



ADDIS ABABA UNIVERSITY

COLLEGE OF HEALTH SCIENCES

SCHOOL OF ALLIED HEALTH SCIENCES

DEPARTMENT OF NURSING AND MIDWIFERY

FACTORS INFLUENCING JOB SATISFACTION AND INTENTION TO
LEAVE THE JOB AMONG NURSES IN GOVERNMENTAL HEALTH
FACILITIES IN BAHIR DAR NORTH WEST ETHIOPIA ,2016.

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APPROVED BY THE BOARD OF EXAMINERS

This thesis by Emiru Ayalew is accepted in its present form by the board of examiners as satisfying thesis requirement for the degree of Masters of Science in Adult health nursing.

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LIST OF ACRONYMS AND ABBREVIATIONS

AAU	Addis Ababa University
AD	Advisor
AOR	Adjusted odd ratio
CEO	Chief Executive Officer
CI	Confidence interval
COR	Crowd Odd Ratio
DC	Data Collectors
DNM	Department Of Nursing And Midwifery
ETB	Ethiopian birr
FHRH	Felege Hiwot referral hospital
HC	Health Center
MSQ	Minnesota Satisfaction Questionnaire
NHS	National Health Service
NRS	Nurses
OR	Odds Ratio
PI	Principal Investigator
SD	Standard Deviation
SP	Supervisors
SPSS	Statistical Package for Social Science
SSA	Sub-Saharan Africa

ABSTRACT

Back ground: nursing is one of the stressful jobs in health sector. Job satisfaction is an essential element for the maintenance of the workforce of any organization. However, developments of coping strategies demand a clear understanding of workplace variables that either motivates nurses to remain employed or lead them to leave their current jobs. However, there is a scare of data about this in Ethiopia spatial in the study area.

Objective: - The aim of the study was to assess factors influencing job satisfaction and intention to leave among nurses in governmental health facilities in Bahir Dar administrative city, North West Ethiopia, 2016.

Methods: - An institutional based cross sectional study was conducted among nurses working in governmental health facilities in Bahir Dar with systematic random sampling technique to fulfill the main objective of this study. Data was collected by using self-administered structured questionnaire and entered into Epi data version 3.1 and then exported, cleaned & analyzed using Statistical Package for Social Science (SPSS) version 21. And also descriptive analysis frequency and percentile were used to present results. To determine association between nominal variables such as socio-demographic variables and nurses' level of satisfaction bivariate and multiple logistic regression were computed.

Result: - nurses overall level job satisfaction and intention to leave the job were 43.6% and 60.9% respectively. The regression analysis showed that achievement, advancement, recognition at work, working security, working condition, and organization policy were significantly associated with the overall satisfaction and intention to leave ($p \leq 0.05$).

Conclusion: majority of the participants had low level of satisfaction and high level of intention to leave. Different factors affect job satisfaction and intention to leave such as achievement, advancement, recognition at work, organization policy, working condition and working security.

Key words: -job satisfaction, motivation, hygiene, nursing profession, intention to leave.

CHAPTER ONE: INTRODUCTION

1.1. BACKGROUND

Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them(1). The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". From Locke's definition one can understand the importance of both affect, or feeling, and cognition, or thinking(2).

Edwin a. Locke's range of affect theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. The degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if employee a values autonomy in the workplace and employee b is indifferent about autonomy, then employee a would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to employee b. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet. But, some organizational scholars have questioned this view. Among them, Wang h, Niy, Xie b, argue that "job satisfaction is a function of not only what people have but also of what people have the opportunity to have(3)." Job satisfaction is an essential element for the maintenance of the workforce of any organization. It represents a combination of positive or negative feelings that workers have towards their work. On the other hand, job dissatisfaction for employees not only leads to high turnover rates but could also have detrimental effects on the individual, like burnout(4).

Job satisfaction is a complex function of a number of variables. A person may be satisfied with one or more aspects of his/her job but at the same time may be unhappy with other things related to the job(5).

Job satisfaction of the health workers is said to be highly important in building up employee motivation and efficiency as higher job satisfaction determine better employee performance and higher level of patients' satisfaction(6).

It is commonly known that nurses are the people who take care of our loved ones around the clock when they are hospitalized. But, they are probably the most undervalued staff in most medical institutions across the world. And, according to Koonar cited by Muhammad et al. many of the nurses even take on the responsibilities of the medical supervisors or the doctors in command, and this makes them a very important part of the medical system(7).

Job satisfaction has a special implication for health care staff, especially nurses, because patients need competent, enthusiastic nurses on whom they count in hospitals (4). Intention to leave refers to conscious and deliberate willfulness to leave the organization. Nursing plays a key role in health care systems, especially in primary health care services, where the nurse, as member of a health-care team, provides individual, as well as community-based integrated health care services (8). Nurses' intention to leave the organization is expected to seriously impact organizational performance and may lead to a higher nursing shortage(9).

Nursing managers are responsible for the retention of their staff nurses once they are recruited; thus, leadership styles exhibited by leaders are a major contributing factor to a nurse's decision to stay in a current position, transfer or seek employment elsewhere or outside of the nursing profession(10). Employee job satisfaction is the fulfillment, gratification, and enjoyment that come from work. It's not just the money or the fringe benefits, but the feelings employees receive from the work itself. Employment should be a mutually rewarding experience .the facility has to have certain expectations for productivity, dependability, and cooperation and the employees have certain expectations for good pay, benefits, quality supervision, and good working environments(11).

1.2. STATEMENT OF THE PROBLEM

Nurses make up the largest group of healthcare providers working within healthcare services and they contribute significantly to the quality and delivery of patient care. However, there are high nurse shortages and turnover continue to be among the most vexing problems for healthcare systems worldwide(10). The concept of nurses' job satisfaction is extremely important for nursing administrators. If nurse leaders understand what makes their nurses satisfied, they can make changes to facilitate nurses satisfaction and therefore improve patient satisfaction and nurses' retention(11).

The nursing shortage is not affecting only nurses but also services have been reduced and surgeries canceled. Consequently, when patient satisfaction has decreased, quality of care and patient safety has been compromised, and the rate of medical errors will rise. In spite of nursing playing an extremely important role; they may be the most dissatisfied professionals in the world today(12).

International migration is exaggerations of the larger systemic problems that make nurses leave their jobs and, at times, the health sector. It is accepted that a global shortage of nurses exists but, within this context, the availability of nurses in terms of density per population is very low in Africa. Trends in availability of nurses in some sub-Saharan Africa countries clearly show that the numbers are inadequate for the populations in these countries. The ratio of nurses and physicians per 100,000 population in sub-Saharan Africa countries is 73.4 compared to 737.5 per 100,000 in developed countries and 220.4 per 100,000 in other emerging economies (India and Vietnam)(13). Ethiopia is the fourth among the top 11 countries with the lowest health worker density worldwide (15).

The financial cost of losing a single nurse has been calculated to equal about twice the nurse's annual salary. The average hospital is estimated to lose about \$300,000 per year for each percentage increase in annual nurse turnover. Losing these critical employees negatively impacts the bottom line of healthcare organizations in a variety of ways including : decreased quality of patient care ,increased contingent staff costs, loss of patients, increased nurse and medical staff turnover , increased accident and absenteeism rates. The primary causes of nurse turnover can be analyzed by i) understanding why nurses choose to work for an organization and ensuring this employee value proposition is met and ii) identifying things that occur(14).

Work satisfaction of nurses is important, as there is sufficient empirical evidence to show that it tends to affect individual, organizational and greater health and social outcomes (15). Job dissatisfaction among the hospital nurses is 4 times greater than the average for all other workers. One in five hospital nurses plan to leave their current jobs within a year. About 33% of the nurses below age of thirty were planning to leave their job within the year. Job dissatisfaction has been identified as the main factor for nurses leaving the profession earlier than anticipated (16).

In Ethiopia, the findings of research conducted in 2007 showed that about 80% of the health workers are either “unsatisfied” (20%) or “completely unsatisfied” (60%) with their economic situation. Furthermore, in 2004, less than 10% were dissatisfied with their chances of promotion and access to further training. Among the health workers, nurses were the second most unsatisfied next to physicians (17). Out of 242 study participants, 47.5% scored below mean which means they are dissatisfied with their overall aspect of job (2).

The prevalence of job satisfaction in Sidama was 52.5 % (2). A study conducted by Engeda et al. among all nurses working in all referral hospitals found in Amhara regional state showed that 55.8% and 67.4% of the respondents were dissatisfied with support, and payment and benefits, respectively(18). Moreover, level of intention to leave the job in East Gojjam was 60.9%(19). As described above in different studies in the country, the level of satisfaction and intention to leave varied from area to area and time to time (2, 18, 19).

Level of intention to leave is also increasing due to different contributing factors. Moreover, the health informant reported that the level of dissatisfaction and intention to leave their jobs are increasing in the country, particularly the study area, Bahir Dar City administration. However, no one ever determined the factors affecting nursing job satisfaction and intention to leave and its impact on the institution, patient, and generally on the nursing system in the study area.

Therefore, it would be sensible to investigate the existence of those factors among governmental health facilities of Bahir Dar city administrative nurses and thereby, to overcome the dissatisfying factors, and, by then, to increase nursing job satisfaction.

1.3. SIGNIFICANCE OF THE STUDY

This study provided information that is important for policy maker, patient, nursing practice and administration.

- For policy makers: policy makers will use this study as a tool to formulate policies and strategies. Especially, it will provide them with better information to pass decisions on factors related to changes of workers characteristics and working environment adjustment.
- For health manager and patient outcome: this study will benefit to health care managers and practitioners to be aware of the hardships that nurses face in trying to give quality care to patients. It may also help in job placement strategies to retain more staff.
- For administrators: this study will provide information to build solid and supportive units of nursing. This study will also help to know nurse's tendency and difficulties which is indirectly important to predict the nurse's job satisfaction and intention to leave.
- For nursing practice: it may be used as a guide while practicing the profession.

Therefore, the study result will use all the researchers, health managers and workers.

CHAPTER TWO: LITERATURE REVIEW

An exploratory research in two tertiary-care government hospitals of New Delhi- Guruteg Bahadur Hospital (GTBH) revealed that nursing is an integral component of patient care and an important determinant of the quality of the healthcare services in hospitals. The health of the citizens of a country is influenced by the quality of nursing care provided. Nursing staff takes care of the patients round the clock during hospitalization(20). A survey in regional hospital of Hong Kong (2010-2011) showed that there were 236 nurses resigned their job; the manpower loss was 4.7%. Up till the end of 2011, 194 nurses had left their jobs reflecting a manpower loss of 5%(21).

2.1. JOB SATISFACTION AND INTENTION TO LEAVE

A survey in Calabar, Nigeria showed that nursing shortage was a health system problem which resulted in adverse effect on the health and well-being of populations and the challenges to policy makers and planners in high and low income countries(22). A study carried out in Australia governmental hospital (New South Wales) showed that 67% of nurses were moderately or very satisfied with their present job and 71.7% of nurses were even moderately or very satisfied with being a nurse. In the same study 71.8% of nurses had no plans to leave their present nursing job within the next year and more than 80% of respondents believed that it would be very satisfied (30.1%) or fairly easy (50.6%) to find another acceptable nursing job(23).

An other study in three African countries (Malawi, Tanzania and South Africa) showed that 82.3% [95% CI: 78.9- 85.4] of respondents in Tanzania were satisfied with their jobs, compared to 71.0% [95% ci: 68.0-73.9] in Malawi, and 52.1% [95% ci: 48.3-55.8] in South Africa. These differences were statistically significant ($\chi^2 = 138.6$, $p < 0.001$). On the other hand, there were nurses who intending to leave their current job(24).

According to the study carried out in East Gojjam (Amhara) to assess factors affecting turnover intention among nurses showed that 59.4% of respondents indicated a turnover intention from their current health care institution. In this study family arrangement was significantly associated with nurses' turnover intention ($p = 0.009$, 95% C.I: 1.20-3.50). In the same study, 137 (36.8%) of nurses had no enough job satisfaction(19).

On the contrary, a cross sectional study conducted in Uganda health workers reported that slightly more than half (54%) of health workers planned to stay in their jobs indefinitely, and another 20% would stay at least three years. The rest reported that they were eager to leave their jobs soon, with 9% saying –as soon as possible(25).

According to Karle stanz revealed that 23.18% of the nurses leave because of salary, 15.45% they would leave because of retirement and ,15.02% of the nurses indicated that they would leave because of seeking work abroad. Unhappiness and discontent with their current jobs were their main reason for leaving. Interestingly, only 2.1% of the respondents indicated that they would leave to pursue further studies outside nursing, while 3% of the respondents indicated that they would leave to pursue other employment in nursing outside the hospital group and overall job satisfaction of all nurses with their jobs was at very low level (35%). Nurses experienced low levels of satisfaction and then in terms of the overall job (42%) with motivational aspects of their job, such as motivation, responsibility, opportunity for creativity and innovation, independence, and recognition. Nurses experienced very low levels of satisfaction (22%) with the hygiene aspects of their job, namely, relationships in the workplace, supervisors' decision making skills, supervision, working conditions, policies, job security and compensation(26).

According to a study conducted in the federal capital of Pakistan, Islamabad revealed that 86% of respondents were dissatisfied with about 26% highly dissatisfied with their job. The work environments, poor fringe benefits, dignity, responsibility given at workplace and time pressure were reason for dissatisfaction. Other factors were poor work environment, low salaries, lack of training opportunities, proper supervision, time pressure and financial rewards(27).

2.2. HYGIENE (EXTRINSIC) FACTORS

According to the setting of theory, extrinsic factors are less to contribute to employees' motivation need. The presences of these factors were just to prevent any dissatisfaction to arise in their workplaces. Extrinsic factors are also well known as job context factors; are extrinsic satisfactions granted by other people for employees(28).

2.2.1. Working condition and group cohesion

According to Khamisa et al. job satisfaction revealed that there was positively and significantly correlation with physical work environment ($r = 0.26, p < 0.01$). Significant positive predictors of job satisfaction from the baseline model were autonomy ($\beta = 0.09, p < 0.05$), supervisor support ($\beta = 0.05, p < 0.05$), workgroup cohesion ($\beta = 0.09, p < 0.05$), working in a unit other than the intensive care unit ($\beta = 0.67, p < 0.05$), working in a step-down unit or general medical surgical unit ($\beta = 0.31, p < 0.05$), and number of hours of voluntary overtime worked in a typical work week ($\beta = 0.05, p < 0.05$) (29).

A cross sectional study in Ekiti state (Nigeria) related to nurses working environment revealed that 43.1% perceived their work environment to be of average quality while 24.4% perceived the environment as low quality (6). According to a study conducted in sidama zone, 60.7% of staff nurses were satisfied with relationship among staffs in working environment and 55.8% of nurses were influencing one another positively in the working setup(2).

A survey conducted in Europe showed that 40% of participants reported that nurse shift length and outcomes as working 12 h or more the odds of reporting being dissatisfied with their job were increased by, in comparison with nurses working 8 h or less (AOR=1.40; 95% CI: 1.20 to 1.62). Nurses who worked 12 h or longer during their last shift were more likely to report being dissatisfied with work schedule flexibility, when compared to nurses working 8 h or less (AOR =1.15;95% ci 1.00 to 1.35). Nurses who worked 12 h or more had a greater likelihood to report intention to leave their current job due to dissatisfaction (AOR =1.29; 95% ci 1.12 to 1.48 (30).

2.2.2. Supervision

Supervisor support is one of the important factors for employee retention. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about(31). According to pietersen c., 63% of the nursing staff was dissatisfied with their supervisors, 65% did not support them and 68% indicated that their supervisors irritated them. However, there was not much difference between respondents who indicated that their supervisors did not understand their problems (55%), and those who felt that supervisors did understand (45%)(32).

On the other hand across sectional study conducted in Dhulikhel hospital revealed that 78.8% of the respondents were agreed that availability of supervisors increased their work satisfaction. This may be because, with the help of supervisors, the nursing staffs could learn more and become more competent as nursing is an art and science which needs skills and repeated practice under the supervision to obtain the competency on the job(33).

2.2.3. Organizational policy

A quantitative descriptive survey conducted in selected private hospitals in England revealed that as many as 90.24% and 86.58% were satisfied with regard to the standard of operating procedures and receiving updates about equipment respectively. Almost all respondents knew where to access information regarding unit management (87.65%)and patient care (95.06%) (4). On the other way a study in six public hospitals in the western region of Saudi Arabia showed that nurses were more satisfied with leaders who demonstrated transformational leadership styles, and those who were more satisfied with their jobs intended to stay at work. The background variables, the transformational leadership style and the transactional style explained 32% of the variation in job satisfaction. Transformational leadership style enhanced the level of job satisfaction(10).

According to study conducted by Alem et al. showed that 138 (37.1%) of nurses were leaving a current position with unfair system in the organization. In this study procedural justice was significantly association with nurses' turnover intention ($p = 0.013$, 95% C.I. 1.14-3.02). Lack or low procedural justice in the health institutions increases the turnover intention of nurses(19).

2.2.4. Payment

According to a study conducted in England private hospital revealed that 67.53% indicated that they would leave their current hospitals for better remuneration, implying that they had no satisfaction about their salaries, when comparing their responsibilities of nurses working in other private hospitals. Similar trend was noticed when comparing the respondents' salaries, considering their qualifications, with those of nurses in the NHS because 56.79% had no satisfaction in this regard; nor were 48.79% satisfied about their salaries compared to those of nurses in other private hospitals(4).

Another cross-sectional study conducted by Alem et al revealed that the level of salary was significantly associated with nurses' turnover intention ($p=0.007$, 95%C.I., 1.22- 3.52). Nurses with lower salary demonstrated higher intent of turnover than higher salary employees(19).

According to Petersen c., had no clear difference between general levels of job satisfaction and dissatisfaction, although 56% of the respondents were dissatisfied and 44% respondents were satisfied. In the other hand pietersen c. Has shown that 58% of the respondents were dissatisfied with extrinsic work whereas 52% of the respondents dissatisfied with intrinsic factors(32).

A cross-sectional survey conducted in South Africa revealed that sectors have identified pay and workload as being an important source of dissatisfaction. Private-sector nurses were relatively more satisfied with these factors than their public-sector counterparts(4). A survey conducted in Addis Ababa showed that the mean values for all the variables were low. Low mean values of independent variables revealed that nurses were not motivated by the payment, promotion, recognition and benefit they receive. Compared to other independent variables, the mean value of payment is the lowest and this revealed that nurses were more de-motivated by the payment they receive. Furthermore, mean value for nurse work motivation is 1.41 which showed that nurses were not motivated overall(34).

According to Agezegn et al. in Sidama zone, 81.0% of respondents were dissatisfied with appropriateness of salary composition for their employment, while only 10.7% respondents answered with their satisfaction. Comparably most of respondents were dissatisfied with the level of employee benefits in organization and pay in relation to cost in their living area (74.4% and 75.6%), respectively at $p < 0.05$ (2).

2.3. MOTIVATORS (STIMULATOR) FACTORS

Intrinsic factors are the actually factors that contribute to employees' level of job satisfactions. It has widely being known as job content factors which aim to provide employees meaningful works that able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated experience learned, and achievements harvested(35).

2.3.1. Recognition

Recognition is important because it serves as a form of feedback. Feedback helps inform employees of how well they are performing(36). Herzberg demonstrated that the value of feedback is so important to individuals that they will actively monitor and seek feedback information from their environment, especially when they aren't formally receiving it (28).

A survey conducted in selected private hospitals in England revealed that 83.95% of the respondents were satisfied because their opinions were valued by medical staff and that senior nurses received more recognition than junior nurses (66.27%). However, only 54.22% indicated that they were satisfied with the recognition of additional qualifications, while 45.79% reported no satisfaction about this issue. Staffs were most satisfied with the “relationship with colleagues and fellow workers”, followed by “job security” and “recognition for good work”. It was shown that the higher the mean score, the more proportion of respondents satisfied with the items(4).

An institutional based cross sectional study conducted in tigray revealed that 50.4% of the respondent were dissatisfied with the lack of appreciation of nurses role and responsibilities in patient care by physicians while the remaining were satisfied . In the same study 45% of respondent perceive a gap in physicians‘ understanding of nurses‘ roles and responsibilities as a nurse and cite ongoing problems with communication and collaboration which results this with dissatisfaction. Qualitatively one CEO stated “some of the nurses are very competent with their professional skill and knowledge more than some of the physicians that we cannot get them elsewhere but not mean that all the nurses are competent enough(13).

According to the study carried out in Sidama zone, related to the level of recognition given to work; 45.9% of the nurses were dissatisfied and 40.1% of the nurse’s satisfied. On the other hand 42.6% of nurses were satisfied & 37.2%of nurses responded that they were dissatisfied by peer recognition of work. In the same study, 48.8% of nurses were dissatisfied with the level of sense of value given for what they do in their working organizations and 20.7% of nurses feel satisfied by the consideration given to their personal need from the organization. Almost half (52.1%) of respondents were dissatisfied with the level of consideration given to their opinion and suggestion for change in the work setting or practice while only (24.8%) were satisfied(2).

2.3.2. Achievement and advancement

An institutional based cross sectional study conducted in selected private hospitals in England, 9.09% of the respondents were satisfied with promotions but the majority (90.91%) was no satisfied. Only 65.43% of the respondents were satisfied that qualifications were considered for promotions, while 56.25% were satisfied that experience was a major consideration during promotions. Similarly as many as 59.49% of the respondents indicated no satisfaction because of lack of advancement

opportunities and 46.76% perceived themselves to be in dead- end jobs. These findings indicate registered nurses' lack satisfaction with the regularity of promotions and, to a lesser extent, the importance of qualifications and experience for getting promotion (35).

A cross sectional study conducted in Tigray, 134(55.4%) of the nurses would not like to change their profession and 114(47.1%) respondents would like to continue working in their current hospital and 40(16.5%) of the respondents prefer to change their occupational field(13). According to Agezegne et al., revealed that most of the nurses 94(38.8%) were happy about the easiness of finding another job if they may quit the current one while 87 (36.0%) of them were dissatisfied with the chance. Given their age, educational level, and economical condition, comparably 90 (37.2%) and 92 (38.0%) were satisfied and dissatisfied with the chance attaining suitable job in another organization, respectively. Regarding the level of easiness to find another alternative job 104 (43.0%) of nurse were dissatisfied while 80 (33.1%) were satisfied and 58 (24.0%) maintained neutral position. In general talking, nurses were satisfied with perceived alternative employment opportunity ,while 101 (41.7%) of nurses responded that they were not satisfied with the opportunity(2).

A cross-sectional study conducted in Amhara region showed that training opportunity affect turnover intention. Low training opportunity significantly associated with nurses' turnover intention ($p=0.000$, 95%c.i., 1.54- 4.35). In the same study 184 (49.5%) of nurses were with a complained of leaving a current position related to poor training opportunities(18).

2.4. SOCIO DEMOGRAPHIC FACTORS

According to a study conducted in Saudi Arabia the mean satisfaction scores in relation to motivating factors—including job advancement, the work itself, possibility for growth, responsibility, recognition and personal achievement—were significantly higher among males than females , ($p<0.05$). The results indicated that nurses who have no dependent adults to care for were significantly more satisfied with the motivating factors compared to nurses who had dependent adults in their care. It also showed that age, marital status, number of dependent children, qualifications and monthly income were not significantly associated with variations in the mean scores for motivating factors ($p>0.05$) (12).

A study conducted in India revealed that Majority (more than 75%) of the senior executives was satisfied with their job. Age, sex and work experience could not significantly affect the job satisfaction except for the stability of the job and salary and other added benefits(37).

According to a study conducted in sidama revealed that females were less likely to be satisfied with their work by 47.4% compared to those respective male nurses (AOR: 0.53 [95% CI: 0.28, 0.99]) ($p < 0.05$). Those having an age of 31–40 years are satisfied with work threefold more compared to age categories of 20–30 years (AOR: 3.51 [95%ci: 1.05, 11.73]), ($p < 0.05$). By far the age group of 41–50 years is also 15 times more likely to be satisfied than that of 20–30 years (AOR: 15.133 [95%ci: 1.971, 116.160]), ($p < 0.05$)(2).

A cross sectional study conducted in mainland china revealed that there was no significant differences in total organizational commitment ($p > 0.05$). Although nurses with a bachelor degree reported a lower level (mean rank = 242.46) compared to those with an associate degree (mean rank = 260.51) or diploma (mean rank = 255.51). However, diploma nurses (mean rank = 272.87) were more likely to agree that they would accept almost any type of job assignment in order to keep working for their current hospitals ($\chi^2 = 6.378$, $p < 0.05$) than those with an associate degree (mean rank = 246.13) or bachelor degree (mean rank = 229.34). In addition, diploma nurses (mean rank = 240.40) were more likely to report that it would take very little changes in their present circumstances to cause them to leave their current hospitals ($\chi^2 = 7.171$, $p < 0.05$) compared to associate degree (mean rank = 273.23) or bachelor nurses (mean rank = 252.91). There were no significant differences in other items of organizational commitment across the three educational programs ($p < 0.05$)(38).

Nurses with more than 20 years' experience were also significantly more satisfied than their less-experienced colleagues with most of the facets of their work(39) .A study conducted Krishna Institute of Medical Sciences University's revealed that among 100 respondent 86% were female, 88% were working as staff nurses and 54% belong to age group 21 to 30 years(40).

2.5. CONCEPTUAL FRAME WORK

The conceptual frame work shows the concepts of the influence of intrinsic and extrinsic factors with job satisfaction factors and intention to quit (41,42).

According to Herzberg's two factor theory job satisfactions and intention to leave the job directly influenced by motivational (achievement, advancement, recognition at work, work itself and Growth at work) and hygienic (organizational policy, relationship with co-workers and supervisors, working condition, payment and work security) factors (28). And also affected by socio-demographic characteristics.

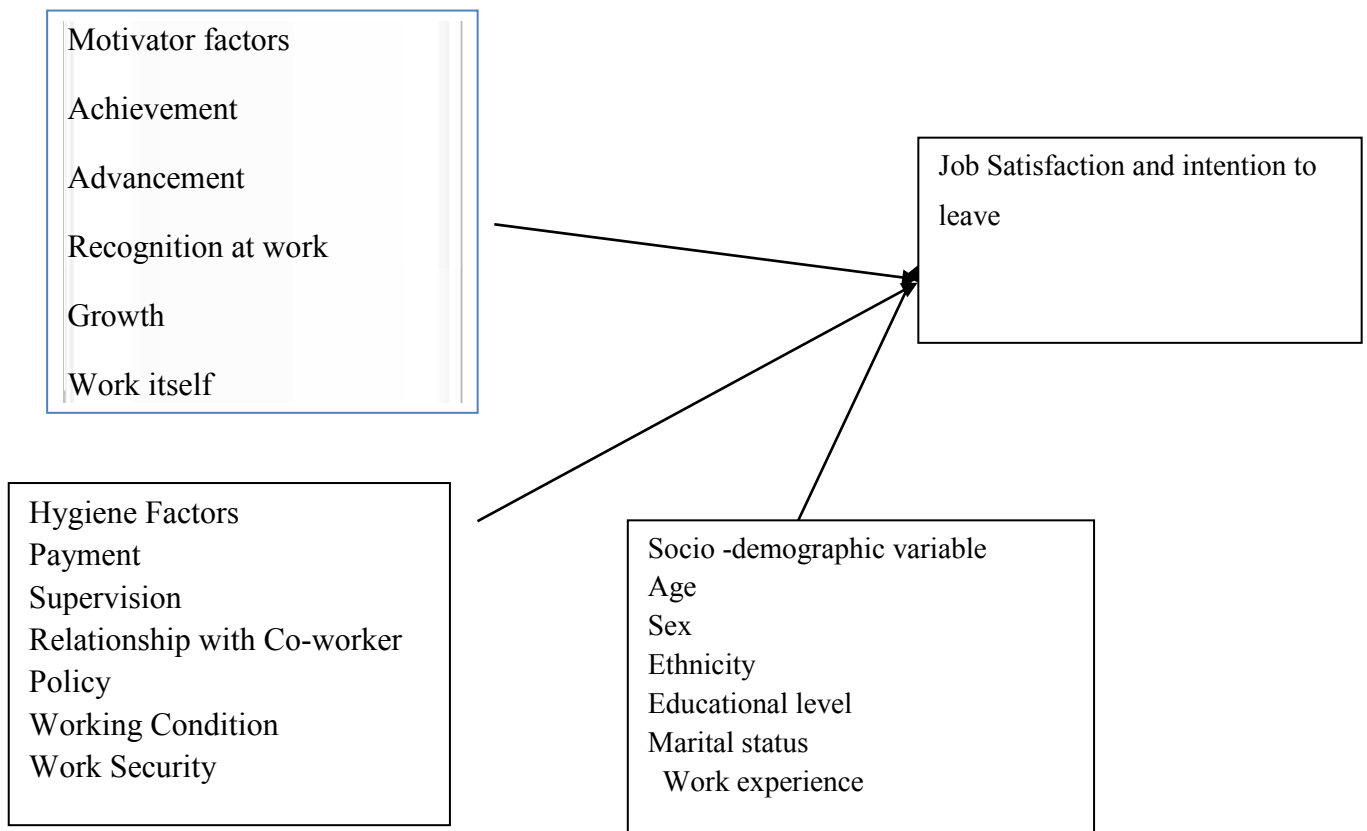


Figure 1: Conceptual framework of the research model adopted from Kenneth mark baylor and Herzberg's two- factor theory (40, 41).

CHAPTER THREE: OBJECTIVE OF THE STUDY

3.1. GENERAL OBJECTIVE

To assess factors influencing job satisfaction and intention to leave among nurses at Bahir Dar administrative city health facilities.

3.2. SPECIFIC OBJECTIVE

1. To determine the level of nurses' overall job satisfaction of nurses in the respective study area.
2. To determine the level of nurses' intention to leave of nurses in the respective study area.
3. To identify factors influencing job satisfaction of nurses of nurses in the respective study area.
4. To identify factors influencing intention to leave the job among nurse of nurses in the respective study area.

CHAPTER FOUR: METHODS AND MATERIALS

4.1. STUDY AREA

The study was conducted in Bahir Dar city administration, North West Ethiopia. Bahir Dar is a capital city of Amhara region state and located 565 km apart from Addis Ababa, the capital city of Ethiopia. Based on federal democratic republic of Ethiopia report in 2014 G.C. the city has an estimated total population of 292348(43). Two hospitals (Felege Hiwot referral and Addis Alem district hospitals), ten health centers (Bahir Dar health center , Han health center ,Shimbt health center ,Shum abo health center , Abay Mado health center , Zegie health center ,Zenzelma health center, Tsiss Abay health center, Ginbot 20 health center and Meshenti health center) and a number of private health institutions (hospital, clinics, pharmacies and drug shops) are found in the city administration. Felege Hiwot referral hospital which is the largest public hospital in the city as well as region and it is serving the population of both Amhara and Beneshangul Gumuez regions. Other health facilities are found in different corners of the city. Totally, the two hospital and the ten health centers have 441 nurses with different educational backgrounds.

4.2. STUDY DESIGN AND PERIOD

A cross-sectional that incorporates quantitative method was implemented to assess factors influencing job satisfaction and intention to leave the job among nurses in Bahir Dar city administration, March, 2016.

4.3. STUDY POPULATIONS

4.3.1. Source population

All nurses who had worked in Bahir Dar city administration were the source population.

4.3.2. Study population

The study population encompassed all nurses qualified in diploma and above with at least six months work experience.

4.3.3. Study unit

All nurses who had fulfilled the inclusion criteria and participated in the study.

4.4. ELIGIBILITY CRITERIA

4.4.1. Inclusion criteria

- All nurses who were qualified as diploma holder and above was involved in the study.

4.4.2. Exclusion criteria

- All nurses who had a work experience of less than 6months at the time of the study will were excluded.
- Nurses who were not available at the time of data collection

4.5. SAMPLING SIZE DETERMINATION AND SAMPLE TECHNIQUE

4.5.1. Sample size determination

The sample size was determined using single population proportion formula assumptions as:-

$$N = \frac{(z_{\alpha/2})^2 p (1-p)}{d^2}$$

Where n=is sample size

$Z_{\alpha/2}$ =the standard normal deviation at 95 % confidence interval; =1.96

P= expected of proportion of nursing satisfaction,

P = 0.525, since the level of nurses satisfaction was taken from a study in sidama zone public health facilities (52.5% satisfied with their current jobs) (2),

D= 5 % (0.05), the margin of error.

$Z_{\alpha/2} = 1.96$, $p = 0.525$, $d = 0.05$

$$N = \frac{(z_{\alpha/2})^2 p (1-p)}{d^2}$$

$$N = \frac{(1.96)^2 0.525(1-0.525)}{(0.05)^2} = 383.1996 \sim 383$$

In the health facilities 441 nurses are enrolled in 2015/16 academic year .out of 441 nurses 200 are female and 262 are BSc nurses. Using the above formula the calculated sample size is 383. Since the source population is less than 10,000 populations the correction formula is used.

$$N_f = \frac{n_i}{1 + \frac{n_i}{n}} \text{ where } n \text{ is the total number of nurses at Bahir Dar city}$$

$$n_i = 383 \text{ and } n = 441$$

$$\frac{N_i}{1 + n_i/n}$$

$$n = 441$$

$$383 / (1 + (383/441)) = 204.9794 \sim 205$$

$$N_f = 205 + (0.1 \times 205)$$

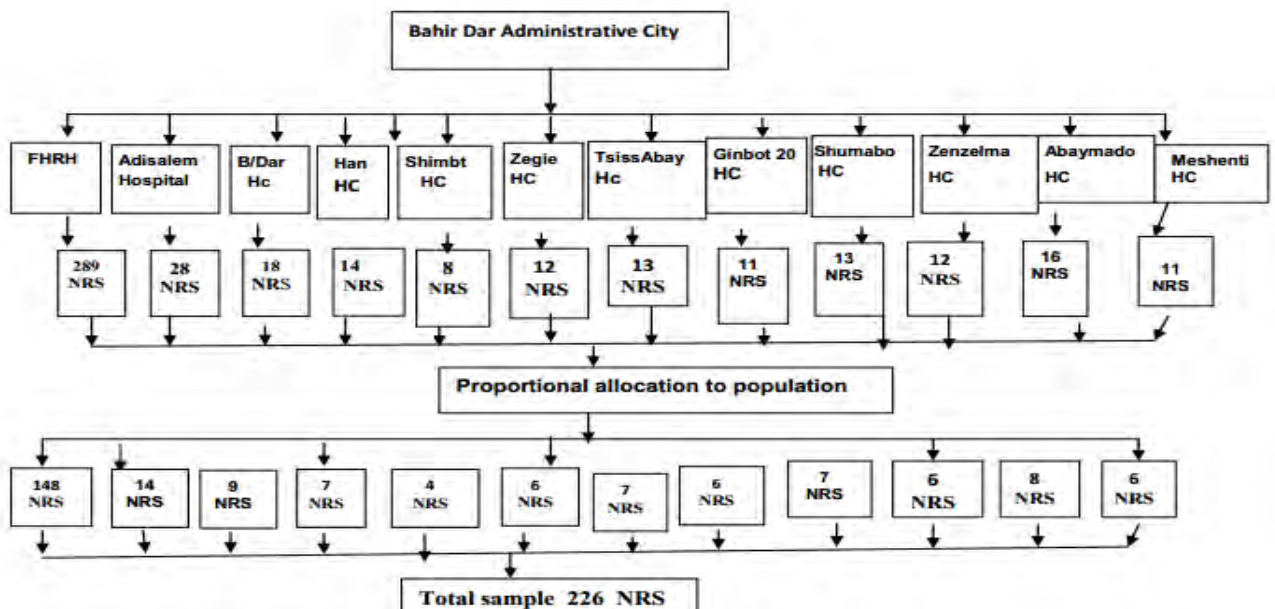
$$n_f = 226$$

By considering 10% non-response rate, 226 individual nurses from hospitals and health were planned to be included in the study.

4.5.2. Sampling procedure

The representative 226 samples were selected by using simple random sampling technique. Attendance sheet of the human resource, payroll and duty time table was implemented.

4.5.3. Schematic presentation of sampling procedure



Key: FHRH- Felege Hiwot referral hospital, HC- health center, NRS -nurses

Figure 2:- schematic presentation of sampling procedure for the study area, **Bahir Dar**, Ethiopia, 2016.

4.6. DATA COLLECTION PROCEDURE

4.6.1 Instrument and measurement

The quantitative data was collected by self-administered structured questionnaire. Socio demographic related information was assessed using a structured questionnaire developed by reviewing similar related articles.

Other independent variables that could factor job satisfaction were also included to the questionnaire by reviewing other similar studies. Level of satisfaction was measure by self-administered structured questionnaire adapted from revisited Frederick Herzberg's motivation-hygiene theory(35) and Weiss, Dawis, England, and Lofquist (46), which addressed factors of job satisfaction. The adapted questionnaire of motivation and hygiene part had a 5 point likert scale rating from '1' for strongly disagree and '5' for strongly agree and cronbach alpha was 0.891(47).

In motivation and hygiene factors scales measurement, high scores indicated that the sample strongly agreed to the factors of job satisfaction and low scores indicated their strong disagreement of job satisfaction.

The third part were collected using a structured questionnaire that was adapted from the Minnesota Satisfaction Questionnaire (MSQ) short form and Mineser nurse practitioner satisfaction scale to our context.

The fourth part, an intention to leave scale, was measured seven item and scored a 5-point likert scale, from 1 (strongly disagree) to 5 (strongly agree). Summed scores give an overall intention to leave score which can be divided into three groups: low intent to leave (7 to 15), uncertain about intent to leave (16 to 25), and high intent to leave (26 to 35) and scale possessed satisfactory internal reliability ($\alpha = 0.78$) (46). On the other hand, for qualitative data collection, principal investigator formulated five broad questions that enable to elicit information regarding research objective and used as guide in the discussion.

4.6.2. Data collection technique

Data collection and administration was takeover by well-trained data collectors who had written guideline that basically helped them to disseminate the same directions and information to each nurse. They invited the respondents to participate voluntarily by explaining the rationality of the study during the course of data collection. Then they provided staff nurses with structured self-administered questionnaire while they were working. Diffidence of the participant was kept by informing them not to write their name.

Written informed consent obtained from staffs to arrange favourable time for the participant 20 to 40minute for each group. The discussion transcribed manually. Purposive sampling technique used to select the targeted two focus group were formed that fulfil the inclusion criteria and having at least one years of work experience as nurse.

4.7. DATA QUALITY ASSURANCE

To ensure quality of data, two weeks prior to the actual data collection, the questionnaire was pre-tested on 5% of the sample among nurses who were not included in the main study area, in Finote selam hospital and health center. The purpose of the pre-test was to ensure that the respondents were able to understand the questions and to check the wording, logic and skip order of the questions in a sensible way to the respondents. Amendments were made accordingly after the pre-test. Data were collected by four trained diploma nurses and two supervisors (BSc nurse). Additionally, on each data collection day, the collected data was reviewed and checked for its completeness by principal investigator and appropriate design and sampling procedure was applied. Moreover, the exclusion criteria were considered

4.8. DATA PROCESSING AND ANALYSIS

Following the data collection data was coded and entered using EPI data version 3.1 and then it was exported to and analyzed using statistical package for social science (SPSS) version 21. Descriptive analysis like frequency and mean were used to present results. To determine relationship between nominal variables such as socio-demographic variables and parents' level of satisfaction, logistic regression was computed and to determine the most predicting explanatory variables of job satisfaction and multiple regressions was employed. The strength of association was interpreted using odds ratio and confidence interval. P-value < 0.05 was considered statistically significant.

4.9. STUDY VARIABLES

4.9.1 Dependent variable

1 Job satisfaction and intention to leave the job

4.9.2 Independent variable

1. Socio-demographic characteristics such as, age, sex, marital status, education and occupation.
2. Motivator variables such as recognition, achievement advancement and work itself, autonomy and growth.
3. Hygienic variables such as payment, supervision, organizational and administrative policies , work environment and group cohesion.

4.10. OPERATIONAL DEFINITION

1. Cut off point for nursing job satisfaction: since each item had 5 point likert scale which ranges between 1 and 5; the scores for each dimension were calculated by summing the answers to all items in each dimension. nurses satisfaction were classified; into two categories satisfied and dissatisfied by using the demarcation threshold from formula: $\{(total\ highest\ score - total\ lowest\ score) / 2\} + Total\ lowest\ score$ (46).
2. Intention to leave a job the question scored from five - point likert scales in which 5 denotes strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree and 1 denotes strongly disagree. When individual study participants scored below overall mean, they were considered as having intention to leave the institution.
3. Low intent to leave scores which account from 7 - 15.
4. Uncertain about intent to leave total sum of respondent scores from 16 - 25.
5. High intent to leave total respondent score of 26 to 35.

4.11. ETHICAL CONSIDERATION

Ethical clearance was obtained from institutional review board (IRB) of Addis Ababa University, college of health sciences, department of nursing and midwifery then formal letter of cooperation was written to Bahir Dar administrative city, Felege Hiwot referral hospital and permission was obtained. Participation in the study was voluntarily and informed verbal consent was obtained from each participant after a thorough explanation of the purpose of the study and responses of clients were unnamed and confidentiality of the information was kept and also data collectors were informed that clients have full right to discontinue or refuse to participate in the study.

4.12. DISSEMINATION AND UTILIZATION OF RESULT

The results of this study will be presented to Addis Ababa University, college health sciences, school of allied health sciences, department of nursing and midwifery as part of Master of Science in nursing thesis & it will also get shared to Bahir Dar city administrative and Amhara region health office. Efforts will be made to present the results on scientific conferences and peer reviewed journal publications will be considered

CHAPTER FIVE: RESULT

5.1. Sociodemographic characteristics

A total of 226 respondents were selected as the sample of the study. However, 6 respondents (2.70%) did not return the questionnaire, and hence, 220 nurses were involved in this study. The response rate was 97.3%. Nearly half of (48.2%) were females and others were males. The age of the study participants ranged from 21 to 56 years with mean (\pm SD) age of 30.05(\pm 6.172) years. Majority of the participants were married (60.5%), orthodox follower (57.3%), BSc nurse (55%) and had greater than or equal to ten years work experience (25.5%). Around eighty six percent of participants were Amhara by ethnicity (Table1).

Table 1: socio-demographic characteristics of study participant at Bahir Dar, North west Ethiopia, June 2016.

Variable	Category	Frequency	Percent
Sex	Male	114	51.8
	Female	106	48.2
Current age in year	20-30	142	64.5
	31-40	64	29.1
	41-50	13	5.9
	\geq 51	1	0.5
Marital status	Single	59	26.8
	Married	133	60.5
	Divorced	15	6.8
	Widowed	13	5.9
Religion	Orthodox Tewahido	126	57.3
	Protestant	37	16.8
	Muslim	28	12.7
	Other	29	13.2
Ethnicity	Amhara	189	85.9
	Oromo	14	6.4
	Other	17	7.7
Educational status	Diploma nurse	95	43.2
	BSc nurse	121	55
	MSc	4	1.8
Work experience	6month- $<$ 1year	53	24.1
	1year- $<$ 2years	29	13.2
	2years- $<$ 5 years	35	15.9
	5years- $<$ 10years	47	21.4
	\geq 10years	56	25.5
Institution	Hospital	138	62.3
	Health center	62	37.7

5.2 . Levels of nursing agreement by motivational and hygienic factors

This study tried to look at the level of overall job satisfaction of staff nurses based on the motivation and hygienic factors with eleven subscales. Majority (64.5%) of the study participants were agreed with their achievement, work itself (75%), recognition (55.5%), growth at work (70%) and relationship with friends (79.5%). However, most (69.1%) were disagreed with their working condition, payment (72.3%) and work security (68.6%) (Figure 3).

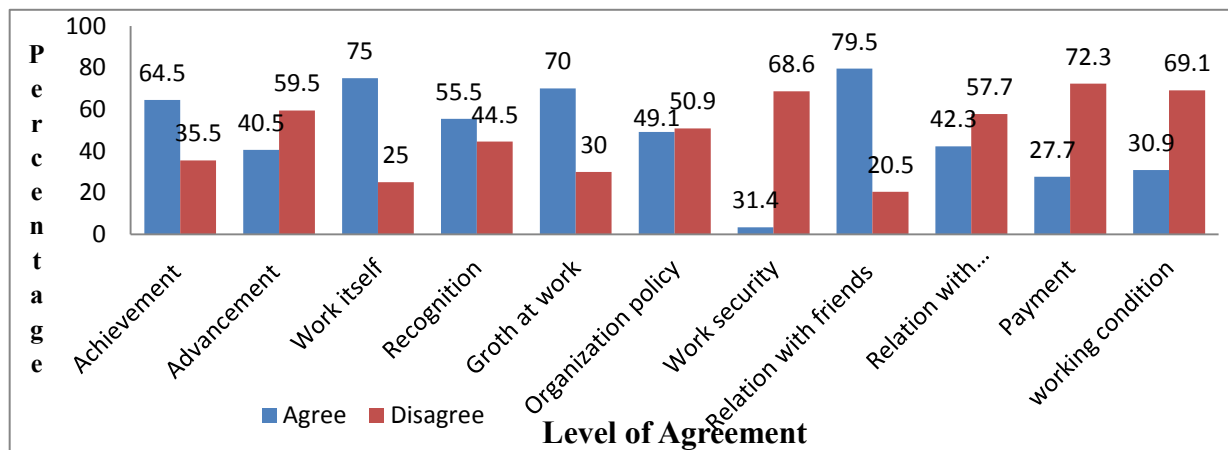


Figure 3: Levels of nurses' agreement with motivational and hygienic factors in Bahir Dar administrative city, June 2016.

5.3 Proportion of motivational subscales of agreement by institution

Table 2 indicated that more than half of study participants from health centers and hospital were agreed with achievement, advancement, recognition at work and growth at work as a motivation factors. However, less than half of participants were disagreed by work itself .

Table 2: Frequency distribution of proportion of motivational subscales satisfaction by institution in Bahir Dar administrative city, June 2016.

Variable	Achievement		Advancement		Work itself		Recognition		Growth	
	Disagree N (%)	Agree N (%)	Disagree N (%)	Agree N (%)	Disagree N (%)	Agree N (%)	Disagree N (%)	Agree N (%)	Disagree N (%)	Agree N (%)
Insti										
HC	24(29.3)	58(70.7)	27(32.9)	55(67.9)	55(67.1)	27(32.9)	19(23.2)	63 (76.8)	28(34.1)	54(65.9)
Ho	46(33.3)	92(66.7)	53(38.4)	85(61.6)	93(67.4)	45(32.6)	28(20.3)	110(79.7)	40(29.0)	98(71.1)

Insti - institution ,Health c – healthy center, Ho - hospital

5.4. Level of nurses satisfaction on job

Out of the total study participants, near to forty four percent were satisfied with their job and the remaining fifty six percent were not satisfied.

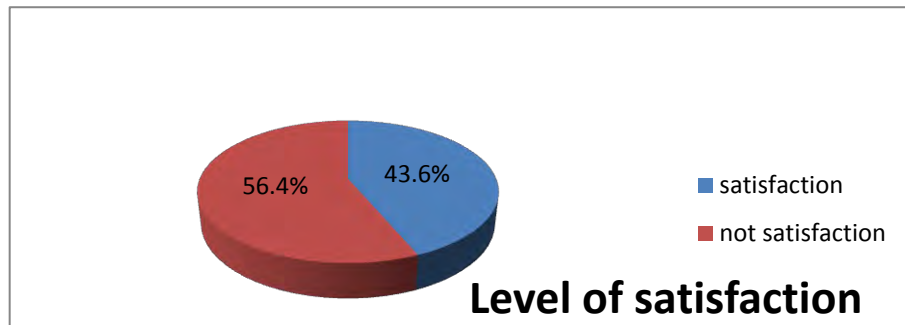


Figure 4: pie chart, overall satisfaction of study participant in Bahir Dar administrative city, June 2016.

5.5 Level of nurses intention to leave the job

This study tried to look at the level of nurses intention to leave their job among nurses worked Bahir Dar administrative city. Out of 220 respondents, 60.9% were intended to leave their job and the remaining 39.1% were not intended (Figure 5). From those intended to leave, 53.6% were highly intended, uncertain (37.7%) and low intended (8.6%) to leave their job (Figure 6). Moreover, nurses with likert scale opinions revealed that 63.6% stated that they considered to find comparable jobs in different organization and others stated that they were “strongly” or “to a certain degree” agreed to leave their institution next year and they were actively look for a different organization to work.

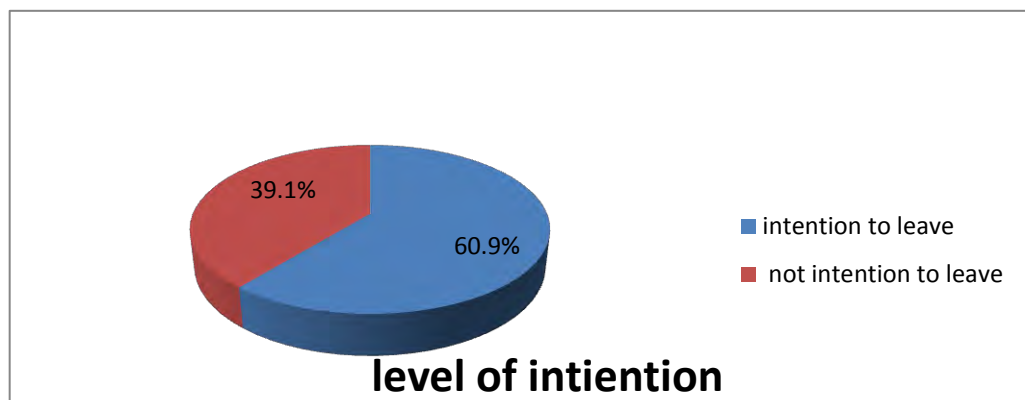


Figure 5: pie chart level of intention to leave their job among nurses in Bahir Dar administrative city June 2016.

5.6. Factors associated with job satisfaction

In bivariate logistic regression analysis; achievement, advancement, work itself, growth at work, organization policy, relation with supervisor, relationship with friends, working condition, recognition at work, work security and payment were statistically associated with nursing satisfaction at p-value <0.05(Table 3).

After adjusting for different potential confounders using multivariate analysis, advancement, recognition at work and work security had statistically significant association with the study participants' job satisfaction. For instance, those study participants who agreed with their advancement as motivation factor were 2.64 times more likely to be satisfied compared to those who disagreed with achievement as motivation (AOR:2.64; 95%CI: 1.17, 5.96). Similarly, the study participants who believed that being secured were around five times satisfied than those not believed being secured(AOR:4.88;95% CI:1.13, 21.03).In addition, the satisfaction level was significantly higher among those agreed with recognition as motivational factor than those who did not agree (AOR: 2.56;95%CI: 1.08, 6.08). However, achievement, work itself, growth at work, organization policy, and relation with supervisor, relationship with friends, working condition and payment at work were not statistically significant although they had significant difference during bivariate analysis (Table 3).

Table 3: Results from Bivariate and multiple logistic regression analysis about nursing satisfaction in Bahir Dar administrative city, June 2016.

Variables	Categories	Level of satisfaction		Odds Ratio(95% confidence interval)	
		Satisfied N(%)	Not satisfied N(%)	COR(95% CI)	AOR(95% CI)
Work experience	6mm- 1year	19(35.8)	34(64.2)	1.00	1.00
	1-2year	10(34.5)	19(65.5)	0,94 (0.36,2,43)	0.82(.23,2.96)
	2-5year	17(51.4)	18(48.6)	1.69(0.71,4.03)	0.68(0.19, 2.43)
	5-10year	26(55.3)	21(44.7)	2.216(0.99,4.95)	1.51(0.49,4.63)
	>=10year	24(42.9)	32(57.1)	1.342(0.620, 2.903)	0.73(0.24,2.22)
Achievement	Agree	81(57)	61(43)	5.56(2.90,10. 73)*	2.21(0.86,5,64)
	Disagree	15(19.2)	63(80.8)	1.00	1.00
Advancement	Agree	61(68.5)	28(31.5)	5.98(3.31,10.79)*	2.64(1.17, 5.96)*
	Disagree	35(26.7)	96(73.3)	1.00	1.00
Work itself	Agree	87(52.7)	78(47.3)	5.70(2.62,12.39)*	1.60(0.55,4.66)
	Disagree	9(16.4)	46(83.6)	1.00	1.00
Growth at work	Agree	82(53.2)	72(46.4)	4.23(2.17,8.26)*	1.63(0.65,4.09)
	Disagree	14(21.2)	52(78.8)	1.00	1.00
Recognition	Agree	78(63.9)	44(36.1)	7.88(4.19,14.81)*	2.56 (1.08,6.08)*
At work	Disagree	18(18.4%)	80(80.6)	1.00	1.00
Organization policy	Agree	71(65.7)	37(34.3)	6.68(3.68,12.13)*	1.63(0.64,4.14)
	Disagree	25(22.3)	87(77.7)	1.00	1.00
Relationship with friends	Agree	88(50.3%)	87(49.3)	4.68(2.06,10.62)*	0.99(0.32,3.09)
	Disagree	8(17.8)	37(82.2)	1.00	1.00
Work security	Agree	60(87)	9(13)	21.26(9.62, 47.13)*	4.88 (1.13, 21.03)*
	Disagree	36 (23.8)	115(76.2)	1.00	1.00
Payment	Agree	51(83.6)	10(16.4)	12.92(6.04,27.64)*	2.64(0.73, 9.62)
	Disagree	45(28.3)	114(71.7)	1.00	1.00
Relationship with supervisor	Agree	61(65.6)	32(34.4)	5.01(2.81,8.94)*	1.85(0.82, 4.17)
	Disagree	35(27.6)	92(72.4)	1.00	1.00
Working condition	Agree	56(82.4)	12(17.6)	13.07(6.36,26.86)*	0.63(0.14,2.85)
	Disagree	40(26.3)	112(73.7)	1.00	1.00

COR=Crude odds ratio, AOR=Adjusted Odds ratio, *=p. Value <0.05, mm=month

5.7. Factors associated with intention to leave their job

In bivariate analysis; achievement, advancement, work itself, recognition at work, organization policy, relation with supervisor, relationship with friends, working condition and work security were statistically associated with nurses' intention to leave (Table 4). Nevertheless, after adjusting for different potential confounders, only achievement, advancement and organization policy were significantly associated with nursing intention to leave. For instance, those study participants who disagreed with achievement as motivational factor were 6.47 times more likely to be intended to leave their work compared to those who agreed (AOR:6.47; 95%CI: 2.06, 20.35). In the same way, those participants who disagreed on getting advancement as motivation were near to four times intended to leave their job than those agreed (AOR:3.62;95%CI:1.35,9.72). Furthermore, high level of intention to leave was reported from those who disagreed on the organization policy than those who agreed (AOR: 10.64;95%CI: 3.42, 33.09). Although they were not statistically significant, those who disagreed on work itself, working condition, relation with supervisors, payment, working security, growth at work and recognition at work as motivation were likely intended to leave compared to those who agreed (Table 4).

Table 4: Results from Bivariate and multiple logistic regression analysis about intention to leave in Bahir Dar administrative city, **June 2016**.

Variables	Categories	Level of Intention		Odd Ratios (95% confidence interval)	
		Intended to leave N(%)	Not Intended to leave N(%)	COR(95% CI)	AOR(95% CI)
Sex	Male	73(64)	41(36)	1.31(0.76,2.26)	0.71(0.29,1.68)
	Female	61(57.5)	45(42.5)	1.00	1.00
Work experience	6mm- 1year	35(66)	18(34)	1.46(0.67,3.17)	0.83(0.25,2.76)
	1-2year	20(69)	9(31)	1.67(0.65,4.30)	1.14(0.28,4.63)
	2-5year	18(51.4)	17(48.6)	0.79(0.34,1.86)	0.84(0.19,3.62)
	5-10year	29(61.7)	18(38.3)	1.21(0.55,2.67)	1.94(0.57,6.59)
Achievement	>=10year	32(57.1)	24(42.9)	1.00	1.00
	Agree	66(46.5)	76(53.5)	1.00	1.00
Advancement	Disagree	68(827.2)	10(12.8)	7.83(3.73,16.43)*	6.47(2.06, 20.35)*
	Agree	33(37.1)	56(62.9)	1.00	1.00
Recognition at work	Disagree	101(77.1)	30(22.9)	5.71(3.16,10.33)*	3.62(1.35,9.72)*
	Agree	53(43.3)	69(56.7)	1.00	1.00
Work it self	Disagree	81(82.7)	17(17.3)	6.20(3.29,11.69)*	1.29(0.36,4.71)
	Agree	87(52.7)	78(47.3)	1.00	1.00
Growth at work	Disagree	47(85.5)	8(14.5)	5.27(2.34,11.84)*	1.54(0.57,4.19)
	Agree	78(50.6)	76(49.6)	1.00	1.00
Organization policy	Disagree	56(84.8)	10(15.2)	0.18(0.09,0.39)	1.85(0.64,5.37)
	Agree	35(32.4)	73(67.6)	1.00	1.00
Relationship with friends	Disagree	99(88.4)	13(11.6)	15.88(7.85,32.14)*	10.64(3.42,33.09)*
	Agree	96(54.9)	79(45.1)	1.00	1.00
Relationship with supervisors	Disagree	38(84.4)	7(15.6)	4.47(1.89,10.55)*	0.47(0.12,1.77)
	Agree	37(39.8)	56(60.2)	1.00	1.00
Work security	Disagree	97(76.4)	30(23.6)	4.89(2.73,8.77)*	1.49(0.33,6.67)
	Agree	12(17.4)	57(82.6)	1.00	1.00
Payment	Disagree	112(80.8)	29(19.2)	19.98(9.51,41.99)	1.92(0.77,4.82)
	Agree	11(18)	50(82)	1.00	1.00
Working condition	Disagree	123(77.4)	36(22.3)	0.585(0.288,1.19)	2.52(0.69, 9.22)
	Agree	13(19.1)	55(80.9)	1.00	1.00
	Disagree	121(79.6)	31(20.4)	16.51(8.02,33.99)*	1.34(0.29,6.07)

COR=Crude odds ratio, AOR=Adjusted Odds ratio, MM= month *=p. Value <0.05

CHAPTER SIX: DISCUSSION

This study was aimed to examine the factors influencing nurse job satisfaction and their intention to leave the job. The regression analysis showed that achievement, advancement, recognition at work, working security, and organization policy were significantly associated with the overall satisfaction and intention to leave ($p < 0.05$). However, socio-demographic variables especially, sex, age, marital status, level of nursing education and work experience were not significantly associated with nurses' job satisfaction and intent to leave their job. This result is consistent with reports from New Delhi (India), Pakistan, China, Saudi Arabia and Tigray (Ethiopia) (12, 13, 20, 21, 27).

Job satisfaction is the degree of favorableness with which the employees view their work. It is an issue that affects the lives of all workers including nurses and is also a factor that determines whether an employee will remain in a position or seek work elsewhere. Furthermore, job satisfaction can influence the quality of work produced (12). In this study, majority of the respondents (56.4%) were dissatisfied with their job. This finding is consistent with previous study done in Ethiopia (18). The major reasons were lack of motivation, lack of promotion, insufficient resources and supplies, poor infrastructure, poor participation and interaction with team members and supervisors and inadequate human power. This finding is consistent with the finding of a study done in 2010 in Ethiopia (17).

In our result, study participants' level of agreement had statistically significant association showing that participants' who agreed with advancement as motivational factor were 2.64 times more likely to be satisfied (AOR: 2.64; 95% CI: 1.17 - 5.96) as compared to participants who disagreed. This finding revealed that Nurses' levels of job satisfaction might be enhanced if promotion policies could be consistent. This result is consistent with the study done in England that nurses are likely to report low job satisfaction if they do not receive advancement opportunities (4).

In this study satisfaction level was significantly associated among participants who agreed with recognition (AOR: 2.56; 95%CI: 1.08 - 6.08) as motivational factor than who did not agree with recognition as motivational factor.

This finding is along with a study conducted in England, India, Pakistan, Mash south Africa, Sidama zone (2, 4, 27, 29, 31). The possible explanation might be participants' who perceived having more recognition for their outstanding performance or their achievements reported a higher level of satisfaction at work than participants with less recognition. Or it might be due to recognition serve as a form of feedback that helps the employees how well they are performing.

Furthermore, participants who agreed with working security as hygienic factors were five time more likely to be satisfied (AOR: 4.88; 95%CI: 1.13 - 21.03) than those who disagreed. This result was in line with studies conducted in China, Pakistan, and India (20, 21, 27).

Herzberg two factor theories which stated that motivational (achievement, advancement, recognition, growth at work and work itself) and hygienic (organizational policy, work security, working condition, payment relationship with friends and supervisors) factors are strong determinants of job satisfaction (28) which is supported by the current findings.

Our finding revealed that the overall level of intention to leave their job was high (60.9%) compared to the previous studies conducted in Saudi Arabia (40%) and south Africa (44.3%) (12, 29). This difference might be due study setting variation stating that the current study included both the hospital and health center nurses, but only Hospital nurses were participated in Saudi Arabia and South Africa. Since there may be shortage of infrastructure in health centers increasing their level of intention to leave.

With respect to intention to leave, nurses who disagreed on achievement as motivational factors were 6.47 times more likely intended to leave their job than nurses who agreed (AOR: 6.47; 95% CI: 2.06 - 20.35) which is consistent with a report from Saudi Arabia where participants who disagreed with achievement as a motivational factor were greatly intended to leave their job (13). Previous studies done in England, Australia, Pakistan , and Gauteng (South Africa) pointed that participants who disagreed with advancement were more likely intended to leave their job than those who agreed and (4, 23, 26, 27).

Similarly, the current finding stated that participants who disagreed on advancement as motivational factor were 3.62 times more likely intended to leave their job (AOR: 3.62, 95% CI: 1.35 - 9.72) compared to participants who agreed. This study in line with studies conducted in New Delhi (India) and Malaysia (7, 20). Advancement opportunities are often being seen as a sign of the significant reason for some employees to dislike their work, and could act as factor which affects the degree of job satisfaction, which could ultimately be an enhancement for intention to leave.

The findings of this study also indicated that nurses who were disagree with organizational policy were 10.46 times more likely (AOR: 10.64; 95% CI: 3.42-33.09) to be intended to leave their job than who agreed. This is in contrast with studies done in Saudi Arabia and Malaysia (12, 28). Similarly a study done in Calabar Nigeria revealed that many public health nurses noted that their job dissatisfaction significant associated with organizational policy (22).

In general, our results were consistent with studies conducted in other countries. Nurses in Bahir Dar are similar to nurses all over the world, in that satisfaction and intention to leave their jobs are affected by the same variables. The major difference among the countries seems to be the ranking of some variables over others, which may be dependent on cultural and organizational differences, inherent in the different health care delivery systems.

6.2 STRENGTH AND LIMITATION

6.2.1 Strength

The sample includes both the hospital and health center nurses

It is also able to indicate relevance of the issue with retention of nurse, as the issues are important in nursing labor management

The study can be considered as base for further similar and large scale studies, since similar studies in Ethiopia particularly in the study area are limited.

6.2.2 Limitation

There are other factors that were not assessed in this study but they may affect nurses' job satisfaction and intention to leave.

The data of this study were collected through questionnaire only. Therefore, accuracy of the feedback is dependent on the voluntary cooperation of the respondents.

Private health facilities were not included in the study.

6.3. Conclusion and recommendation

6.3.1. Conclusion

The findings of this study showed a low level of job satisfaction and high level of intention to leave among nurses. Almost 56% were dissatisfied and 61% were intention to leave with their job. However factors found to be associated with job satisfaction and intention to leave the job were motivation factors (achievement, advancement, recognition,) and hygiene factors (organization policy and work security) had positive significant association with overall job satisfaction and intention to leave among nurses. But, no association was found between socio- demographic characteristics and job satisfaction and also intention to leave the job.

6.3.2. Recommendation

Finally based on study findings and entire research process, we would like to recommend the bodies as follows.

1. **For the government should:**

- Increase motivational (achievement, advancement, work itself, recognition at work and growth at work) and hygienic (organization policy, payment, relationship with friends and supervisors, working condition and security) factors and revise the current payment, working condition and organization policy.
- Address all determinants of job satisfaction through effective policies implementation, payment, conducive environment for work, recognition for achievements.
- Promote retention mechanisms for the study participants.

2. **For researcher should:**

- Use these findings and carry out some experimental study for managing intention to leave and improving job satisfaction of nurses
- In addition, qualitative studies are necessary in this area to clearly represent the association between socio demographic characteristics job satisfaction and intention to leave determinants.
- Do an elaborated study as whole in the country to know the level of job satisfaction and intention to leave among nurses.

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ANNEX I: INFORMATION SHEET

Dear participants

This questionnaire is prepared in order to collect data for the research entitled as: “~~in~~fluencing factors job satisfaction and intention to leave the job among nurses in governmental health facilities” in the case of Bahir Dar city administration, north west, Ethiopia, and conducted by Emiru Ayalew, a student of master of science program in adult health nursing track at Addis Ababa university.

The questionnaire comprises questions related to socio-demographic data, job satisfaction and intention to leave the job. The objective of the questionnaire is to gather data which will assist the researcher to accomplish a study of job satisfaction and intention to leave, which is a partial fulfillment of Master of Science in adult health nursing.

There is no any financial benefit for you in participating in the research but it is important to policy makers, health manager and patient outcome, stakeholders and significant others to take actions based on the findings.

The reliability of response of each individual person is much valuable for the effectiveness of the research and the achievement of the objective. The researcher kindly requires your cooperation to give the correct information to each specific question accordingly.

The researcher likes to express his confidentiality that the information you give will not be used whatever purpose other than the intended one.

Thank you in advance for your cooperation!!

Mr.Emiru Ayalew (principal investigator)

ANNEX II: - INFORMED CONSENT (ENGLISH)

Statement concerning participation in a research project

Title of the study

Factors influencing job satisfaction and intention to leave the job among nurses in governmental health facilities in Bahir Dar North West Ethiopia

I have read the information on the aims objectives of the proposed study and provided the opportunity to questions and give adequate time to rethink the issue. The aim and the objectives of the study are sufficiently clear to me. I have not been pressurized to participate in any way.

I understand that participation in this study is completely voluntary and that i may withdraw from it at any time and without supplying reasons. I know that this study has been approved by AAU, department of nursing and midwifery research committee and college of health science institutional review board. I am fully aware that the result of this study will be used for scientific purposes and may be published. If I have any questions about the research, I can contact the principal investigator, Emiru Ayalew, via mobile phone number: +251912121688

I know that my privacy and confidentiality of the information is guaranteed. I hereby give consent to be a participant in this study.

Please put your signature-----

ANNEX III: ENGLISH QUESTIONNAIRE

Addis Ababa University College of health sciences school of allied health sciences department of nursing and midwifery graduate studies program m questionnaires for influencing factors job satisfaction and intention to leave the job among nurses in governmental health facilities

Institution -----

PART I socio demographic questionnaire.

Instructions: if you are voluntary to participate in the study please answer the following questions about yourself.

101. Age _____

102. sex : female male

103. ethnicity: Amhara Oromo Tigray if others specify _____

104. highest degree of education in nursing: diploma bachelor degree MSc

105. for how many years have you been working with this health facility? -----

106. marital status a. Single b. Married c. Divorce d. Widow

107. Which health institution could you work? A. Hospital b. Health center

108. religion a. Orthodox Tewahido b. Muslim c. Protestant d. Catholic

E. If others specify -----

PART II: measure of hygiene and motivational factors.

This section of the questionnaire asks for your opinion about whether you agreed or not at this facility. Please circle the one number for each question that comes closest to reflecting your opinion about it. (strongly agree (SA) =5, agree (A) =4, neither agree nor disagree (N) =3, disagree (D) =2, strongly disagree (SD) =1)

Motivation	S.n	Questions	Possible answer				
			SD	D	N	A	SA
Achievement	109	I am proud to work in this health institution because it recognizes my achievements.	1	2	3	4	5
	110	I feel satisfied with my job because it gives me feeling of accomplishment.	1	2	3	4	5
	111	I feel i have contributed towards my health institution in a positive manner.	1	2	3	4	5

Advancement	112	I will choose career advancement rather than monetary incentives.	1	2	3	4	5
	113	My job allows me to learn new skills for career advancement.	1	2	3	4	5
Work itself	114	My work is thrilling and i have a lot of variety in tasks that i do.	1	2	3	4	5
	115	I am empowered enough to do my job.	1	2	3	4	5
	116	My job is challenging and exciting.	1	2	3	4	5
Recognition	117	I feel appreciated when i achieve or complete a task.	1	2	3	4	5
	118	My manager always thanks me for a job well done.	1	2	3	4	5
	119	I receive adequate recognition for doing my job well.	1	2	3	4	5
Growth	120	I am proud to work in my health institution because i feel i have grown as a person	1	2	3	4	5
	121	my job allows me to grow and develop as a person.	1	2	3	4	5
	122	My job allows me to improve my experience, skills and performance.	1	2	3	4	5
Hygiene							
Organization Policy	123	The attitude of the administration is very accommodative in my health institution.	1	2	3	4	5
	124	I am proud to work for this health institution because the health institution policy is favorable for its workers.	1	2	3	4	5
	125	I completely understand the mission of my health institution.	1	2	3	4	5
Relationship	126	It is easy to get along with my colleagues.	1	2	3	4	5
	127	My colleagues are helpful and friendly.	1	2	3	4	5
	128	Colleagues are important to me.	1	2	3	4	5
Work security	129	I believe safe working at my workplace.	1	2	3	4	5
	130	I believe my job is secure.	1	2	3	4	5
	131	My workplace is located in an area where i feel comfortable.	1	2	3	4	5
Relationship With supervisor	132	I feel my performance has improved because of the support from my supervisor.	1	2	3	4	5
	133	I feel satisfied at work because of my relationship with my supervisor.	1	2	3	4	5

	134	My supervisors are strong and trustworthy leaders	1	2	3	4	5
Payment	135	I am encouraged to work harder because of my Salary.	1	2	3	4	5
	136	I believe my salary is fair.	1	2	3	4	5
Working Conditions	137	I feel satisfied because of the comfort i am provided at work.	1	2	3	4	5
	138	I am proud to work for my health institution because of the pleasant working conditions.	1	2	3	4	5

PARTIII: Minnesota Satisfaction Questionnaire (MSQ):

This section of the questionnaire asks for your opinion about whether you satisfied or not at this facility with the intrinsic and extrinsic factors.

If you feel that your job gives you more than you expected, check the box under ~~“Very~~ “Sat.” (Very Satisfied),

— If you feel that your job gives you what you expected, check the box under, ~~“Sa”~~ (Satisfied),

— If you cannot make up your mind whether or not the job gives you what you expected, check the box Under “N” (Neither Satisfied nor Dissatisfied),

— If you feel that your job gives you less than you expected, check the box under, ~~“Disat.”~~ (Dissatisfied),

— If you feel that your job gives you much less than you expected, check the box under, ~~“Very Dissat.”~~ (Very Dissatisfied)

Please circle the one number for each question that comes closest to reflecting your opinion about it.

1=very dissatisfied (Very Dissat), 2=dissatisfied (Dissat), 3=neutral(N), 4= satisfied (sat) and 5=very satisfied (Very sat).

Sn	Question	Possible answer				
		VD	DISS	N	SAT	VS
139	Being able to keep busy all the time.	1	2	3	4	5
140	The chance to work alone on the job.	1	2	3	4	5
141	The chance to do alternative from to time.	1	2	3	4	5
142	The chance to be somebody in the community.	1	2	3	4	5
143	The way my boss handle his / her workers.	1	2	3	4	5
144	The competence of my supervisor in making decision.	1	2	3	4	5

145	Being able to do things that don't go against my conscious	1	2	3	4	5
146	The way my job provides for steady employment.	1	2	3	4	5
147	The chance to be responsible for the work of others	1	2	3	4	5
148	The chance to tell people what to do.	1	2	3	4	5
149	The chance to do something that makes use of my abilities.	1	2	3	4	5
150	The way company policies are put into practice.	1	2	3	4	5
151	My pay and the amount of work I do.	1	2	3	4	5
152	The chances for advancement on this job.	1	2	3	4	5
153	The freedom to use my own judgment.	1	2	3	4	5
154	The chance to try my own methods of doing the job	1	2	3	4	5
155	The working condition.	1	2	3	4	5
156	The way my co-workers get each other.	1	2	3	4	5
157	The praise I get for doing a good job.	1	2	3	4	5
158	The feeling of accomplishment I get from the job.	1	2	3	4	5

PART IV: Intention to leave questionnaire

This section of the questionnaire asks for your opinion about whether you intend to stay at this institution or not. Please circle the one number for each question that comes closest to reflecting your opinion about it.

(Strongly agree =5, agree =4, neither agree nor disagree =3, disagree =2, strongly disagree=1).

S.n	Statement	Rating				
		SA	A	N	D	SD
159	All things considered, i would like to find a comparable job in a different organization	5	4	3	2	1
160	It is likely that i will actively look for a different organization to work for in the next year	5	4	3	2	1
161	At the present time i am actively planning to return to school	5	4	3	2	1
162	The results of my search for a new job is encouraging	5	4	3	2	1
163	I will probably look for a new job in the near future	5	4	3	2	1
164	At the present time, i am actively searching for a job in another organization	5	4	3	2	1
165	I intend to quit ³	5	4	3	2	1

ANNEX VI: INFORMED CONSENT (AMAHARIC)

ሀ. የጥናቱ መረጃ፡-

የጥናቱ ርዕስ፡-

በባህር ዳር ከተማ አስተዳደር ባሉ በመንግስት የጤና ተቋማት ውስጥ በሚሰሩ ነርሶች የሙያ እርካታ እና ሙያቸውን ለመልቀቅ አስተዋጥኦ በሚያደርጉ ጉዳዮች ላይ የሚደረግ ጥናት ሲሆን አላማውም የነርሶችን የሙያ እርካታ እና ሙያቸውን ለመልቀቅ አስተዋጥኦ የሚያደርጉ ጉዳዮችን በተመለከተ የሚደረግ ጥናት ነው። ስለዚህ በዚህ ጥናት በመሳተፍ ዎ የሚያገኙት ቀጥተኛ የሆነ ጥቅም የለሌ ወይንም ከዚህ ጥናት የሚገኘው ውጤት በቀጥታ ሙያዎችን የሚጠቅም ሲሆን ለእርስዎ ደግሞ እርካታ እንደሚሰጥዎት ስፋት አደርጋለሁ። ለዚህ ጥያቄ የተመረጡት በዕጣነው። ከጥናቱ የሚገኘው መረጃ ከላይ ከተጠቀሰው ዓላማ ወይንም ለሌላ ተግባር የማይውል ሲሆን መረጃው ሙሉ በሙሉ በሚሰጥ የሚጠበቅ መሆኑን ቃል እገባለሁ። በጥያቄው ላይ ስም መጻፍ አያስፈልግም ስለዚህ ጥያቄዎን በማን እንደተሞላ አይታወቅም። ይህንን ጥያቄ ለመሙላት ከ 15-20 ደቂቃዎች ሊወስድ ይችላል። ይህ ጊዜዎችን የሚይዝ ቢሆንም እርስዎ የሚሰጡት መረጃ ለጥናቱ ጉልበት አስተዋጥኦ አለው ስለሚያደርጉልኝ ትብብር በቅድሚያ አመሰግናለሁ።

ጥያቄውን ለመሙላት ፈቃደኛ ነዎት አዎ አይደለሁም ስመሰግናለሁ!

ለ. የፈቃደኝነት ማረጋገጫ ቅጽ

የጥናቱን አላማ እንብቤ የተረዳሁ ሲሆን በዚህ ጥናት በመሳተፍ የማገኘው ቀጥተኛ የሆነ ጥቅም የለሌ ወይንም ከዚህ ጥናት የሚገኘው ውጤት በቀጥታ ሙያዎችን የሚጠቅም ሲሆን ለእኔ ደግሞ እርካታ እንደሚሰጠኝ ተረድቻለሁ። በጥናቱ መሳተፍ በፈቃደኝነት ላይ የተመሰረተ ነው። እንዲሁም በመካከል ላይ መጠይቁን መሙላት ማቋረጥ እንደምችል ተረድቻለሁ። ለዚህ ጥያቄ የተመረጡት በዕጣነ መሆኑን አውቄአለሁ። ከጥናቱ የሚገኘው መረጃ ከዓላማ ወይንም ለሌላ ተግባር የማይውል እና ሙሉ በሙሉ በሚሰጥ የሚጠበቅ መሆኑን አውቄአለሁ። ስለዚህ በዚህ የምርመር ጥናቱ ላይ ለመሳተፍ ፈቃደኛ መሆኔን በፈርማዎ አረጋግጣለሁ።

ፊርማ -----

ቀን -----

ANNEX V: AMHARIC QUESTIONNAIRE

ክፍል አንድ፡ ማህበራዊ መረጃዎችን የተመለከተ ጥያቄዎች

ተ.ቁ	ጥያቄ	አማራጭ መልሶች
101	እድሜ	_____ ዓመት
102	ጾታ	1. ሴት 2. ወንድ
103	ብሔር	1. አማራ 2. አሮሞ 3. ትግሬ 4. ከሌላ ብሔር ከሆኑ (ይጥቁሱ)-----
104	በነርሲ ንግት ምህርት ያገኙት የትምህርት ደረጃ	1. ዲፕሎማ 2. የመጀመሪያ ደረጃ (BSc) 3. ሁለተኛ ደረጃ (MSc)
105	በጤና ተቋም ለስነ ጥናት ማስፈጸም ተስታውረዋል?	_____ ::
106	የጋብቻ ሁኔታ	1. ያላገባ/ች 2. ባለትዳር 3. አግብቶ/ታየፈታ/ች 4. የሞተች/በት/ባት
107	የትኛው ጤና ተቋም ወስጥኖ የሚሰሩት?	1. ጤና ማዕከል (ጤና ጣቢያ) 2. ሆስፒታል
108	ሃይማኖት	3. ኦርቶዶክስ ተዋህዶ 4. ሙስሊም 5. ፕሮቴስታንት 6. ሌላ (ይጥቁሱ)-----

ክፍል ሁለት፡- ወጫዊ / አካባቢያዊ / እና ውስጣዊ / የራስ/

ተነሳሽነት ምክንያቶች ለነርሱ ስም ያላቸው አካባቢያዊ ግንዛቤ ለመለኪያ በተመለከተ የተዘጋጀ መጠይቅ

መመሪያ፡- ለሚከተሉት ጥያቄዎች የእርስዎን ህሳብ የያዘውን አማራጭ በማክብብ መመልሱ

(ይኸው ምብጣም የሚሰማው ከሆነ “5”ን፣ የሚሰማው ከሆነ “4”ን፣ ገለልተኛ ከሆኑ “3”ን፣ የማይሰማው ከሆነ “2”ን፣ በጣም የማይሰማው ከሆነ “1”ን ያክብቡ፡፡)

የተነሳሽነት መለኪያዎች	የውስጥ የሙያ ተነሳሽነትን የተመለከቱ ህሳቦች / መጠይቆች/		አማራጭ መልሶች				
	ተ.ቁ	መጠይቆች	1	2	3	4	5
የስራ ስኬትን የተመለከተ	109	ባገኘሁት ስኬት እና እውቀት ምክንያት በዚህ ተቋም ውስጥ በመስራት ጤናማ ናል፡፡	1	2	3	4	5
	110	በሙያዬ የምረካበት ምክንያት ለማከናወነው ሥራ ጥሩ ስሜት ስለሚሰጠኝ ነው፡፡	1	2	3	4	5
	111	ለተቋሜ እዎን ታዊ አስተዋጽኦ ስለሚሰጠኝ ነው፡፡	1	2	3	4	5
የደረጃ ዕድገትን የተመለከተ	112	እኔ ከገንዘብ ማበረታቻ ይልቅ የሙያ እድገትን እመርጣለሁ፡፡	1	2	3	4	5
	113	ሙያዬ አዳዲስ ሎታን ለመማር ደረጃ የሚያስገኝለሁ ለማሳደግ ምቹ ሁኔታ እየፈጠረልኝ ነው፡፡	1	2	3	4	5
ሥራውን የተመለከተ	114	ሙያዬ ስለሚያስደስተኝ በዙፍተ ለሰዎች ስራዎችን እስራለሁ፡፡	1	2	3	4	5
	115	ሥራዬን ለመሥራት የሚያስችል በቂ አቅም አለኝ፡፡	1	2	3	4	5
	116	ሙያዬ ተፈታኝ ነህ ለማለት አስደሳችኑ ነው፡፡	1	2	3	4	5

እውቅናንየተመለከተመለኪያ	117	ሥራዬንስጨርስወይምሙሉ-ሙሉ-ስሳካደስታይሰማኛል።	1	2	3	4	5
	118	ሁልጊዜምስራየንግባባብ-በመስራቴየቅርብሃላፊየምስግነኛል (የበረታታኛል)።	1	2	3	4	5
	119	ሙያዬንበትክክልሳከናወንበቁእውቅናአገኛለሁ።	1	2	3	4	5
እድገትንየተመለከተመለኪያ	120	ይህጤናተቋምብዙአስተዋፅኦሰላደረገልኝ፤በዚህተቋምወስጥበመስራቴኩራትይሰማኛል።	1	2	3	4	5
	121	ሙያዬእንዳድግእናልምድእንዳዳብርይፈቅዳልኛል።	1	2	3	4	5
	122	ሙያዬልምድን፣ከህሎትንእናከንዋኔንለማሻሻልያስችላኛል።	1	2	3	4	5
የመለኪያው ዓይነት	የወጫዊ /አካባቢያዊ/ የሙያተነሳሽነትንየተመለከቱህሳቦች /መጠይቆች/		አማራጭመልሶች				
	ተ.ቁ.	ሀተታ /መጠይቅ/					
የጤናቋሙንፖሊሲንየተመለከተመለኪያ	123	የአስተዳዳሪውዝንባሌ /አመለካከት/ ለጤናተቋሜበጣምተስመረጠው።	1	2	3	4	5
	124	የጤናተቋሙመመሪያ/ፖሊሲ/ለሥራተኞቻችንምቸስለሆነለዚህተቋምበመሥራቴኩራት ይሰማኛል።	1	2	3	4	5
	125	የተቋሜንተልዕኮሙሉ-ሙሉ-ተረድቻለሁ /ገብቶኛል/።	1	2	3	4	5
ግንኙነትንየተመለከተመለኪያ	126	ከሥራባልደረቦቼጋርአብሮመሆን /መስራት/ ቀላልነው።	1	2	3	4	5
	127	የሥራባልደረቦቼየሚረዱእናተግባቢናቸው።	1	2	3	4	5
	128	የስራባልደረቦችአስፈላጊዎቻቸው።	1	2	3	4	5
የስራዋስትናንየተመለከተመለኪያ	129	አስተማማኝየሥራቦታአለኝ-በዬአምናለሁ።	1	2	3	4	5
	130	የሙያደህንነቴየተጠበቀነውብዬአምናለሁ።	1	2	3	4	5
	131	የሥራቦታዬየሚገኝበትአካባቢምቸስምትየሚፈጥርነው።	1	2	3	4	5
ከኃላፊዬጋርግንኙነትንየተመለከተመለኪያ	132	ከቅርብኃላፊዬበሚሰጠኝድጋፍየተነሳየሥራአፈጻጸሜተሻሽሏል።	1	2	3	4	5
	133	ከቅርብኃላፊዬጋርያለኝግንኙነትጥሩስለሆነሥራዬላይእርካታይሰማኛል።	1	2	3	4	5
	134	የቅርብኃላፊዎቼጠንካራእናእምነትየሚጣልባቸውመሪዎችናቸው።	1	2	3	4	5
ከፍያንየተመለከተመለኪያ	135	ደመወዜጠንክሬእንድሰራያበረታታኛል።	1	2	3	4	5
	136	ደመወዜተመጣጣኝነውብዬአምናለሁ።	1	2	3	4	5
የሥራሁኔታዎችንየተመለከተመለኪያ	137	በስራየላይበሚሰጠኝ (በሚደረግልኝ) ድጋፍእርካታይሰማኛል።	1	2	3	4	5
	138	በምስራብትተቋምወስጥአስደሳችኛለሁ-ኔታዎችስላሉኩራትይሰማኛል።	1	2	3	4	5

ክፍልሦስት: የሥራእርካታመጠይቅ

የዚህመጠይቅአላማወበድረጅትየሚገኙነረሶችበአሁኑጊዜያለውንየስራእርካታየሚዳስስነው። ስለዚህእርስዎመጠይቁንበአግባብ-በመረዳትያለምንምፍራቻየሚሰማመዎትንሃሳብበሚከተሉትእርከኖችመሰረትየስራእርካታዎትበተሰጠውሳጥንዩኤክስ (x)ምልክትያድርጉ።

የእርካታመስፈርትየሚከተሉትናቸው። 1 በጣምአያረካኝም 2 አያረካኝም 3 ምንምአይመስለኝም 4 እረካለሁ 5 በጣምእረካለሁ

ተ.ቁ	በአሁኑስራዬየሚሰማኝስሜት -----	1	2	3	4	5
139	ሁልጊዜስራይበዛብኛል።					
140	በስራዬላይበራሴእንድወስንየሚሰጠንእድል።					
141	ከጊዜወደጊዜየተለያዩስራዎችንለመስራትተሰጠኝእድል።					
142	በህብረተሰቡወስጥየመስራትእድል።					

143	አለቃዬሰራተኛንየሚረዳበትመንገድ።						
144	የአለቃዬየመወሰንችሎታ(ብቃት) ።						
145	ከህሌናዬወጭሰራዎችንአለመስራቴ።						
146	ቀሚሰራተኛመሆኔ።						
147	የሌሎችሠዎችንሰራለመስራትበወክልናሚሰጠኝእድል።						
148	ሰዎችምንመስራትእንዳለባቸውየማስረዳትእድል።						
149	ችሎታዬንመሰረትአድረጌመስራትእድል።						
150	የተቆሙፖሊሲዎችንበተግባርምፈፀመበትመንገድ።						
151	የምሰራውሰራእናየሚከፈለኝክፍያተመጣጠኝነት።						
152	በዚህሰራለማደግያገኘሁትእድል።						
153	በራሴየመወሰንገነቴ።						
154	ሰራለመስራትየራሴንዘዴየመጠቅምእድል።						
155	የምሰራበትየሰራሁኔታዎችበአጠቃላይ።						
156	የሰራባለደረቦቼእርስበርሳቸውያላቸውግንኙነት።						
157	ጥሩሰራበመስራቴ (ወጤታማበመሆኔ) የትጠኝሽልማት።						
158	የተሰጠንሰራበአግባቡለመጨረስየሚሰማኝሰማቴ።						

ክፍልአራት:

ይህመጠይቅእርስበዚህተቋምመቆየትዎንወይምአለመቆየትዎንበተመለከተያለዎትንአስተያይታለማዎቅየተዘገተዘጋጀነው።

እባክዎቀጥሎካሉትጥያቄዎቻችሁስጥእርስዎንየሚመለከቱትንበማክበብይመልሱ።

በጣምእስማማለሁከሆነ-5”ን: እስማማለሁከሆነ -4”ን: አልስማማምወይምእስማማለሁከሆነ-3” ን, : አልስማማምከሆነ -2”ን

በእጅጉአልስማማምከሆነ -1”ን ያክቡ.

ተ.ቁ	መግለጫ	አመራጭመልሶች				
159	ከሙያዎጋርተመጣጣኝነቶሆነሰራለማግኘትበማነኛውምተቋምሰራሊፈልጋለሁ።	5	4	3	2	1
160	በሚቀጠለውአመትሌላተቋምወስጥእቀጠራለሁ-በየአስባለሁ።	5	4	3	2	1
161	በአሁኑጊዜእቅዴወደትምህርትቤትመመለስነው።	5	4	3	2	1
162	አዲስሥራ(ሌላ)ሰራለማግኘትየማደርገውየፍለጋውጤትአበረታችኑነው።	5	4	3	2	1
163	በቅርብቀንወስጥሌላአዲስሰራሊገባለሁ-በየአስባለሁ።	5	4	3	2	1
164	በአሁኑጊዜ, እኔበንቃትሌላድርጅትወስጥሥራለማግኘትአጥራለሁ።	5	4	3	2	1
165	ሰራውንለማቆምአስቤአለሁ።	5	4	3	2	1

DECLARATION

I, the under signed, declared that this thesis is my original work and has not been presented for a degree in this university and all source of materials used for the thesis has been fully acknowledged.

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