



JOB SATISFACTION AND ITS RELATED FACTORS AMONG HARAR HEALTH SCIENCE COLLEGE EMPLOYEES, EASTERN ETHIOPIA: A CROSS-SECTIONAL, DESCRIPTIVE, QUANTITATIVE SURVEY

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ABSTRACT

Background - Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction is a key determinant for organizations effectiveness and sustainability. **Objective** - To assess job satisfaction and related factors among Harar health science college staffs, Eastern Ethiopia, 2018. **Methods** - A cross-sectional, descriptive, quantitative survey with a self-administered questionnaire was employed. All the available academic and administrative staffs of the college during the study period were included. Ethical clearance was obtained from Harar Health Science college ethical review committee for possible ethical issues. A sets of items/questions with 5 level likert scale was used to assess employee satisfaction. Before data collection the respondents were informed on the purposes and confidentiality of the information collected from them. Data entry, data cleaning, coding and analysis was performed using Statistical Package for Social Sciences (SPSS version 21 for windows). Data was presented in frequency, percentages, tables and graphs. **Result** - More than half of the respondents 60(63.8%) were satisfied with their job. With regard to each domains, nearly half 46 (48.9 %) of the participants reported that they were satisfied with their job gave the opportunity to learn for further studies. Sixty two (65.9 %) were satisfied to their job gave the chance to do something to the best of their abilities. However, only less than half of the study participants, 27 (28.7 %) were satisfied with pay in the institutions as well almost half of the study participants 48 (51.1%) were dissatisfied with the amount of a reasonable work expected from them. **Conclusion and Recommendations** - the payment for job, amount of a reasonable work load and immediate supervisors response to staff concerns issue as the principal causes of dissatisfaction for the staff members of Harar health science college. Therefore, the college administrators to have a scheduled and regular meeting with the staffs specially to administrative staffs as well need to work hard on the way the college decisions, policies and other system are put in to practice.

KEYWORDS: Job satisfaction, likert.

BACKGROUND

Organizations today are facing major challenges in terms of competition, innovation, productivity and work force diversity. In this context, Employee Job Satisfaction can be seen as a revelation of employee's preferences over jobs.^[1] Better performance, more productivity and high profit, these are the outcome of employee's commitment and dedication toward work. Employees are more devoted when they feel contented and satisfied with reward which they get from employers. If organizations understand what satisfies employee, they have at their command the most powerful tool for dealing with them to get them extra ordinary results. So an attempt to achieve employee job satisfaction leads to an

improvement in the quality of products or services, customer satisfaction, increased market share and improved profit.^[2]

Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place.^[3]

Harar Health college is one of the earlier college in the field of Health science in the region as well as In Ethiopia. It has about nine departments with more than eighty academic and about seventy administrative staff striving for the long term achievements of the colleges

mission and vision in sustainable manners. But as developing countries there are many critical resource, managerial or others related factors that creates unfavorable environment for employees not to work at their full potentials.

Human factor is the most critical resource for any organizations. It organizes and utilizes other resources for the production of the intended outputs. For the optimum performance the workforce needs to be regularly motivated through either financial or non financial incentives to get satisfied to their work.^[4] Job satisfaction is believed to be a key factor that it influences performance of individuals and organizations. Dissatisfied work force has a negative impact on performance of the facilities. Moreover, it is a pushing factor for migration of workers, both from rural areas to the cities and out of the country.^[5] It is therefore an important effort of human resources management in the health sector to strengthen the motivation of workers.^[6]

Researchers have observed that dissatisfied employees, if remained in the organization, may involve in counterproductive activities such as theft, poor service, destructive rumors and sabotage of equipment. Employees' job dissatisfaction gives rise to high level of turnover intention which ultimately leads to actual workers turnover.^[7] Despite the fact that, human power is the back bone for the provision of quality service and professional job satisfaction earns high dividends.^[8] Limited studies, that address job satisfaction of government workers, have been undertaken in Ethiopia. Job satisfaction of government workers in developing countries in general and in Ethiopia in particular is very low.

The findings of this study provide insights on the level and determinants of job satisfaction among employees at Harar health science college. Especially for college administrators it helps to be informed of the main areas of employee dissatisfaction for targeted improvement of good governance in order to improve the effectiveness of employees in the achievements of the college's mission. The study has made contribution to literature on issues related to the determinants of job satisfaction among government workers in Ethiopia. Moreover, the findings of this study have significance to the world of the academia, extension of knowledge frontiers and to policy makers. More importantly is that the results indicate some key determinants of job satisfaction at Harar health Science College, which if tackled early enough would prevent events associated to job dissatisfaction from happening.

METHOD AND MATERIAL

Institutional based cross-sectional, descriptive, quantitative survey was employed from February 1-30, 2018, among 155 staff members of these 82 academic, 66 Administrative and 7 contract staffs. All permanent and contract employees working in Harar Health Science

College during 2018. The study was conducted at Harar health science college which was found in Harar town, located in Eastern Ethiopia, and 525 km east of Addis Ababa.

There are four governmental colleges are found within the town. Harar health Science College is found at Harar town in Harari region of Eastern Ethiopia. Harar health Science College was established as Harar School of health assistant in 1960 with the ultimate goal of training health assistant professionals in Ethiopia and since then plays, a pivotal role in producing qualified health workers in the history of Ethiopian health care delivery system.

All 155 staff members of HHSC consisting of 82 academic, 66 Administrative and 7 contract staffs of the college were included and the sample was separated into two subgroups or stratum that is academic and non-academic staffs.

Data was collected by distributing questionnaire. Closed and open ended question was used where respondents have specific limited alternative response and they were required to choose the closest response to their own viewpoints. Self administered questionnaire was used where the respondents take the responsibility for reading and answering the questions .By adopting questionnaire as means to gather information, responses are gathered in standardized way.

Job satisfaction was measured based on the mean score on the scale items. For job related factors this included (13 items), supervisors related factor (4 items), communicational related factor (2 items) and for motivation factors this included (7 items).

For general level satisfaction, all the 23 items will be included. A mean of the means of all the 23 factors was regard as the cut-off point. Thus making satisfaction scaled to dichotomous/binary variable as satisfied and unsatisfied. The data was collected from Feb 1-30, 2018 by trained five BSc midwives. Before actual data collection, the questionnaire was pre-tested in 5% of employees in one of technical and vocational college found in Harar town, eastern Ethiopia, which was not selected for the study and modified the questionnaire based on the problems identified. This helps to ensure the clarity, ordering, consistency and acceptability of the questionnaire. After this, the questionnaire was ready after necessary corrections and training was given for data collectors for 3 days at the time of data collection. During data collection close supervision, clear clarification of the purpose of the study and dissemination of information to the employee helps to get an input for assessing the satisfaction level of an employee.

After data collection, Data entry, data cleaning, coding and analysis was performed using Statistical package for

Social Sciences (SPSS version 21 for windows). Independent variables were summarized using descriptive statistics like frequency, percentage, mean and standard deviation. To compare mean/average satisfaction level of employee with different categories.

In order to confirm the ethical and legal standard of the investigator, Permission to conduct the study was obtained from Harar health science college ethical review committee before conducting the research. After that participants were oriented about the purpose and procedure of data collection, and that confidentiality and privacy ensured. It also cleared that participation in the

study fully based on the willingness of participants using written/verbal consent.

RESULT

Socio-demographic characteristics of the respondents

A total of 94 workers with various professions completed the survey questionnaires from the proposed 155, providing a response rate of 60.7%. Among the respondents 48(51.1%) were males. Majority of the respondents 49 (52.1%) were administrative staffs, as well majority of the study participants were married 42 (44.68%). Majority of the respondents, 26(27.7%) were diploma holders while about 8(8.5%) were educated till 9-10th grade (Table 1).

Table 1: Socio demographic characteristics of staffs of Harar Health science college 2010EC.

Educational back ground of the respondent	Frequency	Percentage (%)
Primary school	14	14.89
9-10th grade	8	8.5
10th-12th grade	9	9.6
Diploma	26	27.7
Degree	23	24.5
Masters	14	14.9

Table 2: Shows respondents response to job satisfaction at HHSC in 2018.

No	Questions	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	How much are you satisfied with your Job working in HHSC?	8	7	19	43	17
2	My job gives me the opportunity to learn?	16	17	15	32	14
3	The chance to do something to the best of my abilities	7	7	18	44	18
4	I have the tools and resources I need to do my job	15	25	18	29	7
5	The chance to try my own methods of doing the job	9	7	17	39	22
6	The amount of work expected of me is Reasonable	23	15	10	41	5
7	The way the college policies are put in to practice.	18	22	18	29	7
8	Being able to do things that don't go against my conscience	11	9	10	37	27
9	The way my job provides for steady Employment	7	14	18	40	15
10	The chance to tell people what to do	6	8	9	43	28
11	My pay (salary) and the amount of work I do	18	25	24	22	5
12	Any positive influence (support) from external factors on your Working conditions	16	20	25	25	8
13	My supervisor enables me to perform at my best	15	10	15	38	16
14	My supervisor actively listens to my suggestions	15	16	17	32	14
15	When I have questions or concerns, my supervisor is able to address them	12	17	20	31	14
16	Overall, my supervisor does a good job.	21	9	12	39	13
17	It is easy to get along with my colleagues.	7	2	12	36	37
18	People in my department communicate sufficiently with one another	7	2	6	38	41
19	The praise I get for doing a good job	9	10	17	31	27
20	The freedom to use my own judgment	13	15	23	27	16
21	The chance for advancement of your job.	31	24	18	17	4

22	The feeling of accomplishment I get from the job	12	12	23	33	14
23	As much ongoing short term training is given by the college?	18	17	22	24	13
24	The feeling of amount of vacation given by the college	13	2	15	39	25
25	Adequacy of sick leave policy with in the college?	20	20	16	28	10

Job satisfaction

More than half of the respondents 60(63.8%) were satisfied with their job. With regard to each domains, nearly half 46 (48.9 %) of the participants reported that they were satisfied with their job gave the opportunity to learn for further studies. Sixty two (65.9 %) were satisfied to their job gave the chance to do something to the best of their abilities. However, only less than half of the study participants, 27 (28.7 %) were satisfied with pay in the institutions as well almost half of the study participants 48 (51.1%) were dissatisfied with the amount of a reasonable work expected from them, similarly less than half 21(22.4%) of the respondents

were dissatisfied with staffs in each departments communicate with one another. Proper design and implementation policies and programs of the organization has a pivotal role for the success of the organization, but in our study 36(38.3%) of the respondents were dissatisfied with the way the college policies are put in to practice. 37(39.3%) and 38(40.4%) of the respondents were dissatisfied with trusts told by the college delegates and freedom to use their own judgments for decision making respectively. Level of satisfaction with respect to relationship of coworkers with one another in the college were 73 (77.7 %) (Table 3).

Table 3: Satisfaction level among participants by job satisfaction domains (n = 94), HHSC, 2018.

Job satisfaction domain	Level of satisfaction			
	Satisfied		Dissatisfied	
	Number	%	Number	%
Job gave the opportunity to learn	46	48.9	33	35.1
Job gave the chance to do something to the best of their abilities	64	68.08	14	14.89
pay in the institutions	27	28.72	43	45.74
Amount of a reasonable work expected	38	40.42	46	48.93
People in each departments communicate insufficiently with one another	79	84.04	9	9.5
the way the college policies are put in to practice	36	38.29	40	42.55
trusts told by the college delegates	46	48.93	31	32.97
freedom to use their own judgments	43	45.74	28	29.78
For your questions or concerns, the immediate supervisors response	45	47.87	29	30.85
Immediate supervisors does a good job	52	55.31	30	31.91
Relationship with co-workers	73	77.65	9	9.5

Satisfaction according to professional background of the respondents showed that more than half of the administrative workers (67.3%) were satisfied with their job when compared to academic staffs . However, the highest dissatisfaction lies among Academic staffs, almost half of the lecturers (53.3%) followed by technical staffs (50%) were dissatisfied with their job (Table 4).

Table 4: Satisfaction level among various rank academic staff participants by job satisfaction domains (n = 45), HHSC, 2018.

Rank	Level of satisfaction	
	Satisfied	dissatisfied
Technical assistant	2	2
GAI	5	1
GAI	4	1
Assistant Lecturer	9	3
Lecturer	7	8

Respondents’ Suggestions on Requirements to Enhance Performance and Productivity in the college

Respondents made suggestions about things needed to enhance performance and productivity, most of the respondents responded that the college administrative expected to give equal and fair treatment for all staff members furthermore repeatedly only some individuals were sent for short term training (work-shop), two male and one female respondents states that, majority benefit based care in the college is not fair. Unfair treatment were not only among individuals but also among departments, this was evidenced by most of the academic staffs responded that unfair free WiFi service utilization among departments within the college therefore, majority agreed that the college should be expected to establish good administration management systems. With regard to educational opportunities, most of the administrative staffs suggested that the college should gives emphasis on educational upgrading opportunities like that of Academic staffs. Most of the academic staffs responded that class room shortage of the college was the current

biggest problem of HHSC so that they recommended that, the college administrators work hard to construct temporary classes by convincing the region higher officials to alleviate class room problems. With regard to social interaction within the college, the college should work for better social interaction with in the college. One a 37 years old female respondent states that, previously the social interaction among staffs were a role model even for the region but gradually declining so that the college Administrators expected to design regular and periodic schedule meeting with staff members for resolving staff concerned issues. With regard to motivational factor, payment and oral/written reinforcement is crucial for improving staff performance however; most of the respondents responded that the salary was not enough for counter balancing the current economic crises further more payment associated due to extra duties need not takes place on time as well the college was not give praises for better performers. Other important suggestions raised by the respondents were the college devoted more for improving and expanding short term training for staffs in addition to this the college should give due emphasis on preparing experience sharing programs from other sister colleges. These are necessary for improvement in productivity as well working conditions of the staffs and rationalization of work which would lead to increased job satisfaction and contribute to the overall quality of services delivering within the college.

DISCUSSION

Job satisfaction of employee plays a great role in providing a quality service within the institutions. It helps to achieve better and competent graduate students for the country. The findings of our study indicated that more than half of the respondents, 60(63.8%) were satisfied with their job, still significantly high proportion of workers are still dissatisfied with the colleges overall performance especially among academic staffs and with higher educational status. It is consistent with the finding of a study conducted in Mainland China among professional nurses where more than half (53.7 %; n = 275) were satisfied with their job.^[9] Similarly , a study conducted in Nigeria among nurses working at public teaching hospitals revealed that more than half (51%) of the respondents were satisfied with their jobs.^[10] It is inconsistent with the finding of a study conducted in higher education's of Ethiopia, at Harari region and Jimma specialized University hospital among health care providers and the result showed that less than half 44.2 % and 41.4 % of health care providers of the study participants were satisfied with their job respectively.^[11,12] These may be due to variation in sample size and study participants. In our study only less than half of the study participants, 27 (28.7 %) were satisfied with pay in the institutions. This is consistent with a study conducted in Harari region and the result showed that, only 36.5 % of participants were satisfied to payment with their respective organization.^[11] Naturally, personnel are sensitive to salary issues because of their

impact on living standards. Thus, a low level of satisfaction payment is a common problem among all studies of employees' satisfaction. Satisfaction with coworker relationship in this study was relatively high (77.65 %) which was much more higher than findings from Pascal study (50.8%) and a study conducted in Harari region (51.5 %).^[5,11] In these study, good relations among colleagues and having the support of superiors and subordinates generally create a feeling of satisfaction. Half of the respondents were comfortable with the type and amount of work they were given to do in the college. This was inconsistent with a study conducted in Nigeria and the result revealed that more than half of the respondents were comfortable.^[10] This variation was mainly due to professional variations of the study participant. Respondents made suggestions about things needed to enhance performance and productivity, these included: motivation of staffs through salary increment, establishing good administration management systems enhance performance and productivity in the college .This is similar with a study done in Ethiopia.^[13]

7. Strength and Limitations

7.1 Strength of the study

- The study involves both the academic and administrative staffs of the college.
- It will give valuable input to the college.

7.2 Limitation of the study

- The study was suffered from the usual limitation of a cross sectional study.
- The sample size was relatively small.

8. CONCLUSION

More than half of the respondents working in Harar health science college were satisfied in working at Harar health science college however; their payment for job , amount of a reasonable work load and immediate supervisors response to staff concerns issue as the principal causes of dissatisfaction for the staff members of Harar health science college.

9. RECOMMENDATIONS

- To college staffs need to improve social interactions and way of communications among them.
- To college administrators to have a scheduled and regular meeting with the staffs specially to administrative staffs as well need to work hard on the way the college decisions, policies and other system are put in to practice.
- To regional health Bureau and civil service agency to establish and make functional the career structures of the administrative staffs of the college.

List of Acronyms and Abbreviation

HHSC: Harar health science college.

TVET: Technical and vocational educational training.

Consent for Publication: Not applicable.

Availability of Data and Materials

This is a research article.

Competing Interests

We declare that we have no competing interests.

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AUTHORS' CONTRIBUTION

ML and MT, conceived the study, participated in the design, data analysis and interpretation of the result. ML involved in data acquisition, writing the draft manuscript as well as making all the changes as suggested by the coauthors. MT critically reviewed the manuscript. All authors read and approved the manuscript.

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