satisfaction(13)Whereas there was no significant association between other aspects, such as policy and administration, supervision and interpersonal relationship with job satisfaction (32)

One national study conducted in China revealed that intrinsic job characteristics were found to be as important as extrinsic job characteristics on nurses' job satisfaction (14). In contrast, in Indonesia hygiene factors were significantly associated with nurses' job satisfaction, where as motivation factors were not significantly associated with job satisfaction (13)

In Hong Kong, demographic factors take part as main role in job dissatisfaction among nurses (33). However, a study done in Palestinian nurses showed that no significant relationships were found among demographic variables and job satisfaction (29).

Many nurses in Canada mentioned that their job dissatisfaction was related to organizational policy. In Australia, Indonesia, & South African, job satisfaction was related to salary (13, 32). In South Africa, nurses working at public hospitals were generally dissatisfied with their job attributed to salary & workload (13)

Consequences of job satisfaction

Job satisfaction is an extremely important area from health institution perspective. This is because of its correlation with other variables such as job motivation, organizational commitment, & performance that have a direct impact on professional effectiveness.

1. Motivation

A meta-analysis of nine studies and 2,237 employees showed that there was a positive relationship between motivation and satisfaction. There was also a correlation between satisfaction with supervision and motivation. This shows that the behavior of managers affects employee satisfaction (17)

2. Organizational Commitment

A meta-analysis of 68 studies and 35,282 people found a strong relationship between commitment and satisfaction. By increasing job satisfaction employees will be more satisfied and more committed to their work. Consequently, higher commitment will facilitate higher productivity (34)

3. Job Performance

Whilst there is sufficient evidence to show that performance and satisfaction are related, there are two contrasting arguments. The first is that satisfaction may lead to performance. In other words, people who are happy put more effort into work, work harder and therefore perform better. The second is that performance results in satisfaction. People who perform better are more likely to receive rewards resulting in improved satisfaction (35)

A study by Jacobs and Solomon have found that people who performed well were more satisfied (36), similarly, a study conducted in Cape town showed strong relationship existed between satisfaction and productivity (37)

4. Health and Well-Being

Spector states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical(38), On the other hand, Luthans mentions that employees with high levels of job satisfaction tend to experience better mental and physical health(39)

5. Life Satisfaction

The spill-over hypothesis proposes that satisfaction or dissatisfaction in one area of life spills over to another. This hypothesis has been supported by studies that have found a positive correlation between life satisfaction and job satisfaction: life satisfaction causes job satisfaction and that job satisfaction causes life satisfaction (40)

Levels of job satisfaction

A study conducted among nurses(N=215) in AcehTimur District Nanggroe Aceh Darussalam Province Indonesia has shown that 25.58 % had low level job satisfaction, 49.30 % had moderate level of job satisfaction and 25.12 % had high level of job satisfaction(32). Similarly, one national study of nurses' job satisfaction in South Africa has also revealed that nurses were generally dissatisfied (13). In contrast, the proportions of satisfied Turkey's nurses with their work were 60% (4)

Measurements of Job Satisfaction

The Minnesota Satisfaction Questionnaire (MSQ) developed in 1967 by Spector and Weiss. The MSQ is the second most popular measure of job satisfaction. It is available in a long (MSQ-LF) and a short version (MSQ-SF). The long-form asks participants to respond to 100 items, measuring general job satisfaction and satisfaction according to twenty job dimensions, using a five-point rating scale response format.

MSQ-SF consists of 20 items from the long-form MSQ that best represent each of the 20 scales. Factor analysis of the 20 items helps to obtain Intrinsic, & extrinsic satisfaction variables as well as Scores on general job Satisfaction (17, 41)

The bases for the construction of the MSQ-SF by Spector & Weiss are the following variables

Activity: Being able to keep busy all the time.

Independence: The chance to work alone on the job.

Variety: The chance to do different things from time to time

Social Status: The chance to be “some body “in the community

Supervision (Human Relations): The way my boss handles his men.

Supervision (Technical): The competence of nurse’s immediate supervisor in making decisions

Moral Values: Being able to do things that don’t go against my conscience.

Security: The way my job provides for steady employment.

Social Service: The chance to do things for other people.

Authority: The chance to tell other people what to do.

Ability Utilization: The chance to do something that makes use of my abilities.

Policies and Practices: The way organizational policies are put in to practice.

Compensation: My pay & the amount of work I do.

Advancement: The chances for advancement on this job.

Responsibility: The freedom to use my own judgment

Creativity: The chance to try my own methods of doing the job.

Working Conditions: The working conditions

Coworkers: relationships with co-workers

Recognition: The praise I get for doing a good job.

Achievement: The feelings of accomplishments get from the job

Conceptual framework

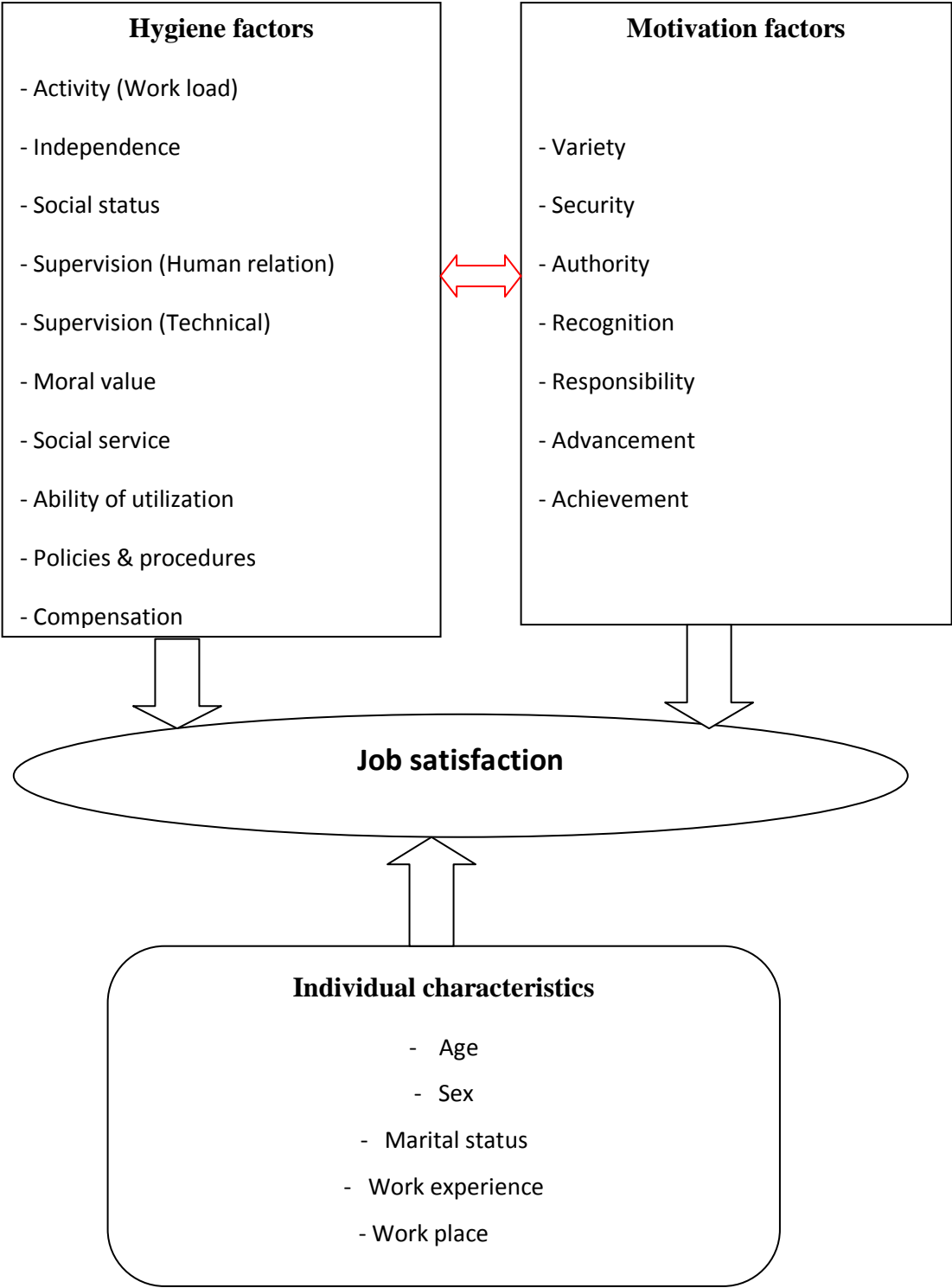


Fig 1. Conceptual framework

Source: Herzberg's Dual Factor (motivation & hygiene factor) theory

3. OBJECTIVE

3.1 General objective

- ❖ To assess the determinants of nurses' job satisfaction by using Herzberg's job motivator and hygiene factors in Addis Ababa government hospitals.

3.2 Specific objectives

- ✓ To assess the level of overall job satisfaction of nurses in Addis Ababa government hospitals.
- ✓ To identify socio-demographic determinants related to nurses' job satisfaction in Addis Ababa government hospitals.
- ✓ To assess the relationship between motivation factors and nurses' job satisfaction in Addis Ababa government hospitals.
- ✓ To examine the relationship between hygiene factors and nurses' job satisfaction in Addis Ababa government hospitals.

4. METHODOLOGY

4.1 Study area & period

This study was conducted at six government hospitals in Addis Ababa between the months of Apr to May, 2010. Addis Ababa is the capital city of Ethiopia and is administratively divided in to 10 sub cities and 99 Kebeles. The city is located between 9 degrees latitude and 38 degrees longitude at an altitude of 2200-2800 meters above sea level on a plateau that is crossed by numerous streams and surrounded by hills. Its projected population of 2009/10 is estimated to be 3,147,000. There are about 646 health institutions in the city which include 33 hospitals (20 private, 12 government owned, and 1 NGO hospital), 28 health centers, 442 private clinics, 106 government factory clinics, 28 NGO clinics, 9 government clinics. There are about 1723 nurses' working in Addis Ababa government Hospitals. (42-44)

4.2 Study design

Institution based cross sectional study was designed to examine factors affecting job satisfaction among nurses at six government hospitals in Addis Ababa.

4.3 Source population

Government hospital nurses were selected for this study because they had large number of nurses' than Health Centers and other health care settings. The source populations for this study were the nurses who were working in government hospitals, Addis Ababa.

4.4 Study population

The study populations for this study were selected nurses working in government owned hospitals and involved in patient care.

4.4.1 Inclusion criteria

- ✓ Nurses who were working in Addis Ababa government hospitals during this study period.
- ✓ Nurses involved in patient care.
- ✓ Willing to participate in the study

4.4.2 Exclusion criteria

- ✓ Nurses who were not involved in patients care.
- ✓ Those who were not willing to participate in the study

4.5 Sample size

The sample size was calculated using the following single population proportion formula (45)

$$n_i = (Z_{\alpha/2})^2 pq/d^2$$

Where:

n_i = Sample size which needs statistical correction

n = The desired total sample size

N = The total number of nurses in Addis Ababa public hospitals ($N= 1,723$)

$Z_{\alpha/2} = 1.96$ (The standard normal deviate with 95% confidence interval)

$d = 0.05$ (Degree of accuracy)

$p = 0.5$ (Since the proportion of nurses' job satisfaction was not known, P taken as 50%)

$q = 1-p = 1-0.5 = 0.5$

$n_i = 384$

Since the total numbers of nurses were less than 10,000, the desired sample size calculated using the following correction factor formula as follows:-

$$n = [n_i / 1 + (n_i/N)]$$

$n = 285$, with 10% non-response rate the total sample size = 314

4.6 Sampling procedures

Out of twelve government hospitals six hospitals were selected with simple random sampling technique (lottery method). After obtaining the total numbers of nurses & sampling frame (nurses list with their specific working unit) using staff registration book from each selected government hospitals, the desired numbers of study participants were computed proportionally for each hospital. The first study subject of each hospital was selected using table of random number method and then systemic sampling technique of every 4th nurses were used to select study subjects until the desired proportionate sample size (n= 314) was obtained from each hospitals. Nurses who were not available during the data collection period were visited three times more by the data collectors, but when the selected respondent was not available in his/her specific working unit by any means, the next nurse registered below/above from the sampling frame was selected as a study subject.

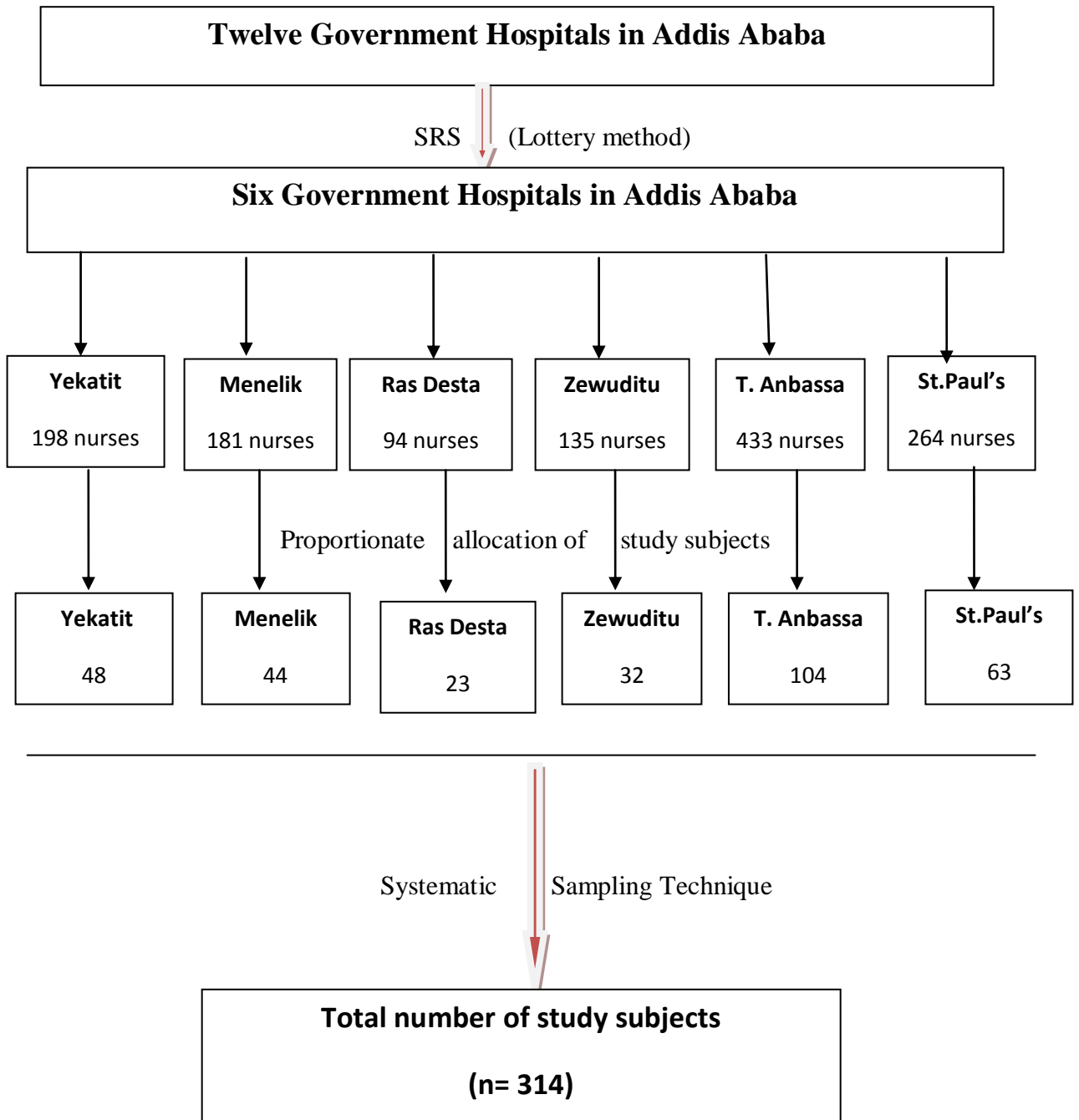


Fig 2. The schematic presentation of sampling procedure

4.7 Data collection procedures

The data was collected by six trained unemployed nurses and managed by six supervisors. The data for this study was collected using a structured questionnaire prepared to address intrinsic & extrinsic job characteristics', level of job satisfaction and socio demographic characteristics.

Self administered questionnaire adopted from the Short form of the Minnesota Satisfaction Questionnaire (MSQ-SF) with 20 items to examine nurses 'job satisfaction with in selected government hospitals. The questionnaire was distributed to all study subjects at their workplaces between Apr 30 and May30, 2010. Those sampled nurses' from selected hospitals were contacted by the assigned trained data collectors & provided self administered questionnaire, moreover those who were not available during the data collection period were visited three times more by the data collector. There was no time limit to complete for the MSQ-SF questionnaire; however the respondents encouraged to answer the questions rapidly as much as possible. Administration time for the MSQ-SF varies from about fifteen to twenty minutes, and socio demographic related questions not take more than 5 minutes.

Data collection tool

Part I. To assess socio-demographic variables

A questionnaire developed from literature was used to obtain demographic information relevant to the sample. Participants were asked to furnish information with regard to their age, gender, educational level, and marital status, number of children and years of service employed in government hospitals.

Part II, To assess nurses job satisfaction

The MSQ-SF was used to elicit data on job satisfaction of nurses this is because the instrument is a proven valid and reliable instrument for the assessment of job satisfaction. The MSQ-SF uses 5 point Likert item scale ranging from very satisfied (5) to very dissatisfied (1)

Interpretation of MSQ-SF scores

The MSQ short form consists of 20 questions focusing on intrinsic and extrinsic characteristics of nurses' attitude. This form would be scored on three scales: intrinsic and extrinsic characteristics and general satisfaction. The bases for the construction of the MSQ-SF by Spector & Weiss were the following 20 variables. There was one question which represents each of the following variables.

1. Work load
2. Independence
3. Variety
4. Social Status
5. Supervision (Human Relations)
6. Supervision (Technical)
7. Moral Values
8. Security
9. Social Service
10. Authority
11. Ability Utilization
12. Policies and Practices
13. Compensation
14. Advancement
15. Responsibility
16. Creativity
17. Working Conditions
18. Coworkers
19. Recognition
20. Achievement

Scale Items (Questions)

For hygiene factors (thirteen items) include scale items (questions): 1, 2, 4, 5, 6, 7, 9, 11, 12, 13, 16, 17, & 18

For motivation factors (Seven item) include scale items (questions): 3, 8, 10, 14, 15, 19, & 20

For general level of satisfaction: All 20 items were used

The 20-item total score, this means that scores with a mean item response of 3.67 or more represented as having job satisfaction, whereas a mean score of 3.66 or less was considered as having job dissatisfaction

4.8 Study variables

- *Dependent* variable

Job satisfaction of nurses

- Independent variables

- **Hygiene(extrinsic)factors**: ability of utilization, supervision, creativity, organizational policies and procedures, salary, coworkers relationship, independence, work load, moral value, social service, social status, and working conditions.
- **Motivation (intrinsic) factors**: authority, advancement, achievement, security, recognition, variety, and responsibility.
- **Socio-demographic characteristics**: age, gender, marital status, number of children and work experience.

4.9 Operational definitions

1. **Job satisfaction**: referred to feeling of happiness (like) about job.
2. **Motivation factors** referred to motivators or satisfiers directly related to job satisfaction.
These factors are authority, achievement, advancement, security, recognition, variety, and responsibility.
3. **Hygiene factors** termed as job dissatisfiers directly related to job dissatisfaction. These factors include ability of utilization, salary, hospital policies & procedures, coworkers' relationship, independence, workload, moral value, social service, social status, creativity, working conditions, and Supervision.

To measure job related satisfaction, 20 questions were adopted and constructed from MSQ-SF and rated on a five Likert's scale and the level of job satisfaction dichotomized in to two categories namely "dissatisfied and satisfied "by their mean range from 1.00 to 3.66 and 3.77 to 5.00 respectively.

Level of job satisfaction	Cut-off points
Satisfied	Nurses who had mean satisfaction score ranging from 3.67-5.00 for motivation and hygiene factors.
Dissatisfied	Nurses who had mean satisfaction score ranging from 1.00-3.66 for motivation and hygiene factors.

4.10 Data Analysis procedures

Data entry, data cleaning, coding and analysis were performed using Statistical Package for Social Science (SPSS version15 for windows) by the principal investigator. To explain the study population in relation to relevant variables descriptive statistics like frequencies, mean, and standard deviation were used. To assess associations between dependent and independent variables, analytical statistics like independent and paired T-test, ANOVA, and Pearson's correlation test were applied. Results were interpreted as significant at a p-value of <0.05.

4.11 Data quality management

Half day training was given for six data collectors and supervisors about the objectives and process of the data collection by the principal investigator. The pre-test was carried out in Gandhi hospital on 5 % (n=15) of the study population to check the validity and reliability of the instrument.

Based on the pretest, the instrument was assessed in terms of its clarity, understandability (language), flow and construction. Since the instrument was prepared in English, few respondents faced difficulties to understand some statements of the questionnaire. Hence, the questionnaire was translated to Amharic so as to maintain the internal consistency of the factors used in the questionnaire.

Supervisors collected the completed questionnaire everyday and checked each part of the instrument for uncompleted values. The principal investigator was also responsible for the coordination and on spot supervision of overall data collection process.

4.12 Ethical consideration

Ethical approval and clearance was granted from Centralized School of Nursing, Faculty of Medicine, and Institutional Review Board Office (IRB). This survey didn't cost any additional expenses on the study subjects. There were no potential risks that may cause any harm in any form. Letter of cooperation was given & secured at all levels to the respective organizations. After obtaining permission from regional health bureau, hospital directors and ward heads, informed (verbal) consent were obtained from the study subjects and participants were provided with information about the objectives and expected outcomes of the study at every stage of it.

All information which was communicated with individual subjects or organizations kept private and confidential. Questionnaires were distributed to nurses while they were on the job. Coding and aggregate reporting was used to eliminate respondents' identification as well as to ensure their anonymity.

4.13 Dissemination of results

The result of the study will be communicated to the Ministry of Health, Ethiopian Nurses Association (ENA), Addis Ababa Regional Health Bureau, and all study hospitals in Addis Ababa. The study findings will be presented in different seminars, meetings and workshops and published in a scientific journal.

5. RESULTS

Part I. Descriptive results

Socio demographic characteristics of the respondents

A total of 300 nurses completed the questionnaire and included in the analysis. Fourteen respondents were excluded from the analysis for gross incompleteness and inconsistency of responses, making a response rate of 95.5 %.

The majority 77.7% of the respondents were females. The average age of the study population was 31.61(\pm 7.502SD) & their age ranged from 20 to 45 years. The result showed that the majority (45%) of nurses were young and below the age of 29 years (Table I).

About 51.1% of the study subjects were married. In this study, all the respondents were found to be either married or single. The greater part 133(44.3%) of the respondents had no child. Fifty nine (19.7%), 32 (10.7%), and 76 (25.3%) of the study subjects had one child, two children, and more than two children respectively (Table 1)

Regarding educational status, the majority 237(79%) of the respondents were diploma nurses. The year of service in nursing profession ranged from one to twenty two years. The median and mean of work experience was 5.0and 8.32(\pm 6.189 SD) respectively.

Among 300 study subjects who responded 151(50.3%), 61(20.3%) and 88 (29.3%) were in the service category of < 5, 5-10, and 10+ respectively (Table 1)

Table 1. Socio-demographic characteristics of the respondents in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010

Variables	Category	Frequency (%)
Sex	Male	67 (22.3)
	Female	233 (77.7)
Age	<29	135 (45)
	29-36	82 (27.3)
	37-45	83 (27.7)
	Mean= 31.61 \pm 7.502SD Min= 20 Max=45 years	
Marital status	Married	154 (51.3)
	Unmarried (single, divorced, widowed)	146 (48.7)
Years of working experience in nursing	< 5 years	151(50.3)
	5-10	61(20.3)
	10+	88(29.3)
Educational status	Diploma nurses	238(79.3)
	Degree nurses	62(20.7)
Number of children	No child	133 (44.3)
	One child	59 (19.7)
	Two children	32(10.7)
	\geq Three children	76(25.3)
Religion	Orthodox	194 (64.7)
	Muslim	54 (18)
	Protestant	52 (17.3)

Level of respondents' job satisfaction

One of the objectives of this study was to assess the overall level of nurses' job satisfaction in Addis Ababa government hospitals. To measure job related satisfaction, 20 questions were adopted and constructed from MSQ-SF and rated on a five Likert's scale and the level of job satisfaction dichotomized in to two categories namely "dissatisfied and satisfied "by their mean range from 1.00 to 3.66 and 3.77 to 5.00 respectively. Out of the 300 nurses who responded on job satisfaction, 188 (63%) rated "dissatisfied" and 112 (37%) rated themselves "satisfied" with their job (Fig 3).

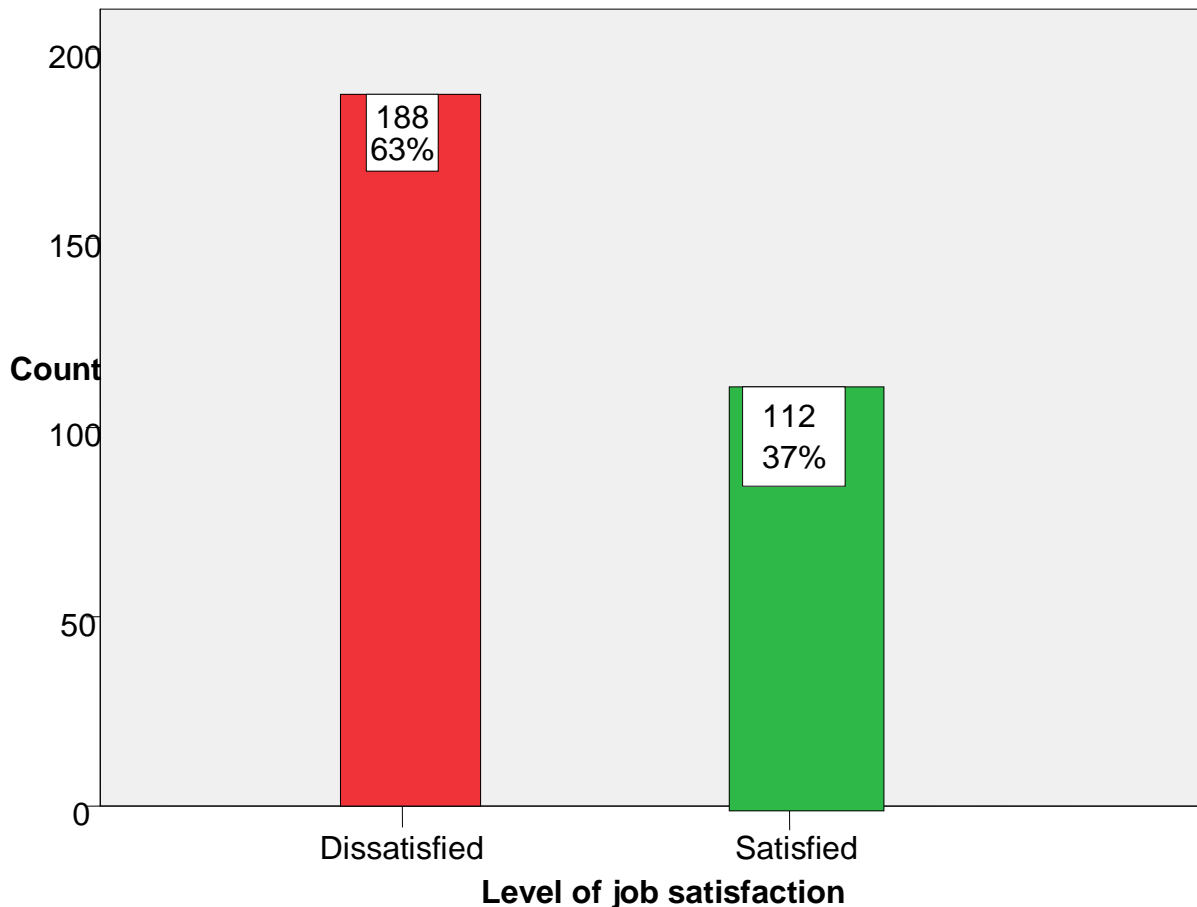


Fig 3. Respondents overall level of job satisfaction in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010

Average score on items of hygiene (extrinsic) factors

Hygiene factors in this study include ability of utilization, supervision, creativity, organizational policies and procedures, salary, coworker's relationship, independence, workload, moral value, social service, social status, and working conditions.

The mean score of 13 hygiene factors was 3.54 (± 0.96 SD). The highest mean score was for the item "work load" (4.37 ± 0.74 SD) and the lowest mean score was for the item salary (2.33 ± 1.038 SD). The mean score value of the following six items "work load, social service, independence, social status, coworkers relation, and moral values" were more than 3.67. Whereas the average satisfaction score of the following seven items namely, supervision human relation, ability utilization, supervision technical, creativity, organizational policy, working conditions and salary was less than 3.67 (Table 2)

Table 2. Nurses rating of hygiene factors to their mean and standard deviation in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010

	Hygiene (extrinsic) factors	Mean	SD
1	Being able to keep busy all the time (Work load/Activity/)	4.37*	0.74
2	The chance to do things for other people (Social service)	4.33*	0.74
3	The chance to work alone on the job (Independence)	4.19*	0.74
4	The chance to be somebody in the community (Social status)	4.07*	0.79
5	The way my coworkers get along with each other (Coworkers relationship)	4.04*	0.75
6	Being able to do things that don't go against my conscience (Moral values)	3.84*	1.038
7	The way my boss handles his/her workers (Supervision human relation)	3.57**	1.08
8	The chance to do something that makes use of my abilities (Ability utilization)	3.56**	0.96
9	The competence of my supervisor in making decision (Supervision technical)	3.25**	1.15
10	The chance to try my own methods of doing the job (Creativity)	2.94**	1.09
11	The way hospital policies are put in to practice (Organizational policy)	2.92**	1.11
12	Working conditions such as cleanliness of the work place, healthy environmental condition, enough tools and supplies. This thing encourages me to work (Working conditions)	2.67**	1.25
13	My pay and the amount of work I do (Compensation/Salary/)	2.33**	1.038
	Total Average (Mean)	3.54	0.96

*Mean \geq 3.67= "Satisfied" ** Mean < 3.67 = "Dissatisfied"

Average score on items of motivation (intrinsic) factors

Motivation (intrinsic) factors for this research include variety, achievement, security, authority, advancement, recognition and responsibility.

The respondents mean for all motivation factors was 3.35(\pm 0.09SD). The highest mean score was for the item “variety” (3.65 \pm 0.95SD) and the lowest mean was for the item responsibility (3.07 \pm 0.22SD). The mean score of all motivation factors were less than 3.66(Table 3)

Table 3. Nurses rating of motivation factors to their mean and standard deviation in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010

	Motivation (intrinsic)factors	Mean	SD
1	The chance to do different things from time to time (Variety)	3.65**	0.95
2	The feeling of accomplishment I get from the job (Achievement)	3.61**	0.93
3	The way my job provides for steady employment (Security)	3.32**	0.22
4	The chance to tell people what to do (Authority)	3.31**	0.96
5	The chance for advancement on this job (Advancement)	3.27**	0.24
6	The praise I get for doing a good job (Recognition)	3.19**	0.11
7	The freedom to use my own judgment (Responsibility)	3.07**	0.22
	Total Average (Mean)	3.35	0.09

** Mean < 3.67 = “Dissatisfied”

Part II. Inferential results

Socio-demographic variables and job satisfaction

The association between selected socio demographic variables sex, age, marital status, working experience and, hospitals were processed using independent T-test, and ANOVA. The results displayed in table 4.

Sex

The mean job satisfaction of females ($3.51 \pm 0.49SD$) was higher than males ($3.34 \pm 0.49SD$) Female nurses were slightly more satisfied with their job than their male counter –parts, but the association between sex and job satisfaction was not statistically significant ($p = 0.09$) (Table 4)

Age

The mean job satisfaction score for age category less than 29 years, 29-36 and 37-45 years were $3.30 \pm 0.48SD$, $3.52 \pm 0.41SD$, and $3.72 \pm 0.52SD$ respectively. As age category advanced, the mean satisfaction score increased and its increment with mean was statistically supported by Tukey's test. These implied that older nurses had more job satisfaction than their younger counter- parts (Table 4)

Marital status

The mean job satisfaction of unmarried ($3.50 \pm 0.48SD$) was slightly higher than married nurses ($3.34 \pm 0.49SD$). Unmarried respondents were slightly more satisfied with their job than married nurses, but the association between marital status and job satisfaction was not statistically significant ($p = 0.402$) (table 4)

Working experience in the field of nursing (Tenure)

There were statistically significant association between tenure category and job satisfaction ($F=42.83$, $df=2$, $p=0.0001$). The mean job satisfaction score for tenure category less than 5 years, 5-10 and more than or equal to 10 years were $3.24\pm 0.46SD$, $3.74\pm 0.33SD$, and $3.69\pm 0.48SD$ respectively. The lowest mean satisfaction score ($3.24\pm 0.46SD$) was for less than 5 years and the highest mean ($3.74\pm 0.33SD$) was for 5-10 years tenure category. There were a significant mean difference between less than 5 years and 5-10 years tenure and it was statistically supported by Tukey's test. (Table 4)

Health institutions (Place of work)

Nurses working in Ras Desta ($3.59\pm 0.63SD$) and Tikur Anbassa ($3.58\pm 0.46SD$) hospitals had higher mean satisfaction score and the lowest mean score were among nurses working in Menelik hospital. There were statistically significant association between work place category and job satisfaction ($F=2.79$, $df=5$, $p=0.018$). A significant mean satisfaction score difference was observed between Menelik and Tikur Anbassa hospital and it was statistically supported by Tukey's test (Table 4)

Table 4. Selected socio-demographic variables Vs nurses' job satisfaction in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010

Variables	Category	Freq.	mean	SD	Tests		pv
					t	F	
Sex	Male	67	3.34	0.49	1.701		0.090
	Female	233	3.51	0.49			
Age	<29	135	3.30	0.48		20.78	0.0001**
	29-36	82	3.52	0.41			
	37-45	83	3.72	0.52			
Tukey's test = all age category mean job satisfaction was statistically different & significantly associated.							
Marital status	Married	154	3.45	0.52	0.839		0.402
	Unmarried	146	3.50	0.48			
Working experience in nursing (tenure)	< 5 years	151	3.24	0.46		42.83	0.0001**
	5-10	61	3.74	0.33			
	10+	88	3.69	0.48			
Tukey's test = <5yrs tenure mean category was statistically different from 5-10 & 10 +yrs and significantly associated.							
Hospitals (work place)	Ras Desta	23	3.59	0.63		2.79	0.018*
	Tikur Anbassa	99	3.58	0.46			
	Zewuditu	32	3.49	0.41			
	St.Paul's	57	3.45	0.51			
	Yekatit	47	3.41	0.48			
	Menelik	42	3.27	0.52			
Tukey's test = Menelik mean was different significantly from Tikur Anbassa respondents.							

* The mean difference is statistically significant at $p < 0.05$ ** The mean difference is statistically significant at $p < 0.01$

Correlation between hygiene (extrinsic) factors and job satisfaction

The direction of the Pearson's correlation coefficient between hygiene factors and job satisfaction were all positive except for the item "salary". Almost all hygiene factors under study were moderately and statistically significant with job satisfaction. Among hygiene factors, negative and strong correlation was observed only for the item "salary" and found statistically significant with job satisfaction ($r = -0.84$, $p = 0.003$) (Table 5)

Table 5. Pearson's correlation between hygiene (extrinsic) factors and nurses' job satisfaction in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010

	Hygiene (extrinsic) factors	Job satisfaction	
		r	pv
1	Supervision –Human relation	0.59	0.001
2	Supervision –Technical	0.58	0.0001
3	Social Service	0.55	0.0001
4	Moral Values	0.55	0.0001
5	Ability Utilization	0.54	0.0001
6	Creativity	0.53	0.0001
7	Social Status	0.52	0.001
8	Independence	0.49	0.002
9	Organizational polices	0.47	0.0001
10	Working Conditions	0.45	0.0001
11	Coworkers	0.39	0.0001
12	Workload	0.38	0.003
13	Salary*	- 0.84	0.003

R = 0.93, R Square = 0.86, Adjusted R Square = 0.86

r = 0.00 = No correlation r = 0.01- 0.29 (- 0.01 to - 0.29) = weak correlation

r = 0.30- 0.59 (- 0.30 to - 0.59) = moderate correlation

r = 0.60- 0.99 (- 0.60 to - 0.99) = Strong correlation , r = 1.00 = Perfect correlation

Correlation between motivation (intrinsic) factors and job satisfaction

The direction of the Pearson's correlation coefficient between motivation factors and job satisfaction were all positive. The strongest positive correlation was observed between satisfaction and responsibility ($r = 0.67$, $p < 0.0001$), similarly, strong correlation was observed between recognition and job satisfaction ($r = 0.61$, $p < 0.0001$) furthermore, there were moderate correlation observed among the following five motivation factors variety ($r = 0.54$), achievement ($r = 0.49$), authority ($r = 0.48$), advancement ($r = 0.48$), and security ($r = 0.45$) and job satisfaction. It would thus appear that higher correlations with respect to any one of these intrinsic facets is likely to translate into higher levels of job satisfaction (Table 6)

Table 6. Pearson's correlation of intrinsic variables and nurses' job satisfaction in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010.

	Motivation (intrinsic) factors	Job satisfaction	
		r	pv
1	Responsibility*	0.67	0.0001
2	Recognition*	0.61	0.0001
3	Variety	0.54	0.0001
4	Achievement	0.49	0.001
5	Authority	0.48	0.0001
6	Advancement	0.48	0.0001
7	Security	0.45	0.0001

*Strong correlation R = 0.86, R Square = 0.74, Adjusted R Square = 0.73

r = 0.00 = No correlation r = 0.01- 0.29 (- 0.01 to - 0.29) = weak correlation
r = 0.30- 0.59 (- 0.30 to - 0.59) = moderate correlation
r = 0.60- 0.99 (- 0.60 to - 0.99) = Strong correlation
r = 1.00 = Perfect correlation

Association between hygiene & motivation predictors

The mean satisfaction score of hygiene factors (3.54) was higher than the motivation factors (3.35). Moreover, the paired sample T-test indicated that there were a significant differences in the importance level between motivation and hygiene factors ($t=6.126$, $df= 1$, $p< 0.0001$). Though both motivation and hygiene factors were essential for job satisfaction, hygiene factors were more important predictors than motivation factors in this study subjects (Table 7)

Table 7. Association between motivation & hygiene factors of the respondents based on job satisfaction in Addis Ababa government hospitals, Addis Ababa, Ethiopia, May 2010.

Paired Samples Test (n = 300)	Mean	Paired Differences					t	df	p
		Mean	SD	Std. Error Mean	95% CI of the Difference				
Mean of hygiene factors	3.54	0.197	.56	0.032	0.134	0.26	6.126	299	0.0001**
Mean of motivation factors	3.35								

* Statistically significant at $p < 0.05$

** Statistically significant at $p < 0.01$

6. DISCUSSION

High and integrated productivity and performance of hospitals could not be realized without active participation of satisfied nurses. Hence, this study assessed the levels and different factors affecting nurses' job satisfaction using Herzberg's job motivator and hygiene factors in Addis Ababa government hospitals.

Regarding the overall level of job satisfaction, this study revealed that only 112 (37%) of nurses were "satisfied" with their job whereas, the majority 188(63%) of the respondents were "dissatisfied" with their job. Similarly, a study of nurses' job satisfaction which was conducted in South Africa had also revealed that nurses were generally dissatisfied with their job (13). In contrast to this study in Turkey, 60 % of nurses were satisfied in their work (4). This difference in job satisfaction rate could be explained by their due difference in culture, economic condition and societal system.

About socio-demographic characteristics, there were no statistically significant associations between sex, marital status, and religion with job satisfaction. However, there were statistically significant association between age category, tenure, work place, and job satisfaction. As age category advanced, their mean satisfaction score increased and its increment with mean was statistically supported by ANOVA ($F= 20.78$, $df =2$, $p=0.0001$) and Tukey's test. The study done in South Africa revealed that older nurses (>40 years) were more satisfied with their job than their younger counter parts (5). This may be due to the difference in the level of expectation, that is, older nurses may have lower expectations in many aspects (working conditions, personal growth, promotion and responsibility, etc) than their younger counter parts and this may increase their job satisfaction level.

This study shows that there was also statistically significant association between working experience in the field of nursing (tenure) and job satisfaction ($F= 42.83$, $df =2$, $p=0.0001$). The lowest mean satisfaction score ($3.24\pm 0.46SD$) was for less than 5 years and the highest mean ($3.74\pm 0.33SD$) was for 5-10 years tenure category.

There was a significant mean difference between less than 5 years and 5-10 years tenure and this result was statistically supported by Tukey's test. Studies conducted in South Africa & revealed that nurses above age forty were significantly more satisfied on their job than their younger colleagues (5, 6). One possible explanation is that the longer years of working as a nurse in hospitals, nurses could acquire a better Knowledge, skill, confidence and adapt to working environment better thus they can be relatively satisfied with their job.

In this study, it was found that Ras Desta ($3.59\pm 0.63SD$) and Tikur Anbassa ($3.58\pm 0.46SD$) hospitals had higher mean satisfaction score and the lowest mean satisfaction score were among nurses working in Menelik hospital ($3.27\pm 0.52SD$). There was statistically significant association between work place category and job satisfaction ($F= 2.79$, $df =5$, $p=0.018$). A significant mean satisfaction score difference was observed between Menelik and Tikur Anbassa hospital and it was statistically supported by Tukey's test. This could be due to the difference in their low level mean satisfaction among all hospitals under study.

Regarding hygiene and motivation factors, all hygiene factors were positively, moderately and significantly correlated with job satisfaction (Table 5), where as "salary" was negatively and strongly correlated and found statistically significant with nurses' job satisfaction ($r = -0.84$, $p = 0.003$).

Almost all motivation factors of this study were significantly and moderately correlated to job satisfaction. Among motivation variables, responsibility ($r = 0.665$, $p = 0.0001$) and recognition ($r = 0.612$, $p = 0.0001$) were strongly related with job satisfaction (Table 6). Though both intrinsic and extrinsic determinants were essential for job satisfaction, extrinsic predictors were found to be more important than intrinsic variables in this study subjects (Paired T-test = 6.126, $df = 1$, $p < 0.0001$) (Table 7)

This result finding was correlated with the study conducted in China that revealed intrinsic job characteristics were found to be as important as extrinsic job characteristics on nurses' job satisfaction (14).

In contrast to this finding, in Indonesia hygiene factors (salary and working conditions) were significantly associated with nurses' job satisfaction, whereas motivation factors (supervision, coworkers relation and organizational policy) were not significantly associated with job satisfaction (13).

The finding of this study was inconsistent with Herzberg's two factor theory. According to Herzberg, predictors associated with intrinsic variables do play a more important part in increasing job satisfaction. This could be explained as follows, job satisfaction is a dynamic concept that comprises various aspects like culture, economy, working conditions, and value differences among different countries, and also job satisfaction may vary with the type of job. For instance, in Herzberg's study achievement was the most important factor for accountants on their job satisfaction, while in this study, responsibility & recognition were the strongest predictors for nurses' job satisfaction (32)

Negative and strong correlation was observed with “salary” and found statistically significant and associated with job satisfaction ($r = - 0.84$, $p=0.003$). Therefore compensation was the only hygiene factor that causes no job satisfaction in this study subjects. This result is consistent with a study conducted in South Africa and Indonesia that nurses working at government hospitals were generally dissatisfied with their job attributed to salary (13, 14). No satisfaction with salary could be due to nurses too many work as well as taking different occupational risks in their job and thereby they may desire more salary/reward/.

7. STRENGTHS AND LIMITATIONS OF THE STUDY

7.1 Strengths

- The response rate was 95.5%.
- The study utilized a valid and standardized instrument (MSQ-SF).
- Since there is no similar study conducted in the study area (country), it can contribute a lot as baseline information for future studies as well as it may provide important clues for decision-makers to develop organizational strategies or policies to increase nurses' job satisfaction.

7.2 Limitations

- As this study was cross sectional, causality cannot be determined from the findings.
- Sampled subjects are from Addis Ababa; therefore the results may not be generalized to all nurses in the country.
- The study was not supported by qualitative type of study.

8. CONCLUSIONS

Based on the results from the present study, the following conclusions were forwarded:

- ❶ The majority of nurses working in Addis Ababa Government Hospitals were dissatisfied with their job.
- ❷ There were statistically significant association between advanced age and nurses' job satisfaction. And concerning tenure, nurses with less than 5 years of working experience were less satisfied with their job as compared to those with 5-10 and 10⁺ years of working experience.
- ❸ Menelik hospital nurses were relatively not satisfied with their job as compared to Tikur Anbassa Hospital.
- ❹ Though both hygiene and motivation predictors were positively correlated with nurses' job satisfaction, hygiene factors were more important than motivation factors in this study subjects.
- ❺ Responsibility and recognition were strong motivation predictors for nurses' job satisfaction.
- ❻ The study subjects were not satisfied with their salary for the amount of work they did.

9. RECOMMENDATIONS

On the bases of the findings, the following recommendations were given for the improvement of nurses' job satisfaction:

1.1 Recommendations for nursing management

- ❶ Hospital managers can use both hygienic & motivation determinants as a strategic tool to increase nurses' job satisfaction.
- ❷ Managers should give priority and design appropriate mechanism for young and low experienced nurses to improve their job satisfaction level. To indicate some of the means:

- Pay special attention to job satisfaction predictors.
- Prepare experience sharing sessions for younger nurses with their older counter parts
- Conduct regular supervision and provide immediate sound feedback.
- Duty assignment of younger nurses with older experienced nurses.

③ Menelik Hospital management should give priority to apply hygienic & motivation determinants as a strategic tool to satisfy nurses with their job, Moreover Menelik management team shall better to share experience from Tikur Anbassa Hospital.

④ Nursing managers of Addis Ababa government hospitals should pay more attention to hygienic factors if they want to satisfy nurses more in their work.

⑤ Since responsibility and recognition had strong and positive correlation with nurses' job satisfaction, appropriate mechanism should be develop & put in to practice by all level managers.

To designate some of the methods:

- Managers should provide freedom for nurses to decide on nursing matters by their own experience and judgment.
- Managers should pay attention to praise their subordinates for doing good jobs.

⑥ Compensation had strong and negative correlation with nurses' job satisfaction. So, the study subjects were, unanimously, not satisfied with their salary that they received for the work that they did. The factors contributing to this should be further investigated and depending on the findings, alternative methods of reward should be considered.

1.2 Recommendations for further research

The research findings reported in this study make a valuable contribution to the effect of socio-demographic, hygienic and motivation determinants on nurses' job satisfaction. However, qualitative research should also be integrated in future studies.

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ANNEXES

Annex 11.1. Information sheet (English version)

Self administered questionnaire prepared to collect data on determinants of nurses' job satisfaction in Addis Ababa government hospitals.

Dear nurse,

Good morning/Good afternoon?

My name is _____. I am here today to collect data on determinants of nurses' job satisfaction in Addis Ababa public hospitals. The questions which you will be asked are intended to come up with responses which are very essential for the program improvement. All information you provide to us will be kept confidential and your name will not be asked to maintain anonymity. No other person participating in this study will be told any information about you.

The information which you provide us will be a feedback for both governmental and nongovernmental organizations to improve the quality of health care productivity. Therefore, you are kindly requested to respond voluntarily with patience. You have a full right not to participate in the study or withdraw yourself from the study at any time.

If you have any question, you can contact the principal investigator.

Address of the principal investigator:

Wondwossen Yimam

Mobile number: 0911385635

E-mail: yimam2003wond@yahoo.com

Address of Addis Ababa University, Faculty of Medicine, Institutional Review Board:

Telephone number: 0115538734

E-mail: aaumfirb@yahoo.com

Are you willing to respond to the questionnaire? Yes, go to the next page

No, thank you!

Data collector's Name _____ Signature _____ Date _____

Annex 11. 2. Consent form (English version)

In signing this document, I am giving my consent to participate in the study entitled as “Determinants of nurses’ job satisfaction”.

I have been informed that the purpose of this study is to examine factors affecting nurses’ job satisfaction in Addis Ababa government hospitals. I understood that I am selected randomly to participate in this study from Addis Ababa government hospitals.

I have understood that the participation in this study is entirely voluntarily. I have been told that my answers to the questions will not be given to anyone else and no reports of this study ever identify me in any way. I have also been informed that my participation or non-participation or my refusal to answer questions will have no effect on my personal life. I understood that participation in this study does not involve any risks.

I understood that Wondwossen Yimam is the contact person if I have questions about the study or about my rights as a study participant.

Address of the principal investigator:

Wondwossen Yimam Hussien

Mobile number: 0911385635

E-mail: yimam2003wond@yahoo.com

Address of Addis Ababa University, faculty of Medicine, Institutional Review Board:

Telephone number: 0115538734

E-mail: aaumfirb@yahoo.com

Respondent’s signature _____ Date _____

Name of Hospital _____ Code No _____

Ward (Name) _____ Questionnaire no _____

Annex 11.3. Questionnaire (English version)

Addis Ababa University, Faculty of Medicine, School of Nursing

Nurses Job Satisfaction Survey

This questionnaire has two parts: Part one is about your personal information, part two is about overall job satisfaction. Each part has its own instruction. Please read each item carefully and give your honest response to each item. If you overlook any item without giving response, it will invalidate the study. So, please check that you have given your response to all items.

Part One: Socio-demographic information

Instruction: Please circle the number of your choice.

Code	Questions/Statements/	Coding categories
101	Sex	Male-----0 Female-----1
102	Age	_____ (in years)
103	What is your religion?	Orthodox -----0 Muslim-----1 Protestant -----2 Catholic -----3 Other (specify) -----99
104	What is your current marital status?	Single -----0 Married -----1 Divorced-----2 Widowed-----3
105	How many years have you practiced as a nurse?	_____ (in years)
106	What is your current level of qualification?	Clinical nurse (diploma)-----0 Public nurse(diploma)-----1 Midwife nurse(diploma)-----2 Comprehensive nurse(diploma)-----3 Bsc nurse (diploma)----- 4 Other (specify)_____ 99
107	How many children do you have?	No children-----0 1 child-----1 2 children-----2 ≥3 children-----3

Part Two: Your feelings About Job Satisfaction

Instruction: There are 20 statements about job satisfaction, and each statement has five alternatives with five point scale ranging from 1 (very dissatisfied) to 5 (very satisfied). Read each item carefully and for each question, **please circle** one number that best expresses your feelings.

- ✓ If you feel that your job gives you **more than you expected**, choose “**very satisfied.**”
- ✓ If you feel that your job gives you **what you expected**, choose “**satisfied.**”
- ✓ If you **can’t make up your mind** whether or not the job gives you what you expected, choose “**neutral** “(neither satisfied nor dissatisfied)
- ✓ If you feel that your job gives you **less than you expected**, choose “**dissatisfied.**”
- ✓ If you feel that your job gives you **much less than you expected**, choose “**very dissatisfied.**”

Be frank and honest: Give a true picture of your feelings about your present job.

code	On my current job, this is how I feel about...	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Hygiene factors						
201	Being able to keep busy all the time.	1	2	3	4	5
202	The chance to work alone on the job.	1	2	3	4	5
203	The chance to be somebody in the community	1	2	3	4	5
204	The way my boss handles his/her workers	1	2	3	4	5
205	The competence of my supervisor in making decision	1	2	3	4	5
206	Being able to do things that don't go against my conscience	1	2	3	4	5
207	The chance to do things for other people.	1	2	3	4	5
208	The chance to do something that makes use of my abilities.	1	2	3	4	5

code	On my current job, this is how I feel about...	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
209	The way hospital policies are put in to practice.	1	2	3	4	5
210	My pay (salary) and the amount of work I do.	1	2	3	4	5
211	The chance to try my own methods of doing the job.	1	2	3	4	5
212	Working conditions such as cleanliness of the work place, healthy environmental condition, enough tools and supplies. This thing encourages me to work.	1	2	3	4	5
213	The way my coworkers get along with each other.	1	2	3	4	5
Motivation factors						
301	The chance to do different things from time to time.	1	2	3	4	5
302	The way my job provides for steady employment.	1	2	3	4	5
303	The chance to tell people what to do.	1	2	3	4	5
304	The praise I get for doing a good job.	1	2	3	4	5
305	The freedom to use my own judgment	1	2	3	4	5
306	The chance for advancement on this job.	1	2	3	4	5
307	The feeling of accomplishment I get from the job.	1	2	3	4	5

Thank you for your cooperation

Results of self administered questionnaire (to be filled by data collector)

1. Completed 2. Respondent -not available 3. Refused 4. Partially completed

Annex 11.4: Information Sheet (Amharic version)

መረጃ መስጫ ቅጽ

በ አዲስ አበባ በሚገኙ የህዝብ ሆስፒታሎች በመስራት ላይ ለሚገኙ ነርሶች የሙያ ላይ እርካታ የተመለከተ ጥናት ነው። በመሆኑም በጤና ተቋም ያለውን አገልግሎት ለማሻሻል ከፍተኛ እገዛ ይኖረዋል።

ስሜ _____ ይባላል። በዚህ _____ በነርሲንግ ትምህርት ክፍል አስተባባሪነት በሚከናወነው ጥናት የነርሶችን የሙያ ላይ እርካታ የሚዳስስ መጠይቅ ተዘጋጅቷል። እርስዎ በዚህ ጥናት እንዲሳተፉ ተመርጧል። ይህ ጥናት የሚካሄደው በእርስዎ በሚሞላ መጠይቅ ሲሆን በመጠይቁ ላይ ስም አይመዘገብም እንዲሁም እርስዎ የሚሠጡት መረጃ ሁሉ በሚስጥር የተጠበቀ ነው። እርስዎ በዚህ ጥናት ላይ የመሳተፍ ያለመሳተፍ ወይም በማንኛውም ወቅት መጠይቁን ያለመቀበል እና የማቋረጥ ሙሉ መብት የተጠበቀ መሆኑን አረጋግጥልዎታለሁ። ሆኖም በአለመሳተፍዎ በቤተሰብዎም ሆነ እርስዎ በሚያገኙት አገልግሎት ላይ ምንም አይነት ተጽዕኖ አይኖረውም። በመሳተፍዎ የሚያገኙት ገንዘብ/ብር/ የለም። ነገር ግን እርስዎ በጥናቱ በመሳተፍ የሚሠጡን መረጃ የሙያ ላይ እርካታ መንስኤዎችን ለመለየት እና ለመዳሰስ እንዲሁም ለማሻሻል ከፍተኛ ጠቀሜታ አለው።

ማንኛውም አይነት ተጨማሪ ጥያቄ ሲኖርዎት በሚከተለው አድራሻ መጠየቅ ይችላሉ

➤ **የጥናቱ ባለቤት፤** አቶ ወንድወሰን ይማም ሁሴን ሞባይል ቁ. 0911-38-56-35
ኢ.ሜይል፤ yimam2003wond@yahoo.com

➤ የአዲስ አበባ ዩኒቨርሲቲ ሜዲካል ፋካልቲ ሪቪዉ ቦርድ አድራሻ
የቢሮ ስ.ቁ. 011-553-87-34

ኢ.ሜይል፤ aaumfirb@yahoo.com

መረጃው/ዓላማው ግልፅ ነውን? አዎ _____ አደለም _____

የመረጃ ሰብሳቢዉ ስም _____

ፊርማ _____ ቀን _____

Annex 11.5: Consent form (Amharic version)

ይህንን መረጃ በመፈረም በአዲስ አበባ የህዝብ ሆስፒታሎች በሚሰሩ ነርሶች ላይ በሚደረገው የሙያ ላይ ዕርካታ ጥናት ላይ ለመሳተፍ ፈቃድ መስጠትዎን እንጠይቃለን። የጥናቱ ዓላማም የሙያ ላይ እርካታ መንስኤዎችን ለመለየት እና ግንኙነት ያላቸውን ሁኔታዎች ለመለየት መሆኑ ተገልጿል። እኔ በህግ ጥናት ላይ እንድሳተፍ የተመረጥኩትም በእጣ መሆኑን ተረድቻለሁ። በዚህ ጥናት ላይ መሳተፍ በፈቃደኝነት ላይ የተመሰረተ መሆኑን እና የምስጢር መረጃ ለጥናቱ ዓላማ ብቻ እንደሆነ ተነግሮኛል። በጥናቱ ላይ አስመሳተፍ ወይም መሳተፍ ጀምሮ ማቋረጥ ከፈለግሁ ማቋረጥ እንደምችል እንዲሁም መመለስ የማልፈልጋቸውን ጥያቄዎች ያለመመለስ መብት እንዳለኝም ተነግሮኛል። በጥናቱ ላይ ባለመሳተፍ እኔም ሆነ ቤተሰቦቼ በምናገኘው አግለገሎት ምንም ዓይነት ተጠቃሚ ወይም ጉዳት እንደሌለው ተረድቻለሁ። በተጨማሪም የምስጢር መልሶች ለማንም እንደማይሰጡና በሚስጥር እንደሚጠበቁ እንድሁም በዚህ ጥናት ሪፖርትም ውስጥ የሰጠሁት መልስ የኔ ለመሆኑ ማንም ሊያውቅ እንደማይችል ተገንዝቤያለሁ። በጥናቱ በመሳተፍ ምንም ዓይነት ገንዘብ እንደማይሰጠኝ ተገንዝቤያለሁ። በጥናቱ በመሳተፍ የምስጢር መረጃ የጥናቱን ዓላማ ለማሳካት ከፍተኛ ጠቀሜታ እንዳለው ተረድቻለሁ። የዚህንም ጥናት ውጤት ማወቅ ከፈለግሁ ሊሰጠኝ እንደሚችልና ይህንንም ጥናት በተመለከተ ሊኖሩኝ ለሚችሉ ጥያቄዎች ሁሉ አቶ ወንድወሰን ይማምን በስልጠና ቁጥር 011-38-56-35

(ኢሜል: yimam2003wond@yahoo.com) ማኅጋገር እንደምችል ተገልጿል። ለተጠቃሚ መረጃ ህግምና ፋኩልቲ ኢንስቲትዩት (ኢሜል: aaumf:rb@yahoo.com) ቦርድ ቢሮን በስልጠና ቁጥር 011-553-87-34 ማኅጋገር እንደምችል ተጠቃሚ ነህ/ሽ ?

1. ነርሲ/ሱ ፈቃደኛ መሆኑን ካረጋገጡ በኋላ መጠይቁን ይስጡ
2. ነርሲ/ሱ ፈቃደኛ ካልሆኑ/ካ ምክኒያቱ ይገለጹ

1. ፍቃደኝነቱን ያረጋገጠው መረጃ ሰጠላኝ

ሙሉ ስም _____ ፊርማ _____ ክድ _____
 ቀን _____ ወር _____ 2002 ዓ.ም

አመሰግናለሁ።

Annex 11.6: Amharic Questionnaire

ክፍል አንድ: አጠቃላይ የግል ሁኔታ መረጃ

ይህ መጠይቅ ሁለት ክፍሎች አሉት፡ የመጀመሪያው ክፍል የግል መረጃን የሚመለከት ሲሆን ሁለተኛው ክፍል ስለ አጠቃላይ የሥራ ላይ እርካታን ይመለከታል፡፡ እያንዳንዱ ክፍል የራሱ የሆነ መመሪያ አለው፡ መመሪያውን ካነበቡ በኋላ ትክክለኛ የሆነውን መልስ ይስጡ ለሁሉም ጥያቄዎች መልስ መስጠትዎን ያስተወሉ፡ ምክንያቱም ሁሉም ጥያቄ ካልተመለሰ ጥናቱ ትርጉም አይኖረውም፡፡

መመሪያ አንድ : የመልሱን አማራጭ ቁጥር ያክብቡ

ኮድ	ጥያቄ	አማራጭ መልሶች
101	ፆታ	ወንድ-----1 ሴት-----2
102	እድሜ	_____ ዓመት
103	ሐይማኖት	ኦርቶዶክስ -----1 ሙስሊም-----2 ፕሮቴስታንት -----3 ካቶሊክ-----4
104	አሁን ያለዎት የትዳር ሁኔታ	አላገባሁም -----1 አግብቻለሁ-----2 ፈትቻለሁ-----3 ባል/ሚስት የሞተባት/ችበት-----4
105	በነርስነት ለምን ያህል ዓመት ሰርተዋል	_____
106	የትምህርት ደረጃ	ክሊኒካል ነርስ (ዲፕሎማ)-----1 ፐብሊክ ነርስ(ዲፕሎማ) -----2 አዋጅ ነርስ(ዲፕሎማ)-----3 አጠቃላይ ነርስ(ዲፕሎማ)-----4 ቢ.ኤስ.ሲ ነርስ-----5 ሌላ ካለ ይገለፅ -----99
107	ስንት ልጆች አሉ/ሽ/	_____ በቁጥር

ክፍል ሁለት፡ የሙያ ላይ እርካታን በተመለከተ

መመሪያ፡ የስራ ላይ እርካታን በተመለከተ ሃያ ዓ/ነገሮች ተሰጥተዋል፡ እያንዳንዱ ዓ/ነገር አምስት አማራጮች ከ1 (በጣም አልሰማምም) እስከ 5 (በጣም አሰማምለሁ) አካቷል፡፡ እያንዳንዱን ዓ/ነገር ካነበቡ በኋላ ለእርስዎ ትክክለኛ የሆነውን መልስ ያክብቡ

- ✓ አሁን በሚሰሩት ስራ እርስዎ ከሚጠብቁት በላይ ከተሰማሙ “5” ን ያክብቡ
 - ✓ አሁን በሚሰሩት ስራ እርስዎ የጠበቁትን ያገኙ ከሆነ “4” ን ያክብቡ
 - ✓ አሁን በሚሰሩት ስራ እርስዎ የጠበቁት ይሁን አይሁን እርግጠኛ ካልሆኑ “3” ን ያክብቡ
 - ✓ አሁን በሚሰሩት ስራ እርስዎ ከሚጠብቁት በታች ከተሰማሙ “2” ን ያክብቡ
 - ✓ አሁን በሚሰሩት ስራ እርስዎ በጣም ከሚጠብቁት በታች ከተሰማሙ “1”ን ያክብቡ
- እባክዎትን ከስራዎ ጋር በተያያዘ ለሚሰጡት መልስ ግልፅና ታማኝ ይሁኑ

ኮድ	በስራዬና ከስራዬ ጋር ለተያያዙ ሁኔታዎች የሚሰማማኝ በሚከተሉት ዓረፍተ ነገሮች ይገለጻሉ፤	በጣም አልሰማምም	አልሰማምም	መልስ ለመስጠት እችላለሁ	እሰማምለሁ	በጣም እሰማምለሁ
201	በስራዎ ላይ ሁልጊዜ ንቁ ተሳትፎ በማድረግዎ	1	2	3	4	5
202	በሙያዎ እራስዎን ችለው ያለእረዳት የመስራት ዕድል በመኖሩ	1	2	3	4	5
203	በሙያዎ በህብረተሰቡ ተቀባይነት እንዳለዎት ይሰማዎታል	1	2	3	4	5
204	የቅርብ የስራ ኃላፊዎ ከሰራተኞች ጋር ያለው የስራ ግንኙነት /ሱፐርቪዥን/ ጥሩ መሆን	1	2	3	4	5
205	የቅርብ የስራ ኃላፊዎ በወሳኔ አሰጣጥ ላይ ያለው ብቃት	1	2	3	4	5
206	በሙያዎ ኅሊናዎ የማይፈቅደውን ስራ ያለመስራት ዕድል በማግኘትዎ	1	2	3	4	5
207	በሙያዬ ለህብረተሰቡ የማበረክተው አስተዋፅኦ ወይም ጥቅም እንዳለ ይሰማኛል	1	2	3	4	5
208	በሙያዬ ችሎታዬንና ብቃቴን እንደጠቀምበት የሚያደርጉ መልካም እድሎች አሉ	1	2	3	4	5

ክድ	በስራዬና ከስራዬ ጋር ለተያዙ ሁኔታዎች የሚስማማኝ በሚከተሉት ዓረፍተ ነገሮች ይገለጻሉ፤	በጣም አልስማማም	አልስማማም	መልበ ለመጠጠት እችላለሁ	እስማማለሁ	በጣም እስማማለሁ
209	በሚሰሩበት ሆስፒታል ህግ እና ደንቦች አተገባበር ሁኔታ	1	2	3	4	5
210	የምሰራው ስራ ከሚከፈለኝ ደመወዝ እና ጥቅማ ጥቅም ጋር ይመጣጠናል	1	2	3	4	5
211	ሙያዎትን ለማሻሻል የግል ፈጠራዎን ተጠቅመው የመስራት ዕድል አለኝ	1	2	3	4	5
212	ባጠቃላይ ከስራዬ ጋር የተያያዙ ሁኔታዎች ማለትም የስራ ቦታው ንጽሕና፣ ለጤንነት ተስማሚ የሆነ አካባቢ መኖር፣ ለስራ የምጠቀምባቸው መሳሪያዎች የተሟሉ መሆናቸው ወዘተ፣ ለስራ እንድንሳሳ ያደርገኛል	1	2	3	4	5
213	ከስራ ባልደረቦችዎ ጋር ተባብሮ የመስራት ዕድል መኖር	1	2	3	4	5
301	በሆስፒታሉ ውስጥ በተለያዩ የስራ ክፍሎች ተመድቦ የመስራት እድል መኖር	1	2	3	4	5
302	በስራ ገበታዎ ላይ የመቆየት፣ ቀጣይነት እና አስተማማኝነት መኖር	1	2	3	4	5
303	በሙያዎ ሌሎች የስራ ባልደረቦችዎን የመምራትና የማሰራት እድል ማግኘት	1	2	3	4	5
304	መልካም/ጥሩ ስራ ስሰራ በስራ ባልደረቦቹ ተገቢውን አድናቆትና ምስጋና አገኛለሁ	1	2	3	4	5
305	ሙያዬን ተጠቅሜ በስራዬ ላይ የራሴን ወሳኔ የመስጠት ነጻነት አለኝ	1	2	3	4	5
306	በሙያዬ ላይ የመሻሻል እና የማደግ ዕድል ይኖረኛል ብዬ አምናለሁ	1	2	3	4	5
307	የሥራዬ አፈጻጸም የሚፈጥርልኝ የተለየ የስኬታማነት ስሜት አለ	1	2	3	4	5

የመጠይቁ ሁኔታ (በመረጃ ሰብሳቢው ብቻ የሚሞላ)

1. ሙሉ በሙሉ ተሟልቷል _____
2. መረጃ ሰጪው አልተገኘም _____
3. ፍቃደኛ አይደለም _____
4. በከፊል ተሟልቷል _____

ስለትብብርዎ አመስግናለሁ !!

Annex 11.7. Map of Ethiopia, and Location of Addis Ababa town



DECLARATION

I, the undersigned, declared that this thesis is my original work in partial fulfillment of the requirements for the degree of master of Adult Health Nursing. All the sources of the materials used for this thesis and all people and institutions who gave support for this work are fully acknowledged.

Student's name: Wondwossen Yimam (RN, Bsc.N)

Signature: _____

Place of submission: AAU Centralized School of Nursing

Date of submission: 05-07-2010

Approval of the Primary Advisor

This thesis work has been submitted for examination with my approval as university advisor.

Advisor's name: Bazie Mekonnen (RN, Bsc.N, Msc.N, Lecturer)

Signature : _____

Appendix 1: Addis Ababa University Electronic Thesis and Dissertation

Metadata Form (Mandatory Metadata)

1. **Title:** Determinants of nurses' job satisfaction in government hospitals, Addis Ababa, Ethiopia, June 2010
2. **Student:** Wondwossen Yimam Hussien (RN, Bsc.N)
3. **Advisor:** Bazie Mekonnen (RN, Bsc.N, Msc.N, Lecturer)
4. **Keywords:** Determinants, nurses job satisfaction
5. **Date issued:** 05- 07- 2010
6. **Year copyright:**2010
7. **Department:** Centralized School Of Nursing
8. **Abstract**

Introduction: Nurse's job satisfaction is a cornerstone for improving the quality of health care, patient satisfaction, staff morale, job competence, patient compliance, positive patient outcomes and its continuity of care; however, dissatisfaction leads to decreased productivity, efficiency, and the quality of care, each of which raises costs to the health care system.

Objective: The main objective of this survey was to assess levels and determinants of nurses' job satisfaction by using Herzberg's job motivator and hygiene factors in Addis Ababa government hospitals.

Methods: Institution based cross-sectional study was conducted from Nov to May 2010 on 300 nurses working in Addis Ababa government hospitals. Pre-tested and self administered questionnaire was used to collect data from six hospitals. Simple random and systematic sampling technique was employed in this study. The data was entered, cleaned and analyzed using SPSS version 15.

Associations between dependent and independent variables assessed and presented using frequency, mean, standard deviation, student t-test, ANOVA, & Pearson's correlation test. Statistical significance was set at p-value < 0.05.

Results: Three hundred nurses responded from the sampled 314 respondents and composed a response rate of 95.5%. The majority 188 (63%) of nurses were dissatisfied with their job. Advanced age and work experience were related with nurses' job satisfaction. The overall mean satisfaction score of hygiene and motivation factors were 3.54 ($\pm 0.96SD$) and 3.35 ($\pm 0.09SD$) respectively. Almost all determinants were positively and moderately correlated with job satisfaction, whereas compensation was negatively and strongly correlated with job satisfaction.

Conclusions: The majority of nurses were dissatisfied with their job. Advanced age and work experience were statistically significant and associated with nurses' job satisfaction. Almost all hygiene and motivation factors were positively and moderately correlated with nurses' job satisfaction. Hygiene factors were more important predictors of job satisfaction than motivation factors in this study subjects. The study subjects were not satisfied with the compensation (salary) that they received for their work that they do.

Recommendations: Managers can use both hygienic & motivation determinants as a strategic tool to increase nurses' job satisfaction and they should also give priority and design appropriate mechanism to their young and low experienced nurses to improve level of their job satisfaction. The factors contributing to nurses' dissatisfaction with compensation (salary) should be further investigated and depending on the findings, alternative methods of reward need to be considered.

