ADDIS ABABA UNIVERSTY COLLEG OF HEALTH SCIENCE SCHOOL OF PUBLIC HEALTH

ASSESSMENT OF FACTORS AFFECTING MOTIVATION OF HEALTH CARE PROVIDERS WORKING IN PUBLIC HEATH CENTERS IN ADDIS ABABA

BY

KIBEBE GERAWORK (BSC)

A THESIS SUBMITTED TO COLLEGE OF HEALTH SCIENCES, SCHOOL OF PUBLIC HEALTH, ADDIS ABABA UNIVERSITY, IN PARTIAL FULFILLMENT OFTHE REQUIREMENTS FOR THE DEGREEOF MASTERS OF PUBLIC HEALTH IN HEALTH SERVICE MANAGEMENT

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Advisor

Demeke Assefa (MD, MA)

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Table of content

List of table

List of figure

List of Acrimony

BSc: Bachelor of Science

FMOH : Federal Ministry of Health

GTZ: German Technical Cooperation

Hcp : Health Care Providers

HC : Health Center

HCOs : Health care organization

HR: Human Resources

MDGs: Millennium Development Goals

PHCs : Public Health Centers

WHO: World Health organization

Abstract

Back ground: Health systems cannot function effectively without motivated and supportive health care providers. The level of health care providers' motivation has been identified as a central in the quality of health service delivery. In Ethiopia, it is customary hearing about complaints about the manner service provided especially about its low the quality in general and Public Health Centers (PHC) in particular. With this assumption, this research is carried out in order to assess the level of health workers motivation and associated factors with it.

Objectives To describe factors affecting motivation of health care providers working in public Health Centers ,in Addis Ababa.

Methods Institution based cross-sectional descriptive study was conducted from February to April 2015among a sample of 384 health care providers selected from 12randomly selected PHCs in Addis Ababa. The sample size was distributed to each PHC proportional to their total number of Health care providers. Then, the study subjects were selected by using simple random sampling technique. Data was collected using self-administered structured and Data was cleaned and analyzed the intrinsic and extrinsic motivating factors using with SPSS software version 20. A summary measure was made to characterize the study population. Multiple logistic regression analysis was used to identify those factors which had significant correlation and to determine those factors affecting motivation.

Result: Three hundred eighty four participants completed and responded to the questionnaires making a response rate of hundred percent of these, majority 214(55.7%) were female, 245(63%) were between 21 and 30 years of age, and 230(59.9%) were nurse by profession. Overall, more than the half the respondents 240 (62.5%) agreed and strongly agreed that there were feel motivated to work hard. In multivariateanalysis,healthcareprovidermotivationwassignificantlyandpositivelycorrelatedwithsupervision(r=.443,p<0.01),Recognition(r=.386,p<0.01),Management(r=365,p<0.01).Generally,correlationscoefficientbetweensupervisionand motivation (0.44) is strong among the entire variables and significant at 99% where as work environment has weakest correlation (.149, p<0.01) (0.14) among all variables but significant at 99%.

Conclusion: Our findings indicate that, more than the half the respondents were feels motivated to work hard and the main motivating factors of health care providers'were supervision, recognition and good management. Therefore, it is importance strengthening intrinsic and extrinsic motivation factors to motivate health care providers at health center level for improving health service quality.

1. Introduction

1.1 Back ground

Motivation is a highly complex phenomenon that influences and is influenced by a large number of factors in the organization (1). Particularly, the impacts of motivation on the work performance and productivity attracted attention towards motivation in the workplace (2). One of the factors that contribute for productivity is job Performance. Beside this some kind of remuneration also contributed (1).

To use one's ability and effort fully with high commitment to do the required task, the workers need to be motivated both at the individual and organizational level. Individual level motivation implies the doing of an activity for its inherent satisfactions rather than for some separable consequence. Whereas organizational level motivation comes from as a result of factors external to the person, for example rewards (3). However motivation is not an attribute of the individual or the organization rather, it results from the deal between individuals' and their work environment (4).

Every organization wants to have a motivated staff. This is because they are fundamental for the survival of that organization. Therefore for all health service providing organization's workers and managers to be effective and successful, they must know about factors necessary for motivation in general and specifically the most important factors for each worker (5).

There are several theories related to motivation. One of these is the two factor theories by the person named Herzberg. This theory argues that there are two distinctive sets of factors affecting employee attitudes towards job and motivation. Factors in the first group are motivators intrinsic and consists of the following elements; achievement, recognition, work itself, responsibility, advancement and growth. The second group of factors are classified as hygiene factors extrinsic and include supervision, organization policy, relationship with (peers, subordinates and supervisor) working conditions, status and security (6).

By its nature, the Health Care Organizations requires skilled and motivated workforce in today's situation that can cope with the rapid advancement in medical technology and the demand for better and quality of services. The quality, efficiency and effectiveness of all health services are all

dependent on the availability of motivated health care providers particularly in resource poor countries like Ethiopia(7).

The Health care providers' motivation has often been identified as a critical issue in Health service delivery and improving its quality. It is evident that low motivation leads to insufficient translation of knowledge and poor performance in general (8).

1.2 PROBLEM STATEMENT

Health care provider motivation can potentially affect the provision of health services. The World Health Organization 2010 reported identifying factors that have influence on motivation it has frequently been cited as a critical barrier to effective health service delivery (9).

The available literature consistently reports that in African countries with respect to human resources, the low level of health worker motivation has often been identified as a central problem in Health service delivery. As the results from a survey undertaken by the German Technical Cooperation, among representatives of Ministries of Health and GTZ staff from 29 countries showed that low motivation is seen as the second most important health workforce problem (10).

Other study conducted by S.Alshallah on job satisfaction and motivation reveled, the health care providers' motivation requires particular consideration. But a little attention has been paid to this issue in developing and poor countries(11,12).In addition it is largely understudied (13,14) and Not enough is currently known about which factor of motivation is most important to different health care providers in developing countries (14, 15, and 16).

In Ethiopia, as it is also the case elsewhere in the developing world, low motivation of health care providers which has an effect of health service quality and problems of health system. Even if the recent expansion of health facilities across the country too high , it is customary hearing about complaints about the manner service provided especially about its low the quality in general and Public Health Centers (PHC) in particular (17).

Other Report revealed by the World Bank in 2012 analysis, problems in Human resources for health in Ethiopia with regards to stock, distribution and performance that have work burden to health care providers which lead to low motivation and negative implications on access to health services (18).

Other study conducted on job satisfaction of health Care providers in Ethiopia, Jimma also revealed that Out of 97 pharmacy professionals included in the study 38(39.2%) were dissatisfied in their job. The major reasons identified for dissatisfaction were lack of motivation 12 (12.4%) (19).

The Federal Ministry Health (FMOH)of Ethiopia including Regional Health Bureaus have same concern as other African countries are to ensure that a well functioning health system is available to promote the health well being of all Ethiopians. To implement this all types of motivated health professionals and which type of motivation factor are needed to deliver health intervention from public to clinical Health service, from primary to tertiary care. For success of health system, Health Center is at the highest level of a primary health care unit which providing comprehensive and integrated primary care services, and highly linked to the community as well as the majority of the health problems in Ethiopia are due to infectious diseases, which are better managed at primarily by Health center's Health care providers. In addition the quality of service to people in Primary Health care is linked to the provision of quality service by motivated Health care providers' who integrate this service in the community.

Studies conducted on motivation and factors that have influence on health care providers who have directly related to the quality of health service in Ethiopia like others developing countries were understudied. Despite interest in the question of what can be done to strengthen health center health care provider motivation and its obvious link to primary health care quality and overall system, it has so far not received much attention. Not enough is currently known about which factor of motivation are the most important to different levels of health center health care providers in Addis Ababa. Specifically, fewer studies have concentrated on job satisfaction of health workers at hospital setting rather than factors affecting of motivation. Therefore this study is examining various extrinsic and intrinsic factors of motivation and the aim of the study is to describe the factors influence on health care provides motivation for public Health Centers Addis Ababa.

1.3 Significance of the study

Health care providers' motivation is one of the many factors that influence quality of service and job performance; it serves a critical role in facilitating performance. This study has produced information on the relationship between motivation of health care providers and health care service quality that might be used to understand how quality of health care service in the health center is affected by health care provides motivation and its factors that need special attention in the health service quality and client satisfaction. Furthermore, to describe intrinsic and extrinsic factors affecting motivation of health care providers and the research findings could be used to inform the region and health center on motivational factors influencing performance of health care provider and quality of health service. It also serves as background information for promoting and advocating motivation for services quality and improved performance of health care providers in Health centers under Addis Ababa Health Bureau (AAHB).More over it serves as background information for future research of the same topic.

3. OBJECTIVES

3.1 General objective

The general objective of this study to assess factors affecting motivation of health care providers, working in public health centers of Addis Ababa.

3.2 Specific objectives

1. To identify the most intrinsic motivational factor of public Health center health care providers.
2. To identify the extrinsic motivational factor of public Health center health care providers.

2. Literature Review

2.1 Motivation

Healthcare providers motivation can be described as an individual willingness to exert and maintain effort towards the achievement of an organization's goals (20).In addition it is the internal and external forces that serve as the catalyst for work behavior, and the force that helps to form the direction, intensity, and duration of work behavior (21).Health care providers motivation exists when there is alignment between individual and organizational goals, and when workers perceive that they can carry out their tasks (4).

Motivation is one of the key ingredients in workers performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work Objectives (22). In the Health Sector, the concern in motivation is particularly strong as health care delivery is labor-intensive (16). Although, Health care provide motivation has the potential to affect the quality of health services, their efficacy, accessibility and capability depend mainly on the performance of those who delivered (7).

Motivation can be divided into extrinsic and intrinsic motivation. Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs (23). Intrinsic motivation relates to psychological rewards such as the recognition of a task completed (24).Intrinsic motivation consists of elements that relate to internal factors such as job satisfaction, recognition, achievement, and opportunities for development (advancement)(25).

Extrinsic motivation refers to external factors, which can be measured by incentives, fringe benefits, work environment, work conditions, and management (24). Extrinsic motives cannot only be satisfied by the work itself. According to Jung the effects of work as well as its contributing factors are also of importance for the need satisfaction (26). There by, the work is seen as a means to pursue other motives. Various studies reveled that financial incentives, though important, are not the sole reason, and often not the main reason, for motivation (14). Intrinsic motivators which are concerned with

the quality of working life" are likely to have a deeper and longer term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation (25).

Health care providers motivation reflects the interactions between workers and their work environment. Because of the interactive nature of motivation, local organizational and broader sector, policies have the potential to affect motivation of health workers either positively or negatively, and as such to influence health system performance. Yet little is known about the key determinants and outcomes of motivation in developing and transition countries (16).

2.2 The Source of Motivation

The literature review has identified a range of factors that may influence work related motivation, factors which may be grouped into two major categories, namely intrinsic and extrinsic.

Intrinsic motivation appeared by non-monetary incentives. The study revels by Fort and Voltero (2004), the performance of maternal health care providers in Armenia were reported to receive incentives from their employers or the communities they work with, in the form of recognition; in-kind contributions, community respect and assistance with services significantly enhance performance (27).

Intrinsic motive can be satisfied by recognition. Based on a study from Vietnam, Dieleman et al. argue that appreciation and support by managers and colleagues, people respect me/appreciate my work were motivating factors (15). Other study of nurses from Tanzania, Manongi et al. found that nurses need help and support in the form of being seen and acknowledged at work. Lack of recognition may lead to an experience of not being seen as important at the workplace (28). In addition to this a Research study conducted in Mali Health worker's for the match between motivation and performance management, appreciation and receiving recognition, where as factors that DE-motivate health workers was lack of recognition(29).

Intrinsic motivating factor, Job satisfaction has regularly been used as a measurement of work motivation. Job satisfaction is by definition not the same as motivation. Job satisfaction can be described as an attitude, al1 internal state, and a measurement of how satisfied or dissatisfied one is with one's job, if one likes it or dislike sit in different aspects. It is possible to like a job because it

makes slow demands on one's effort or because one is able to work hard to complete a task dislikes (24).

In extrinsic factor, Supervision is crucial for health care providers to complete the job. Supervisors interpersonal role is important to encourage positive relations and increase self-confidence of the workers and in return improve health workers performance (30, 31). Skilled and respected people are available to health workers to help them to perform better in their current role and to assist them develop further into a future role. Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done (30).

In extrinsic motivation, a research Study revealed on Job Motivation among Iran Health Workers the main motivating factors for health workers were good management, supervisors and managers' support and good working relationship with colleagues. On the other hand, poor management and lack of appreciation were the main de-motivating factors. Furthermore, 47.2% of health workers believed that existing schemes for supervision were unhelpful in improving their performance (32).

Additionally the study done in Tanzania by Manongi et al , supportive supervision, appreciation by supervisors, the community and seniors on the job, opportunities for training, promotion and working environment were found to be important factors for motivation of health staff (28).

In extrinsic motivation other research study on Zimbabwe Health workers, revealed that working conditions, good leadership and supportive management were the most significant contributors and predictors of motivation (33).

Extrinsic motive can be satisfied by remuneration. The study on job satisfaction of health workers in Ethiopia also revealed that 74.6% of medical doctors, 62.5% of pharmacists, 50.6% of nurses and 34.2% of laboratory technicians were not satisfied with their job because of the low remuneration (34).

Other study conducted on job satisfaction of health workers Ethiopia, Jimma showed that Out of 97 pharmacy professionals included in the study, 59 (60.8%) were satisfied and 38(39.2%) were dissatisfied in their job. The major reasons identified for dissatisfaction were, poor interaction with other health care team members 15 (15.5%), lack of motivation 12 (12.4%), insufficient on service training 11 (11.34%) and poor health institution infrastructure 10 (10.31%) (35). although other study done on the same area on job satisfaction, which is a factor of motivation reveled that, 65.1% of health workers were dissatisfied with their job. The major reasons were lack of training opportunity, bureaucratic management style, poor performance evaluation system and poor working conditions (36).

2.3 Motivation theories

Motivation theories can be categorized broadly into content and process theories. Content theories of motivation are based on identifying specific human needs and describing the circumstances under which these needs activate behavior. Process theories of motivation focus on the ways that people think through motivation issues and how they determine whether their actions were successful. Each has advantage, but none is sufficient in itself (24).

Among these theories, Herzberg's Motivation Theory has been used to identify the job motivation of Health workers in developing countries. According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. This is to say that intrinsic motivators tend to inspire motivation when they are present, while extrinsic motivators tend to reduce motivation when they are absent (37).

Herzberg's theory has relevance for human resource management in the Health sector because of the need to clarify whether a problem is due mainly to hygiene or motivator factors. Herzberg argues that hygiene factors must be initially observed in the job before motivators can be used to stimulate the job and the resultant feeling of motivation to be achieved. This implies that we cannot use motivators until all the hygiene factors have been fulfilled. Hygiene’s theory spells out unique and distinct issues which people need in their work to enable them feel motivated to perform well. Herzberg (1966) and Herzbergetal (1999) identified company policy and administration, supervision, interpersonal relations, working conditions, and salary as hygiene factors (38).

One theoretical guide for much of that work has been self-determination theory. A central point of self-determination theory is that people work, not only for extrinsic rewards, but also to fulfill psychological needs such as autonomy, competence, and relatedness. Moreover, if those three psychological needs are fulfilled, for example in the workplace, this will lead to greater satisfaction, enhanced performance, and general well-being according to the theory (39).

The literature review has identified health workers' motivation as vital for performance and ultimately for the quality of health services. This focus on health workers' motivation implies an important shift from seeing the quality of health services as a function of the number of health workers and their qualifications to recognition of the importance of the motivation they have for the work they carry out.

The extrinsic and intrinsic factors are interconnected to motivation when extrinsic motivator are offered by the organization and are in a job then the individual worker will be encouraged by these positive external motivators to develop a positive relation to his/her job therefore creating the Intrinsic motivator that are derived from that relationship of the worker and his job. Both the presence of these external motivating factors and those internal to the job that are intrinsic will then drive a positive attitude towards work, hence motivation and the resultant good performance and quality health care service will be observed. To sum up, the theoretical approaches and empirical findings outlined above provide useful insights to understand motivation, how health care providers can motivated and the risk of de-motivating workers.

CONCEPTUAL FRAMEWORK

A Conceptual Framework for Factors Affecting Health care providers Motivation: Existing literature identifies a variety of extrinsic and intrinsic motivation factors. Depends on that generally from the Literature reviewed on health worker motivation the structural conceptual framework developed below to discuss the findings from the empirical data that will be generated.

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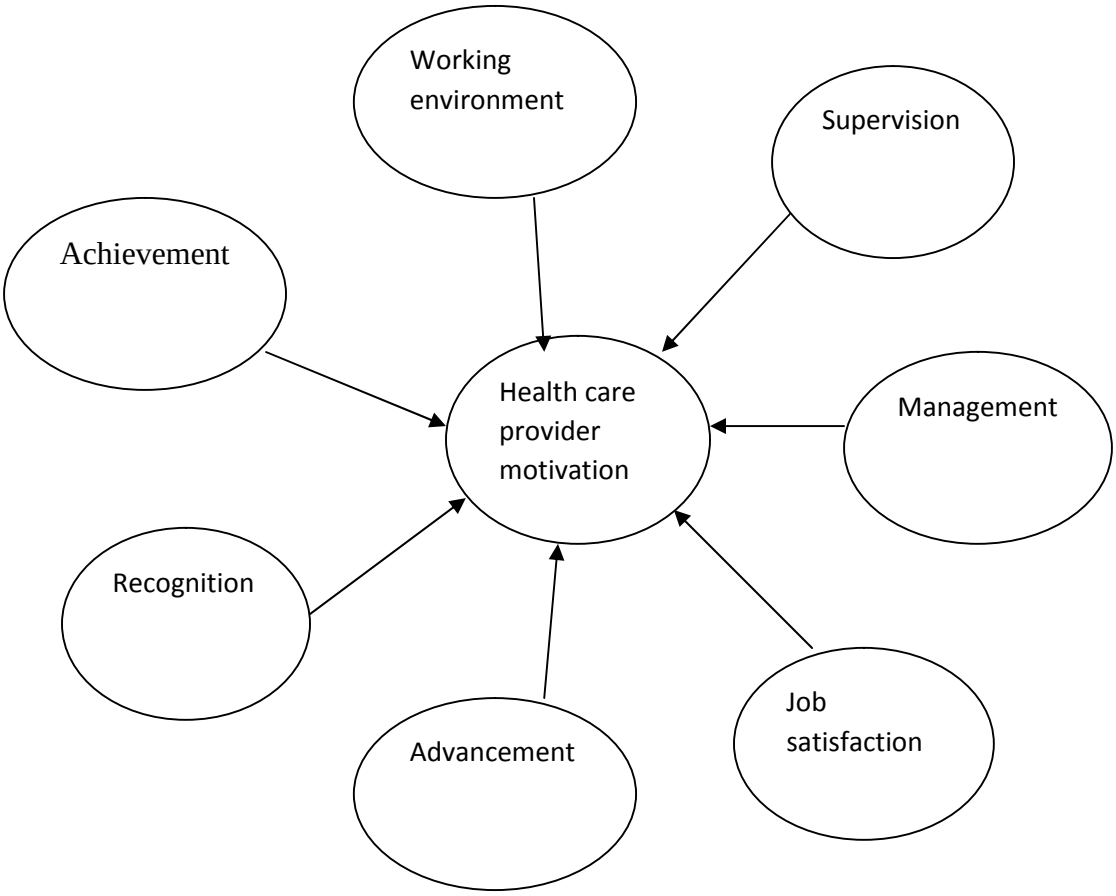

Figure 1: Conceptual framework that articulates intrinsic and extrinsic factors

Source: Literature reviewed, Mullins, (2002: 432).

4. Methods and Materials

4 .1 Study Design

Health facility based cross-sectional descriptive survey design was employed by quantitative study methods.

4.2 Study Area and Period

This study was conducted from February to April 2015 in public Health Centers of Addis Ababa, capital city of Ethiopia. Administratively, the city is divided in to 10(ten) sub cities and 116 Woredas. According to the 2014 population estimation, the total population of Addis Ababa is more than 3 million. At the time of this study, there were a total of 13 public hospitals, 87 functional public Health Centers and a total of 8703 health professionals working in Addis Ababa government health facilities (42). Of those a total of 5527 Health care providers on different profession were found on Health Centers in 2007 E.C (i.e. 9 Medical Doctors,1157 Health officer, 2225 Nurse in qualification: BSC and Diploma), 801, laboratory technician, 623 pharmacy technician and 712 midwives. The study were conducted in twelve selected public Health Centers (Annex 1) which are administered by Addis Ababa health bureau and Ten Sub city Health office within the study period.

4.3 Source Population

All Health Care Providers who had been working in Addis Ababa public Health Centers.

4.4 Study Population

All health care providers' in the selected health center's (Annex 2) who have been working during the study period.

Inclusion criteria:

All Health care providers served for more than one year.

Exclusion Criteria:

Health care providers who were ill and unable to respond at data collection period

4.5 Sample Size Determination

The sample size of the study was determined by single population proportion formula assuming 5% marginal error and confidence interval of 95%, 50% of proportion has been preferred due to lack of similar studies in Addis Ababa and accordingly the sample size was 384.

$$n = \frac{Z2xp\ (1-p)}{(0.05)2}$$

Where, n= Minimum sample size required

Z=Standard deviation corresponding to 95% confidence interval = 1.96

P= Proportion in the target population with motivational determinant's (50%)

d=Degree of accuracy required = 0.05

n = (1.96)2x (0.5)(1-0.5)/(0.05)2

=384

Sample size determination on each health center by using the formula

n= total sample size

N= total population of all selected health centers, which was 750

Nh= number of HCP in each Health centers

nh=number of questioner allocated to HCP in each health center = $\frac{nxNh}{N}$

4.6 Sampling Procedure

For sampling all Health Centers found in Addis Ababa were the sampling frame then using random sampling one public Health Center from each sub-city and two Health Centers added from two sub cities were included in the study. The sample size was distributed to Health centers by population proportion to size formula. Respondents in the selected Health Centers were selected using simple random sampling with list of all the respective human resource profile of health care providers who are working in health centers included in the study was calculated the proportional allocation of sample size in each health centers (Figure 2).

Figure 2: sampling procedure from health centers under Addis Ababa Health Bureau.

4.7 Data Collection Procedure

4.7.1 Development of data collection instrument

Data collection tools development was mainly based on the issues the study wish to investigate particular factors comes from a literature review and previous research on the topic in developing countries and some of them were adopted and modified from a guide Enhancing Organizational Performance: a Toolbox for Self-Assessment published by the International Development Research Centre (40, 41).The questioners had two parts and prepared in English version.

The first part of the questioner was socio-demographic characteristics of health care providers and the second part of the questioner comprised of rating scale items which enable to collect information on the intrinsic,(Achievement, job satisfaction, Advancement and recognition)and extrinsic (management, supervision and work environment) factors affecting motivation of health care providers at their work place.

4.7.2 Personnel Recruitment and Training

One data collector from each Health centers was selected with respect to his/ her experience to data collection and communication skill to others staffs. The data collectors were recruited and trained for one day on the objectives of the study, instrument, how to collect data and how to conduct supervision, on each Health center.

4.7.3 Data Collection Procedures

Structured self administered questioner was used to collect data. The questionnaires had two parts. Part one has some closed-ended questions that help to assess socio-demographic characteristic and part two questions are answered on a 5-point Likert scale i.e., 1 = strongly Disagree, 2 = Disagree, 3 = undecided, 4 = agree and 5 = Strongly Agree and helps to determine health care providers' motivational factors for their work place. Those factors included six items about job satisfaction, two items about supervision, eight items about recognition, seven items about achievement, six items about advancement, nine items about management, two about work environment and general motivational variables to measure. Data collectors gathered information from health care providers

willing to participate based on the inclusion criteria stated. During data collection, close supervision was carried out to overcome any mistakes from data collectors. On each data collection day, the collected data was reviewed; and principal investigator was responsible to coordinate the overall activities of data collection.

4.7.4 Study Variables

Dependent variable: Motivation

Independent variables: Achievement
Advancement
Recognition
Job Satisfaction
Supervision
Management and work environment

4.8 Operational definitions of terms

Motivation – for the purpose of this study is the degree to which an individual experiences positive internal feelings when performing effectively on the job .Assessment of work motivation was performed by using multi-dimensional work motivation scales. The work motivation questionnaire contained 48 items divided into eight main domains which include: individual achievement, job satisfaction, advancement, recognition, management, supervision and work environment .Each domain has motivation subsidiary scales which were measured by Likert scale from highly disagree (1) to highly agree (5). The overall motivation score was estimated by taking the average score of all the subscales. To measure level of work motivation of each individual, the mean (average) value of all domains was calculated. Mean value of domains was taken as a cut point value to determine whether a health care provider was motivated to his/her work or not. As a result, health care providers for whom score was below mean were considered as de-motivated and those with mean and above were regarded as motivated.

Intrinsic motivation--Defined as the health centers health care providers work motivation occurred by intrinsic motivating factors that included, job satisfaction, recognition advancement, and achievement,

measured by intrinsic Job Motivation Scale was used(Cronbach's alpha 0.82). The scale (4items) ranged from 1 'strongly disagree' to 5 'strongly agree' with a p value less than 0.05 had taken in to the fit model

Extrinsic motivation is the health care providers work motivation produced by extrinsic motivating factors that included, management, supervision and working environment, was measured using the 3 – item (including the subscales of factors)Motivation at Work Scale(MAWS) developed by Gagneet al. (12). Scale was used (Cronbach's alpha 0.8). The scale (3items) ranged from 1 'strongly disagree' to 5 'strongly agree' with a p value less than 0.05 had taken in to the fit model

Achievement – the purpose of achievement on this study indicated that work has to provide the health care providers' with the opportunity to demonstrate his /her skill variety; should be enriching enough to enhance motivation and performance. Seven items investigated for the factor with the scale (7 items) ranged from 1 'strongly disagree' to 5'strongly agree'. Which was measured by Multivariate logistic regression analysis, variable were calculated using Spearman's rank correlation and significance tests regarding the variable under study. Only the relationships which were deemed statistically significant ($p<0.05$) and considered as being important for the factor presented in this study.

Advancement- defined for this study the development of new skills and competencies; increased job satisfaction (more challenging work, greater variety etc.) aligning work with personal values and motivations; provides a map for employees to see how they might be able to move laterally or vertically in the organization. Six items investigated for the factor with the scale (6 items) ranged from 1 'strongly disagree' to 5'strongly agree'. Which was measured by Multivariate logistic regression analysis, variable were calculated using Spearman's rank correlation and significance tests regarding the variables under study. Only the relationships which were deemed statistically significant ($p<0.05$) and considered as being important for the factor presented in this study.

Job satisfaction –on this study describe the degree of favorableness with which the health care providers view their work .six items investigated for the factor with the scale (6 items) ranged from 1 'strongly disagree' to 5'strongly agree'. Which was measured by Multivariate logistic regression analysis, variable were calculated using Spearman's rank correlation and significance tests regarding the variables under study. Only the relationships which were deemed statistically significant ($p<0.05$) and considered as being important for the factor presented in this study.

Recognition: denotes health care providers who have a feeling of contributing to the work at health facility. It was measured by feedback from supervisors, as well as peers can have a positive effect on motivation and support in the form of being seen and acknowledged at work.

Which was corresponded to eight item or statements which described the factor and the scale (8items) ranged from 1 ‘strongly disagree’ to 5‘strongly agree’. it was measured by Multivariate logistic regression analysis, variable were calculated using Spearman’s rank correlation and significance tests regarding the variables under study.

Management -refers to having a positive working relationship with the management with whom the health workers work and with Personal recognition - appreciation either from managers, colleagues. Management Scale is a sub scale of Motivation at Work Scale (Gagné et al. 2010).This sub scale contains ten (10) items. from 1 ‘strongly disagree’ to 5‘strongly agree’ and measured by using Spearman’s rank correlation and significance tests regarding the variables under study.

Supervision: evaluating the effectiveness of performance of health care providers within an organization, both horizontally and vertically. aspects such as problem-solving, Communication, guiding, leading, instruction, advising and encouraging of work done by subordinates (process owners). Supervision takes place at various levels of an organization and is conducted by managers or specifically appointed supervisors .the scale was a sub scale of Motivation at Work Scale (Gagné et al. 2010).This sub scale contains ten (10) items. from 1 ‘strongly disagree’ to 5‘strongly agree’ and measured by using Spearman’s rank correlation and significance tests regarding the variables under study.

Working environment: the internal Characteristics of the organization environment in which health worker is expected to work; it was measured by the way the organization operate and interaction of the workers with communication. It contains two items, were measured by using Spearman’s rank correlation and significance tests regarding the variables under study.

Public sector Health care providers: workers whose place of employment is owned and operated by a government agency.

Health care providers: Health professionals of different qualification and categories; Medical Doctors, Health officer, nurse, pharmacist and laboratory technician (technologist).

4.9 Data analysis procedure

The collected data was critically checked for its completeness then coded, entered, and cleaned using SPSS version 20. Reliability tests were employed on SPSS to check the instrument internal consistency. Descriptive statistics was used to describe each individual variable using mean, standard deviation and other methods. Also use correlation and regression analysis to measures the association between two variables (independent and dependent variables) and the strength of their relationship.. Adjusted R^2 (Coefficient of determination) used to Measure a total variation in outcome which was explained by all regression variables, Variables with a p value less than 0.05 had taken in to the fit model. And the

General formula with k exposure variables is:

$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \ldots + \beta_k x_k$

β_0 = constant

$\beta_1, \beta_2 \ldots \beta_k$ = adjusted regression coefficients

Finally data were interpreted and summarized using simple frequency tables.

4.10 Data Quality Management

One-day training for data collectors was given. Questionnaires were checked by principal investigator for omissions and incomplete answers. Responses were then carefully coded; with verification. After checking all questionnaires for consistency and completeness the supervisors had submitted the filled questionnaire to the principal investigator. And, prior conducting the actual study, 5% of the questionnaire was pre-tested in Gulele sub-city woreda nine Health Center, which was not included in study Health facilities for precision, sequence, simplicity and soundness.

4.11 Ethical Considerations

Ethical clearances were obtained from ethical review commit Addis Ababa university school of public Health. Letter of support was obtained from Addis Ababa administrative Health Bureau and

sub-cities Health office. At the time of data collection verbal consent was obtained from the participant in addition privacy and confidentiality of the respondents was maintained.

4.12 Limitation of the Study

Some study units were delayed to reply the questionnaires' paper due to the contents of the questions were vast.

4.13 Dissemination Plan

The findings of the study will be submitted to Addis Ababa University College of Health science school of Public Health. Following submission, the results will be defended in the University. After the approval of the findings by the Department of Health Services Management, copies will be distributed to all sub city health office and Addis Ababa Administrative Health bureau.

5. RESULT

5.1 Demographic Characteristics of Respondents

From the respondents of the total of 384 health care providers, the female were in the majority (n= 214, 55.7%) and males made up the rest (n= 170, 44.3%). The frequency distribution of respondents by age showed that most of them (n= 245, 63.8%) where in the age category 21 to 29 years. This group was also the youngest age group. The respondents who belonged to the age category 30 to 39 years constituted the modest group of respondents (n=78, 20%). The respondents who were age 49 and less constituted ninety nine percent (99%) of the sample while (n= 4, 1%) of the sample above 49 years age group.

The largest group (n= 203, 52.97%) of the respondents have five or less years of experience. About (n= 120, 31.3%) the respondents have six up to 10 years experience and about (n=30, 7.8%) of the respondents have 21 or more years experience.

The Highest academic qualification of the respondents was diploma (161, 41.9%). BSC nurses (69, 18%) of respondents hold bachelors' degree (86, 22.4%) of the respondent of the health officer and (9, 2.3%) of the respondents medical doctors. The highest income of the respondents was from one thousand to two thousands (155, 40.4%) a lowest income was from 2001 to 3000 (103, 26.8%). (Table-1).

Table 1: Socio-demographic characteristics of health care providers at public Health Centers of Addis Ababa June 2015.

Variables		No	Percent
Age	20 years and below	16	4.2
	21-29 year	245	63.8
	30-39 year	78	20.3
	40-49 year	41	10.7
	50-59 year	4	1.0
Service year	1-5 years	203	52.9
	6-10 years	120	31.3
	11-15 years	16	4.2
	16-20 years	15	3.9
	21 and over	30	7.8
Gender	Female	214	55.7
	Male	170	44.3
profession	Diploma nurses (Clinical, Midwives)	161	41.9
	BSC Nurse (Clinical, Midwives)	69	18.0
	Health Officer	86	22.4
	Laboratory Professional	43	11.2
	Medical Doctor	9	2.3
	Pharmacy Professional	16	4.2
Current Income	1000-2000 birr	155	40.4
	2001-3000 birr	103	26.8
	>3000	126	32.8

5.2 Variables of the Study

To summarize the data, mean, standard deviation, minimum and maximum value were calculated for all variables. The results are presented in the table below.

To facilitate clarity of interpretation, the five questioner response categorize (strongly disagree = 1, disagree = 2, uncertain = 3, agree = 4, strongly agree =5) were divided in categories and each variable has its own items namely: six items about job satisfaction, two item about supervision, eight item about recognition, seven item about achievement, six items about advancement, nine items about management, two about work environment and motivational variables.

Table 2: Summary Statistics for Variables (N=384)

Variables	Mean score	SD	Min score	Max score
Motivation	3.5703	1.42900		
Supervision	6.4349	2.17172	2.00	10.00
Environment	11.7630	2.65188	4.00	18.00
Advancements	19.1276	5.52061	6.00	51.00
Achievement	24.3307	4.68512	10.00	36.00
Satisfaction	26.6016	5.75842	12.00	40.00
Recognition	27.0026	4.86287	8.00	36.00
Management	29.0078	7.80958	9.00	45.00

5.2.1 Responses to motivation factors

More than the half the respondents (a total of 62.5%) agreed and strongly agreed that there were feel motivated to work hard, 60 % of the respondents disagreed and strongly disagreed on the question do this job to get paid, 41.6% of the respondents did not think that their job does not provide long term security. Table 3

Table 3: Responses to Motivation Factors

Statement	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree	
	no	%	no	%	no	%	no	%	no	%
Feel motivated	57	14.8	40	10.4	47	12.2	107	27.9	133	34.6
for getting paid	100	26.0	134	34.9	22	5.7	84	21.9	44	11.5
a means to be secured for a long time	80	20.8	80	20.8	77	20.1	107	27.9	40	10.4

5.2.2 Response to Job Satisfaction Factors

From total respondents that 45.3 % of agreed and strongly agreed on satisfaction of their supervises, 77.3 % of the respondents strongly agree and agree on question I feel contribute for organization performance, 69 % of the respondent agreed and strongly agreed on the question the work gives me feeling of personal achievement , 40.3% respondents were satisfied with remuneration, 44.8 % of the respondents were strongly disagree and disagree on the satisfaction of their central benefits and more than half the (62.5%) respondents were satisfied with their jobs (Table 4).

Table 4: Response to Job Satisfaction Factors

statement	strongly disagree		disagree		uncertain		agree		strongly agree	
	no	%	no	%	no	%	no	%	no	%
satisfaction with job	47	12.2	51	13.3	46	12.0	142	37.0	98	25.5
Satisfaction with supervisor	74	19.3	61	15.9	75	19.5	129	33.6	45	11.7
Feel contribution to the organization's	18	4.7	21	5.5	33	8.6	170	44.3	142	37.0
feeling of personal achievement	57	14.8	29	7.6	33	8.6	170	44.3	95	24.7
satisfaction with remuneration	77	20.1	53	13.8	99	25.8	105	27.3	50	13.0
satisfaction with central benefits	72	18.8	100	26.0	90	23.4	93	24.2	29	7.6

5.2.3 Responses to Supervision Factors

Respondents that 46.3% agreed and strongly agreed on the question objectives to be achieved are known by individuals to be assessed , 99(25.8%) uncertain and 54.7% of the respondents agreed and strongly agreed on the question my manager or supervisor gives me regular, timely feedback that helps me to improve my performance (Table 5).

Table 5: Responses to Supervision Factors

Statement	strongly disagree		disagree		uncertain		agree		strongly agree	
	no	%	no	%	no	%	no	%	no	%
Objectives assessed by supervisors	50	13.0	57	14.8	99	25.8	153	39.8	25	6.5
manager or supervisor feedback to improve performance	64	16.7	43	11.2	67	17.4	128	33.3	82	21.4

5.2.4 Responses on Recognition Factors

From total respondents 75.2% agreed and strongly agreed on the question my colleagues gives me value my contribution, 83.8% agreed and strongly agreed on I am a hard worker and have respect by my colleagues, 70% strongly disagree and disagree for not give value to their work, 74.4% Agreed and strongly Agreed on trust and respect by immediate supervisor, and 42.7% , agreed and strongly agreed on Hardworking health care providers are recognized (Table 6).

Table 6: Responses on Recognition Factors

Statement	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree	
	no	%	no	%	no	%	no	%	no	%
colleagues value	23	6.0	24	6.3	48	12.5	209	54.4	80	20.8
I am a hard worker	17	4.4	13	3.4	32	8.3	164	42.7	158	41.1
I do not think that my work in this health facility is valuable these days	155	40.4	79	20.6	37	9.6	97	25.3	16	4.2
I feel very little commitment to this health facility	68	17.7	122	31.8	81	21.1	88	22.9	25	6.5
The people i work with are comfortable in suggesting changes and improvements to each other	32	8.3	45	11.7	90	23.4	143	37.2	74	19.3
I trust and respect by immediate supervisor	12	3.1	22	5.7	64	16.7	186	48.4	100	26.0
Hardworking health care providers are recognized	46	12.0	65	16.9	109	28.4	116	30.2	48	12.5
I am given enough authority to allow me to do my job effectively	32	8.3	32	8.3	76	19.8	168	43.8	76	19.8

5.2.5 Responses on Achievement factors

The result showed that 73.7 % of the respondents strongly agree and agree on question do things that need doing without being asked or told , 47.4% strongly agree and agreed I find that my values and this health facility are very similar,75.2% strongly agree and agreed I am punctual about coming to work, 54.7% strongly disagree and disagreed on I am not included in this health center in activities or made to feel part of the team and 66.5% strongly agree and agree I am delighted to tell people that work for this organization (table 7).

Table 7: Responses on Achievement Factors

Statement	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree	
	no	%	no	%	no	%	no	%	no	%
doing things without being asked or told	16	4.2	28	7.3	57	14.8	164	42.7	119	31.0
Individual values and health facility are very similar	38	9.9	57	14.8	107	27.9	138	35.9	44	11.5
This health facility really inspire me	68	17.7	62	16.1	75	19.5	139	36.2	40	10.4
Punctual to work	22	5.7	6	1.6	67	17.4	136	35.4	153	39.8
absent from work	179	46.6	108	28.1	43	11.2	33	8.6	21	5.5

late for work	167	43.5	115	29.9	30	7.8	52	13.5	20	5.2
not included in health center activities	93	24.2	117	30.5	56	14.6	91	23.7	27	7.0
delegation to work	38	9.9	46	12.0	64	16.7	165	43.0	71	18.5

5.2.6 Responses on Advancement Factor

The results showed that halve of respondents (51%) strongly agree and agree on opportunities for advancement to higher levels job, 53.9% of the respondents agreed and strongly agreed on the statement the necessary training is given to ensure job effectiveness and 51.3% of the respondent agreed and strongly agreed on the statement job specific refresher courses are available(Table8).

Table 8: Responses on Advancement Factor

statement	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree	
	no	%	no	%	no	%	no	%	no	%
opportunities for advancement	56	14.6	58	15.1	74	193	136	35.4	60	15.6
training to job effectiveness	61	15.9	47	12.2	69	18.0	147	38.3	60	15.6
Job specific refresher courses	73	19.0	78	20.3	67	17.4	130	33.9	36	9.4

Remunerations with your job responsibility	61	15.9	50	13.0	75	19.5	149	38.8	49	12.8
Remunerations with your experience	37	9.6	54	14.1	99	25.8	162	42.2	31	8.1
reward	74	19.3	41	10.7	93	24.2	129	33.6	46	12.0

5.2.7 Responses on Management Factors

The results show that 46.9% of respondent agreed and strongly agreed on the statement the health center promotion criteria is clear and fair. 58% of the respondents agreed or strongly agreed on the question my job duties, requirements, and goals are clear and specific, (28.1 + 9.9%) agreed or strongly agreed that their relationship between management and staff were cordial whereas (21.6%+13.3%) strongly disagree and disagree (Table 9).

Table 9: Responses on Management Factors of Health Care Providers

Statement	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree	
	no	%	no	%	no	%	no	%	no	%
organization's mission is understood by everyone	38	9.9	23	6.0	74	19.3	166	43.2	83	21.6
promotion criteria are clear and fair	93	24.2	61	15.9	50	13.0	126	32.8	54	14.1
Individual goal are clear and specific	46	12.0	35	9.1	80	20.8	156	40.6	67	17.4
My manager emphasizes my	29	7.6	38	9.9	82	21.	17	45.1	60	15.6

positive contributions when reviewing my performance						4	3			
If I have an idea for improving the way we do our work my supervisor/manager will usually listen to me	29	7.6	40	10.4	44	11.5	175	45.6	96	25.0
Performance standards expected from staff are clear and understood by all	28	7.3	90	23.4	107	27.9	119	31.0	40	10.4
Incompetent health care providers are identified and provided with the necessary support	65	16.9	68	17.7	104	27.1	115	29.9	32	8.3
Work with skilled competent people who are good at their jobs	33	8.6	21	5.5	73	19.0	172	44.8	85	22.1
The relationship between management and staff of this health center cordial	83	21.6	51	13.3	104	27.1	108	28.1	38	9.9

5.2.8 Responses on Work environment Factors

The result indicate that 37.8% of the respondents strongly agree and agree, 25.5% uncertain, 36.8% strongly agree and agree response on question they do not like the way the organization operate , and 57.3% strongly agree and agreed on there is a great deal of cooperation between people in this organization (table 10).

Table 10: Responses on Work Environment Factors

statement	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree	
	no	%	no	%	no	%	no	%	no	%
I do not like the way the organization operates	59	15.4	82	21.4	98	25.5	104	27.1	41	10.7
There is a great deal of cooperation between people in this organization	40	10.4	55	14.3	69	18.0	167	43.5	53	13.8

5.3 A Pearson Product Moment Correlation

A Pearson product moment correlation(r) was computed to find out whether there was a significant relationship among job satisfaction, supervision, recognition, achievement, advancement, management and work environment.

health care provider motivation was significantlyandpositivelycorrelatedwithsupervision(r=.443,p<0.01),Recognition(r=.386,p<0.01),Management(r=365,p<0.01),Advancement(.330,p<0.01),Achievement(.306,p<0.01),andworkingenvironment(.149, p<0.01)where as health care provider motivation has significant and negative relationship with job Satisfaction(_.275, p<0.01).

- job Satisfaction has significant and negative relationship with supervision (r= -.371, p<0.01), recognition (r= -.355, p<0.01), achievement (r=-.454, p<0.01), advancement (r=-.367, p<0.01) , management (r=-.469) and environment (r=-.227, p<0.01).
- Supervision was significantly and positively correlated with recognition (r=.554, p<0.01), advancement(r= .375, p<0.01), management (r=.687, p<0.01), and environment (r=.231, p<0.01).
- There was a significant positive correlation between recognition and achievement(r=.716, p<0.01), advancement(r=.529,p<0.01),management(r=.713,p<0.01) and environment (r= .402, p<0.01) .

- The correlation between Achievement and Advancement (r= .454, p< 0.01), management (r=625, p< 0.01) and environment(r==.415, p<0.01) was positive and significant.
- Advancement has positive significant relationship with management (r= .616, p<0.01) and environment (r==.360, p<0.01) .
- Positive significant relationship(r= 339, p<0.01) was found between management and environment.
- Generally, correlations coefficient between supervision and motivation (0.44) is strong among the entire variables and significant at 99% where as work environment has weakest correlation (0.14) among all variables but significant at 99% (Table12).

Table 11: Pearson product moment correlation matrix of job satisfaction, supervision, recognition, achievement, advancement, management and work environment (N=384)

Variables	Motivation	satisfaction	supervision	Recognition	Achievement	advancement	Management	Environment
Motivation	1							
Satisfaction	-.275**	1						
Supervision	.443**	-.371**	1					
Recognition	.386**	-.355**	.554**	1				
Achievement	.306**	-.454**	-.454**	.716**	1			
Advancement	.330**	-.367**	.375**	.529**	.454**	1		
Management	.365**	-.469**	.687**	.713**	.625**	.616**	1	
Environment	.149**	-.227**	.231**	.402**	.415**	.360**	.339**	1

** Correlation is significant at the 0.01 level (2-tailed).

5.4 Regression Analysis

5.4.1 Regression Analysis of Individual (Intrinsic) Factors on Motivation

The regression analysis results in table below indicated that there were significant contributions of Achievement, recognition, job satisfaction and, Advancement, together to individual level(intrinsic) motivation (R^2= .93). This means the composite contributions of Achievement, recognition, job satisfaction and, Advancement, to the variance of individual level (intrinsic) motivation was 93%. This indicated that 7% of the variance in intrinsic motivation was contributed by other factors that were not included in this study.

The independent contribution of achievement to the individual level was 74.3%. The independent contribution of achievement and, recognition to the total variance of intrinsic motivation were 86%. The independent contribution of achievement and, recognition and job satisfaction to the total variance of intrinsic motivation were 92.8% respectively which was significant.

This indicated that achievement was the highest contributors of the intrinsic motivation.
Furthermore, the contributions of achievement, recognition, job satisfaction and Advancement, to the intrinsic motivation were determined using β coefficients. The contributions of achievement to intrinsic motivation (β=.862, t=33.24, p<.080) was statistically significant and found to be a stronger predictor (Table-12).

Table 12: Regression analysis of satisfaction, supervision, recognition, and Achievement to individual level motivation

Dependent variables	R	R^2	R^2 change	F change	Sig.F Change	β	t-results	ρ-value
Individual(Intrinsic)	.862[a]	.743	.743	1104.969	.000	.862	33.241	.080
	.927[b]	.860	.117	318.386	.000	.490	17.843	.082
	.964[c]	.928	.068	363.419	.000	-.303	-19.064	.159
	.966[d]	.934	.005	31.319	.000	.094	5.596	.044

A .Predictors: (Constant), achievement

b. Predictors: (Constant), achievement, recognition

c. Predictors: (Constant), achievement, recognition, satisfaction

d. Predictors: (Constant), achievement, recognition, Satisfaction, Advancement

5.4.2 Regression analysis of organization (extrinsic) factors on motivation

The regression analysis results in table below indicated that there were significant contributions of Management ,Environment, and supervision together to organizational level(extrinsic) motivation (R^2

=1). This means the composite contributions of Management, Environment, and supervision to organizational level (extrinsic) motivation was 100% which was significant. This implies that positive interaction with Environment, Management, and supervision together increased organizational level (extrinsic) motivation.

The independent contribution of management to the organizational level (extrinsic) was 99.4%. The independent contribution of management and work environment to the total variance of organizational level motivation were 99.9%. This indicated that there were significant contributions of Management to organizational level (extrinsic) motivation .Furthermore, the contributions of management; work environment and supervision to the organizational level motivation were determined using β coefficients. The contributions of management to organizational level motivation (β=.997, t=247.86, p<.01) was statistically significant and found to be a stronger predictor (Table 13).

Table 13: Regression analysis of Environment, Management, and Advancement to organizational level motivation

Dependent variables	R	R^2	R^2 change	F_{change}	Sig. F Change	β	t-results	ρ-value
Organization(extrinsic)	.997[a]	.994	.994	61438.426	.000	.997	247.868	.006
	.999[c]	.999	.005	1822.111	.000	.260	42.686	.024
	1.000[d]	1.000	.001	-.	-.	.140	16416786 2.788	.000

a. Predictors: (Constant), management

c. Predictors: (Constant), management, environment

d. Predictors: Management, environment, supervisi

6. Discussion

6.1 Discussion of the Factors

For General Motivation factors that about 57(14.8%) and 40(10.4%) of the respondents strongly disagree and disagree, 107(27.9%) and 133(34.6%) agree and strongly agree 47(12.2 %) uncertain response for feel motivated. The question that arises is what makes a person motivated to carry out a particular task and with what degree of effort.

As can be seen in General job Satisfaction respondents were asked about their job satisfaction more than half (62.5%) the respondents were satisfied with their jobs and their feeling of personal achievement those factors were related to an intrinsic motivational level. however below the average,155(40.3%) respondents were satisfied with remuneration and 172(44.8 %) of the respondents were strongly disagree and disagree on the satisfaction of their central benefits this demonstrate that even if personal (internal satisfaction) exist to be motivated and will do the work of the organization other extrinsic satisfaction factors (out of personal capacity) are reduced the satisfaction level which decreased motivational level of an individual. The finding supported with other studies Lichtenstein states that job satisfaction has multiple dimensions and refers to different aspects of the work environment. Other studies have made a clear distinction between job satisfaction and motivation. Die leman et al. argue that two different areas of motivation are often confused: motivation to be in a job and motivation to perform.

Supervision items showed that 46.3% respondents agreed and strongly agreed on the question objectives to be achieved are known by individuals to be assessed and 54.7% of the respondents agreed and strongly agreed on the question my manager or supervisor gives me regular, timely feedback that helps them to improve their performance. This is supported by research conducted Herzberg motivator factors that scored highest (percentage frequency among respondents).

Aspect to Recognition factors showed that 42.7%, agreed and strongly agreed on hardworking health care providers are recognized, 83.8% agreed and strongly agreed on they are a hard worker and have respect by their colloquial, 74.4% Agreed and strongly agreed on trust and respect by immediate supervisor. This is supported by the theory sees the innate needs for autonomy, competence and

relatedness as constituent parts of intrinsic motivation. A work environment that enhances a health worker's experience of autonomy in terms being recognized as important at the workplace as well as enhancing the experience of using one's qualifications to accomplish workplace tasks is conducive to increasing intrinsic motivation .

As achievement factors indicate that 73.7 % of the respondents strongly agree and agree on question Do things that need doing without being asked or told ,47.4% strongly agree and agreed I find that my values and this health facility are very similar,75.2% strongly agree and agreed I am punctual about coming to work 54.7% strongly disagree and disagreed on I am not included in this health center in activities or made to feel part of the team and 66.5% strongly agree and agree I am delighted to tell people that work for this organization. This also supported by research conducted Herzberg motivator factors that scored highest, percentage frequency among respondents follow achievement, recognition, work itself ,responsibility, advancement and growth.

Management support factors around 58 percent of the respondents strongly agreed and agreed for the their job clarity and goal specification by themselves above 50 percent of the respondents responded the relationship between management and staff were not cordial ,the organization promotion criteria not clear for the health care providers this can affect the motivational level of HCP. The result supported by Bennett and Franco suggest that the human resource management is likely to affect both health workers' perception of their capabilities and their actual capabilities.

6.2 Pearson product moment relationship to compare the correlation between variables

The person product moment correlation analysis showed that there was significant positive and negative relationship between factors treated in this study. The result of the study also revealed that among the independent variable, supervision is an important tool for their motivation. On the other hand the mean value of supervision compare to other variables revealed that health care providers appear to be more de-motivated by the supervision that they are receiving. Among the independents variables supervision is the most significant factor which affects health care provides motivation while working environment has the weakest correlation with health care provider's motivation. This finding also consistent with findings from other studies that "supervision was not systematic and was

not supportive when provided." and that lack of proper and supportive supervision was an important factor causing De motivation of health workers.

Other result also shows that the independent variable recognition is the second most significant factor which affects health care provider motivation. However job satisfaction has the second weakest correlation and negative relationship with health care provider's motivation

The second and the third motivating factors for health care providers in this study were recognition, and management, such as support by colleagues, supervisor, good working relations with colleagues, satisfaction with achievement, authority to do effectively. Recognition is closely related to motivation as it creates a feeling of contributing to the work at health facilities. Bennett and Franco suggest that feedback from supervisors, as well as peers and clients can have a positive effect on motivation.

The result also showed that composite contributions of satisfaction, advancement, recognition, and Achievement to the variance of individual level(intrinsic)motivation was 93%.while the independent contribution of achievement to the individual level was 74.3%, the independent contribution of achievement and, recognition to the total variance of individual level motivation were 86%, and the independent contribution of achievement, recognition and satisfaction to the total variance of individual level motivation were 92.8% respectively which was significant. This indicated that achievement was the highest contributors of the individual (intrinsic) motivation.

The results showed from organization factors (extrinsic) indicated that there were significant contributions of Management, Environment, and supervision together to organizational level motivation (R^2 =1).This means the composite contributions of Management Environment, and supervision to the variance of organizational level motivation was 100% which is significant.

Furthermore, the contributions of management, environment and supervision to the organizational level motivation were determined using β coefficients. The contributions of management to organizational level motivation (β=.912, t=43.54, p<.001) was statistically significant and found to be a stronger predictor. Generally on this study factors supervision, working condition, and management were seen to have a significant influence on motivation.

7. Conclusion and Recommendation

7.1 Conclusion

The aim of this thesis paper is to find out motivation factors', are considered as the most important input for the Health service quality and the research conducted to find and analyze factors that motivate health care providers from public Health centers demonstrated that both intrinsic and extrinsic motivators are the most important.

The result of the study also revealed that among the independent variable, supervision is an important factor for their motivation. On the other hand the mean value of supervision compare to other variables revealed that health care providers appear to be more de-motivated by the supervision that may be not supportive, regular, continuous and skill based they are receiving. Among the independents variables supervision is the most significant factor which affects health care provides motivation while environment has the weakest correlation with health care provider's motivation.

In conclusion in order to motivate health care providers an organization needs to first have the baseline that is the extrinsic factors in place and then the motivators will be used to motivate and in the absence of the base line motivation is not possible to achieve.

7.2 Recommendation

1. The organizations need effort to motivate the Health care providers by addressing the following:
Improve on some of the precondition which there for calls for improving specific baseline factors through.
2. The need to improve on systematic, supportive and regular supervision of health care providers in all level and category.
3. There is need to improve on management style by discussion of the organization work process with Health care providers.
4. Ones when the whole extrinsic factors improved then the motivational factors (intrinsic factors) will have an increased impact than they already have so management strengthening of the organization is mandatory

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Annexes

Annex 1

Name of Health Centers

Sub-city	Health center
Lideta sub-city	Beleteshachw Health center
Gulele sub-city	Shegole Health center
	Sheromeda health center
Nifas silk sub-city	Wereda 5 health center
Bole sub-city	Gerji Health Center
Yeka sub-city	yeka health center
	kotebe health center
Addis ketema sub-city	Wereda 10 Health Center
Akaki kality sub-city	Selam fere Health Center
Arada sub-city	Kebena Health Center
Kirkos sub-city	Kirkos Health Center
Kolfe sub-city	Lomimeda Health Center

Annex 2

Dear respondent, this study is carried out to assess motivational factors of health care provider on yours health center. Undertaking this study may help to identify the factors that Affect motivation of health works towards their individual and organizational level and provide recommendation to improve the way of motivation.

Confidentiality and Consent:

I am going to ask you some questions, some of which you may consider too personal or difficult to answer. Your name will not be written on this form, and will never be used in connection with any of the information you give me.

You do not have to answer any questions that you feel uncomfortable with, and you may end this interview at any time you want to. However, your honest answers to these questions will help us better understand the work you do and improve way of motivational system. Your help in responding to this interview will be greatly appreciated. The interviews will take about15- 30 minutes.

Would you be willing to participate?
Signature of respondent _____
(Certifying that informed consent has been given verbally by respondent)
Signature of interviewer_____
(Certifying that respondent has given informed consent verbally).

Please give your answer to each of the following questions. Read all answers first
And choose the appropriate answer box by circling **only one number** for each
Question.

1. Could you please tell us your age category?

20 years or lower	1
20 – 29 years	2
30 – 39 years	3
40 – 49 years	4
50 – 59 years	5
60 year over	6

2. What is your gender?

Female	1
Male	2

3. What is your highest qualification?

Diploma in nursing and midwifery.	1
BSc nursing.	2
Bachelor's degree (health officer)	3
Laboratory technologists	4
Doctor	5
pharmacist	6

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4 How many years have you been a registered with profession?

0 – 5 years	1
6 -10 years	2
11- 15 years	3
16 -20 years	4
21 years or longer	5

5. What is your current income?

1000-2000	
2001-3000	
>3000	

6. Indicate how long you have been working in the current assigned department

0 – 12 months	1
1 – 2 years	2
2 – 3 years	3
3 – 4 years	4
5 years and longer	5

Indicate your responses to the following statements regarding individual motivational assessment.

7. Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4	5
You Feel motivated to work hard					
Only do this job to get paid					
my job is a means to be secured for a long time					
I am very satisfied with my job					
I feel my work contributes to the organization's performance					
The work I do gives me a feeling of personal achievement					

8 . Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree

2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4	5
You are satisfied with your remuneration					
My job provides me with opportunities for advancement to higher levels jobs.					
I am not satisfied with my colleagues in my work					
I am satisfied with my supervisor					
I am satisfied with the opportunity to use my abilities in this job					
I am satisfied that I accomplish something worthwhile in this job					
I am a hard worker					
Do things that need doing without being asked or told					
My colleagues value my contribution.					
My manager/supervisor gives me regular, timely feedback that helps me improve my performance					
This organization provides me with skills and knowledge that will benefit my future career.					

9. Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4	5
I do not think that my work in this health facility is valuable these days					
I am proud to be working for this health facility					
I find that my values and this health facility are very similar					
I am glad that I work for this facility rather than other facilities in the country					
I feel very little commitment to this health facility					

This health facility really inspires me to do my very best on the job					
I am punctual about coming to work					
I am often absent from work					
It is not a problem if I sometimes come late for work					

Indicate your responses to the following statements regarding to organizational level motivational assessment.

10. Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4	5
My job duties, requirements, and goals are clear and specific.					
The Health center promotion criteria are clear and fair					
The relationship between management and staff of this health Centre cordial					
My managers/supervisor inspires me to do my best.					
Work with skilled competent people who are good at their jobs.					
People in this organization have a shared sense of purpose.					
I do not like the way the organization operates					
The way things are organized around here makes it hard for people to do their best work.					
I am delighted to tell people that I work for this organization					

11 . Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree

2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4	5
This organization's mission is understood by Everyone who works here.					
The people I work with are comfortable in suggesting changes and improvements to each other.					
I am clear about the objectives I need to achieve.					
I trust and respect my immediate supervisor.					
My manager emphasizes my positive Contributions when reviewing my performance.					
There is a great deal of cooperation between people in this organization.					
I am given enough authority to allow me to do my job effectively.					
If I have an idea for improving the way we do our work my supervisor/manager will usually listen to me.					

12 Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4	5
Objectives to be achieved are known by individuals to be assessed					
Performance standards expected from staff are clear and understood by all.					
Prompt action is taken when performance falls below acceptable standards.					

Your reward is competitive compared to other similar organizations.					
Remuneration is in accordance with your Experience.					
Remuneration is in accordance with your job Responsibility					
You are satisfied with your central benefits.					
Opportunities exist for profession advancement.					
Hardworking health care providers are recognized.					
I am not included in this health center in Activities or made to feel part of the team.					

13 . Please read each item in the following statements, and then indicate with an X in the appropriate answer box, according to the following code definitions:

1. Strongly disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly agree

statements	1	2	3	4
Good opportunities for continuing education are available.				
The necessary training is given to ensure job effectiveness.				
Job specific refresher courses are available.				
In-service training adequately addresses the skill gaps.				
Incompetent health care providers are identified and provided with the necessary support.				

What are the things you most like about working for this organization?

Thank you