

DETERMINANTS OF JOB SATISFACTION AMONG HEALTH WORKFORCE IN YEKATIT 12 HOSPITAL

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WORKFORCE IN YEKATIT 12 HOSPITAL**

Research paper submitted to Addis Ababa University School of Commerce for partial fulfilment of the requirements for the degree of master of business administration (MBA) in human resource

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DECLARATION

The undersigned, Bisrat Walelgne Mekonen, hereby declares that the thesis titled” *Determinants of Job Satisfaction among Health Workforce in Yekatit 12 Hospital*” is an original work that was submitted to Addis Ababa University's Master of Art in Business Administration program. It hasn't been submitted for consideration for any other degree. All of the sources of the material used in this work, including fellowships with similar titles at other universities or institutions, have been duly recognized and notified.

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CERTIFICATION

This certifies that the research thesis " *Determinants of Job Satisfaction among Health Workforce in Yekatit 12 Hospital*" is an original work of literature written by Bisrat Walelgne Mekonen under my supervision and that no portion of it has been submitted for credit toward any other degree. It is submitted in partial fulfilment of the requirements for the Masters of Business Administration degree at the Postgraduate Studies, Addis Ababa University. As a result, I urge that it be approved as satisfying the requirements of the research thesis for oral defences.

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LIST OF ABBREVIATIONS AND ACRONYMS

AT	Affect Theory
ERG	Alderfer's ERG Theory
ET	Equity Theory
EPT	Expectancy Theory
H2FT	Herzberg's Two-Factor Theory
JCM	Job Characteristics Model
MHoN	Maslow's Hierarchy of Needs
RBV	Resource Based View
RBV	Resource Based View
RBV	Resource Based View
SA	Self-Actualization Needs
SPSS	Statistical Package for Social Sciences
SPSS	Statistical Package for Social Sciences
SV	Skill Variety
TI	Task Identity
TS	Task Significance
TXY	McGregor's Theory X & Theory Y
USD	United State Dollar

ABSTRACT

This study aims to explore the determinants of job satisfaction among health workers at Yekatit 12 Hospital in Addis Ababa. It specifically tests the effects and relationships between compensation and benefits, work-life balance, job security, and work environment on job satisfaction. Utilizing a mixed-methods approach, this research employs both explanatory and descriptive research designs. The target population consisted of 1,251 health workers, from which a sample size of 303 was selected. A distributed questionnaire yielded 303 responses, with 270 valid responses, resulting in a response rate of approximately 89%. Data analysis included descriptive statistics and inferential techniques, focusing on correlation and regression analysis to assess the relationships between variables. Reliability and validity tests were conducted to ensure the robustness of the findings. The analysis found medium positive correlations between compensation and benefits, work-life balance, job security, work environment, and job satisfaction. Regression analysis showed that each factor significantly contributes to job satisfaction, with compensation and benefits having the greatest impact. These findings underscore the importance of these factors in shaping job satisfaction among health workers. It is recommended that organizations implement regular salary reviews, enhance work-life balance policies, improve communication regarding job security, and foster a supportive work environment to boost overall employee satisfaction.

Keywords: *Job Satisfaction, Compensation, Work-Life Balance, Job Security, Health Workers*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction is a person's overall evaluation of his or her job as favorable or unfavorable. It reflects an attitude toward one's job and hence includes affect, cognitions, and behavioral tendencies (Deng *et al.*, 2024). Job satisfaction is a widely studied and central variable in many theories about organizational phenomena, and it is related to many factors that are important for human resource management such as performance, counterproductive work behavior, turnover, and employee health (Meier & Spector, 2015). Job happiness consists of both inner and extrinsic components. Intrinsic job satisfaction occurs when workers simply evaluate the type of work they do and the tasks that make up the job, but extrinsic job satisfaction occurs when workers consider the conditions of the employment, such as but not limited to salary, coworkers, management style, and communication (Tegegne *et al.*, 2024).

Health workforce job satisfaction is influenced by a variety of variables that are critical for maintaining a motivated and effective team. Key factors include work environment, workload, and work-life balance (Domie and Gawu, 2024). A positive work environment, characterized by supportive management, opportunities for professional development, and adequate resources, fosters job satisfaction. Conversely, a high-stress environment with poor working conditions can lead to burnout and dissatisfaction (Buchan & Aiken, 2019). Workload is another significant variable; manageable workloads with clear expectations and sufficient staffing levels are crucial for job satisfaction. Excessive workload can result in stress, fatigue, and a decrease in the quality of care provided (Tshimanga *et al.* 2021).

Existing research like Abebaw & Kedir (2019) on job satisfaction among Ethiopian healthcare workers reveals a complex interaction of variables that influence their work experiences and overall satisfaction. Key findings show that healthcare professionals frequently confront major challenges, such as low pay, heavy workloads, and few possibilities for professional development. Research undertaken in several places, such as Arba Minch and Mekelle, reveals that low salary and insufficient resources are important factors to job discontent among healthcare professionals, hurting motivation and performance (Temesgen *et al.*, 2018). Despite these limitations, some studies (Akuma, 2015; Assefa, 2020) have shown areas of relative

pleasure, notably in terms of work stability and the intrinsic rewards of assisting patients. Healthcare personnel are deeply committed to their jobs, motivated by the impact they make on patient care and community health. However, this inner desire is sometimes undercut by extrinsic stresses such as poor working conditions and lack of support from the healthcare system, leading to burnout and high turnover rates, particularly in rural areas (Gebregziabher et al., 2020).

Additionally, compensation and recognition play vital roles in job satisfaction. Fair and competitive salaries, along with benefits such as health insurance and retirement plans, are essential for financial stability and job security. Beyond financial incentives, recognition of employees' efforts through praise, awards, and career advancement opportunities can greatly enhance job satisfaction (Buchan & Aiken, 2019). Furthermore, the sense of professional autonomy and the ability to make meaningful contributions to patient care are important motivators. When healthcare workers feel valued and supported, they are more likely to experience higher job satisfaction, which in turn can lead to improved patient outcomes and reduced turnover rates (Girma et al., 2021).

One of the most important factors influencing the provision of high-quality healthcare is human resources. However, there is a lack of over 4.2 million healthcare personnel worldwide. In sub-Saharan Africa, including Ethiopia, where the density of skilled professionals per 1000 population is 0.33, many countries fall below the threshold of 2.3 skilled health workers per 1000 population, according to the Global Health Workforce Alliance (GHWA). Ethiopia had 0.108 physicians per 1,000 people, according to World Bank data (2025), which was compiled from official sources and updated in February 2025. In these countries, the motivation of skilled health workers is crucial for the effective and efficient use of available workforces (Tegegne *et al.*, 2024).

Ethiopia has a population of over 135 million (2025), and is subdivided into 11 regions and two city administrations, and more than 1000 districts. As of 2024, Ethiopia has a three-tier healthcare delivery system, with over 355 public hospitals, 3,818 public health centers, and 18,125 health posts (Ethiopia-Overall-Country-Report, 2024). As of 2024, Ethiopia's capital city, Addis Ababa, has 13 public hospitals and 21 private hospitals. This information is backed by the Addis Ababa Health Bureau and other sources that provide comprehensive lists of both public and private medical facilities in the city (Addis Ababa Health Bureau, 2023).

One major gap in the literature is the lack of research into particular interventions that could improve job satisfaction among Ethiopian healthcare personnel. While studies have highlighted important variables contributing to discontent, additional study is needed on effective solutions for addressing these concerns, such as regulatory reforms, targeted professional development programs, and better resource allocation (Gebregziabher et al., 2020). The primary goal of this study is to examine the insufficient examination of the broader systemic and contextual factors that influence job satisfaction. This includes factors such as healthcare policy, economic conditions, and cultural influences, which can all play a significant role in shaping job satisfaction but are often overlooked. Furthermore, there is limited research on the effectiveness of different interventions aimed at improving job satisfaction, such as training programs, changes in work environment, or policy reforms. Understanding which interventions are most effective in the Ethiopian context is essential for developing targeted strategies to enhance job satisfaction and, consequently, healthcare outcomes. The research is interested in identifying Determinants of job satisfaction among health workers at Yekatit 12 Hospital in Addis Ababa, Ethiopia. Yekatit 12 Hospital in Addis Ababa is one of the public hospitals that employ a large number of healthcare employees. Currently, the hospital has 144 specialists and sub-specialists, 149 general physicians, Midwives 118, and public health professionals 36, 532 nurses, Laboratory 69, Radiologist 16, Anesthesia provider 48, and 79 pharmacy professionals (Yekatit-12 Hospital, 2024).

1.2 Statement of the Problem

Job satisfaction among health professionals is crucial for high-quality care and overall productivity in healthcare services (Tshimanga et al. 2021). Healthcare employees who receive adequate organizational support, access to continuous learning, and have balanced workloads are more likely to be satisfied and perform well. However, in Ethiopia, structural issues such as low salaries, poor working conditions, and limited professional development opportunities contribute to persistently low job satisfaction among health professionals (Tegegne et al., 2024). These factors impinge not only on the welfare of personnel in the health care system but also breach quality patient care and performance of the health system. Akuma (2015) succinctly reiterates that salary dissatisfaction remains one of the major issues facing health care workers in Ethiopia. Dube (2018) said that poor remunerations are amongst the leading reasons that impact job satisfaction on account of their making people feels undervalued. Abebaw and Kedir (2019) further said it as one of the significant impediments to human

resources' attraction and retention alongside high rates of turnover. In fact, for instance, Yohannes and Hiwot, 2020 established a strong association between poor salary perceptions and intention to leave. This quest for improved compensations makes job satisfaction and quitting intention within the sector a key issue.

Healthcare professionals pointed out preliminary interviews with inadequate salaries as one of the key reasons causing low job satisfaction. In addition, poor working conditions include overcrowded facilities, a lack of medical supplies, and outdated equipment; these greatly affect the performance due to increased stress levels and frustration. Besides, lack of opportunities for professional development has worsened job satisfaction because many health workers feel stagnant at work due to inadequate access to training and continuing education, especially in rural areas.

These are systemic issues in terms of low compensation, poor working conditions, and limited professional development opportunities that urgently need attention to realize better work satisfaction and ensure skilled health professionals stay in Ethiopia. When these areas are improved, it would serve the interest not only of the healthcare workers but also ensure higher quality patient services and a well-functioning health care system. Such improvements need to be prioritized by policy makers and health administrators in a bid to ensure the survival of the health system in the country.

The improved understanding and enhancement of job satisfaction bear great relevance at Yekatit 12 Hospital in Addis Ababa, where high turnover rates (35 %) are causing service delivery disruptions and discontinuity of care (Yekatit 12 Hospital, 2023/24). A study on job satisfaction would, therefore, point out motivating factors contributing to turnovers among healthcare professionals. Satisfied health workers are more likely to be motivated and better performers, with a direct impact on patient outcomes in facilities serving a diverse population.

The gap in existing research lies in the lack of comprehensive studies that address the interaction of multiple factors—such as salary, working conditions, and professional development opportunities—in shaping job satisfaction among health professionals in Ethiopia. While previous studies (Tegegne et al., 2024; Akuma, 2015; Dube, 2018) have highlighted individual aspects like poor remuneration and inadequate working conditions, there is a lack of integrated, multi-dimensional analysis that considers how these factors collectively impact job satisfaction, retention, and healthcare delivery. Specifically, while studies such as Yohannes and Hiwot (2020) have linked salary dissatisfaction with turnover

intention, there is a need for research that not only identifies these issues but also explores effective solutions and interventions. Moreover, research is limited in its focus on hospitals like Yekatit 12 in Addis Ababa, where turnover rates and disruptions in service delivery highlight the urgent need for a more localized, hospital-specific approach to improving health worker satisfaction.

While several studies have addressed common determinants such as salary, working conditions, and professional development, there is a significant gap in understanding how these interconnected factors can be effectively addressed through targeted policy interventions and management practices to improve healthcare outcomes and retain skilled health professionals in Ethiopia in 2024 and 2025. This research aims to fill that gap by exploring the combined impact of compensation, working conditions, and professional development on job satisfaction at Yekatit 12 Hospital, with broader implications for policy reform.

1.3 Research Question

The purpose of the study was achieved by addressing the following research issue.

- 1 What is the effect of compensation and benefits on satisfaction among healthcare workers?
- 2 What is the effect of work-life balance on satisfaction among healthcare workers?
- 3 What is the effect of job security on satisfaction among healthcare workers?
- 4 What is the effect of work environment on satisfaction among healthcare workers?

1.4 Objectives of the Study

1.4.1 General objective of the Study

The general objective of this study was to examine the determinants of job satisfaction among health workforce in Yekatit 12 Hospital, Addis Ababa, Ethiopia, 2017.

1.4.2 Specific objectives of the Study

- 1 To evaluate the effect of compensation and benefits on job satisfaction among healthcare workers.

- 2 To determine the effect of work-life balance on job satisfaction among healthcare workers.
- 3 To measure the effect of job security on job satisfaction among healthcare workers
- 4 To evaluate the effect of work environment on job satisfaction among healthcare workers

1.5 Hypothesis

- *Hypothesis 1 – Compensation and benefits have positive and significant effect on job satisfaction among healthcare workers*
- *Hypothesis 2 – Work-life balance has a positive and significant effect on job satisfaction among healthcare workers*
- **Hypothesis 3 – Job security has a positive and significant effect on job satisfaction among healthcare workers**
- **Hypothesis 4 – Work environment has a positive and significant effect on job satisfaction among healthcare workers**

1.6 Significance of the Study

The researcher views the results of this present study as having great significance on multifarious aspects. The recommendations provided in the report offer specific insights to organizations regarding organizational management in light of consequences brought about by job satisfaction regarding overall performance, thus enabling them to take corrective actions wherever needed. Job satisfaction of health staff is a very important issue in terms of the level of quality that can be provided to the society. This study would be helpful in pinpointing the level of satisfaction of health workers working at Yekatit 12 Hospital and some factors that affect their level of satisfaction.

This study offers valuable insights to policymakers, government authorities, and nonprofit organizations about the key factors influencing healthcare worker satisfaction, enabling them to make informed decisions and address the issue effectively. Given that job satisfaction is critical across psychology, human resource management, and public health, this research advocates for an interdisciplinary approach to create holistic solutions aimed at improving the working conditions of the health workforce.

The study acts as a reference for further research in the field of workforce satisfaction in healthcare, adding to the broad knowledge base. Results provide the best background for further research into the analysis of health care workforce satisfaction, as it would mean that subsequent researchers can advance with the information retrieved on the determinants of job satisfaction.

1.7 Scope of the Study

Each of these dimensions-conceptual, methodological, temporal, and geographical-had importance in the scope of this study:

It targeted the conceptual scope that would investigate the status of job satisfaction among health professionals on critical determinants such as compensation and benefits, work-life balance, job security, and work environment, which would impact their overall job satisfaction in contributing to stability in the workforce. It also investigates how these factors impact the quality of care provided to patients and job performance.

The methodological scope of the research followed an explanatory and descriptive research design. The quantitative part included a survey questionnaire that the representative sample of health workers at Yekatit 12 Hospital has taken, aimed at quantifying the level of job satisfaction and investigating the effect of various determinants on job satisfaction. In-depth interviews were part of the qualitative portion, aimed at collecting rich data, contextual in nature, on personal experiences and perceptions of health professionals about their job satisfaction. A mixed-methods approach therefore allowed for an in-depth and holistic analysis of the factors that impacted job satisfaction in this particular setting.

The period of research was conducted for two months, August to September 2024. This period provided ample time to collect, analyze, and interpret data so that the study captured a comprehensive picture of job satisfaction of healthcare workers during this period.

The response was confined to Yekatit 12 Hospital, which is run by the Addis Ababa City Government. The institution has been selected for the study to provide deep insight into challenges and contexts faced by healthcare professionals in an urban Ethiopian setting and, where possible, generalize to other similar healthcare facilities within the region.

1.8 Limitations of the Study

This study had fewer limitations that could affect the interpretation of its findings: it was a single-institution study conducted at Yekatit 12 Hospital and may limit generalization to other healthcare facilities in Ethiopia. A larger sample based on a multi-site approach may be useful in understanding better how job satisfaction operates within different contexts. Moreover, the study adopted a cross-sectional design, as it only evaluates data at one point in time, and cannot really reflect changes in job satisfaction over any period of time. It could not account for long-term trends and influences. The research also depended entirely on self-reported questionnaires and interviews, which may be afflicted by response bias in that health professionals might give socially desirable answers rather than their true feelings about job satisfaction.

Also, although this study took into consideration some of the important determinants of job satisfaction, other relevant variables such as personal situations, organizational culture, and management practices were not widely considered, and therefore may have resulted in overlooking very important factors. Qualitative interviews, although rich, are themselves subjective and thus cannot guarantee representation of feelings from all health workers.

1.9 Organization of the Study

The study examines the factors that influence health workers' job satisfaction in five chapters. The first chapter covers introductions, which include the study's background, statement of the problem, research questions, aims, significance, scope, limitations, and operational definitions of important words. Job satisfaction and its determinants, employee job satisfaction, theories of job satisfaction, factors influencing job satisfaction, dimensions of the effect of job satisfaction, and the relationship between variables are all covered in Chapter two. Chapter three covers several facets of the research strategy and methods employed in the study. It also deals with different aspects of the methodology and research design that used in the study. Chapter four covers results and an analysis of the study's findings. The last chapter concludes with summaries of the key findings, conclusions, and suggestions.

CHAPTER TWO

RELATED LITERATURE REVIEW

The theoretical and empirical concepts of job satisfaction, its features and functions, job satisfaction strategies, and the conceptual framework are all thoroughly covered in this chapter.

2.1 Theoretical Literature Review

2.1.1 Concepts of Job Satisfaction

Job satisfaction refers to the positive emotional state resulting from the appraisal of one's job or work experiences. It reflects how content an individual is with various aspects of their job, including work conditions, compensation, and relationships with colleagues, and opportunities for growth (Tegegne *et al.*, 2024). One aspect of an employee's feelings regarding their work is job satisfaction (Dube, 2018). In brief, an individual's level of satisfaction and contentment with the needs and dislike they may satisfy at work can be inferred from how much they enjoy or despise their employment. We call this employment fulfillment. In short, work satisfaction explains how employees feel about their jobs. In other words, it characterizes the degree of contentment that workers experience when their demands are encountered at work (Abebaw & Kedir, 2019).

Employee satisfaction among healthcare professionals is operationally defined as the extent to which personnel in the healthcare sector feel pleased, valued, and fulfilled in their professional roles. This includes a variety of aspects like as job security, working environment, interpersonal interactions, professional development opportunities, recognition, and the alignment of personal and corporate beliefs. Employee satisfaction will be examined in this study utilizing a standardized survey instrument, such as (Spector, 1985).

Employee satisfaction is critical in healthcare settings because it has a direct impact on both employee well-being and the quality of patient care. Studies have found a direct link between high levels of employee satisfaction and better patient outcomes, lower turnover rates, and increased organizational performance (Lu et al., 2005). For example, satisfied healthcare staff

are more likely to be engaged and committed, resulting in greater patient encounters and a more good workplace atmosphere. Using a validated survey tool to evaluate employee satisfaction, this study attempts to identify critical areas for intervention that can assist improve job satisfaction among healthcare professionals, resulting in better healthcare delivery and organizational efficiency (Abebaw & Kedir, 2019).

As a result, an employee is happy when they believe that some of their wants have been met. The emotional states associated with job satisfaction are one intangible characteristic that can be seen or expressed. However, if a person's job does not meet their physical or mental demands, they are said to be dissatisfied with their job (Dube, 2018). An employee's attitude toward his work is one of the primary factors that determines his level of job satisfaction. The following are its three main parts: Since job satisfaction is dependent on an individual's emotional reaction to a work circumstance, it can only be inferred. The qualities of a job include its content, compensation, attitudes of coworkers, opportunities for promotion, and, last but not least, the presence of capable, reliable, and informed leadership for supervision (Yohannes & Hiwot, 2020).

2.1.2 Review of Theories

2.1.2.1 Abraham Maslow's Theory

Abraham Maslow's Hierarchy of Needs Theory is a foundational concept in understanding job satisfaction. Maslow proposed that human motivation is driven by a series of hierarchical needs, which can be applied to the workplace to explain how job satisfaction is achieved. These needs are arranged in a pyramid, starting from the most basic physiological requirements to the highest level of self-actualization (Abebaw & Kedir, 2019).

First, physiological needs that are the most basic human needs required for survival, such as food, water, and shelter. In the context of a job, this translates to the salary and wages that employees earn to meet these fundamental needs. Job satisfaction at this level is achieved when employees feel their job provides adequate compensation to support their basic living conditions. Second, safety needs appear as once physiological needs are satisfied, employees seek safety and security. This includes physical safety, job security, and a stable work environment. Job satisfaction here is linked to safe working conditions, job stability, health benefits, and a secure employment contract. When employees feel secure in their jobs, they are more satisfied and motivated. Belongingness and Love Needs, social needs become important.

Employees seek relationships, camaraderie, and a sense of belonging within their workplace. Job satisfaction is influenced by positive interactions with colleagues, a supportive team environment, and a sense of inclusion in the company culture. Strong interpersonal relationships and a collaborative work environment fulfill these social needs. Fourth, Esteem Needs: Esteem needs that are related to self-respect and the respect of others. In the workplace, this involves recognition, responsibility, and achievements. Job satisfaction is derived from being acknowledged for one's contributions, opportunities for career advancement, and feeling valued by the organization. Recognition programs, promotions, and constructive feedback are ways to satisfy these esteem needs. Finally, we get self-actualization needs that is the highest level of Maslow's hierarchy and involves realizing one's full potential and self-fulfillment. In a job context, self-actualization is achieved when employees are provided with opportunities for personal growth, creativity, and meaningful work. Job satisfaction at this level comes from challenging tasks, opportunities for innovation, and roles that align with an individual's personal values and aspirations (Yohannes & Hiwot, 2020).

Maslow's theory suggests that for employees to achieve high levels of job satisfaction, their needs must be met progressively from the bottom to the top of the hierarchy. Employers can enhance job satisfaction by creating work environments that address these various levels of needs. For example, ensuring competitive salaries, providing a safe workplace, fostering a sense of community, recognizing and rewarding achievements, and offering opportunities for personal and professional growth (Kanfer, 1990).

In recent years, Maslow's theory has been used as a framework to design employee engagement and well-being programs, highlighting its enduring relevance in the field of organizational behavior and human resource management. By addressing the different levels of needs, organizations can create a more satisfied, motivated, and productive workforce (Dube, 2018).

2.1.2.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, offers a distinct perspective on job satisfaction by categorizing workplace factors into two groups: hygiene factors and motivators (Kwok, 2014). Hygiene factors are extrinsic elements of the work environment that, while not necessarily leading to higher satisfaction, can cause dissatisfaction if they are inadequate or absent. These include: company policies: clear, fair

policies and consistent application of rules and regulations; supervision: the quality of supervision and managerial support; salary: adequate and fair compensation; interpersonal relationships as positive relationships with colleagues, subordinates, and supervisors; working conditions: safe, comfortable, and pleasant working environments and job security as stability and security in one's job. Herzberg found that while improving these factors could prevent dissatisfaction, they do not inherently create satisfaction or motivation. Instead, their absence or poor-quality results in employee discontent and demotivation.

Motivators are intrinsic factors that are directly related to the nature of the job and have the potential to create satisfaction and increase motivation. These include: achievement as opportunities to accomplish goals and take on challenging tasks; recognition as acknowledgment and appreciation of one's efforts and accomplishments; work itself as engaging, meaningful, and interesting work; responsibility as the degree of autonomy and control over one's work; advancement as opportunities for career progression and personal growth and personal growth as opportunities to develop new skills and knowledge (Abeba & Kedir, 2019).

According to Herzberg, enhancing these factors leads to higher job satisfaction as they fulfill employees' intrinsic needs for growth, achievement, and recognition. Unlike hygiene factors, the presence of motivators actively engages employees and increases their motivation and commitment to the job (Kwok, 2014). Herzberg's Two-Factor Theory has significant implications for managing job satisfaction as employers should ensure that hygiene factors are adequately addressed to prevent dissatisfaction. This includes fair compensation, positive working conditions, supportive supervision, and clear policies. It promotes motivation and satisfaction to truly enhance job satisfaction, organizations should focus on the intrinsic motivators. This involves creating opportunities for achievement, recognition, and professional growth, as well as designing jobs that are meaningful and provide a sense of responsibility. Practical Examples include enriching jobs to include more responsibilities, autonomy, and opportunities for personal growth can lead to higher satisfaction. It also establishes formal recognition programs to acknowledge and reward employees' achievements can boost morale and job satisfaction. It further provides clear career paths and professional development opportunities ensures employees see a future within the organization, enhancing their motivation and satisfaction.

By addressing both hygiene factors and motivators, employers can create a more balanced and satisfying work environment, leading to improved employee engagement, reduced turnover, and overall better performance. Herzberg's theory underscores the complexity of job satisfaction and the necessity for a comprehensive approach that considers both the prevention of dissatisfaction and the promotion of motivation (Dube, 2018).

2.1.2.3 Alderfer's ERG Theory

Clayton Alderfer reformulated Maslow's hierarchy into three core needs: Existence, Relatedness, and Growth (ERG). Unlike Maslow, ERG theory suggests that multiple needs can be pursued simultaneously and that frustration in fulfilling higher-level needs can regress employees to lower-level needs (Alderfer, 1969). This theory highlights the dynamic and flexible nature of human needs in the workplace, suggesting that addressing multiple levels of needs can more effectively enhance job satisfaction.

2.1.2.4 Equity Theory

Proposed by John Stacey Adams, Equity Theory focuses on the balance between an employee's inputs (effort, experience, education) and outputs (salary, benefits, recognition). Employees seek equity between their inputs and outputs compared to others in similar positions (Adams, 1963). Perceived inequities can lead to dissatisfaction and reduced motivation. This theory underscores the importance of fair treatment and equitable resource distribution in achieving job satisfaction.

2.1.2.5 Affect Theory

Edwin A. Locke's Affect Theory (or Value Theory) suggests that job satisfaction is determined by the discrepancy between what one wants in a job and what one has. If an employee highly values a particular aspect of a job (e.g., autonomy) and perceives it as being fulfilled, satisfaction will be high. Conversely, if there is a significant gap between desired and actual job attributes, dissatisfaction arises (Locke, 1969). This theory emphasizes the subjective nature of job satisfaction and the importance of aligning job characteristics with employee values.

2.1.2.6 Expectancy Theory

Victor Vroom's Expectancy Theory posits that job satisfaction is a function of expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to outcomes), and valence (value of the outcomes). Employees are satisfied when they believe that their efforts will lead to desired performance and, consequently, to valued rewards (Vroom, n.d.). This theory implies that clear communication of performance expectations and reward systems can enhance job satisfaction.

2.1.2.7 McGregor's Theory X & Theory Y

Douglas McGregor's Theory X and Theory Y describe two contrasting views of employees. Theory X assumes employees are inherently lazy and require strict supervision, while Theory Y assumes employees are self-motivated and seek responsibility. McGregor advocated for Theory Y, suggesting that creating an environment that fosters employee self-direction and growth leads to higher job satisfaction (McGregor, 1960). This theory highlights the impact of managerial beliefs and practices on employee motivation and satisfaction.

Recent literature emphasizes the practical application of these theories in contemporary workplaces. For instance, understanding the dynamic interplay of intrinsic and extrinsic factors (Herzberg) or the balance between employee inputs and outputs (Equity Theory) can help managers create more satisfying work environments (Robbins & Judge, 2021). By integrating these theoretical insights, organizations can develop more effective strategies to enhance job satisfaction and overall employee well-being.

2.1.2.8 Job Characteristics Model

The core focus of this model is the relationship between job design and employee motivation; it identifies five core dimensions of jobs-skill variety, task identity, task significance, autonomy, and feedback-that influence psychological states and, therefore, job satisfaction. This could be particularly useful in examining how the design of health care roles impacts satisfaction levels (Dube, 2018).

2.1.2.9 Selected theory for this Study

In relation to this study, considering compensation, working conditions, and professional development, Herzberg's Two-Factor Theory and the Job Characteristics Model may prove to be most applicable as both address those very factors that influence job satisfaction directly and can give a comprehensive framework to the data collected in this study. Herzberg's Two-Factor Theory and the Job Characteristics Model are relevant for this study on job satisfaction among healthcare workers for a number of reasons. First, Herzberg's theory makes very clear distinctions between factors that lead to satisfaction, known as motivators, and those that lead to dissatisfaction, known as hygiene factors. This distinction is vital in the health care setting, where issues like low salaries and poor working conditions can considerably affect the morale of the employees. The theory provides managers with action information that helps not only in reducing dissatisfaction by improving hygiene factors, but also in ways of improving the motivators.

In contrast, the Job Characteristics Model identifies five essential dimensions: skill variety, task identity, task significance, autonomy, and feedback that influence job satisfaction and motivation. These dimensions make for particularly instructive sense in health, with enormous variations in role and responsibility that exist. The model links job design to psychological outcomes by further explaining how specific job characteristics impact healthcare workers' feelings about satisfaction and engagement. The operative word in this regard is holism, where both theories offer a wide perspective on how different aspects of the job combine to impact employee satisfaction. Thus, both theories will equally serve to help the researcher and health administrator bring along relevant frameworks for analyzing and influencing job satisfaction among health professionals, with the ultimate aim of optimizing quality patient care.

The Job Characteristics Model (JCM), developed by Hackman and Oldham, suggests that certain job dimensions significantly influence an employee's motivation and job satisfaction. These include skill variety, which refers to the extent to which a job requires different skills and abilities; task identity, or the degree to which a job involves completing a whole and identifiable piece of work; and task significance, which is the impact a job has on others' lives or work. Additionally, autonomy plays a key role, as it reflects the level of independence an employee has in performing their tasks. Finally, feedback is critical, as it provides employees with direct information about their performance. Together, these dimensions help shape an employee's experience of their job, influencing their overall

satisfaction and engagement in the workplace.

2.1.3 Factors affecting Job satisfaction

2.1.3.1 Compensation and Benefits and Job Satisfaction

Compensation and benefits packages are rated as one of the most imperative elements in establishing the level of gratification from work among health workers. Various studies have confirmed that good remuneration, through salaries and benefits, is important in motivating staff and making them feel valued. Fair compensation, in line with perceived performance, contributes to increased overall job satisfaction and decreased turnover intentions among health professionals, as Yohannes & Hiwot (2020) established. On the contrary, inadequate remuneration may be associated with feelings of undervaluation and dissatisfaction, culminating in increased turnover, which has deleterious effects on quality patient care provided (Abebaw & Kedir, 2019). It follows that the issue of compensation becomes not just a factor in the retention of workers but also in the standards that prevail within the confines of a healthcare facility.

2.1.3.2 Work-Life Balance and Job Satisfaction

Work-life balance is another important determinant of job satisfaction. Health care professionals typically come under an exhausting schedule, extended hours, and volumes that rise to the occasion of being burnt out, thereby bringing down their job satisfaction (Schaufeli 2017). All this pressure for the fulfillment of the needs of patients and personal responsibilities is very tiring. Evidence shows that supportive organizations with work-life balance policies allow flexibility in schedules, options for remote employment, and time off. Workers are more satisfied and less stressed. A healthy work-life balance, where health professionals can balance personal and professional pressures, allows them to have satisfaction with work and be retained in the job. Furthermore, valuing their personal time as workers will lead to higher morale among workers, leading to increased productivity that benefits patients (Abebaw & Kedir, 2019).

2.1.3.3 Job Security and Job Satisfaction

Job security is an essential element of satisfying work in the healthcare sector. Studies show

that employees who feel secure in their jobs tend to show more satisfaction at work. Job security gives a feeling of permanency and commitment; hence, one can work with a free mind, free from tensions resulting from losing a job or facing layoffs. On the contrary, uncertainty in job stability gives rise to stress, dissatisfaction, and low work commitment, thus making them bitter with their organizational commitment and caring for patients. For employment policies and continuity of management communication with organizational support, job security enables one to be sure that it fosters a stable and satisfied workforce (Robbins & Judge, 2021).

2.1.3.4 Work Environment and Job Satisfaction

Work environment is one of the most important influencing variables of job satisfaction for health workers. A good work environment, with amiable relations amongst colleagues and management, can increase job satisfaction and morale amongst employees. This kind of positive interaction and shared cooperation gives the sense of belonging and support, thus increasing job satisfaction (Assefa, 2020). In contrast, poor working environments-such as overcrowding at facilities, inadequate resources, lack of managerial support-can contribute to frustration in the employees and reduce their feelings of job satisfaction. It is the sum of all these negative factors that brings down not only the morale of the employees but also deteriorates the care provided to the patients. A proper working environment, concern for employee welfare, availability of appropriate resources, and teamwork will help in improving job satisfaction and maintaining quality healthcare services (Assefa, 2020).

2.2 Empirical Literature Review

2.2.1 Global Perspective on Job Satisfaction

Job satisfaction is a widely researched topic in organizational behavior, encompassing various factors such as work environment, compensation, job roles, and interpersonal relationships.

One study found that the combined rate and associated 95% CI for CGPs' job satisfaction was 70.82% (95% CI: 66.62–75.02%). The random effect size for studies that used a 5-point score scale was 3.52 (95% CI: 3.43–3.61). Although a variety of factors affected satisfaction, compensation and working circumstances had the biggest impact. Since the coronavirus disease 2019 outbreak, there has been a discernible dip in job satisfaction, with satisfaction rates falling from an average of 72.39% before to 2009 to 63.09% in those published after 2020. The results of this thorough review and meta-analysis offer crucial information for well-informed healthcare policy decisions. It emphasizes how urgent it is to have plans in place to

improve CGP satisfaction, thereby improving the effectiveness of primary healthcare systems globally (Deng et al., 2024).

Stobbe et al., (2021) analyzed the job satisfaction of GPs in 34 countries, showing large differences based on workload, administrative burden, and professional autonomy. Main findings included higher levels of job satisfaction when GPs perceive support at work. Another finding was a clear linkage between job satisfaction and perceived quality of care provided. The final result of this study was that improvement in work conditions, reduction of bureaucratic burden, and enhancement of professional autonomy might increase job satisfaction in GPs; this may have a reflection in providing better care for their patients and improving the results regarding healthcare.

Labrague et al. (2021) examined stress and coping mechanisms among nurse managers worldwide, linking these aspects to job satisfaction. They found that high stress levels negatively impacted job satisfaction. The conclusion emphasized the importance of providing support and resources to nurse managers to enhance their job satisfaction and overall effectiveness in leadership roles.

In Kirk et al. (2020), the researchers investigated the impact of job satisfaction on patient safety and quality of care in a multi-country study. The findings indicated a strong correlation between healthcare workers' job satisfaction and the quality of patient care provided. The study concluded that enhancing job satisfaction among healthcare professionals is essential for improving patient outcomes and safety.

Kearney and Sweeney (2019) conducted a systematic review to identify factors influencing job satisfaction among healthcare professionals globally. They found that compensation, work-life balance, and organizational support were critical determinants of job satisfaction. The conclusion emphasized the need for healthcare organizations to address these factors to foster a more satisfied and productive workforce.

Buchan and Aiken (2019) focused on the global nursing workforce crisis, highlighting factors affecting job satisfaction and retention. Their findings suggested that addressing workplace conditions and improving job satisfaction are vital for solving nursing shortages. The conclusion underscored the necessity for policy changes to create supportive environments for nurses.

The aim of Drennan and Hill's (2018) study was to assess job satisfaction levels among nurses across six countries, focusing on factors that contribute to their satisfaction. The findings revealed that supportive work environments, adequate staffing, and positive leadership significantly enhanced nurses' job satisfaction. The study concluded that improving these elements could lead to better retention and quality of care in nursing.

Globally, studies have highlighted several common determinants of job satisfaction, such as achieving a balance between professional and personal life is a key predictor of job satisfaction across different cultures and industries (Clark, 2001); fair and competitive compensation is universally important, though its relative importance can vary depending on the economic context (Judge et al., 2010); opportunities for growth and development within an organization significantly enhance job satisfaction and a positive, inclusive, and supportive work environment contributes to higher job satisfaction.

2.2.2 Job Satisfaction in Africa

Gomo and Iwu (2018) assessed the level of job satisfaction among healthcare workers in Zimbabwe and identify associated factors. The study found that only 45% of healthcare workers reported being satisfied with their jobs. Factors such as workload, salary, and support from management were significant predictors of job satisfaction. It concluded that improving working conditions and management support could enhance job satisfaction and retention among healthcare workers in Zimbabwe.

Olowu et al. (2020) explored the relationship between job satisfaction, work-life balance, and job stress among healthcare workers in Nigeria. The results indicated that poor work-life balance and high job stress negatively affected job satisfaction. Only 40% of respondents reported being satisfied with their jobs. It concluded that addressing work-life balance and stress management is essential for improving job satisfaction in the Nigerian healthcare workforce.

Tshimanga et al. (2021) identified factors influencing job satisfaction among healthcare workers in the Democratic Republic of the Congo. The study found that organizational support and access to resources significantly influenced job satisfaction levels. About 50% of healthcare workers reported being satisfied with their jobs. It concluded that enhancing

organizational support and resource availability can improve job satisfaction and healthcare delivery in the DRC.

Khalidet al. (2022) evaluated job satisfaction and its determinants among healthcare professionals in South Africa. The study revealed that job satisfaction was significantly influenced by salary, professional development opportunities, and workplace relationships. Around 55% of participants expressed satisfaction with their jobs. It concluded that implementing policies that improve salaries and professional development can enhance job satisfaction among healthcare workers in South Africa.

In the African context, job satisfaction is influenced by both universal and region-specific factors. Studies across various African countries have identified the following key determinants: In many African nations, economic instability and high unemployment rates can negatively impact job satisfaction as employees may feel less secure and more stressed (John et al., 2004). Cultural values and societal norms significantly shape perceptions of job satisfaction. For instance, collectivist cultures may place higher importance on interpersonal relationships and community within the workplace (Sorge & Hofstede, 1983). Poor working conditions, lack of resources, and inadequate infrastructure are common issues that detract from job satisfaction in many African workplaces.

The empirical literature on job satisfaction among the health professionals in Sub-Saharan Africa demonstrates a variety of factors impacting satisfaction levels, ranging from working circumstances to socioeconomic status. A study conducted in Ethiopia (Yami et al., 2011) discovered that the availability of resources, supportive supervision, and professional development opportunities have a substantial impact on health workers' job satisfaction. The study found that inadequate supplies, a lack of managerial support, and limited career growth opportunities all lead to unhappiness among healthcare personnel. Similarly, a Malawi poll found that salary, job stability, and workload are important drivers of job satisfaction. In environments where health systems are overburdened and resources are scarce, these issues become even more obvious, influencing both health professional retention and performance.

Furthermore, the interplay between personal and professional life has a considerable impact on job satisfaction in this region. According to a comprehensive assessment (Ludwick, 2000) work-life balance is critical for job satisfaction, particularly among female health workers. The survey highlighted the difficulties women have in balancing family duties with work demands,

which frequently results in increased stress and reduced job satisfaction. Furthermore, intrinsic elements like recognition, a sense of accomplishment, and relationships with coworkers have emerged as important drivers to job happiness. For example, research conducted in Nigeria found that strong workplace interactions and acknowledgment from peers and supervisors greatly improve morale and job satisfaction among health workers (Onyeneho et al., 2016). These findings imply that addressing both systemic concerns and personal variables is critical for enhancing job satisfaction and, thus, the overall efficacy of the health workforce in Sub-Saharan Africa.

2.2.3 Job Satisfaction in Ethiopia

Tegegne et al. (2024) evaluated health professionals' working motivation level and related factors at Debre Markos Comprehensive Specialized Hospital. A cross-sectional investigation was conducted in a hospital. A proportionate sample was taken from each employment category using stratified sampling techniques. All healthcare professionals were categorized based on their job titles in order to ensure equitable distribution, and one representative was chosen at random from each group. There were 319 participants in all, and 100% of them responded. At Debre Markos Comprehensive Specialized Hospital, 20.4% of medical staff reported feeling inspired. Significant variables linked to motivation status included job satisfaction (AOR 6.46, 95% CI 1.72, 24.35), the availability of sufficient medical supplies (AOR 5.01, 95% CI 1.23, 25.37), workplace security (AOR 6.78, 95% CI 1.498, 30.72), and the availability of training opportunities in medical facilities (AOR 2.23, 95% CI 1.01, 4.96).

Aklilu et al., (2020) concluded that over half of healthcare workers were satisfied with their jobs, highlighting the influence of marital status and profession on job satisfaction. Positive correlations between job satisfaction and performance were also noted. The overall job satisfaction level was found to be 53.8% (95% CI: 48.9%, 59.0%). Marital status and professional qualification emerged as key predictors; unmarried respondents were 1.65 times more likely to be satisfied than their married or divorced counterparts. Laboratory professionals and nursing staff were also more satisfied compared to health officers, with odds ratios of 2.47 and 1.97, respect

Dube, A. (2018) systematically reviewed job satisfaction levels among healthcare professionals in Ethiopia and identify associated factors. The review indicated that job satisfaction among healthcare workers was generally low, with salary, workload, and lack of

professional development opportunities being significant factors affecting satisfaction. Addressing salary concerns and providing more opportunities for professional development are critical for improving job satisfaction in the Ethiopian healthcare sector.

Yohannes & Hiwo (2020) explored the relationship between workplace satisfaction, compensation, and turnover intention among healthcare professionals in Ethiopia. The study found that inadequate compensation and poor workplace conditions significantly influenced job satisfaction and increased turnover intentions among healthcare workers. Enhancing compensation packages and improving workplace environments could help retain healthcare professionals and reduce turnover rates.

Abebaw & Kedir (2019) assessed the challenges faced by healthcare workers in Ethiopia and their impact on job satisfaction. The study identified challenges such as inadequate salaries, high workloads, and poor working conditions as major factors leading to low job satisfaction among healthcare workers. It needs to improve job satisfaction; the Ethiopian healthcare system needs comprehensive reforms that address human resource challenges and enhance working conditions.

Biruk et al. (2020) assessed job satisfaction levels among health professionals in Addis Ababa and identify influencing factors. The study found that 52% of health professionals were satisfied with their jobs, with significant predictors including professional autonomy, support from management, and salary. Improving management support and ensuring competitive salaries are essential for enhancing job satisfaction among health professionals in Addis Ababa.

These studies provide valuable insights into the factors influencing job satisfaction among healthcare workers in Ethiopia, highlighting the need for targeted interventions to improve their work conditions and overall satisfaction.

Ethiopia, like many other developing countries, presents unique challenges and opportunities in understanding job satisfaction. Recent studies provide insights into the specific factors influencing job satisfaction in Ethiopia and one study found that limited resources and challenging work conditions are prevalent in many sectors, particularly in education and healthcare, which negatively affect job satisfaction (Yami et al., 2011); inadequate compensation and job insecurity are significant issues. Ensuring fair pay and stable employment can enhance job satisfaction among Ethiopian workers (Abate & Mekonnen,

2021); opportunities for professional development and training are crucial for job satisfaction. Employees in Ethiopia value career growth, and the availability of such opportunities can lead to higher job satisfaction (Jawabri, 2017) and supportive management practices and a positive organizational culture are important for job satisfaction. Effective communication, recognition, and support from supervisors contribute to higher levels of satisfaction (Tessema et al., 2013).

Empirical studies indicate that while there are universal determinants of job satisfaction, such as compensation, work-life balance, and career development, regional and cultural factors also play a significant role. In Africa, and particularly in Ethiopia, economic conditions, cultural values, and specific workplace challenges influence job satisfaction. Addressing these unique factors through tailored organizational strategies can help improve job satisfaction and overall employee well-being in these contexts.

2.3 Research Gap

While there is a growing body of research on job satisfaction among healthcare workers in Ethiopia, several important gaps still exist that require further exploration. Although existing studies have highlighted key factors such as salary, workload, and working conditions, there remains limited understanding of how these factors interact to influence job satisfaction in specific healthcare settings, particularly in institutions like Yekatit 12 Hospital. Furthermore, many studies predominantly rely on quantitative assessments, leaving a significant gap in qualitative insights that could provide a deeper understanding of healthcare workers' personal experiences and perceptions. Addressing these gaps would offer valuable insights for developing targeted interventions aimed at improving job satisfaction and overall retention among healthcare professionals in Ethiopia.

2.4 Conceptual Framework

The conceptual framework presented illustrates the interactions between various factors that influence job satisfaction among healthcare workers at Yekatit 12 Hospital. The dependent variable in this framework is job satisfaction itself. It shows the relationships depicted in this framework emphasize how changes in these independent variables can directly influence the job satisfaction levels of healthcare professionals, guiding future interventions aimed at enhancing their work experience.

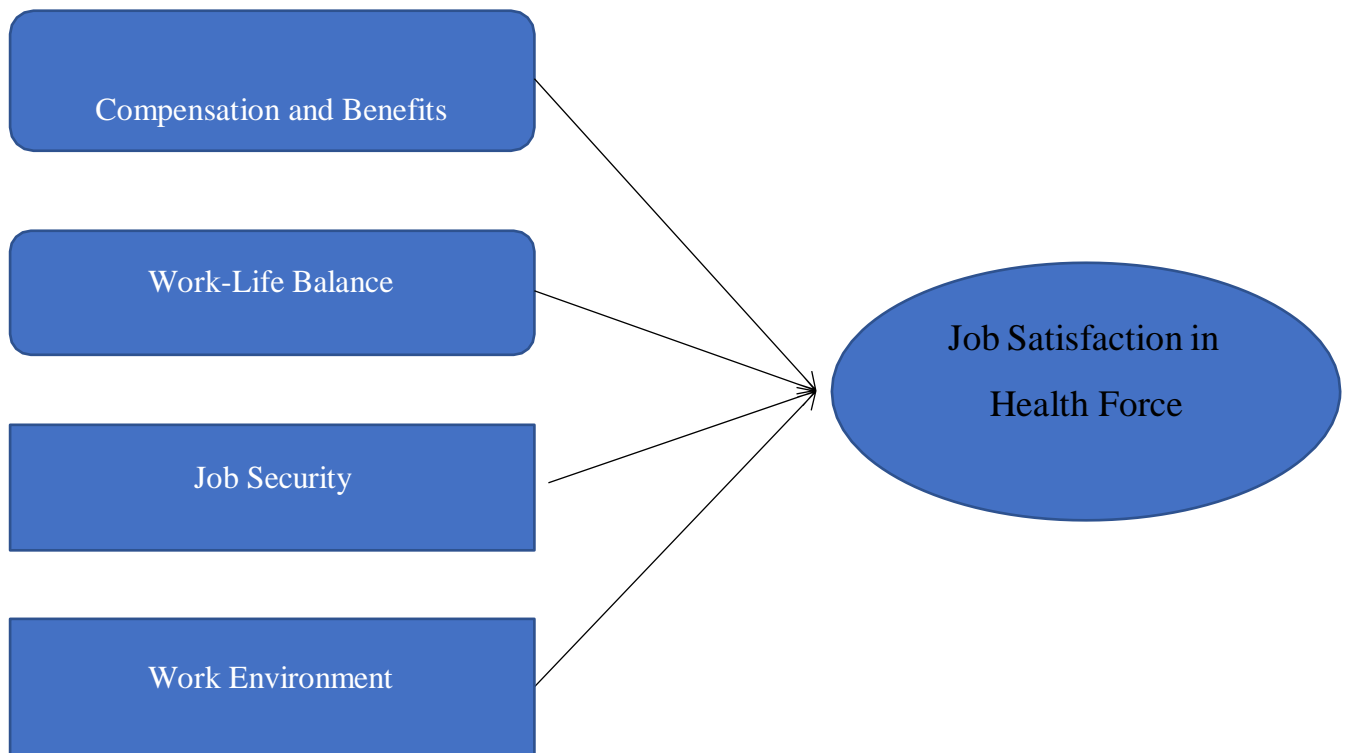


Figure 1 Conceptual Framework of the Research Model

Adopted from Domie & Gawu, 2024.

The current study on the Determinants of Job Satisfaction among Health Workforce is based on the conceptual framework proposed by Domie and Gawu (2024), which includes five key factors—Company Culture, Work-life Balance, Manager-Employee Relationship, Professional Growth, and Compensation and Benefits—that influence job satisfaction. However, this study has narrowed its focus to only four independent variables: compensation and benefits, work-life balance, job security, and work environment, excluding Company Culture and Manager-Employee Relationship as this study specifically examines job satisfaction among the health workforce, whereas Domie and Gawu's framework also includes broader workplace factors that may not directly apply in this context. In addition, this study needs to ensure more manageable and specific analysis, the current study chose to concentrate on the factors most directly related to health professionals' daily work experience, such as compensation and benefits, work-life balance, job security, and the work environment. Unlike Domie and Gawu, this study does not delve into the moderating role of demographic factors such as age, gender, experience, or education level. This reduces the complexity of the analysis and allows for a more streamlined examination of the core variables impacting job satisfaction. While Domie and Gawu (2024) offer a broader, more comprehensive framework, this research aims to highlight the most relevant variables for job satisfaction within the health workforce, simplifying the analysis to focus on immediate, practical determinants.

CHAPTER THREE

RESEARCH METHODOLOGY

This section describes the subject area and the methodological approaches employed by the researcher to attain the study objectives. The research design, which served as a broad blueprint, included the sampling procedure, data source and equipment, data analysis and interpretation methods, variables, and model specification, which are detailed below.

3.1 Description of the Study Area

The study was carried out at Yekatit 12 Hospital. The Hospital is a government hospital located in Ethiopia's capital city, Addis Ababa City has 13 public hospitals.

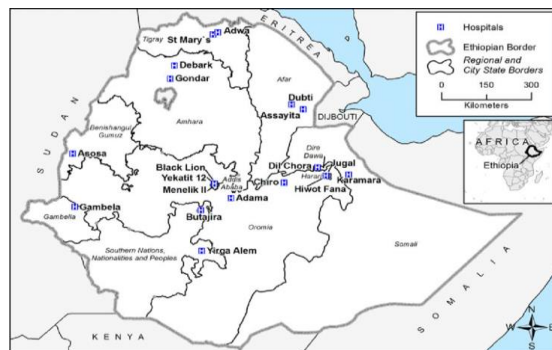
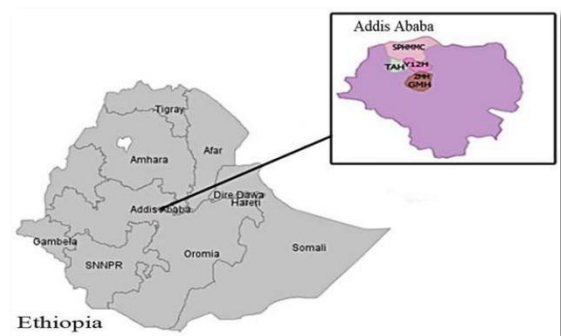


Figure 2 Map of the Study Area and Yekatit 12 Hospital Photo

Source: Google Map and Yekatit 12 Hospital, 2024

3.2 Research Design

This study employed an explanatory survey research approach to investigate job satisfaction among healthcare workers at Yekatit 12 Hospital. The explanatory design is particularly effective for exploring relationships between variables and understanding how various factors contribute to job satisfaction. This study also utilized a descriptive survey research approach to assess job satisfaction among healthcare workers at Yekatit 12 Hospital. The descriptive design is valuable for providing a detailed overview of the current state of job satisfaction and identifying various factors that influence it without manipulating the variables involved.

Overall, the explanatory survey research approach not only measures the degree of job satisfaction among healthcare professionals but also elucidates the underlying characteristics and factors that contribute to these satisfaction levels. The descriptive nature of the study allows for the identification of trends and patterns in job satisfaction among healthcare workers, highlighting areas of concern that may need further investigation or intervention.

3.3 Research Approach

This study employed a mixed-methods approach, integrating both qualitative and quantitative research methods. This approach enhances the richness and depth of the findings, offering a more comprehensive understanding of healthcare workers' experiences and perceptions regarding job satisfaction.

The quantitative component involved administering a structured survey to collect numerical data on various factors influencing job satisfaction, such as compensation, work environment, job security, and professional development opportunities. This data was statistically analyzed to identify trends, correlations, and significant predictors of job satisfaction among the healthcare professionals at Yekatit 12 Hospital. The qualitative aspect included conducting in-depth interviews or focus group discussions with selected healthcare workers. This allowed participants to share their personal experiences, feelings, and insights regarding their work environment and job satisfaction in their own words. Qualitative data provided context to the quantitative findings, revealing underlying issues and themes that may not have been captured through structured surveys alone.

By combining these two approaches, the study aimed to triangulate data, thereby validating findings and enriching the overall analysis. The mixed-methods approach not only facilitated a deeper exploration of the factors affecting job satisfaction but also provided a platform for healthcare workers to voice their concerns and suggestions for improvement. This holistic perspective is crucial for developing targeted interventions that address the unique needs and challenges faced by healthcare professionals in Ethiopia.

3.4 Data Source and Type

This study utilized both primary and secondary data sources to achieve its objectives.

The primary data was collected from a sample of healthcare employees at Yekatit 12 Hospital. To gather this information, a structured questionnaire was developed and employed as the main data collection instrument. Structured questionnaires are commonly used in survey research, particularly for quantitative analysis, as they facilitate the systematic

In addition to the primary data, the study also incorporated secondary sources. This included a review of public and unpublished documents, such as manuals, journals, institutional reports, previous research studies, websites, and regulations pertinent to the topic. These secondary sources provided valuable context and background information, helping to inform the analysis and interpretation of the primary data collected from the healthcare workers.

3.5 Data Collection Method and Tools

This study employed a structured approach to data collection, integrating both quantitative and qualitative methods to comprehensively assess job satisfaction among healthcare workers at Yekatit 12 Hospital.

3.5.1 Questionnaire

The primary data collection tool was a structured questionnaire (Likert scale), designed to quantify various factors influencing job satisfaction. This questionnaire was adapted from previous studies to ensure its relevance and reliability. It included sections on socioeconomic and demographic variables and variables like salary, job security, and working conditions and work-life balance, allowing for a detailed analysis of the healthcare workers' experiences. The questionnaire was administered directly to the participants, facilitating the collection of consistent data for statistical analysis.

The questionnaire was adapted from previous studies like Domie & Gawu (2024) and Biruk et al. (2020) who focused on compensation, work environment, professional autonomy, and management support as key variables influencing job satisfaction to ensure validity and relevance to the current research context. It was constructed in English and included various sections covering socioeconomic and demographic information, as well as organizational variables, hygiene factors, and motivational factors. This comprehensive design aimed to capture a wide range of factors influencing job satisfaction among healthcare workers.

The researcher administered the structured questionnaire directly to the sample respondents, ensuring clarity and consistency in the data collection process.

3.5.2 Interview Checklist

In addition to the quantitative approach, qualitative methods were utilized through in-depth interviews and focus group discussions. An interview checklist was prepared to guide these discussions, enabling 15 participants (Health workers) to share their experiences and perspectives on job satisfaction in an open-ended format. This combination of structured questionnaires and qualitative interviews enriched the data, providing not only numerical insights but also personal narratives that highlighted the nuances of healthcare workers' job satisfaction. By integrating these data collection methods and tools, the study aimed to achieve a comprehensive understanding of the factors affecting job satisfaction at Yekatit 12 Hospital.

3.6 Population and Sampling

3.6.1 Target Population

The study population consisted 1, 251 health care professionals (Doctors (General, Specific), nurses, health officers, Pharmacists, Anesthetist and Anesthesiologist, Health informatics, Teachers, Midwives, radiologist, laboratory technicians and Other Health professionals) at Yekatit 12 Hospital from eleven departments and wards at the time of study.

3.6.2 Sample Size

Sampling refers to the systematic selection of representative cases from a broader population. A sample can then be described as a representative group that includes all of the population's attributes or characteristics (Omae et al., 2017). Due to a lack of resources and time, the entire population did not employ in data collection. As a result, it is required to pick a representative sample from the accessible population that can be easily researched and inferences drawn to the larger population. The goal of sampling was to obtain accurate empirical data at a lower cost than examining all conceivable cases. The respondent was selected using a simple random selection procedure.

Individuals in the different strata were selected at random. Taro Yamane's formula was used to calculate the sample size for each strata 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 303 employees were selected.

$$n= 1251/(1+1251(0.05)^2)$$

$$n= 1251/(1+1251 \times 0.0025) \quad n= 1251/4.1275 \approx 303$$

The size of the sample in the study is determined to be 303 respondents out of the total population of 1251 health professionals. The following table shows the number of health professional selected from each department.

3.6.3 Sampling Techniques

The study utilized a stratified proportional random sampling technique to ensure a representative sample of healthcare workers at Yekatit 12 Hospital. The employee population was divided into seventeen distinct strata based on specific job categories, including nurses, doctors, pharmacists, health officials, laboratory technicians, anesthesiologists, midwives, radiologists, environmentalists, physiotherapists, nutritionists, health informatics specialists, social workers, speech therapists, dentists, and teachers.

By employing stratified sampling, the study aimed to capture the diversity of roles within the healthcare workforce, ensuring that each category was adequately represented in the sample. Within each stratum, participants were selected using random sampling methods, which helped eliminate bias and allowed for a more accurate reflection of the overall population. This approach not only enhanced the validity of the findings but also facilitated a comprehensive analysis of job satisfaction across different professional roles within the hospital, providing insights into the unique challenges and experiences faced by various healthcare workers.

Table 1 Sample Size Determination

Health professionals from each department	Target population of each department	Selected number of Sample size
General Doctors	149	36
Specialized Doctors	144	35
Nurses	532	129
Pharmacists	79	19
Laboratory technicians	69	17
radiologist	16	4
Midwives	118	28
Health officers	36	9
Anesthetist & Anesthesiologist	48	12
Health Informatics'	14	3
Others (Dental, Speech therapy, Social Workers', Nutritionist, Physiotherapy, Environmentalist)	22	5
Teachers	24	6
Total	1251	303

Source: Yekatite 12 Hospital, 2024

3.7 Methods of Data Analysis

The collected data was analyzed using both qualitative and quantitative techniques to provide a comprehensive understanding of job satisfaction among healthcare workers. Qualitative

analysis focused on the insights gathered from open-ended questionnaire responses, capturing participants' reasons and justifications for their levels of job satisfaction. These qualitative findings were presented as narratives and comments, enriching the study's conclusions by highlighting personal experiences and perspectives.

On the quantitative side, statistical analysis was conducted using descriptive and inferential statistics. Descriptive statistics summarized the data, providing an overview of job satisfaction levels and demographic characteristics within the healthcare workforce. Inferential statistics using correlation and multiple regression was employed to explore the relationships between various factors and job satisfaction, allowing for a deeper understanding of the elements that influence healthcare workers' experiences.

The collected data was entered into SPSS for analysis, where it was cleaned and processed to ensure accuracy. This mixed-methods approach enabled a thorough examination of the factors impacting job satisfaction, combining numerical data with qualitative insights to draw meaningful conclusions and inform potential interventions.

Model Specification

The multiple linear regression model of the study was based on the theoretical regression model as indicated follows

$$Y = B + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y= Job Satisfaction

B= the y intercept.

X₁ – Compensation and Benefits

b₁= the regression coefficient of Compensation and Benefits

X₂ – Job Security

B₂= the regression coefficient of Job Security

X₃ – Work Life Balance

B₃= the regression coefficient of Work Life Balance

X₄ – Work Environment

B_4 = the regression coefficient of Work Environment

e = error term.

3.8 Reliability and Validity

3.8.1 Validity

Validity referred to the extent to which the differences detected by the measuring instrument represented true differences between the individuals being examined (Croswell, 2014). To ensure quality, the researcher assessed both the substance and construct validity of the study. Content validity measured how well the instrument covered the topic under investigation, while construct validity examined the degree to which the test scores could be accounted for by the defining constructs of a valid theory. The validity of the questionnaire was thoroughly evaluated to ensure its effectiveness in capturing the relevant data (Van Saane, 2003).

To assess the validity of the study, the researcher followed a structured approach:

The researcher ensured that the questionnaire addressed all relevant aspects of the topic by consulting existing literature, expert opinions, and guidelines in the field. This study used five (5) human resource and health experts in the area were involved in reviewing the items to confirm that they fully covered the key areas of job satisfaction, such as compensation, work environment, and professional development. Additionally, the researcher conducted a pilot study or pre-test of the questionnaire with a small sample to verify that the questions were clear, comprehensive, and accurately represented the concepts being studied.

The researcher tested whether the questionnaire items accurately measured the theoretical constructs they were intended to measure, such as job satisfaction and its related factors (compensation, work conditions, etc.). The researcher also examined the relationship between the test scores and other relevant variables to ensure that the instrument was measuring what it was intended to measure, confirming that the results could be accounted for by the theoretical constructs.

3.8.2 Reliability

The accuracy of primary and secondary data is critical because the study relies heavily on respondents' opinions. The research tools were written in plain and clear language to ensure

that respondents understand what each question is asking, and a series of questions is requested to maximize the possibility of a consistent answer.

Table 2 Cronbach's alpha Reliability Test Results

Variables	Reliability Statistics	
	Cronbach's Alpha	N of Items
Compensation	.860	5
Work Life	.877	5
Job Security	.847	5
Work Environment	.776	5
Job Satisfaction	.861	5

Source: Survey Result, 2023/2024

The established Cronbach alpha test of degree of reliability served as the foundation for the scales used in this study. This indicates that the scales were very reliable, that the measurement items had a high degree of internal consistency, and that the instrument used accurately assesses the variables selected. In this case, values of 0.70 or above were considered suggestive of a reliable data gathering tool. The comprehensive survey was carried out by ensuring that the validity question addressed and that researchers followed scientific research processes. A reliability coefficient of 0.70 or above was regarded as acceptable (Van Saane, 2003).

3.9 Ethical Considerations

The Addis Ababa City Government Health Bureau granted research clearance and approval for the study. The subjects were asked to provide consent after being adequately informed about the purpose, significance, and anonymity of the research, as well as how their responses would be used. They were also informed of their rights to withdraw from the study and to refuse to answer any questions if they felt uncomfortable. Each responder provided oral informed consent, ensuring that ethical standards were upheld throughout the research process.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The research findings from the study are presented in this chapter along with the data presentation, analysis, and interpretation. Following the presentation of the results and analysis of the replies on the study area in the surveyed hospital in Addis Ababa, the response rate and demographic profile of the respondents are displayed.

4.2 Response Rate

This study organized primary data from the health workers of surveyed hospital (Yekatite 12) in Addis Ababa.

Table 3 Response Rate

Health Professionals	Questions Distributed	Questionnaires Returned	Response Rate (%)
General & Specific Doctors	71	65	92%
Nurses	129	119	92%
Pharmacists	19	15	79%
Laboratory Technicians & Radiologists	21	19	90%
Midwives & Health Officers	37	31	84%
Anesthetists & Health Informatics	15	13	87%
Others (Dental, Speech Therapy, Social Workers, etc.)	5	4	80%
Teachers	6	4	67%
Total	303	270	89%

Source: Survey Result, 2024

In this study, as shown in the table above, 303 questionnaires were distributed to the sampled respondents. It was found that 270 were returned filled properly, yielding a response rate of 89%. According to Labrague et al., (2021), a response rate of 50% is adequate for a study, 60%

is good, and 70% and above is excellent. Consequently, a response rate of 89% was appropriate and consistent for the study as revealed in the above table (Table 3).

4.3 Characteristics of Sampled Respondents

This part presents the respondents' profile about their education, gender, age, working experience and profession. The table below is attempted to show their ability, gender participation, knowledge, income, service need and occupation of this study's participants.

Table 4 Features of Sampled Health Workers (N = 270)

Variable	Category	N	%
Gender	Male	120	44.40%
	Female	150	55.60%
Age	20-29	60	22.20%
	30-39	90	33.30%
	40-49	60	22.20%
	50-59	40	14.80%
	60-65	15	5.60%
	> 65	5	1.90%
Marital Status	Single	80	29.60%
	Married	160	59.30%
	Divorced	20	7.40%
	Widowed	10	3.70%

Source: Survey Result, 2024

In the survey, the gender distribution of health workers showed that 44.4% were male and 55.6% were female, indicating a higher representation of women in the workforce. This aligns with findings from previous studies, such as those by Yami et al. (2011), which reported a similar trend in the healthcare sector in Ethiopia, where women comprised a significant portion of the workforce. The predominance of female health workers may reflect broader societal patterns where women are increasingly entering health professions, potentially leading to a more compassionate and patient-centered care environment.

The age distribution of respondents revealed that the largest group (33.3%) fell within the 30-39 age range, followed by equal proportions (22.2%) in the 20-29 and 40-49 categories. This

trend suggests that a considerable portion of the workforce is in their prime working years, which can contribute positively to job performance and organizational effectiveness. Research by Assefa (2020) indicates that younger and middle-aged health professionals tend to exhibit higher job satisfaction levels, often linked to greater enthusiasm and adaptability in their roles. The lower percentages in the older age brackets (14.8% for 50-59, 5.6% for 60-65, and 1.9% for >65) may suggest challenges in workforce retention or advancement opportunities for older professionals in the sector.

The marital status of the respondents indicated that 59.3% were married, while 29.6% were single. A smaller proportion was divorced (7.4%) or widowed (3.7%). The high percentage of married individuals may have implications for job stability and satisfaction, as studies like those by Judge et al. (2010) have suggested that married employees often experience higher job satisfaction due to social support systems. However, the challenges faced by single and divorced health workers, such as work-life balance, may affect their job satisfaction levels, as noted by Fatima (2015).

Table 5 Socio-Economic Characteristics (N = 270)

Variable	Category	N	%
Education Status	Diploma	80	29.60%
	First Degree	150	55.60%
	Master's	40	14.80%
Type of Profession	Doctor	60	22.20%
	Pharmacist	30	11.10%
	Nurse	120	44.40%
	Laboratory Technician	20	7.40%
	Midwifery	10	3.70%
	Health Officer	15	5.60%
	Radiologist	5	1.90%
	Teacher	10	3.70%
	Anesthetists	5	1.90%
	Other	5	1.90%
Work Experience	Below 5 years	100	37.00%
	6-10 years	80	29.60%
	11-15 years	40	14.80%
	16-20 years	30	11.10%
	Above 20 years	20	7.40%
Income	601-1,650	5	1.9%
	1,651-3,200	19	7.0%

	3,201-5,250	93	34.4%
	5,251-7,800	62	23.0%
	7,801-10,900	39	14.4%
	above 11000	52	19.3%

Source: Survey Result, 2024

In this study, the educational background of health professionals revealed 55.60% (N=150), held a First Degree, indicating a relatively well-educated workforce. The implication is that the health professionals in the study are generally well-educated, with 55.60% holding a First Degree, indicating a competent and qualified workforce. Those with a Diploma accounted for 29.60% (N=80), while a smaller portion, 14.80% (N=40), had attained a Master's degree. This distribution highlights the importance of higher education in healthcare settings, as previous studies have linked higher educational attainment to improved job performance and patient outcomes (Yami et al., 2011).

The data on professional roles showed that Nurses comprised the largest group, representing 44.40% (N=120) of respondents, followed by Doctors at 22.20% (N=60). Pharmacists accounted for 11.10% (N=30), while other professions such as Laboratory Technicians (7.40%), Midwives (3.70%), and Health Officers (5.60%) were less represented. This distribution reflects the critical role of nursing in healthcare delivery, as highlighted in previous research that emphasizes the need for adequate nursing staff to ensure effective patient care (Assefa, 2020).

Regarding work experience, a notable 37.00% (N=100) of respondents had less than 5 years of experience, which may indicate a relatively young workforce in terms of experience. Those with 6-10 years of experience made up 29.60% (N=80), while 14.80% (N=40) had 11-15 years, 11.10% (N=30) had 16-20 years, and 7.40% (N=20) had over 20 years of experience. The prevalence of less experienced workers could influence job satisfaction and performance, as suggested by Judge et al. (2010), who found that experience levels can significantly impact job satisfaction and professional development.

The data shows the distribution of income in Birr across various ranges. The largest group, 34.4%, falls within the 3,201-5,250 Birr range, followed by 23% in the 5,251-7,800 Birr range. Smaller percentages are seen in the lower and higher income brackets, with 19.3% earning above 11,000 Birr, and 7% earning between 1,651-3,200 Birr. This suggests most people earn within the mid-range of 3,201-7,800 Birr.

4.4 Job Satisfactions and its Factors

This study assessed the level of job satisfaction and its determinants using response analysis and descriptive statistics such as mean and standard deviation. These statistics help us convey the many properties of data sets and allow us to display the data in a more pertinent manner, which facilitates data analysis. The following is a list of the sampled respondents' answers. Thus, there are various types of descriptive statistics. The means and proportions (percentages) were used in this investigation. The reference point for mean score ratings was Assefa (2020). The mean values they used were 3.51-4.50 very good, 2.51-3.50 average or moderate, 1.51-2.50 fair, and 1.00-1.50 poor. They looked at a similar area. Furthermore, they employed mean values between 4.51 and 5.00 for outstanding.

4.4.1 Compensation and Benefits

The investigation of this variable produced the outcomes exposed in the Table.

Table 6 Responses on Compensation and Benefits

Statement	Mean (M)	Std. Deviation	Pearson Chi-Square	Asymptotic Significance (2-sided) with Gender
My salary is fair compared to my job responsibilities	2.1926	1.0838	5.2	0.269
I am satisfied with the benefits provided by my employer	2.8963	1.5146	9.7	0.045
The compensation I receive meets my financial needs	3.1481	1.4886	15	0.005
My employer offers competitive pay compared to similar organizations	2.6926	1.4627	4.3	0.363
I receive adequate bonuses and incentives for my work performance	2.8259	1.3699	2.6	0.633
Grand Mean 2.75				

Source: Survey Result, 2024

The mean response for this statement is 2.19 with a standard deviation of 1.08, indicating that, on average, respondents feel dissatisfied about the fairness of their salary in relation to their job responsibilities. The Pearson chi-square value of 5.187 ($p = 0.269$) suggests that there are no significant differences between genders in their perceptions of salary fairness. This indicates a general consensus among respondents that salary does not fully align with job demands, but without a strong gender disparity.

The mean response here is 2.90 with a standard deviation of 1.51, reflecting somewhat dissatisfied sentiment regarding benefits. The chi-square value of 9.717 ($p = 0.045$) indicates a significant difference in satisfaction levels between genders, suggesting that men and women experience and evaluate the benefits offered by the employer differently. This highlights an area for potential improvement in benefit offerings, particularly in addressing the concerns of specific gender groups. Respondents rated this statement with a mean of 3.15 and a standard deviation of 1.49, indicating a more positive view on whether their compensation meets financial needs. The significant chi-square result of 14.944 ($p = 0.005$) further points to notable differences between genders in this area, suggesting that men and women may have different perceptions of how well their compensation aligns with their financial requirements. This could reflect varying financial responsibilities or expectations based on gender.

With a mean of 2.69 and a standard deviation of 1.46, respondents are generally dispassionate regarding the competitiveness of their pay. The chi-square value of 4.333 ($p = 0.363$) indicates that there are no significant gender differences in perceptions of pay competitiveness. This suggests a collective uncertainty about how the organization's compensation compares with health standards, which could be an area for further exploration by management to ensure they are attracting and retaining talent. This statement garnered a mean of 2.83 and a standard deviation of 1.37, suggesting that respondents feel somewhat dissatisfied with the bonuses and incentives they receive. The chi-square result of 2.564 ($p = 0.633$) indicates no significant differences between genders in this regard. Overall, the grand mean of 2.75 for the responses on Compensation and Benefits suggests a slightly below average level of satisfaction among respondents. This value indicates that, on average, employees do not feel highly satisfied with their compensation and benefits.

4.4.2 Work Life

The investigation of this variable produced the outcomes exposed in the Table.

Table 7 Responses on Work Life

Statement	Mean	Std. Deviation	Pearson Chi-Square	Asymptotic Significance (2-sided) education
I have a good balance between me work and personal life	3.563	1.2	7.884	0.4
My employer supports my efforts to maintain a healthy work-life balance	3.4333	1.1	9.74	0.3

I can manage my workload without sacrificing my personal time	3.0444	1.3	6.472	0.6
My work schedule allows me to fulfill personal commitments	3.2333	1.2	13.891	0.1
I feel encouraged to take breaks and vacations without negative consequences	3.0222	1.4	13.688	0.1
Grand Mean 3.25				

Source: Survey Result, 2024

The mean score of 3.56 suggests that respondents generally feel they maintain a good balance between work and personal life, indicating a positive perception of their work-life balance. The standard deviation of 1.19 indicates moderate variability in responses. The chi-square value of 7.884 ($p = 0.445$) suggests that there are no significant differences in perceptions based on education level, indicating a shared understanding across different educational backgrounds regarding work-life balance.

With a mean of 3.43, respondents feel moderately supported by their employers in maintaining a healthy work-life balance. The standard deviation of 1.14 reflects some variation in responses. The chi-square result of 9.740 ($p = 0.284$) indicates no significant differences based on education levels, suggesting that employees from different educational backgrounds feel similarly about their employer's support.

This statement received a mean score of 3.04, indicating that respondents feel less confident in managing their workloads without compromising personal time. The standard deviation of 1.30 suggests a wider range of opinions on this issue. The chi-square value of 6.472 ($p = 0.594$) shows no significant educational differences, suggesting that all educational groups experience similar challenges in workload management.

The mean of 3.23 indicates a moderate level of agreement that work schedules are accommodating for personal commitments. The standard deviation of 1.25 shows some variability in how different respondents view their work schedules. The chi-square result of 13.891 ($p = 0.085$) approaches significance, indicating that while there are no strong differences, there may be some trends worth exploring among different educational groups.

Respondents scored this statement with a mean of 3.02, suggesting a somewhat neutral to

slightly positive sentiment towards taking breaks without fear of repercussions. The standard deviation of 1.35 indicates considerable variability in responses. The chi-square result of 13.688 ($p = 0.090$) is similar to the previous statement, suggesting a potential trend where educational background may influence feelings about taking breaks. The grand mean of 3.25 for the responses on Work-Life Balance suggests that, on average, employees have a moderate level of satisfaction with their work-life balance. This indicates that while there is some degree of balance between work and personal life, employees may still face challenges in fully achieving an ideal balance.

4.4.3 Job Security

The investigation of this variable produced the outcomes exposed in the Table.

Table 8 Responses on Job Security

Statement	Mean	Std. Deviation	Pearson Chi-Square	Asymptotic Significance (2-sided) Income
I feel secure in my current job position.	3.5222	0.97814	32.149	0.042
I believe my job will remain stable in the coming years.	3.2222	1.11206	44.989	0.001
My organization communicates clearly about job security.	3.1296	1.11172	54.912	0.000
I have opportunities for career advancement within my organization.	3.2741	1.10039	60.023	0.000
I trust that my employer will not lay off employees without valid reasons.	3.2444	1.11406	61.563	0.000
Grand Mean 3.278				

Source: Survey Result, 2024

The mean score of 3.52 indicates a generally positive perception of job security among respondents. The relatively low standard deviation of 0.98 suggests that most respondents' feelings about their job security are clustered around the mean, with fewer extreme variations in responses. The significant chi-square value (32.149) and a p-value of 0.042 imply that there is a notable association between income levels and feelings of security, with higher-income individuals reporting greater security in their job positions. The mean of 3.22 suggests a moderate level of confidence in job stability, indicating that while some respondents feel secure, others have reservations. The higher standard deviation of 1.11 reflects a wider range

of beliefs regarding job stability, with some individuals expressing strong concerns. The chi-square value of 44.989, accompanied by a p-value of 0.001, indicates a significant relationship between income levels and perceptions of job stability, particularly highlighting that lower-income individuals tend to have more doubts about the continuity of their employment.

The mean score of 3.13 suggests that respondents perceive the communication about job security within their organizations as adequate but not exemplary. The standard deviation of 1.11 indicates some variability in how employees perceive this communication. The chi-square value of 54.912 and the p-value of 0.000 reveal a strong association between the clarity of communication regarding job security and income levels, suggesting that higher-income individuals generally report better communication from their employers.

With a mean of 3.27, respondents generally feel somewhat positive about their opportunities for advancement, although the standard deviation of 1.10 suggests that perceptions vary widely among individuals. The significant chi-square value of 60.023 and a p-value of 0.000 indicate a strong correlation between perceived opportunities for advancement and income levels, implying that higher-income individuals perceive more pathways for career growth compared to their lower-income counterparts. The mean of 3.24 indicates a moderate level of trust among respondents regarding their employer's layoff practices. The standard deviation of 1.11 shows variability in trust levels, with some employees expressing significant trust and others remaining skeptical. The very significant chi-square value of 61.563 and p-value of 0.000 suggest that trust in employers significantly correlates with income levels, with higher-income individuals generally expressing more confidence in their employers' practices related to job security.

4.4.4 Work Environment

The investigation of this variable produced the outcomes exposed in the Table.

Table 9 Responses on Work Environment

Statement	Mean	Std. Deviation	Chi-Square Value	p-value
My workplace is safe and conducive to productivity	3.4	1.07	24.152	0.000
I have a good working relationship with my colleagues	3.37	1.45	28.503	0.000

The resources and tools I need to perform my job effectively are available	3.67	1.15	26.616	0.000
The organizational culture promotes teamwork and collaboration	4.01	1.32	8.978	0.062
I feel valued and respected by my employer	4.21	1.19	15.323	0.004
Grand Mean 3.73				

Source: Survey Result, 2024

The mean score of 3.40 indicates a moderate perception of safety in the workplace. The standard deviation of 1.07 shows that there is some variability in responses. The chi-square value of 24.152 with a p-value of 0.000 reveals significant differences based on gender, suggesting that perceptions of safety may differ between male and female employees. This highlights the importance of further exploring these perceptions to create a safer working environment for all.

With a mean of 3.37 and a higher standard deviation of 1.45, responses vary significantly regarding workplace relationships. The chi-square result of 28.503 and a p-value of 0.000 indicate that gender influences how employees perceive their relationships with colleagues, with men generally reporting more positive relationships. This suggests the need for interventions aimed at enhancing inter-colleague relationships across genders.

The mean score of 3.67 reflects a generally positive view on resource availability, though the standard deviation of 1.15 indicates variability in perceptions. A chi-square value of 26.616 and a p-value of 0.000 show significant gender differences, implying that men may feel they have better access to necessary resources than women. Addressing this gap could enhance job performance and satisfaction for all employees.

The mean of 4.01 suggests a generally positive view of teamwork and collaboration, with a standard deviation of 1.32 reflecting some differences in opinions. The chi-square value of 8.978 and a p-value of 0.062 indicate no significant gender differences in this area. This suggests a relatively unified perception of the organizational culture regarding teamwork, though opportunities to strengthen collaboration practices may still exist.

A mean score of 4.21 indicates a high level of perceived value and respect among employees,

with a standard deviation of 1.19 suggesting moderate variability in responses. The chi-square value of 15.323 and a p-value of 0.004 highlight significant gender differences, with men feeling more valued than women. This underscores the need for organizations to evaluate their practices to ensure all employees feel equally appreciated and respected, fostering a more inclusive workplace culture.

4.4.5 Job Satisfaction

The investigation of this variable produced the outcomes exposed in the Table.

Table 10 Responses on Job Satisfactions

Statement	Mean	Std. Deviation	Gender Chi-Square	Gender Significance (2-sided)	Age Chi-Square	Age Significance (2-sided)
I am satisfied with my job overall.	2.760	1.22	18.695	0.001	29.873	0.019
I would recommend my job to others.	2.860	1.22	17.787	0.001	28.577	0.027
I feel motivated to do my best at work.	3.170	1.29	19.36	0.001	21.413	0.163
I believe my contributions are recognized.	3.280	1.24	11.087	0.026	31.691	0.011
I see myself working in this organization.	3.400	1.29	13.835	0.008	32.042	0.01
Grand Mean 3.09						

Source: Survey Result, 2024

The mean satisfaction score is 2.76, with a standard deviation of 1.22, indicating a relatively neutral level of satisfaction among respondents. The chi-square results show a significant association with gender ($\chi^2 = 18.695$, $p < .001$), suggesting that men and women differ in their overall job satisfaction levels. Similarly, there is also a significant association with age ($\chi^2 = 29.873$, $p = .019$), indicating that satisfaction may vary across different age groups.

The mean score for this item is 2.86, with a standard deviation of 1.22, suggesting a tendency toward neutrality or mild disagreement regarding the recommendation of their job. The analysis reveals a significant gender difference ($\chi^2 = 17.787$, $p < .001$), pointing to differing perceptions of job recommend ability between male and female respondents. There is also a significant relationship with age ($\chi^2 = 28.577$, $p = .027$), indicating that recommendations may vary across different age categories.

Respondents rated their motivation with a mean of 3.17 and a standard deviation of 1.29, suggesting a moderate level of motivation. The chi-square test indicates a significant association with gender ($\chi^2 = 19.360, p < .001$), implying that gender influences feelings of motivation at work. However, the relationship with age is not statistically significant ($\chi^2 = 21.413, p = .163$), suggesting that motivation levels do not significantly differ across age groups.

This statement has a mean score of 3.28 and a standard deviation of 1.24, reflecting a generally positive perception of recognition among employees. The analysis shows a significant chi-square value for gender ($\chi^2 = 11.087, p = .026$), indicating differing perceptions of recognition based on gender. There is also a significant association with age ($\chi^2 = 31.691, p = .011$), suggesting that age may influence how contributions are recognized by employers.

With a mean of 3.40 and a standard deviation of 1.29, this statement indicates a relatively optimistic outlook regarding future employment. The chi-square analysis reveals a significant difference by gender ($\chi^2 = 13.835, p = .008$), highlighting that perceptions about long-term employment may differ between men and women. Additionally, a significant association with age ($\chi^2 = 32.042, p = .010$) suggests that age influences employees' commitment to remaining with the organization. The grand mean of 3.09 for the responses on Job Satisfaction suggests that, on average, employees are somewhat satisfied with their jobs, but there is still room for improvement. This value indicates that job satisfaction is slightly above the neutral point, though it is not highly pronounced, showing that employees are moderately content with various aspects of their job.

4.5 Inferential Statistics Test Results

4.5.1 Correlation Analysis

Table 11 Correlation Analysis Test Result - N= 270

Pearson Correlation	Compensation and Benefits	Work-Life Balance	Job Security	Work Environment	Job Satisfaction
Compensation and Benefits	1	.385**	.447**	.316**	.596**
Work-Life Balance	.385**	1	.482**	.228**	.578**
Job Security	.447**	.482**	1	.345**	.559**
Work Environment	.316**	.228**	.345**	1	.445**
Job Satisfaction	.596**	.578**	.559**	.445**	1

Survey result, 2024

Using a correlation analysis, this study was able to establish the connections of four variables

to job satisfactions. Results can be seen in Table 11. By the above table, it can be realized that this study tested the relationship between compensation and benefits and job satisfaction with a correlational analysis. A positive correlation occurs when two variables move in the same direction. As one variable increases, the other variable also increases (or as one decreases, the other decreases). A positive correlation is represented by a correlation coefficient (r) that is greater than 0, ranging from 0 to +1. In correlation analysis, the strength of the relationship between two variables is categorized as follows: a weak positive correlation (r between 0 and 0.3) shows a slight increase in both variables together; a moderate positive correlation (r between 0.3 and 0.7) indicates a more noticeable relationship; a strong positive correlation (r between 0.7 and 1.0) shows a consistent increase (Croswell, 2014).

There is a positive correlation between compensation and benefits with job satisfaction of 0.596; .000; $P \leq 0.05$. It is concurrent with this present study by Dube (2018), where he ascertained that it has a positive relationship with jobs satisfactions.

This study involved testing the correlational analysis or the association between work-life balance and job satisfaction. Consequently, strong evidence was found that there is a medium association or relationship between work-life balance and job satisfaction in the health sector ($r=.578$; .000). As expected, studying Tshimanga et al. (2021) on the impact of it on job satisfactions found similar results-it has a positive relationship with job satisfaction. The positive correlation of job security to job satisfaction was r 0.559; .000, and the relationship is statically significant. This was found in this study, which tested the correlational between job security and job satisfactions. Comparing other results, the same finding was found. For example, Schaufeli, 2017 has found that it has a positive relationship with job satisfactions.

In regard to correlation, the work environment and job security are positively related to the job satisfactions, r (0.445; .000); $P \leq 0.05$; hence, the relationship exists statistically. Comparing the findings with other studies, a similar result was discovered; for instance, Dube, 2018, established that it is positively related to job satisfactions.

4.5.2 Multiple Regression Analysis

Multiple regression analysis is a versatile data analysis technique that can be used anytime a quantitative variable needs to be studied in connection to any other factors. It is well recognized for investigating causal relationships.

4.5.2.1 Analysis of Multiple Regression Assumptions

In this study, the assumptions tests were performed considering theoretical and empirical multiple regression concepts such as normality, Multicollinearity, autocorrelation, and test for average value of error term, which met the assumptions of regression analysis.

Normality

Normal Distribution A normal distribution is a symmetric probability distribution about the mean, where data points nearest to the mean occur most frequently. It is often described as "bell curved." It is said that if data is normally distributed then it will create a bell-shaped histogram. Figure 3 From the above graph, we can see that the histogram is somewhat bell-shaped. Using kurtosis and skewness, on can also test if the distribution of the sample data is normal.

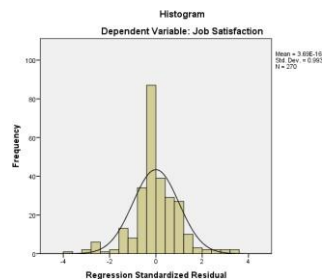


Figure 3 Histogram

Source: Survey result, 2024

Linearity Test

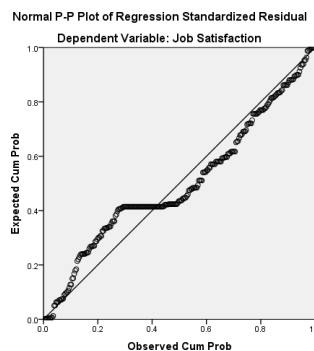


Figure 4 Normal PP Plot

Source: Survey result, 2024

The linearity of the relationships between the independent and dependent variables was

investigated in this study using the P-P plot for the model. The closer the dots are to the diagonal line, the closer the residuals are distributed to normal. As seen in Figure 4, a visual analysis of the p-p plot revealed a linear relationship between the independent and dependent variables.

Table 12 Collinearity Statistics Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Compensation and Benefits	.738	1.355
	Work-Life Balance	.731	1.369
	Job Security	.657	1.523
	Work Environment	.847	1.181

Source: Survey result, 2024

In every investigation, the multicollinearity assumption test was checked using the Variance Inflation Factor (VIF), which demonstrates that a VIF more than 5 is not reason for alarm. By determining how much the variance has been exaggerated, the VIF detects multicollinearity. Six variables in this investigation had VIF test scores below 5, which led to the conclusion that there was no detrimental multicollinearity.

Test for Autocorrelation

This study aimed to assess the emergence of autocorrelation using the Durbin-Watson assess, a well-used and accepted testing method. This test was used to determine whether autocorrelation was present in this investigation. Since the Durbin-Watson statistic value of 1.524, which checks for autocorrelation, indicates that the residuals are uncorrelated, the study satisfies the independence criteria.

Homoscedastic

The data residuals from this investigation, which resembled a "shotgun blast" of points, were evenly distributed across the range of expected values, thereby fully satisfying the homoscedastic assumption. The constant variance of errors is guaranteed by this homogeneous distribution. The assumption that the variances of the several groups being compared are similar or comparable is known as homoscedasticity, or homogeneity of variances. If every random variable in a sequence has the same finite variance, the sequence is said to be homoscedastic in statistics.

4.5.2.2 Multiple Regression Test Results

Table 13 Regression Test Results Model Summary (N= 270)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.567	.58629

a. Predictors: (Constant), Work Environment, Work-Life Balance, Compensation and Benefits, Job Security

b. Dependent Variable: Job Satisfaction

Source: Survey result, 2024

The Model Summary provides a comprehensive overview of the regression analysis conducted to predict job satisfaction based on several independent variables: work environment, work-life balance, compensation and benefits, and job security.

The correlation coefficient (R) of 0.757 indicates a strong positive correlation between the predictors and job satisfaction. This suggests that as the independent variables improve, job satisfaction tends to increase significantly. The R Square value of 0.573 means that approximately 57.3% of the variance in job satisfaction can be explained by the model. This indicates a substantial proportion of the variability in job satisfaction is accounted for by the predictors, suggesting that these factors are relevant and impactful. The Adjusted R Square value of 0.567 takes into account the number of predictors in the model and provides a more accurate measure of goodness-of-fit. This value, slightly lower than the R Square, suggests that the model maintains its explanatory power even after adjusting for the number of variables, affirming that the included predictors are indeed contributing to the explanation of job satisfaction.

Table 14 ANNOVA (N= 270)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.243	4	30.561	88.908	.000 ^b
	Residual	91.089	265	.344		
	Total	213.332	269			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Environment, Work-Life Balance, Compensation and Benefits, Job Security

Source: Survey result, 2024

The ANOVA results provide a significant insight into the effectiveness of the regression model used to predict job satisfaction based on various predictors, including work environment, work-life balance, compensation and benefits, and job security. The F-statistic of 88.908 indicates that the model is statistically significant, meaning that the independent variables collectively have a strong impact on job satisfaction. The p-value of 0.000, which is well below the 0.05

threshold, further reinforces this finding, demonstrating that the likelihood of observing such an F-statistic due to chance is extremely low. This suggests that the model is a good fit and that there is a meaningful relationship between the predictors and job satisfaction. Overall, the results imply that enhancing these factors could significantly improve employee satisfaction, ultimately benefiting employees.

Table 15 Regression Test Coefficients Results (N= 270)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.183	.215		.853	.395
	Compensation and Benefits	.287	.041	.324	6.940	.000
	Work-Life Balance	.288	.043	.315	6.698	.000
	Job Security	.180	.047	.191	3.863	.000
	Work Environment	.232	.049	.205	4.694	.000

a. Dependent Variable: Job Satisfaction

Source: Survey result, 2024

The regression analysis presented in Table 15 highlights the significant factors influencing job satisfaction, with all independent variables demonstrating strong positive effects. The coefficients indicate that each predictor contributes to job satisfaction in a meaningful way, as evidenced by their p-values being less than 0.05.

Compensation and benefits show the highest positive impact, with an unstandardized coefficient of 0.287 ($p = 0.000$), suggesting that for every unit increase in compensation and benefits, job satisfaction increases by approximately 28.7%. This underscores the critical role that financial incentives and benefits play in enhancing employee satisfaction.

Work-life balance also significantly affects job satisfaction, with a coefficient of 0.288 ($p = 0.000$). This finding indicates that improvements in work-life balance are associated with a 28.8% increase in job satisfaction, highlighting the importance of flexible work arrangements and support for personal well-being.

Job security has a notable influence as well, with a coefficient of 0.180 ($p = 0.000$). This suggests that enhanced job security leads to an increase of 18% in job satisfaction, emphasizing the psychological comfort employees gain from stable employment.

Finally, the work environment contributes positively to job satisfaction with a coefficient of 0.232 ($p = 0.000$). This indicates that a better work environment results in a 23.2% increase in job satisfaction, suggesting that factors like workplace culture and physical surroundings are vital for employee morale.

In brief, the results clearly indicate that compensation and benefits, work-life balance, job security, and work environment are significant predictors of job satisfaction, each contributing positively to overall employee satisfaction levels. These findings align with previous research, reinforcing the importance of these factors in organizational contexts.

4.6. Qualitative Analysis

1. How do you perceive your salary in relation to your profession?

Many health workers expressed a sense of pride in their roles, emphasizing the importance of their contributions to saving lives. However, they also voiced disappointment regarding their salaries, often feeling that their compensation does not match the significance of their work. This disparity creates a conflict between their professional satisfaction and financial needs.

2. What impact does your salary have on your overall job satisfaction?

Majority of Respondents indicated that while they find fulfilment in helping others, dissatisfaction with their salary negatively impacts their overall job satisfaction. Many feel that their hard work and emotional investment are not adequately rewarded, leading to feelings of frustration and diminished morale.

3. Do you think compensation varies significantly across different professional groups in healthcare? If so, how?

Yes, there is a notable variance in compensation across different professional groups. For instance, nurses and support staff reported higher dissatisfaction compared to doctors, primarily due to lower pay and fewer benefits. This disparity can create tension and feelings of inequity among team members, affecting collaboration and job satisfaction.

4. What suggestions do you have for improving salary and benefits in your workplace?

Majority of Respondents suggested implementing regular salary reviews and enhancing transparency around pay structures. They also recommended introducing performance-related

pay to better reflect their contributions. Improved communication about how compensation is determined and the provision of additional benefits, such as health and wellness programs, were also highlighted as areas for improvement.

5. In what ways do you believe better compensation could enhance your motivation and commitment to your role?

Many health workers believe that better compensation would significantly boost their motivation and commitment. They expressed that recognizing their hard work through fair pay could enhance their sense of value and belonging within the organization, leading to increased productivity and a more positive workplace atmosphere.

This qualitative analysis underscores the complex relationship between compensation and job satisfaction among health workers. While pride in their profession remains a strong motivator, inadequate salaries and benefits create a significant barrier to overall satisfaction. Addressing these issues is essential for fostering a more motivated and committed healthcare workforce. Organizations should consider implementing strategies that not only acknowledge the intrinsic rewards of healthcare work but also ensure that compensation reflects the demands and importance of these roles.

The reason salary is the only factor investigated qualitatively in this study could be due to several key reasons that compensation is often viewed as one of the most critical determinants of job satisfaction. Health workers may see it as a direct reflection of their professional value and work effort. Focusing qualitatively on salary allows a deeper exploration of its impact on their overall job satisfaction and motivation.

The qualitative approach enables an in-depth understanding of the personal and emotional factors tied to salary. Health workers may have specific, nuanced opinions and experiences related to how their compensation meets (or fails to meet) their needs, which might not be captured through quantitative measures alone.

4.7 Hypothesis Testing

This study rigorously examined the relationships between various factors and job satisfaction among healthcare workers in Yekatit 12 Hospital, using both correlational analysis and regression analysis.

4.7.1 Compensation and Benefits

The correlation analysis revealed a strong positive relationship between compensation and benefits and job satisfaction, with an r value of 0.596 and a significance level of $p < 0.001$. The regression analysis further supported this finding, showing an unstandardized coefficient (B) of 0.287 ($p < 0.001$). These results align with Dube (2018), who found a significant positive relationship between compensation and job satisfaction. Other studies, such as those by Hossain et al. (2020), and Khan et al. (2021), have similarly highlighted the importance of adequate compensation in enhancing employee satisfaction, reinforcing the crucial role of financial incentives in fostering job satisfaction.

4.7.2 Work-Life Balance

The analysis revealed a substantial correlation ($r = 0.578$, $p < 0.001$) between work-life balance and job satisfaction. The regression results showed a B value of 0.288 ($p < 0.001$), indicating a significant positive effect. These findings are consistent with research by Tshimanga et al. (2021), which highlighted the importance of work-life balance in promoting job satisfaction. Further support is found in studies by Allen et al. (2019) and Greenhaus and Powell (2020), which also emphasize how work-life balance initiatives contribute to higher job satisfaction among employees.

4.7.3 Job Security

A positive correlation was established between job security and job satisfaction, with an r value of 0.559 and a significance level of $p < 0.001$. The regression analysis provided a B value of 0.180 ($p < 0.001$), indicating a significant impact on job satisfaction. These findings are in line with Schaufeli (2017), who documented a strong positive relationship between job security and employee satisfaction. Additionally, recent studies by Mauno et al. (2020) and Kahn et al. (2021) have reinforced the notion that job security is a fundamental contributor to overall job satisfaction.

4.7.4 Work Environment

The correlation between the work environment and job satisfaction was also significant, with $r = 0.445$ and a significance level of $p < 0.001$. The regression analysis yielded a B

value of 0.232 ($p < 0.001$), confirming a positive relationship. This supports previous findings by Dube (2018), which indicated that a positive work environment contributes significantly to job satisfaction. Additional research by Awa et al. (2020) and Ghani et al. (2021) has similarly reported that a conducive work environment enhances job satisfaction among employees.

Hypotheses Summary

This study investigated the relationship between various factors and job satisfaction among healthcare workers in Yekatit 12 Hospital, yielding the following results:

- **Compensation and Benefits:** The correlation with job satisfaction was strong ($r = 0.596$, $p < 0.001$). The regression analysis showed a significant positive effect, with a B value of 0.287 ($p < 0.001$).
- **Work-Life Balance:** There was a substantial correlation ($r = 0.578$, $p < 0.001$), and the regression analysis indicated a B value of 0.288 ($p < 0.001$), confirming its positive impact on job satisfaction.
- **Job Security:** A positive correlation was found ($r = 0.559$, $p < 0.001$), with the regression analysis revealing a B value of 0.180 ($p < 0.001$), highlighting its significant role in job satisfaction.
- **Work Environment:** The correlation was positive ($r = 0.445$, $p < 0.001$), and the regression analysis indicated a B value of 0.232 ($p < 0.001$), reinforcing its importance in enhancing job satisfaction.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The results, conclusions, and policy recommendations derived from the data analysis in Chapter 4 are summarized in this chapter. The study's findings and suggestions regarding the factors influencing health workers' job satisfaction at Yekatite 12 Hospital in Addis Ababa, Ethiopia have been made. The final chapter of the study, which includes a conclusion, a summary of the findings, and pertinent recommendations based on the study's findings, is included in this part.

5.2 Summary of Key Results of the Study

This study explores the demographic and socio-economic characteristics of 270 health workers at Yekatit 12 Hospital, revealing a workforce that is predominantly female, with the majority aged 30-39 years. Most respondents are married and possess at least a first degree, while nurses constitute the largest professional group. A significant portion of the workforce has less than five years of experience.

These demographic trends are crucial as they relate to employee satisfaction, with further analysis needed to understand the interplay between these factors and job satisfaction. The diversity in educational backgrounds, professional roles, and experience highlights opportunities for improving training and support systems to enhance job satisfaction.

Compensation and Benefits

The findings indicate that while health workers generally express some dissatisfaction with salary fairness and benefits, gender differences exist in perceptions of satisfaction with compensation. The correlation between compensation and benefits and job satisfaction is significant, with an r-value of 0.596, $p < 0.001$. The regression analysis further confirms this relationship, with a coefficient of $B = 0.287$ ($p < 0.001$). Employers may need to address these disparities to improve overall employee satisfaction and retention.

Work-Life Balance

Respondents generally report a positive outlook on their work-life balance and employer support; however, aspects like workload management and the encouragement of breaks warrant further exploration. The correlation between work-life balance and job satisfaction is medium, indicated by an r-value of 0.578, $p < 0.001$. The regression analysis shows a coefficient of $B = 0.288$ ($p < 0.001$), reinforcing the importance of work-life balance in enhancing job satisfaction.

Job Security

Job security perceptions vary with income levels, with higher-income individuals expressing more positive views regarding communication, advancement opportunities, and trust in employers. The correlation between job security and job satisfaction is notable, with an r-value of 0.559, $p < 0.001$. Regression results indicate a significant impact, with a B value of 0.180 ($p < 0.001$). This highlights the need for organizations to enhance support and communication, especially for lower-income employees.

Work Environment

The analysis shows a positive correlation between the work environment and job satisfaction, with an r-value of 0.445, $p < 0.001$. The multiple regression analysis confirms this relationship, with a coefficient of $B = 0.232$ ($p < 0.001$). These findings suggest that improvements in the work environment can significantly enhance job satisfaction among health workers.

Regression Analysis Results

Overall, the regression model reveals a strong relationship between the predictors—work environment, work-life balance, compensation and benefits, and job security—and job satisfaction. The significant R and R Square values indicate the importance of these factors in predicting employee job satisfaction. These results confirm that each of these factors significantly contributes to overall employee satisfaction levels, aligning with previous research and emphasizing their critical role in enhancing job satisfaction among employees. The significant p-values underscore the robustness of these relationships, offering valuable insights for organizations aiming to improve employee satisfaction.

5.3 Conclusions

Thus, the current study gives a broad overview of demographic and socio-economic characteristics of health workers in Yekatit 12 Hospital: the majority being females, largely falling in the age group of 30-39 years, and big proportions having at least a first degree; dominant professional groups are nurses, and many workers have less than five years of service experience. These demographic insights can well provide an understanding of employee satisfaction and indicate that support and training programs are in order for enhancement in job satisfaction.

The findings on compensation and benefits suggest general dissatisfaction among the health workers, particularly with regard to salary fairness.

From a work-life balance perspective, while optimism does come through in the responses, aspects such as management of workload are areas that need attention. Improvement in support in this particular area could be overall beneficial in increasing job satisfaction.

Perceptions related to job security tend to reflect income levels, with quite positive experiences of higher-income respondents. This would then suggest that organizations need to look at the aspect of communication and support even more for employees at lower-income levels, so as to build up an inclusive environment.

One of the most important factors which work on employee satisfaction is also a work environment, therefore the better work environment resulted in enhanced job satisfaction and thereby, ascertained that supporting as well as congenial working environment is very much indispensable.

5.4 Recommendations

1. Pay and Benefits: To address the causes of dissatisfaction relating to pay equity and benefits, organizations should consider regular pay reviews regularly and different professional groups within the organization. Open communications regarding how pay is determined may help trust. Another approach might be the use of performance-related pay to increase perceived value of employees.

2. **Work-Life Balance:** Organizations should develop and promote work-life balance policies comprising flexible working schedules and workload management programs. Training for managers on how to support the teams for better work-life balance will contribute more to employee satisfaction. Encourage regular breaks and time off for overall well-being.
3. **Job Security:** An organization should pay attention to communicating lucidly about opportunities concerning career advancement and job stability to make the feeling of job security felt and more enhanced, especially for those with lower incomes. The availability of professional development programs and pathways to advancement will go a long way in helping such employees feel secure in their jobs. Regular check-ins and feedback mechanisms create a sense of support and build trust.
4. **Work Environment:** Improvement in the work environment will help bring job satisfaction. The organizations can take surveys among the employees to know what improvements should be made at work, like workspace design, safety measures, and resources available to the staff. A collaborative and supportive culture can affect the work environment.
5. Individualized strategies for engagement would also vary with the needs of each age group and gender for an improved general job satisfaction. Regular workplace culture and policy assessments may also form part of the inclusive environment in which improvement is fostered.
6. The organizations should create mechanisms for continuous feedback from employees through experience sharing and giving suggestions. An employee satisfaction survey carried out once a year will enable an organization to know how the ranking is improving with time and also new areas that are coming into concern. Leadership actions on employee feedback and informing the changes would help in creating a transparent and responsive culture.

5.5 Implications for Stakeholders

Pay equity and benefits are an integral part in building trust in the organization. It is good to review pay periodically as this brings more consistency and transparency into the workplace.

Also, performance-related pay can be set up by organizations to make their employees feel valued. Flexible working time and workloads can give staff a better work-life balance, which significantly influences employee satisfaction. Manager training on how to support the work-life balance initiatives will be beneficial for general well-being. Again, opportunities for career advancement should be clearly communicated to make the employees have a sense of job security. In this case, professional development programs help enhance an employee's feeling of job security, whereas feedback and periodic checking build trust.

A superior work environment can produce higher levels of job satisfaction. The organizations should encourage and request feedback from the employees regarding workspace design, safety and resources to provide the best possible supportive atmosphere for teamwork interaction. The training programs can meet the diversity of needs of various demographic groups. It is essential to conduct regular assessments of the workplace culture and policies to maintain an environment that is open and supportive. The development of continuous mechanisms for feedback is important to understand the needs of employees. Annual satisfaction surveys bring out clues in employee perception, thus enabling an organization to make the right changes through a transparent culture.

5.6 Future Studies

Future research will be geared towards understanding the long-term effects of regular pay reviews on employee satisfaction and retention. Further researches may focus on the effect of certain work-life balance policies such as flexible work hours or work-from-home schemes that really impact employee productivity and employee morale. They may examine whether career development opportunities and perceptions of job security at lower- and higher-income levels are related. It is recommended that future research examine the impact of mentorship on job security perceptions. Further research should be long-term in nature regarding specific environmental changes impinging on morale and retention. Moreover, future research should also be conducted on how diversity training programs create an inclusive work environment.

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APPENDIX

Annex I – Questionnaire

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
COLLEGE OF BUSINESS AND ECONOMICS

(Health Workers Survey)

Study Title: Determinants of Job Satisfaction Among the Health Workforce at Yekatit 12 Hospital, Addis Ababa, Ethiopia

Dear Respondent,

I am conducting a study on the determinants of job satisfaction and its effects on organizational performance in Addis Ababa as part of my Master of Business Administration in Management program.

The primary objective of this study is for academic purposes only. All responses you provide will be kept confidential and anonymous. Your participation is greatly appreciated, and I thank you in advance for your valuable time and cooperation in completing this questionnaire.

General Instructions:

- Please do not write your name.
- Mark your answers by placing a (√) in the box next to your response.

For any inquiries or suggestions, you may contact me via phone at +251963237910.

Thank you once again for your cooperation!

Bisrat Walelgne

bisratwal1996@gmail.com

Part One: Respondents Demographic Characteristics

Q. No	Questions	Options	
1.1	Gender	1. Male	<input type="checkbox"/>
		2. Female	<input type="checkbox"/>
1.2	Age	1. 20-29	<input type="checkbox"/>
		2. 30-39	<input type="checkbox"/>
		3. 40-49	<input type="checkbox"/>
		4. 50-59	<input type="checkbox"/>
		5. 60-65	<input type="checkbox"/>
		6. > 65	<input type="checkbox"/>
1.3	Marital Status	1. Single	<input type="checkbox"/>
		2. Married	<input type="checkbox"/>
		3. Divorced	<input type="checkbox"/>
		4. Widowed	<input type="checkbox"/>
			<input type="checkbox"/>

II. Socio-Economic Characteristics

Q. No	Question	Options	
2.1	Education Status	1. Diploma	<input type="checkbox"/>
		2. First Degree	<input type="checkbox"/>
		3. Master's	<input type="checkbox"/>
2.2	Type of Profession	1. Doctor	<input type="checkbox"/>
		2. Pharmacist	<input type="checkbox"/>
		3. Nurse	<input type="checkbox"/>
		4. Laboratory Technician	<input type="checkbox"/>
		5. Midwifery	<input type="checkbox"/>
		6. Health Officer	<input type="checkbox"/>
		7. Radiologist	<input type="checkbox"/>
		8. Teacher	<input type="checkbox"/>
		9. Anesthetist	<input type="checkbox"/>
		10. Other	<input type="checkbox"/>
2.3	How long have you worked with current organization?	1. Below 5 years	<input type="checkbox"/>
		2. 6-10 years	<input type="checkbox"/>
		3. 11-15 years	<input type="checkbox"/>
		4. 16-20 years	<input type="checkbox"/>
		5. Above 20 years	<input type="checkbox"/>

Part Two- Determinants of Job Satisfactions

Instruction: 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. Please indicate your level of agreement with each statement by marking the appropriate box. Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5)

Code	Statements	1	2	3	4	5
	Compensation and Benefits					
CB1	My salary is fair compared to my job responsibilities.					
CB2	I am satisfied with the benefits provided by my employer.					
CB3	The compensation I receive meets my financial needs.					
CB4	My employer offers competitive pay compared to similar organizations.					
CB5	I receive adequate bonuses and incentives for my work performance.					
	Work-Life Balance					
WL1	I have a good balance between my work and personal life.					
WL2	My employer supports my efforts to maintain a healthy work-life balance.					
WL3	I can manage my workload without sacrificing my personal time.					
WL4	My work schedule allows me to fulfil personal commitments.					
WL5	I feel encouraged to take breaks and vacations without negative consequences.					
	Job Security					
JS1	I feel secure in my current job position.					
JS2	I believe my job will remain stable in the coming years.					
JS3	My organization communicates clearly about job security.					
JS4	I have opportunities for career advancement within my organization.					
JS5	I trust that my employer will not lay off employees without valid reasons.					
	Work Environment					
WE1	My workplace is safe and conducive to productivity.					
WE2	I have a good working relationship with my colleagues.					
WE3	The resources and tools I need to perform my job effectively are available.					
WE4	The organizational culture promotes teamwork and collaboration.					
WE5	I feel valued and respected by my employer.					
	Job Satisfaction					
JS1	I am satisfied with my job overall.					
JS2	I would recommend my job to others.					
JS3	I feel motivated to do my best at work.					
JS4	I believe my contributions are recognized by my employer.					
JS5	I see myself working in this organization for the next few years.					

Thanks for your response and time

Annex II – Interview Checklist

1. How satisfied are you with your current salary and benefits package? Can you elaborate on any specific aspects that you feel could be improved?
2. How would you describe your work-life balance? Are there any particular policies or practices that you think help or hinder this balance?
3. What factors influence your sense of job security in your current role? How does this impact your overall job satisfaction?
4. How would you characterize your work environment? Are there specific changes or improvements you believe could enhance your job satisfaction?
5. In your experience, how do factors such as gender or age affect job satisfaction within your team or organization? Do you feel that your concerns are addressed adequately?

Thanks for your response and time



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City Government of Addis Ababa Health Bureau

REF.N.O. A/A/5499/2024

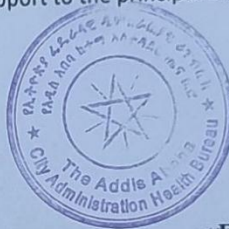
DATE 23/1/24

TO:

- YEKATIT 12 HOSPITAL MEDICAL COLLEGE

Subject: Request to access Facilities to conduct approved research

This letter is to support **BISRAT WALELGNE MEKONEN** to conduct research which is entitled as **“DETERMINANTS OF JOB SATISFACTION AMONG HEALTH WORKFORCE IN YEKATIT 12 HOSPITAL, ADDIS ABABA, ETHIOPIA, 2024 “** The study proposal was duly reviewed and approved by the Addis Ababa Health Bureau procedures, and submit an activity progress report to the Ethical Committee as required. Therefore, we request the facility and staffs to provide support to the principal investigator.



With Regards,

Ethical Clearance Committee

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Cc

- BISRAT WALELGNE MEKONEN
- ETHICAL CLEARANCE COMMITTEE



ቀን/Date: 03/10/2024
ፕ/ቁ/ፕር/Ref.No. no.: RPP/743/24

TO: All departments that may apply

Yekatit 12 Hospital Medical College

Subject: Issuing Ethical Clearance

Title: Determinants of job satisfaction among health workforce in Yekatit 12 Hospital Medical College, Addis Ababa, Ethiopia, 2017.

Investigator (PI): Bisrat Walelgne,

Application Type: Initial Amendment Renewal

The Institutional Review Board (IRB) of Yekatit 12 Hospital Medical College has reviewed the research protocol

IRB Decision

- Approved
- Approved on conditions
- Not approved

Approval Period: Two years (15/05/2023 to 14/05/2025)

Obligations of the principal investigator

- To comply with standard international and national scientific ethical guidelines
- To submit biannual report once in six months
- To submit the final report of this research project

We, therefore, request the respective department/s to provide support for the commencement and conduct of the study.

Does the protocol require national research ethics review? YES NO

Best regards,

Digafe Tsegaye Nigatu
ድጋፊ ጥያቄ ስራ (የአካል ፕሮጀክት)
የፕሮፎሰር እና ህትመት ኮሎኔል ሀላፊ
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