



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
SCHOOL OF BUSINESS**

**ASSESSMENT OF EMPLOYEE JOB SATISFACTION FACTORS  
AT MANAGEMENT SCIENCE FOR HEALTH IN  
ETHIOPIA/MSH-E/**

**By  
MULUGETA DARGE SHIFERAW**

**APRIL, 2015  
ADDIS ABABA, ETHIOPIA**

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FACTORS AT MANAGEMENT SCIENCE FOR HEALTH IN  
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**By  
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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF BUSINESS IN  
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## **DEDICATION**

This thesis is dedicated to my mother W/ro Amete Hagos for her love, patience, wisdom and spirituality! I will always remain grateful for your kindness. May the Lord place your soul in Heaven!

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## **LIST OF ACRONYMS**

COMU	Country Operation Management Unit
EJS	Employee Job Satisfaction
HIV	Human Immunodeficiency Virus
HIV/AIDS	HIV/ Acquired Immune Deficiency Syndrome
HR	Human resources
JSS	Job Satisfaction Survey
MSH	Management Sciences for Health.
MSH-E	Management Science for Health in Ethiopia
NGO	Non-governmental organization
USAID	United States Agency for International Development

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## ABSTRACT

*The purpose of this study is to determine level of employee job satisfaction and factor that influence job satisfaction at Management Science for health in Ethiopia and find out possible aspect of improvements. Data for this study were collected from employee of management science for health. Data collection method was made through questionnaires. The sample consists of 84 professional employee of management science in central office. The data collected from the questionnaire were analyzed using the research design engaged for this in statistical tools such as frequency, mean and standard deviation. The results of this study illustrates the employee were found to be most satisfied with relationships with co-workers, and the least satisfied in paid training and tuition reimbursement programs. The study is more of a quantitative research and descriptive analysis has been performed to determine employee job satisfaction. The major finding of this study suggest that based on employee job satisfaction factors: career development, relationship with management, compensation and benefit and work environment. From this factor relationship with co-workers and meaningfulness of job for contribution to society as a whole was good in MSH-E professional employees. These two factors were reported well in contributing an important positive effect on employee job satisfaction. The major suggestion forwarded from the results of study is good to improve paid training programs and training reimbursement for the employee. Moreover better to review organizational benefit of similar international non-governmental organization and better to adjust benefit package accordingly. This study plays a vital role in persuading the organization and policy makers to think over the employee job satisfaction. The findings of this research are valuable, which can be useful in order to improve employee job satisfaction and decrease professional employee turnover. Finally, it is recommended that the organization has to achieve employee job satisfaction by giving training to their current job, tuition reimbursement to support employees and update organizational benefit based on market prices for similar skills and profession.*

**Keywords:** *Job Satisfaction, Career Development, Compensation, Benefits, Work Environment*

# CHAPTER ONE

## INTRODUCTION

This chapter presents the introductory part of the study. It embrace about background of the study, statement of the problem, research questions, objective of the study, definition of terms, significance of the study, scope of the study and organization of the study.

### 1.1 Background of the Study

Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004). Employee is one of the key factors of the organization success. No organization can succeed without a certain level of commitment and effort from its employees. Organizations often attempt to satisfy its employees to gain their commitment and loyalty. However, it is not easy for the organizations to be successful in making individual satisfied because people work for a wide variety of different reasons, some want material success while others might emphasize job challenging. People will be more committed and more productive during their job if they are more satisfied (Al-Hussami, 2008).

Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement.

There are numerous theories of job satisfaction and consequent models that have gained Prominence, among them being the two factor theory (Herzberg et.al, 1959) which postulates that satisfaction and dissatisfaction in the workplace are driven by motivation and hygiene factors respectively; the work of Spector (Spector, 1997) which states that job satisfaction is a

cognitive and affective response to work. Personal attributes exert significant influence in the determination of job satisfaction and this is hence a construct of importance in our model. The evidence from publication is revealed that there is strong association of job satisfaction and productivity. Various studies have established that dissatisfaction with one's job may result in higher employee turnover, absenteeism, tardiness and grievances. In contrary, improved job satisfaction results in increased productivity (White, 2000).

Factors leading to satisfaction, describes as motivators, were promotional and personal growth opportunities, responsibility, achievement and recognition. These are factors that are intrinsically rewarding to the individual. Extrinsic factors, described as "hygiene" factors, leading to job dissatisfaction include pay, physical working conditions, job security, company policies, quality of supervision and relationship with others (Robins, 2003). Satisfied employees tend to be more productive and committed to their jobs (Alhussami, 2008).

Employee Job satisfaction is the rate of enjoyment people receive from their work. This research evaluates employee job satisfaction of Management Sciences for Health in Ethiopia office. It focuses on the relative importance of employee job satisfaction factors and their impacts on the overall job satisfaction of employee. Career development, relationship with management, compensation and benefits and work environment are important factors contributing to job satisfaction. It also investigates the impacts of Personal variables like age, sex differences, education level, work experience, and position in the organization.

Management Science for Health (MSH) is a nonprofit international public health organization dedicated to saving lives and improving the health of the world's most vulnerable people by closing the gap between knowledge and action in public health. MSH composed of nearly 1,300 people from more than 60 nations. MSH has head quartered in US and has worked in over 140 countries to help serve pressing health problems since 1971 with donations from United States Agency for International Development (USAID). Since 2004 MSH has been working with partner through Ethiopia to implement lifesaving programs in the areas of HIV/AIDS care, treatment and support, tuberculosis, malaria, pharmaceutical system strengthening, supply chain management and Leadership and Management (MSH, 2014).

MSH Ethiopia has been founded in 2004 at Addis Ababa, since then, continuously expanded and by now consists of nine projects. MSH, central office, consists of 124 permanent professional employees whose base of employment is in Addis Ababa. These employees are from nine different projects and Common Operations Management Unit (COMU). COMU provides joint services to all MSH Ethiopia programs in finance and accounting, human resource, contracting, procurement, fleet management, information technology and communication. Each project has a separate line structure in terms of technical activity, whereas, the projects set to get administrative and financial support from the COMU. Under MSH shared mission of saving lives, the COMU has structure to form its own line of responsibility and provide support to all projects (MSH, 2014). This research report on employee job satisfaction factors for professional staffs who are working at Management Science for Health in Addis Ababa. With an intensive study by using questionnaires, data gathered and analyzed to identify employee job satisfaction factors and suggest possible recommendations for the impact turnover for professional staffs in the organization.

## **1.2 Statement of the Problem**

Employee Job satisfaction is one of the most important attitudes that influence employees' behavior and work outcomes. According to (Schermerhorn et al., 2001) on a daily basis manager must be able to infer the job satisfaction of others by careful observation of and interpretation of what they say and do while going about their jobs. Attitudes that devalue the job and its outcomes could eventually lead to job dissatisfaction, which is likely to diminish one's overall well-being. Negative change in job attitudes leads to decrease performance.

Job satisfaction have been raised a vital issues and emphasized as ways to lessen employee turnover, perk up workplace environments, and help organizations function effectively. What is lacking in the empowerment research is an exploration of the relationships of the individual components of empowerment to employee outcome variables such as commitment and intention to leave the job (Osborne, 2002).It is hoped that the implementation of such concepts and strategy will help management to diminish employee turnover, thus increasing employees' loyalty, especially in the professional works. Hiring cost is much higher than retaining cost. Job dissatisfaction causes turnover and absenteeism. Job satisfaction is therefore very important to retain the employees with their job (Robbins, 2003).

In not for profit organizations such as Management Sciences for Health, managing human resources effectively and efficiently plays a critical role in ensuring that a satisfied, motivated work force delivers quality health services. It also plays an important role in increasing staff performance and productivity, enhancing an organization's competitive advantage, and contributing directly to organizational goals. Understanding the factors contributing and effects or outcomes of employee job satisfaction, and its proper handling or managing is one of the vital tasks of management. The management of the organization has to work to maintain the stability of workers to achieve the established objectives of the organization.

The management of the organization did not work on employee job satisfaction of workers to achieve the established objectives of the organization. As per the researcher physical observation made before conducting this study in Management Science for Health high professional staff turnover indicates the existence of the problem; and factors influence job satisfaction and the level of job satisfaction is unclear in MSH. A very challenging issue in MSH is decline in professional workers and rising turnover. The organization is failed to attract and retain high quality professional staffs.

This research would therefore, observing these problems motivated to determine current level of employee job satisfaction in Management Science for Health in light of relevant theories and also identifies the factors affecting employee job satisfaction. This study will help human resources consultants, managers, and policy makers to understand the satisfaction level of an employee and what factor influence. Understanding of this phenomenon will support management and policy makers to understand MSH professional employees' job satisfaction factors and decrease professional employee turnover.

### **1.3 Basic Research Questions**

Based on the above statement of problem, this research raised the following questions:-

- I. What is the level of job satisfaction of MSH-E employee?
- II. What factors influence job satisfaction at MSH-E employee?
- III. What are determinants of jobs satisfaction and its effect on employee turnover?
- IV. What are the major causes of job dissatisfaction in MSH-E?



## 1.4 Objectives of the Study

This research study has the following general and specific objectives.

### 1.4.1 General Objective

The general objective of the research is to identify and analyze the level of employee job satisfaction and factors that influence job satisfaction at Management Science for health in Ethiopia and forward possible ideas for improvement.

### 1.4.2 Specific Objectives

Based on the general objective the following specific objectives are:

- I. To identify the level of job satisfaction in MSH-E.
- II. To identify factors that influence job satisfaction among professional works of MSH-E.
- III. To examine determinants of jobs satisfaction and its effect on employees and
- IV. To identify the major causes of job dissatisfaction as perceived by different categories of respondents.

## 1.5 Definition of Terms

**Job Satisfaction:** - is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. (Locke, 1976)

**Intrinsic Motivation:** - involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward. (Plotnik, R. & Kouyoumjian.H., 2011)

**Turnover:** - is as when an employee leaves his or her organization and is replaced by another new employee (N.C.Jian and Saakshi, 2008)

**Extrinsic Motivation:** - occurs when we are motivated to perform a behavior or engage in an activity in order to earn a reward or avoid a punishment. (Plotnik, R. & Kouyoumjian.H., 2011)

**Hygiene:** - describe factors that cause dissatisfaction in the workplace, are extrinsic (or independent of the work itself), and are linked to things such as compensation, job security, organizational politics, working conditions, quality of leadership, and relationships between supervisors, subordinates, and peers.

**Motivators:** - are linked to employee motivation and arise from intrinsic, or dependent, conditions of the job itself. Factors for satisfaction include responsibility, job satisfaction, recognition, achievement, opportunities for growth, and advancement.

## **1.6 Significance of the Study**

General significance of the study is to understand the satisfaction level of an employee and what factor influence job satisfaction.

Specific significance of studies is:-

- To help the management to reduce employee turnover, increasing employees' loyalty, in the professional works of MSH-E.
- It can apply the possible recommendations that will be provided based on the findings.
- It helps to provide information about the existing factors that affect the level of job satisfaction in MSH.
- The research output will serve as a reference material to those people or academic students who will undertake further researches on the same or related topics.

## **1.7 Scope of the Study**

This study is limited to employee job satisfaction in Management Science for Health. The scope of this proposed study is restricted to Management Science for Health in Ethiopia office professional staff employees found in Addis Ababa. The study fully excluded those staffs that are under support category. The study covers only employees in Addis Ababa due to cost and time constraints and most of MSH employees are based in Addis Ababa.

## **1.8 Limitations of the Study**

The major limitations of this study are:-

- i. Sufficient records, publications regarding job satisfaction were not available in the organization. In order to overcome the problem the researcher reviewed different books and articles of similar organizations.
- ii. The respondents delayed the in filling and returning back the given questionnaires and this problem has made its impact on the research report writing process.

- iii. Few of the respondents gave incomplete data on the questionnaire and this screened out from the data analysis process.

## **1.9 Organization of the Research Report**

This research study report has five chapters. Accordingly, the first chapter presents the introduction part of the paper which comprises the background of the study, statement of the problem, basic research questions, objectives of the study, and definition of terms, significance of the study, and scope and limitation of the study. In the second chapter literature review reviewed. Under literature review, it addresses definition of job satisfaction, importance of job satisfaction, motivation theory, determinants of job satisfaction and consequences of job satisfaction and dissatisfaction. The third chapter presents the research methodology part used to carry out the research activities. This part of the research report comprises the type and design of the research, the participants and samples of the study, sampling methods and procedures employed, data sources and data collection instruments used, the data collection procedures, the data analysis and presentation methods used. The fourth chapter consists of data analysis and interpretation of the research findings. Finally, the fifth chapter presents the summary of the finding, conclusion and recommendation part of the study report.

## **CHAPTER TWO**

### **RELATED LITERATURE REVIEW**

This chapter's main objective is to address the different kind of definitions, theories and perspectives, which was viewed by numerous authors and management scientists, with respect to employee job satisfaction. Also through this literature survey, researcher described what are the factors affected to the employee job satisfaction, importance and consequences of employee job satisfaction. Therefore through a literature survey, researches will be in a position to study and describe the general position of the subject concerned.

#### **2.1 Definition of Job Satisfaction**

A Hawthorne study was the one of biggest study of job satisfaction. This study (1924 -1933) was conducted by the Elton Mayo of the Harvard Business School to find out the effect of various conditions of worker's productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity. It is called the Hawthorne Effects. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

There are various definitions of job satisfaction. Most authors define it in terms of feelings, attitudes and beliefs. (George and Jones 1996) define it as "the collection of feelings and beliefs that people have about their current jobs". Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Hoppock describes job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job. Job satisfaction is defined as the, "pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values.

Job satisfaction is important for reducing turnover rate and increase motivation. Prior studies identified that there are different instrument for managing job satisfaction like pay, recognition and working environment (Mathauer et al., 2006). Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not

satisfied with his job then he will not be loyal with the organization and dissatisfaction with a job and/or lack of loyalty to the organization, may search for other jobs (Reed et al., 1994).

Job satisfaction can also define as the extent to which employees like their jobs (Spector, 1997). Studies discuss the various aspects of the employee's job satisfaction such as job, salary levels, promotion opportunities, and relationship with co-worker (Schermerhorn et al., 2005, p. 158). (Hoppock 1935) first proposed the concept of employee satisfaction, according to him it is the individual response or happiness of employees with objective and emotional facet of their work environment.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, et al. 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

As indicated by the above definitions, job satisfaction can be defined as an attitude that individuals have about their jobs and it results from their perception of their jobs and the degree to which there is a good fit between the individual or the needs of an individual and the organization.

## **2.2 Importance of Job Satisfaction**

Employee satisfaction or dis-satisfaction is related with organizational development. If the employees are satisfied by working in the organization, it is better for the organization. Employees are the root element of an organization. That's why job satisfaction is a major considerable matter for an organization. Now we're going to discuss about the importance of job-satisfaction.

1. **It provides better working environment:**-Job satisfaction provides better working environment in the organization. Employees can submit their problem to the authority.

Then authority takes appropriate actions to solve the problem or discuss with the employee. So the environment is become calm in the organization

2. **It Gladdens the managers:-**High job satisfaction develops the quality of the employees. They get encourage to perform their own duty and responsibility with more dignity. As a result Managers get proper feedback from the workers and they do good attitude with the workers. So job satisfaction gladdens the managers.
3. **Reduces the Absenteeism:-**Job satisfaction makes positive intention to work of employees in the organization. They become satisfied and feel easy then before in the job. This matter brings eagerness and inspiration among the employees to perform their job. Employees attend in their working place regularly. So it reduces the absenteeism of the employees.
4. **Reduces the labor turn-over:-**Job satisfaction depends on the employee's mental satisfaction to his working condition. When employees don't get facility and opportunity in their work place then they remove their place. This creates negative impact on the organization. But when employees get satisfaction in their work then they want to work as long as possible. So it reduces the labor turn over.
5. **Reduces the industrial dispute:-**In organization the disputes occurred between worker & supervisor, worker & worker or one factory with other factory. This occurrence is called industrial dispute. As a result company faced losses and they cannot continue their productivity in the factories. Job satisfaction reduces the industrial dispute
6. **It increases the productivity:-**High satisfaction brings high productivity in the organization. When employees get satisfaction and assurance of their job then they do more work than before. They continuously perform their job. So automatically production increases in the organization.
7. **Reduces the accident:-**Every day there are many accidents occurs in the organization. The main reason is for no concentration and feel tiredness among the employees to perform their job. This is negative sign for them. But when they get job satisfaction then

they give more concentration on duty. The different accident will be reduces. So job satisfaction progress the organization.

8. **Increases the quality of the products:**-High quality products needed for the success of the organization. When a company gives proper training to employees, they become eager to give full concentration in their work. They maintain the quality of the product and try to increases the quality.
9. **High morale of the worker's:**-Job satisfaction creates positive morality among the workers, because this fulfilled employee's expectation. It develops the workers mental expectation. So it is related with high morale of the worker's.
10. **Increases the discipline:**-The success of an organization depends on the employee working discipline. Job satisfaction creates discipline among the employees in the organization. So it helps to bring success in the organization.

## **2.3 Motivation Theory**

Mullins states that “motivation is a process which may lead to job satisfaction.” The relationship between motivation and job satisfaction is not clear but scholars have tried to illustrate by using motivational theories (Mullins, 1996).

Motivation as the process by which a person effort are energized, directed and sustained and sustained towards attending goals (Stephen Robins et al, 2007).(Mullins 1996) believe that content theories of motivations are related to job satisfaction and assume a direct relationship between job satisfaction and improved performance, while the process theories contemplate in more detail the relationship between motivation, satisfaction and performance.

### **2.3.1 Content theories of job satisfaction**

The content theory of job satisfaction rests on identifying the needs and motives that drive people. The theory emphasizes the inner needs that drive people to act in a particular way in the work environment. These theories therefore suggest that management can determine and predict the needs of employees by observing their behavior (Calder, 2000).

### **2.3.1.1 Maslow's hierarchy of needs**

People's needs range from a basic to a high level. These needs are present within every human being in a hierarchy, namely physiological, safety and security, social, status and self-actualization needs. Failure to satisfy one need may have an impact on the next level of need. Low order needs takes priority before the higher order needs are activated, so that needs are satisfied in sequence. According to this theory, people who are struggling to survive are less concerned about needs on the higher levels than people who have time and energy to be aware of higher level needs (Stephen Robins et al, 2007).

The needs are divided into two categories: deficiency needs (physiological and safety) and growth needs (belonging, self-esteem and self-actualization). If the deficiency needs aren't satisfied, the person will feel the deficit and this will stifle his or her development.

Maslow's hierarchy of needs applied to work situations implies that managers have the responsibility, firstly, to make sure their people's deficiency needs are met. This means, in broad terms, a safe environment and proper wages. Secondly, it implies creating a proper climate in which employees can develop their fullest potential. Failure to do so would theoretically increase employee frustration and could result in poorer performance, lowers job satisfaction, and increased withdrawal from the organization. For example, in this theory job insecurity and the threat of layoffs will block the person from their higher growth needs. They might work harder to get security, but without fulfilling their other needs. If security doesn't return they will fulfill their needs elsewhere or burn out.

### **2.3.1.2 Herzberg's two-factor theory**

In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, "motivation" and "hygiene". The motivators include achievement, recognition and intrinsic interest in the work itself. The continuing relevance of Herzberg is that there must be some direct link between performance and reward, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction(Calder, 2000).Thus ,this study will conduct based on Herzberg two factor theory.



## **Hygiene factors**

Hygiene factors are features of the job such as policies and practices, remuneration, benefits and working conditions, corresponding to Maslow's lower order of needs. Improving these factors may decrease job dissatisfaction and thus increasing of motivators. Inadequate hygiene factors may lead to dissatisfaction, but at the same time adequate hygiene factors do not necessarily lead to job satisfaction. Hygiene factors need to be tackled first, and the motivators can follow.

The following are Hygiene Factors (Extrinsic):-

- Effective Senior Management
- Effective Supervisor
- Good Relationships with co-workers
- Satisfaction with Salary
- Job security
- Satisfaction with Benefits
- Working conditions

## **Motivators**

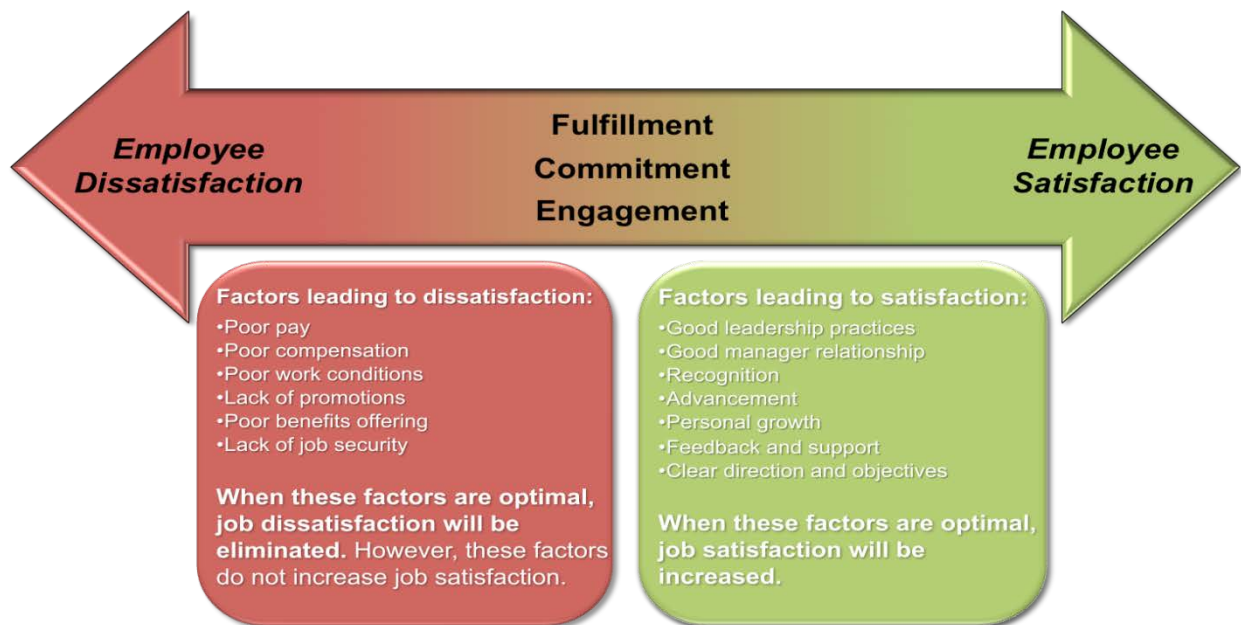
According to Herzberg, motivators include job content such as responsibility, achievement, self-esteem, growth and autonomy. These satisfy high order needs and can result in job satisfaction. Granting employees more responsibility and creativity in their jobs is an example of a motivator which may encourage them to exert more effort and perform better (Calder, 2000).

The following are Motivators (Intrinsic)

- Recognition
- Work Itself
- Opportunity for Advancement

- Professional Growth Opportunities
- Responsibility
- Good Feelings about Organization
- Clarity of Mission

**Figure 2-1 Job Satisfaction Model (Field, 2008)**



### 2.3.2 Process theories of job satisfaction

Behavior is a fundamental indication of an individual's perception and expectations about a situation and possible outcome of behavior. Process theories define how and by which goals individuals are motivated. They are based on the assumption that people make conscious decisions regarding their behavior. The most common process theories are the equity theory, the expectancy theory and the job characteristics model (Calder, 2000).

#### 2.3.2.1 Expectancy theory

This theory was developed by (Vroom1964) who asserts that job satisfaction is based on people's beliefs about the probability that their effort will lead to performance (expectancy) multiplied by the probability that performance leads to rewards (instrumentality) and the value of perceived rewards (valence).Vroom's theory assumes that behavior results from conscious

choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this.

**Expectancy** is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time)
2. Having the right skills to do the job
3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job)

**Instrumentality** is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome i.e. if I do a good job, there is something in it for me. This is affected by such things as:

1. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game'
2. Trust in the people who will take the decisions on who gets what outcome
3. Transparency of the process that decides who gets what outcome

**Valence** is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.

### **2.3.2.2 Job characteristics model**

(Bergh and Theron 2000) describe this model as an interactive model that develops employees and the work environment to achieve maximum fit in the work environment. The model asserts that the job should be designed to possess characteristics to enable conditions for high motivation, satisfaction and performance (Calder, 2000).

There are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

### **2.3.2.3 Equity theory**

Equity theory helps explain why pay and conditions alone do not determine motivation. It also explains why giving one person a promotion or pay-rise can have a demotivating effect on others. When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation. Employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outputs of others. The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. Words like efforts and rewards, or work and pay, are an over-simplification. Hence the use of the terms inputs and outputs. Inputs are logically what we give or put into our work. Outputs are everything we take out in return.

#### **Inputs**

This term encompasses the quality and quantity of the employee's contributions to his or her work. Typical inputs include time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues, skill.

#### **Outcomes**

Outputs are defined as the positive and negative consequences that an individual perceives a participant has incurred as a consequence of his/her relationship with another. Outputs can be both tangible and intangible. Typical outcomes are job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibility, sense of achievement, praise, thanks, and stimuli.

Payment however, is the main concern and therefore the cause of equity or inequity in most cases. In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result the employee not performing well at work anymore.

## **2.4 Determinants of Job Satisfaction**

Researchers have found that a number of variables are related positively to job satisfaction while others are more of an indicator of job dissatisfaction. A greater understanding of the dimensions of job satisfaction has led to increasing interest in improving job design. According to (Nel.et.al 2004), determinants of job satisfaction are broadly categorized into two personal factors and organizational factors.

### **2.4.1 Personal Variables**

Various personality variables have been linked to job satisfaction. The personal variables include factors such as:

- i) Age
- ii) Gender
- iii) Educational Level
- iv) Service year in the Organization
- v) position in the organization

#### **Age**

(Herzberg et al. 1957) theorized that age has a curvilinear relationship to job satisfaction. As a person begins a job, satisfaction is high. Satisfaction declines for several years and then begins to rise.(Hulin 1963) found that job satisfaction and age are positively correlated. He disagreed with Herzberg in that he found the relationship between age and job satisfaction to be linear rather than curvilinear.

The study which was conducted on Spain health professional was revealed that elderly professionals were more satisfied compared with the younger one (Cesar, 2013). A study which

was conducted in Saudi Arabia among physician and nurses was revealed that those who aged physician were more likely satisfied with the work characteristics than younger ones (Francis, A and Rogger A, 2012).

### **Gender**

Evidence indicates that autonomy seems to be more important for men than women, to experience a high degree of job satisfaction. On the other hand, Supportive supervision has more impact on woman's job satisfaction than men's. Men tended to seek respect and recognition from their jobs where as for women economic consequences were of more relevance (Aleem and Khandelwal, 1988)

### **Education Level**

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvise individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.

- Highly educated employees possess rationality and thinking power.
- Education develops individual wisdom and evaluation process.

### **Service Year in the Organization**

People who are satisfied with their jobs tend to remain in them longer than those who are dissatisfied. Person with more job experience are more satisfied with their jobs when compared to those who are less experienced (Venkatachalam and Reddy, 1996; Malni, 2001).

Two of nine studies that have dealt with the relationship of job satisfactions and years of work experience show negative relation while three other provide just the contrary findings. Remaining four shows no relationship between the years of work experience and job satisfaction. If one goes by the general understanding, perhaps a person who is just starting his career would be more satisfied with it because of initial enthusiasm which might wear off after a while. However, as soon as he reaches a period close to retirement, his satisfaction should again

increase because of the lack of alternative opportunities available to him. The studies reviewed here generally do not lead themselves to this kind of examination.

### **Position in the Organization**

There exists a differential opportunity to satisfy various motivational needs within different levels in the organization (Khandelwal, 1986). Generally it has been found that the higher is one's position in an organization the greater is the level of job satisfaction (Saiyandain, 1977; Kumar et al 1981, Panda.2001). This could be explained by the fact that the higher the status of the individual in the organizational hierarchy the more he enjoys both relatively better working conditions and rewards than lower level employees.

### **2.4.2 Organizational Factors**

The organization determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be increased by organizing and managing the organizational variables or organizational factors.

Following these four main variables comes in this category:-

#### **2.4.2.1 Career Development**

Career development provides opportunities that can be mutually beneficial for both employees and employers. Career development is an opportunity for employees to continually take part in more advanced or diverse activities (e.g., training, networking) that result in improving skills, gaining new skills, taking greater responsibility at work, improving their status and earning higher income. Employees who partake in job training, continuing education and other types of professional development can refine and acquire new skill sets that could help advance their career. In addition, a more knowledgeable staff may translate into various advantages for employers. Building more well-rounded employees by preparing them to better handle tasks and be successful in their roles helps organizations become more effective and efficient. For example, cross-training employees would mitigate the loss of productivity while backfilling a position.

(Heery and Noon 2001) define promotion “getting high status in workplace by doing effective work, generally increase the status, position and remuneration of employee in the organization”. (Grobler et al. 2002) define promotion as “going towards upward position in the organization”. If organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high (Shields and ward, 2001). When employees get promotion they will be more committed to their organization (De Souza, 2002).

Training provides chances to employees’ enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfy to their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees’ development that is good for competencies (Martensen and Gronholdt 2001).By getting these training programs employees able to get self-assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). Aim of these training and management programs to amend employees’ skills and organization potentialities. Organization gets efficient and fertile employees brought back of their investment to make better their knowledge and capabilities.

#### **2.4.2.2 Relationship With Management**

The relationship an employee has with his or her supervisor is a central element to the employee’s affiliation to the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisors. One of the components of a good relationship is effective communication. When there are open lines of communication (e.g., encouraging an open-door policy), supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction. In addition, management’s recognition of employees’ performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness.

Employees frequently associate their perception of their supervisor with their overall attitude toward the organization. In fact, management issues are one of the major sources driving up employee turnover. This reason alone speaks to the multiple implications the employee/management relationship has on an organization. Poor management has widespread consequences, ranging from diminished employee morale and reduced productivity to damage to an organization’s reputation. Developing effective communication practices and respecting



employees' work and opinions lead to better relationships between managers and their staff. These efforts indicate that management has a vested interest in their employees.

Recognition is defined as “in organization employees are rewarded by different status, this process is called as recognition” (Danish et al., 2010). (Robbins 2001) described that through the recognition employee get appreciation and status like as a part of organization. (Barton 2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. (Romano 2003) pointed out that recognition is the component that is used to strengthen the relationship between organization and people. Through the recognition employee feel rewarded and motivated. By giving recognition to the employee's competitive advantage can be achieved. Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases motivation and performance of employees.

#### **2.4.2.3 Compensation and Benefits**

Employees may expect to see enhancements in their compensation and benefits packages. Given that conditions will improve at different rates for different businesses, organizations that cannot offer competitive salaries within their market may need to consider shifting their total rewards strategy.

Pay could be one of the important determinants of job satisfaction because it helps fulfill so many of employee needs including their basic needs and upper-level needs. Employees often see pay as a reflection of how management views their contribution to the organization (Luthans, 2001). (Derlin and Schneider 1994) stated that researchers in some studies have concluded that pay and fringe benefits are an important variable to be considered in the study of job satisfaction (in Waskiewicz, 1999).

Money is the indicator of motivation. Less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction (Robbins, 2003). Yang, Miao, Zhu, Sun, Liu and (Wu 2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct influence on satisfaction level of employee. NL (2012) described that pay is one of those satisfying variable which hindered reduces the dissatisfaction level of employees.

#### **2.4.2.4 Work Environment**

The work environment can be described as the environment in which people are working. Employers understand that employees spend a large amount of their time at work, and therefore, companies take steps to ensure the work environment is conducive for employees to be productive, satisfied and engaged in the workplace. Promoting elements that sustain a healthy work environment leads to satisfied and engaged employees.

Work environment involves all the aspects which act and react on the body and mind of an employee. Under organizational psychology, the physical, mental and social environment where employees are working together and their work to be analyzed for better effectiveness and increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximized.

Effective work environment encourage the happier employee with their job that ultimately influence the growth of an organization as well as growth of an economic. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. All aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees.

Another area large context of working condition has to do of concern within the policies regarding employees. Any sense of job insecurity may lead to drop in the degree of satisfaction derived from the job. A number of studies have shown that the degree of job satisfaction is directly proportionate to the degree of job insecurity (Panda, 2001; Rangaswamy and Makhandeyar, 1998).

### **2.5 Consequences of Job Satisfaction and Dissatisfaction**

The general concern for management is what will the outcome be, should an employee be satisfied or dissatisfied and how this will have an overall effect on the organization. There is sufficient evidence to warrant that job satisfaction or dissatisfaction can have positive or negative consequences for employees. Caution must be exercised not to create stereotypes since satisfaction/dissatisfaction is concerned with people, (Locke, 1976). Furthermore, the outcomes

of people cannot be forecasted, therefore this is not possible to generalize them completely, (Locke, 1976). (Robbins 2001), have indicated that in recent years, ample research studies have been designed to assess the effects of job satisfaction on employee productivity, absenteeism, and turnover. The following evidence stated by (Arnold and Feldman 1996) will be briefly discussed to highlight the consequences of job satisfaction/dissatisfaction as follows.

### **2.5.1 Productivity**

The saying “a happy worker is a productive worker”, is not really true. It’s actually the converse that productivity is more likely to lead to satisfaction, (Arnold and Feldman, 1996). Moreover, four decades of research into this issue argues that a satisfied worker is not a productive worker due to two reasons, (Arnold and Feldman 1996). Firstly, there exists a relationship between job satisfaction and job performance. Empirical research findings have indicated that these two variables are not closely related to each other. For instance, the condition of the work equipment or the workers own abilities have a greater impact on how much one can produce than his or her job satisfaction does (Arnold and Feldman 1996). Secondly, there is sufficient evidence to indicate that job performance results in job satisfaction.

### **2.5.2 Turnover**

According to (McShane and Glinow 2003), the main cause of turnover is job satisfaction. The high rate of educators leaving the country to seek suitable working conditions or leaving the profession altogether is escalating drastically. In addition, (McShane and Glinow 2003) advocates that if the levels of job satisfaction are consistently low, the employee is more likely to leave the job. Furthermore, institutions with negligible satisfaction levels yield higher turnover rates, (Newstrom and Davis 1997). Turnover is of major concern to management because it can have a tremendous impact on normal operations. Job dissatisfaction which “pushes” workers out of their present jobs has a greater effect on turnover than incentives that “lure” them into new jobs (McShane and Von Glinow 2003). However, (Newstrom and Davis 1997), argues that there can be some positive outcome resulting from turnover. This could lead to internal promotions and appointment of “new blood”. Along with retaining and attracting their employees, organizations must ensure that all their employees are regularly attending their jobs of which will be discussed in the next consequence of job satisfaction.

### **2.5.3 Absenteeism**

How often does one hear the saying “I stayed away from work because my work makes me happy?” According to (Robbins 2001), there is a negative relationship between satisfaction and absenteeism. Workers who experience low job satisfaction tend to be absent more. Furthermore, a high rate of absenteeism will result in a huge financial burden for management, in terms of productivity and performance (Arnold and Feldman 1996). Absenteeism is similar to turnover, in the sense that normal operations and activities are also disrupted and additional cost can escalate (Arnold and Feldman 1996). However, absenteeism may be due to other legitimate reasons such as medical or personal reasons, (Robbins 2001). (Baron and Greenberg 2003), advocates that other reasons for absenteeism need to be investigated by the human resource department. One cannot ignore that absenteeism may be due to the employee having poor co-worker or superior relationship or a strong dislike to the job itself (Baron and Greenberg 2003).

### **2.5.4 Creativity**

(Zhou and George 2001) In an appealing study focused on the conditions under which job satisfaction will lead to creativity as an expression of voice. They concluded, that employees with high job dissatisfaction exhibited the highest creativity when continuance commitment was high, and when feedback from co-workers, or co-worker help and support, or perceived organizational support for creativity was high.

(Brockner et al 1998) had pointed out that individuals who have self-esteem are more likely to express voice, because they tend to believe that their action will be influential and effective. Thus, an exciting implication manager for managing job dissatisfaction is to treat it as an opportunity for encouraging new and useful idea rather than viewing it only as a problem.

## **2.6 Empirical Studies on Job Satisfaction**

The study entitled, "Job satisfaction among Government officials conducted a survey among so officers working in the cooperative audit and administrative department in the Karnataka government services". It revealed that a healthy organization should minimize job dissatisfaction by improving availability of various hygiene factors like better work environment. By providing higher salaries, better perks etc, it may generate motivation and satisfaction. Besides job

environment recognition, appreciation, opportunities for learning and growth generate a high degree of satisfaction (L.Anandan 1996).

A study which was conducted on Russian employee aiming to identify factors that increase the chance that workers will express high level of job satisfaction. The result proved that to improve job satisfaction organization need to work to promote effective team works (White, 2000).

In a case study on job satisfaction among teachers in educational institutions of Katwa Municipality in the district of Burdwan, in West Bengal found that teachers' job satisfaction not only depends on nature of job but also on institutional scenario, facilities, salaries and standard of the students.( Chakraborty 2004)

A quantitative study which was conducted in Ghana district hospital have shown that financial and non-financial factors were significantly influence motivation and intention to remain in the district hospitals. Non finical factors, leadership skill & supervision, opportunity for continuing professional developments and availability of infrastructures and resources were predictors for health workers motivation and retention (Kethith, A, 2005).

Study which was conducted in Turkey on physiotherapist was shown that leadership; interpersonal relationship, advancement and salary were statically significant association with job satisfaction (Abdulah ,M, and AlJuhani , A,2006).

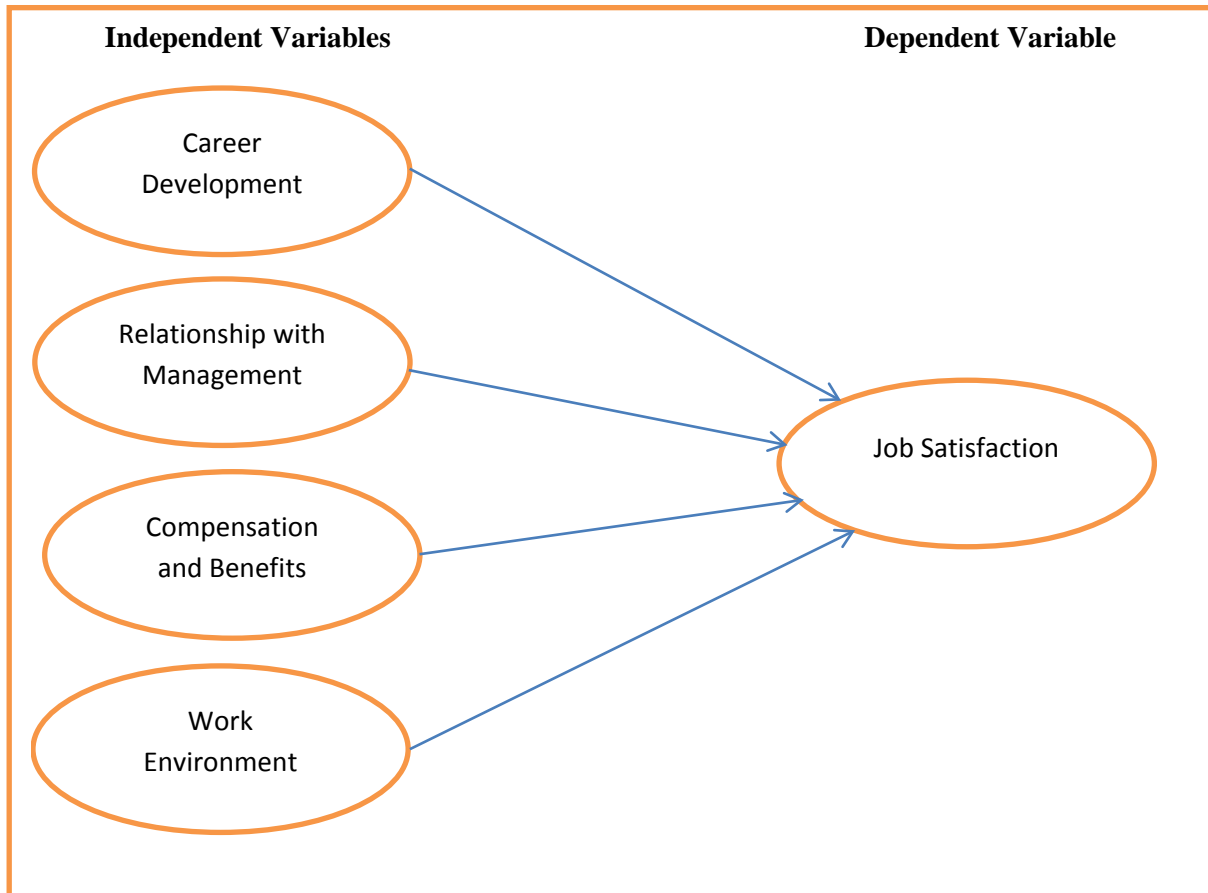
This study states that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The link between job satisfaction and performance may prove to be a spurious relationship; instead, both satisfaction and performance are the result of personality. Hence the behavioral aspect of HRM has to be kept in mind by the organizational decision makers.(Chopra and Khan 2010)

A study which was conducted in Saudi Arabia among physician and nurses was revealed the main reason for physician dissatisfaction and professional opportunity, patient care and finical rewards were the most frequently encountered domains with which physicians were dissatisfied. The dissatisfying domains for nurses were professionals opportunity, workload and appreciation rewards (Francis, A and Rogger A, 2012).

## 2.7 Conceptual Frame work of the Research

This conceptual frame work was taken based on the literatures reviewed about job satisfaction and supports the conceptualization of objectives and research questions of this study. The conceptual frame work states that career development, relationship with management, compensation and benefits, and work environment.

Figure 2-2: Conceptual Framework of the Research



Source: Own Model based on literature, 2015

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter of the study deals with the research design and methodology of the study. It includes the research design, source of data, instrument of data collection, population and sampling procedures, validity and reliability, methods of data analysis and ethical considerations.

#### **3.1 The Research Design**

The main objective of this research is to identify and analyze level of employee job satisfaction and factors that influence job satisfaction to Management Science for Health in Addis Ababa. The research used quantitative method. Quantitative method was implemented for subjective assessment of respondents' attitudes and opinions. The research was used quantitative because it involved generation of data in quantitative form for analysis.

#### **3.2 Sources of Data**

The data for the study was collected from primary and secondary sources.

##### **3.2.1 Primary Data**

Primary data was obtained directly by structured questionnaire which includes closed questions in retrieving data and current status of factors affecting employee job satisfaction at Management Sciences for Health in central office, Addis Ababa. This instrument was preferred because it enables to secure information at a time.

##### **3.2.2 Secondary Data**

Secondary sources of data were obtained from review of related literature from published journals, books, newsletters of MSH, internal records, the internet and relevant documents (documents related the study) were extensively reviewed as references. Secondary data was used because increases an understanding of importance and factors employee job satisfaction.

### **3.3 Instruments of Data Collection**

Instrument of data collection relatively depended on standard questionnaires prepared by the Society for human resource Management (SHRM) Survey Program (2007) which was prepared in the form of Likert five scales to measure Employee job satisfaction.

The data collection tool comprises two parts: Section I. consists of 5 questions which is about demographics characteristics of employees. The characteristics includes: - Age, Gender, Educational level, Years of Service, and Position in the organization. Section II accommodates 22 aspects of employee job satisfaction ranging from job security, career advancement opportunities, communication between employees and management to benefits and compensation. The questionnaire has requested MSH Professional employees to indicate the extent of their satisfaction or dissatisfaction level using the five point Likert-type scales. Section II questions were clustered to address the following four main variables:-

- I. Career development,
- II. Relationship with management,
- III. Compensation and benefits, and
- IV. Work environment.

### **3.4 Study Population**

The target population for the study was all professional employees of MSH Ethiopia, whose base of employment is in Addis Ababa. MSH Human Resources Unit indicated that, in the study period, there are 124 permanent professional employees located in Addis Ababa. Hence, the study population in the present study is 124.

### **3.5 Sample Size and Sampling Techniques**

This study used single proportion formula to determine a sample size. In such situation the study should use 50 %proportion in order to maximize the sample size. (Fox, Hunn, & Mathers, 2002).

Assumption:

- 95 % confidence interval
- 5 % margin of error
- 50% proportion



- 5% non-response rate

$$N_0 = Z_{\alpha}^2 P(1-P) / \alpha^2 = (1.96)^2 (0.5)(0.5) / (0.05)^2 = 384$$

The sample size will be implemented for the finite population using the following formula

$$N = N_0 / (1 + N_0 / N_1) = 384 / (1 + 384 / 124) = 94 \text{ respondent}$$

Where  $N_0$  - Number which comes from single proportion formula

$N_1$  - Size of the study population

$N$  - Sample size required for the study

Therefore, this study will collect data from 94 employees.

The study used simple random sampling techniques. Respondents were selected using lottery method.

## **3.6 Validity and Reliability**

### **3.6.1 Validity**

Validity was concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables (dependent and independent) discussed in literature review. The validity of the instruments used in the study was estimated after a pretest. Experts in the field were consulted about the content of the instruments, ambiguity of question items and their relevancy. There after the instruments were given to raters who rated the relevancy of each item and a content validity index was computed.

### **3.6.2 Reliability**

Reliability refers to the consistency, stability, and repeatability of a data collection instrument. A reliable instrument does not respond to chance factors or environmental conditions; it will have consistent results if repeated overtime or if used by two different investigators. Reliability demonstrates that the operations of a study such as the data collection procedures can be repeated, with the same results, (Yin 1994).

In order to ensure reliability, statistical analysis was implemented to examine the internal consistency of the instruments utilized. Cronbach's was used as an examination indicator to

determine the reliability of the measurement scale of the pilot test. The value of Cronbach's  $\alpha$  is generally required to be over 0.7 and the calculated results were over 0.7. It was observed that the reliability of all the variables was 0.876 which is greater than 0.7. This meant that the measurement scales in this paper were reliable.

**Table 3-1 Reliability Test**

Cronbach's Alpha	N of Items
.876	22

Source: SPSS reliability result output, 2015

### **3.7 Methods of Data Analysis**

Every response was assigned some score based on this overall satisfaction level was determined. Respondents were asked to rate their satisfaction with various aspects of their work along a 5-point Likert-type scale, ranging from 1 = very dissatisfied to 5 = very satisfied. All the questionnaires from the respondents were properly and carefully scrutinized so as to check on the omissions, completeness and inconsistencies upon which coding was done.

Data which is gathered entered in Statistical Package for the Social Sciences (SPSS) version 20 for window for analysis purpose. This was carried out to ensure that the data from the respondents is accurate, reliable and consistent. The collected data were analyzed by means of descriptive statistics that included frequencies, percentages, means, and standard deviations was used to compare group differences in job satisfaction with respect to different factors.

### **3.8 Ethical Considerations**

Before starting the actual data collection the purpose of the study, the right to participate and refuse was told to the study subjects. Verbal consent from the study subjects was obtained. Confidentiality of the information was guaranteed by not writing a name or anything that enable to identify study participants. In addition to that a respondent answer kept in a confidential place.

The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to disrepute. All respondents had a right to privacy, to safety, to know the true purpose of the research, to obtain research results and to abstain from answering questions (Aaker et al, 1995).

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter explains the information gathered from the survey through the use of questionnaires. The responses of respondents have been analyzed and results have been presented in the form of tables and figures. The results are presented with two parts; the first part demographic characteristics of the respondents, while the second part presents data analysis and interpretation part of the paper.

#### 4.1 Demographic Characteristics of the Respondents

This section presents the demographic characteristics of respondents such as age, gender, educational level, job category, years of service and current job position.

##### 4.1.1 Age Distribution of the Respondents

Table 4-1: Distribution of Respondent by age

Age Category	Frequency	Percent	Cumulative Percent
18-30	20	23.8	23.8
31-40	37	44.0	67.9
41-50	18	21.4	89.3
50 and above	9	10.7	100.0
Total	84	100.0	

Source: Own Survey Data, 2015

For easy indication of respondents' age the researcher categorized in four age groups. First category was 18-30 age range. Out of the total respondents 20 of them were belonging to that category and that represents 23.8% of the respondents. The second category was 31-40 age range. There were 37 employees in that category and they represented 44% of total sample. Third category was 41-50 age range. In this category 18 respondents were found and represented 21.4% of total sample. At the last category which starts from 51 and goes onwards, Only 9 respondents were found who accounts 10.7 % of the sample. Based on the data on Table 4-1, the highest portion of the respondents fell under the second age category (31-40). However the

fourth category (age 50 and above) found having the least number of respondents. According to the age group data majority MSH professional employees were in the early adult to adult years.

#### 4.1.2 Distribution of Respondents by Gender

Table 4-2: Distribution of Respondents by Gender

	Frequency	Percent	Cumulative Percent
Male	51	60.7	60.7
Female	33	39.3	100.0
Total	84	100.0	

Source: Own Survey Data, 2015

The sample consists of 84 professional level employees. On Table 4-2 shows 51 employees were male, and they represented 60.7% of the sample. The Rest 33 employees were female and they represented 39.3% of the total sample. As indicated in the table 4-2 number of respondent male were greater than female.

#### 4.1.3 Distribution of Respondents by Education Level Attained

Table 4-3: Distribution of Respondents by Education Level Attained

	Frequency	Percent	Cumulative Percent
Diploma	3	3.6	3.6
BA/BSC Degree	35	41.7	45.2
MA/MSc	38	45.2	90.5
PHD and above	8	9.5	100.0
Total	84	100.0	

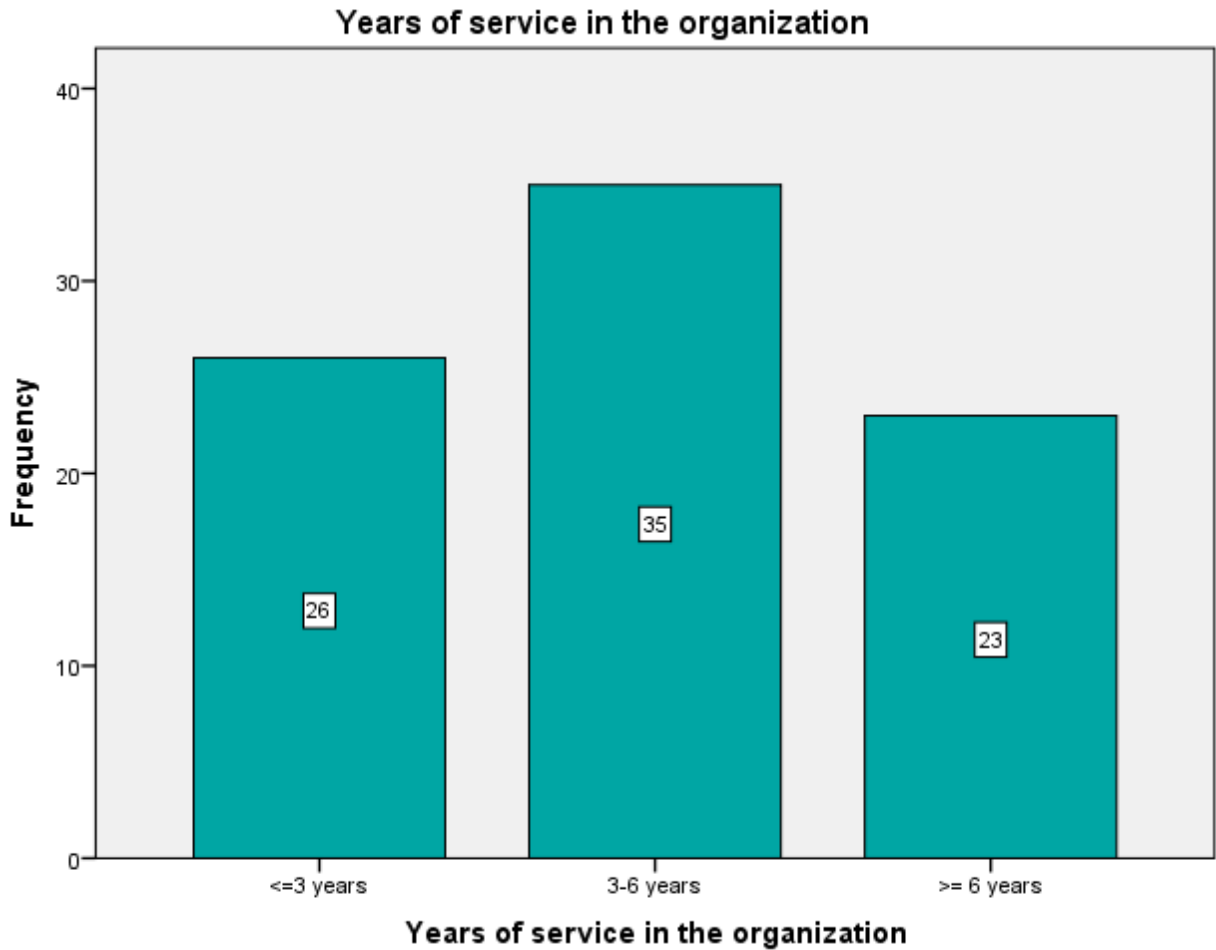
Source: Own Survey Data, 2015

Educational level was categorized into four. Employees who have diploma are 3 employees, which represented 3.6% of the total sample. Secondly, employees who have BA/BSC degree were 35 which represented 41.7% of the total sample. Thirdly, MA/MSc respondents were 38 of employees and represented 45.2% of the total sample. PHD and above were 9.5% of the total sample and 8 employees belong to that category. As indicated on table 4-3 of the total

respondents 87% have MA/MSc and MA/MSc. This indicates that most of the Professional workers have MA/MSc and BA/BSc.

#### 4.1.4 Distribution of Respondents by service year in the Organization

Figure 4-1: Years of service in the organization



Source: Own Survey Data, 2015

This component represents the number of years of employee service with the company. Twenty-six employees have worked less than three year and they represented 31% of the sample. The employees, who are employing greater than three year and less than Six years, were 35 of the sample and represented 41.7% of the total sample. From the total respondents 23 employees, who worked greater than six years, were represented 27.4% of the sample. As indicated in figure 4-1 majority of the respondents were having service year from 3 to 6.

#### 4.1.5 Distribution of Respondents by Job Position

Table 4-4: Distribution of respondent by job position

	Frequency	Percent	Cumulative Percent
Officer	25	29.8	29.8
Coordinator	15	17.9	47.6
Manager	16	19	66.7
Director	4	4.8	71.4
Advisor	7	8.3	82.1
Associate	2	2.4	84.5
Finance Assistant	3	3.6	88.1
Finance, budget, contract & grant assistance	1	1.2	89.3
Program Assistant	1	1.2	90.5
Procurement Specialist	2	2.4	92.9
Project specialist	1	1.2	94
Regional M&E Advisor	1	1.2	95.2
Specialist	1	1.2	96.4
Technical Advisor	3	3.6	100
<b>Total</b>	<b>84</b>	<b>100</b>	

Source: Own Survey Data, 2015

According to collected data 25 employees belong to officer position which accounts 29.8 % of the sample. As indicated in table 4-4, 15 employees are under coordinator level which represents 17.9 % of the total sample and 16 employees belong to manager position which they represents 16% of the sample. Four employees belong to director position which accounts 4.8 %. The remaining 24 employees or 28.6% of the sample group fall under other positions category.

As per table 4-4 data in terms of positions in the organization, majority of professional employee are officers.

## **4.2 Data Analysis and Interpretation**

The data analysis method used was descriptive statistics method using Statistical Packages for the Social Science/SPSS/ Software. The survey questionnaires were distributed to 94 sample respondents, and out of all only 86 respondents completed and returned, however two of them found incomplete and excluded from the analysis. Hence, the final data collected and analyzed were from 84 sample respondents.

This aspect was divided into four topic areas: - career development, relationship with management, compensation and benefits, and work environment. The survey explored 22 aspects of employee job satisfaction factors.

## 4.2.1 Career Development

Table 4-5: Career Development

Statements	Level	No.	Percentage	Mean	Std. Deviation
Career Promotion	Very Dissatisfied	2	2.4	3.23	0.91
	Dissatisfied	16	19		
	Neither Satisfied nor Dissatisfied	32	38.1		
	Satisfied	29	34.5		
	Very Satisfied	5	6		
Career development opportunities for learning and professional growth	Very Dissatisfied	3	3.6	3.05	0.805
	Dissatisfied	13	15.5		
	Neither Satisfied nor Dissatisfied	48	57.1		
	Satisfied	17	20.2		
	Very Satisfied	3	3.6		
Training provided on your current job	Very Dissatisfied	3	3.6	2.95	0.956
	Dissatisfied	27	32.1		
	Neither Satisfied nor Dissatisfied	29	34.5		
	Satisfied	21	25		
	Very Satisfied	4	4.8		
Opportunities to network within or outside the organization	Very Dissatisfied	2	2.4	3.02	0.905
	Dissatisfied	22	26.2		
	Neither Satisfied nor Dissatisfied	37	44		
	Satisfied	18	21.4		
	Very Satisfied	5	6		
Opportunities to use skills/abilities	Very Dissatisfied	2	2.4	3.44	0.869
	Dissatisfied	10	11.9		
	Neither Satisfied nor Dissatisfied	26	31		
	Satisfied	41	48.8		
	Very Satisfied	5	6		
Organization's commitment to professional development	Very Dissatisfied	3	3.6	3.01	0.814
	Dissatisfied	17	20.2		
	Neither Satisfied nor Dissatisfied	41	48.8		
	Satisfied	22	26.2		
	Very Satisfied	1	1.2		
Paid training and tuition reimbursement programs	Very Dissatisfied	20	23.8	2.48	1.058
	Dissatisfied	17	20.2		
	Neither Satisfied nor Dissatisfied	37	44		
	Satisfied	7	8.3		
	Very Satisfied	3	3.6		

Source: Own Survey Data, 2014



## **Career promotion**

The first series of questions in relation to employees were asked under the topic of career promotion. According to the collected data shown in table 4-5, of the total respondents 34.5% of MSH employees were satisfied. Dissatisfied employees were 19% which is 16 employees. From those dissatisfied employee 3 employees were on the age group 18-30 years old, nine was on the age group 31-49, three employees on the age group 41-50 and one employee on the age group above 50. From the total respondents 2.4 % had very dissatisfied. There are 29 employees who had satisfied and represented 34.2% of the total sample. As the result shows in table 4-5 of the total respondents only 40.5% were satisfied and very satisfied. This implies that the organization recruits new employee instead of promotion existence staffs this may cause turnover of employee.

## **Career Development Opportunities for Learning and Professional Growth**

Table 4-5 shows 3 professional employees indicated that career development was very satisfied when assessing job satisfaction and 48 employees of the respondents neither satisfied nor dissatisfied for their career development opportunity for learning and professional growth and the mean satisfaction rating was 3.05 and standard deviation 0.805. According to table 4-5 about 23.8 % of the total respondents satisfied and very satisfied. This indicates that in the organization have poor in career development opportunities for learning and professional growth.

## **Training provided on your current job**

According to summarized data table 4-5 twenty-five percent of employees indicated satisfied and 32.1 % of the employees had dissatisfied. There are 3 employees were very dissatisfied level and 4 employees were very satisfied attitudes towards training provided on your current job. Very dissatisfied and very satisfied were represent 3.6 % and 4.8% respectively. Their mean score was 2.95. Based on table 4-5 of the total respondents 35.7% were dissatisfied and very dissatisfied. The result shows that more than one third of the employee needs to learn new skills or enhance their current skills through training on current job.

## **Opportunities to network within or outside the organization**

Networking is important to employee satisfaction in building alliances and can be valuable when looking for job leads or clients. Table 4-5 shows 21.4% of employees were satisfied with

networking. The majority of 44% was neither satisfied nor dissatisfied with opportunities to network or outside the organization. From the total respondent 21.4% were satisfied, 26.2 % of the employee dissatisfied and 2.4% were very dissatisfied. There were 38 employees MA/MSC holder respond for opportunities to network within or outside the organization, From this 13 employees was dissatisfied,15 employees was neither satisfied nor dissatisfied,7 employees satisfied and 3 employees was very satisfied. The result shows that 28.6% were dissatisfied and very dissatisfied this indicates employee needs support to benefit from the experiences and perspective of others.

### **Opportunities to Use Skills and Abilities at Work**

Table 4-5 examines how employees viewed opportunities for employees to use their skills and abilities in their work. Nearly one-half of employees (48.8%) satisfied to opportunity to use skills or abilities. This element of job satisfaction appeared to be 18 employees from age group 31-40 was satisfied, 25 male respondents was satisfied, and 16 female respondents were satisfied. The result was shown that above half (54.8%) of the respondents were satisfied and very satisfied. This shows MSH professional employees feel good in utilizing and contributing their unique skills to the organization.

### **Organization's Commitment to Professional Development**

Due to the changing nature of work and the workplace environment, a skilled, knowledgeable workforce with employees who are adaptive, flexible and focused on the future is imperative for organizations. Employers often encourage growth and career development of employees by coaching and helping employees reach their personal goals through professional development opportunities, such as attending conferences or training and obtaining professional certifications. (SHRM, 2012) Table 4-5 shows 26.2% of employees indicated that an organization's commitment to professional development was satisfied 20.2%, dissatisfied to job satisfaction and 1.2% very satisfied. Mean score was 3.01 which is lowest compared to others this indicates that the organization could not often encourage growth and career development to employee.

### **Paid Training and Tuition Reimbursement Programs**

As indicated in table 4-5 of the total respondents 44 % of employees were neither satisfied nor dissatisfied to job satisfaction. Nearly half of employee was very dissatisfied and dissatisfied, that is 23.8% very dissatisfied and 20.2% dissatisfied. From 84 respondent employees, only 3 were very satisfied. According to table 4-5 indicate 44% of the respondents were dissatisfied and very dissatisfied in paid training and tuition reimbursement program. The response implies that the organization has no training and tuition reimbursement direction to support the employees.

## 4.2.2 Relationship With Management

Table 4-6: Relationship with Management

Statements	Level	No.	Percent	Mean	Std. Deviation
Communication between employees and senior management	Very Dissatisfied	2	2.4	3.54	0.937
	Dissatisfied	11	13.1		
	Neither Satisfied nor Dissatisfied	20	23.8		
	Satisfied	42	50		
	Very Satisfied	9	10.7		
Autonomy and independence of your position to make decisions	Very Dissatisfied	2	2.4	3.49	0.976
	Dissatisfied	11	13.1		
	Neither Satisfied nor Dissatisfied	27	32.1		
	Satisfied	32	38.1		
	Very Satisfied	12	14.3		
Management recognition for tasks well done	Very Dissatisfied	2	2.4	3.4	0.933
	Dissatisfied	13	15.5		
	Neither Satisfied nor Dissatisfied	25	29.8		
	Satisfied	37	44		
	Very Satisfied	7	8.3		
Relationship with your immediate supervisor	Very Dissatisfied	1	1.2	3.93	0.916
	Dissatisfied	4	4.8		
	Neither Satisfied nor Dissatisfied	20	23.8		
	Satisfied	34	40.5		
	Very Satisfied	25	29.8		

Source: Own Survey Data, 2015

## **Communication between Employees and Senior Management**

Table 4-6 examines 10.7% of employees reported that communication between employees and senior management was very satisfied to employee job satisfaction. One-half (50%) of employees were satisfied with the communication between employees and senior management. Of those satisfied respondent 26 was male and 16 were female. 2.4% of employee reported very dissatisfied. The result has shown that more than half (60.7%) of the respondents had good communication between employees and senior management. This is helpful to fulfil organizational goals, because consistent, frequent messages promote unity and employee morale.

## **Autonomy and Independence**

According table 4-6 of the total respondents 14.3% of employees indicated that autonomy and independence were very satisfied to job satisfaction and 38.1% of employees were satisfied with their level of autonomy and independence in their current position. From 16 managers 6 employees was neither satisfied nor dissatisfied, 7 employees satisfied and 3 employees very satisfied. The result indicates that 15.5 % were dissatisfied and very dissatisfied; this shows less employees dissatisfied in the organization autonomy and independence.

## **Management's Recognition for task well done**

Table 4-6 shows 44% of employees reported that management's recognition for tasks well done was satisfied to their job satisfaction. The mean score were 3.4 with standard deviation of 0.933. From the total 51 male respondents 7 were dissatisfied, 15 employees were neither satisfied nor satisfied, 25 employees were satisfied and 4 employees were very satisfied. From the total 33 female respondent 2 was very dissatisfied, 6 was dissatisfied, 10 employee was neither satisfied nor satisfied, 12 employee was satisfied and 13 employee was very satisfied. From the total respondents 8.3% were very satisfied with management's recognition of their performance (Table 4-6). According table 4-6, nearly half of the respondents (52.3%) were satisfied and very satisfied in management's recognition for task well done. This indicates that MSH-E recognizes for some outstanding employees by offering award and incentives.

## Relationship with Immediate Supervisor

According to table 4-6, 40.5% of employees indicated that they are satisfied with their immediate supervisor relation. Whereas, 29.8% of the employees were very satisfied with relationship they had with their immediate supervisors. But 4.8% of the respondents were found dissatisfied. According to table 4-6 employees have good relationship with their immediate supervisors. This implies that the employees can contribute what is needed from them positively due to the existence of good relationship with their supervisors. Employees that have good relationship with their immediate supervisor encourage more constructive discussions ranging from exchanging ideas to providing feedback on performance.

### 4.2.3 Compensation and Benefits

Table 4-7: Compensation and Benefits

Statements	Level	No.	Percent	Mean	Std. Deviation
Benefits such as medical, personal accident and life insurance	Very Dissatisfied	1	1.2	3.9	0.801
	Dissatisfied	4	4.8		
	Neither Satisfied nor Dissatisfied	13	15.5		
	Satisfied	50	59.5		
	Very Satisfied	16	19		
Current salary	Very Dissatisfied	2	2.4	3.2	0.941
	Dissatisfied	20	23.8		
	Neither Satisfied nor Dissatisfied	25	29.8		
	Satisfied	33	39.3		
	Very Satisfied	4	4.8		
Your organization benefit compared to others	Very Dissatisfied	4	4.8	2.96	0.911
	Dissatisfied	23	27.4		
	Neither Satisfied nor Dissatisfied	30	35.7		
	Satisfied	26	31		
	Very Satisfied	1	1.2		

Source: Own Survey Data, 2015

### Benefits

Table 4-7 examines 19% percent of employees rated benefits as a very satisfied and it contributes to their job satisfaction. Satisfied employees were 59.5% with their benefits package and 15.5% were neither satisfied nor dissatisfied. Of those satisfied respondent 34 male and 16

female respondents was satisfied. More than three fourth of the respondent (78.5%) were satisfied and very satisfied in the organization benefits. The above analysis implies that more employees were satisfied and very satisfied of benefits of the medical reimbursement, and accident & life insurance coverage of the organization.

### **Salary/Pay**

According to table 4-7 shows that 39.3 % of employees which was 33 employees indicated that satisfied with their current salary. 23.8 % were dissatisfied with salary. Mean for salary/pay was 3.2 and standard deviation was 0.941. The result indicates that Current salary of professional employees 26.2% were dissatisfied and very dissatisfied. This shows that about one fourth of the professional employees are not satisfied in their current salary.

### **Organizational Benefit Compared to Others**

According to the collected data summarized in Table 4-7 shows 31% of employees were satisfied with MSH-E benefit compared to others. 27.4% was dissatisfied with organization benefit compared to others. Mean for organizational benefit compared to others was 2.96. As per the analysis of the respondents response about one third of the employee were dissatisfied for the factor organizational benefit compared to others. This indicates that the organization was poor in comparing benefits of similar organization.

#### 4.2.4 Work Environment

Table 4-8: Work Environment

Statements	Level	No.	Percent	Mean	Std. Deviation
Competence of your supervisor in making decision	Very Dissatisfied	2	2.4	3.71	0.951
	Dissatisfied	7	8.3		
	Neither Satisfied nor Dissatisfied	20	23.8		
	Satisfied	39	46.4		
	Very Satisfied	16	19		
Job security	Very Dissatisfied	8	9.5	3.06	1.123
	Dissatisfied	18	21.4		
	Neither Satisfied nor Dissatisfied	27	32.1		
	Satisfied	23	27.4		
	Very Satisfied	8	9.5		
Meaningfulness of your job for its contribution to society	Very Dissatisfied	0		4.12	0.798
	Dissatisfied	5	6		
	Neither Satisfied nor Dissatisfied	7	8.3		
	Satisfied	45	53.6		
	Very Satisfied	27	32.1		
Organizational policies put into practice	Very Dissatisfied	1	1.2	3.35	0.829
	Dissatisfied	12	14.3		
	Neither Satisfied nor Dissatisfied	32	38.1		
	Satisfied	35	41.7		
	Very Satisfied	4	4.8		
Relationships with co-workers	Very Dissatisfied	0	0	4.17	0.656
	Dissatisfied	2	2.4		
	Neither Satisfied nor Dissatisfied	6	7.1		
	Satisfied	52	61.9		
	Very Satisfied	24	28.6		
Your contribution to overall strategies of the organization	Very Dissatisfied	0	0	3.93	0.655
	Dissatisfied	2	2.4		
	Neither Satisfied nor Dissatisfied	15	17.9		
	Satisfied	54	64.3		
	Very Satisfied	13	15.5		
Present working condition and environment	Very Dissatisfied	1	1.2	3.61	0.776
	Dissatisfied	6	7.1		
	Neither Satisfied nor Dissatisfied	24	28.6		
	Satisfied	47	56		
	Very Satisfied	6	7.1		
The work itself is it interesting and challenging	Very Dissatisfied	0	0	3.79	0.808
	Dissatisfied	5	6		
	Neither Satisfied nor Dissatisfied	23	27.4		
	Satisfied	41	48.8		
	Very Satisfied	15	17.9		

Source: Own Survey Data, 2015



### **Competence of your Supervisor**

As described on table 4-8 for competence of your supervisor in making decision, nearly half (46.4%) was satisfied and 8.3 % was dissatisfied. The mean score was 3.71 with standard deviation 0.951. This result indicates that about two third of respondent (65.4%) have satisfied and very satisfied in competence of their supervisor.

### **Job Security**

Table 4-8 describes that 27.4% of employee was satisfied with job security and 21.4 % was dissatisfied on Job security. Mean score for job security was 3.06 and standard deviation 1.123. According to table 4-8 mean score of job security factor was the lowest score compared with other factors. This indicates that the organization have low job security because some MSH-E projects may be terminated.

### **Meaningfulness of the Job**

When asked about the meaningfulness of one's jobs (the feeling that the job contributes to society as a whole). From the total respondent 32.1% believed that this aspect was very satisfied and 53.6% was satisfied. Mean score for meaningfulness of job was 4.12 with standard deviation 0.798. The response shows that 49% of the male and 61% of female respondent were satisfied with meaningfulness of your job for its contribution to society. The result was shown that 85.7% of the respondents had well in meaningfulness of the job for its contribution to society. This indicates professional employee are happy contribution to the society in life saving programs in the area HIV/AIDS care, treatment and support, and pharmaceutical system strength.

### **Organizational Policy**

According to collected data 41.7% of employees satisfied with organizational policies put into practice while 14.3 % dissatisfied. From 35 MA/MSC education level 4 employees dissatisfied, 13 employees neither satisfied nor dissatisfied, 15 employees satisfied and 3 employee very satisfied. The result shows that nearly half (46.5%) was satisfied and very satisfied in organization policy put into practice.

### **Relationships with Co-workers**

Employees' relationships with co-workers are important to their success at work. Building allies across the organization helps employees accomplish their work goals and their organization's goals. Forming positive relationships at work may make the workplace and work more enjoyable and increase job satisfaction. According to the survey 28.6% and 61.9% of employees was very satisfied and satisfied to employee job satisfaction respectively. The mean score for relation with co-workers was 4.17 which were the highest of the factors of job satisfaction. The result was shown that almost all (90.5%) of employees expressed satisfaction with their relationships with co-workers. This indicates relation with co-workers in MSH is good.

### **Contribution overall strategic goal of the organization**

Contribution to overall strategies of the organization 15.5 % of employee's were very satisfied and 64.3% of employee satisfied. There is no respondent very dissatisfied in contribution overall strategic goal of the organization. The mean score was 3.93 with standard deviation 0.655. The analysis implies that the organization contributing to the organization's overall business goals give employees a clearer sense of their role and the significance and relevance of their work to business goals.

### **Working Condition and Environment**

Table 4-8 indicates 7.1% of employees indicated that very satisfied to employee job satisfaction and more than half (56%) of employee was satisfied. The result implies that MSH employee feeling safe in the working condition and environment.

### **Work itself**

The majority respondents 48.8% were satisfied and 17.9 % were very satisfied with the work itself interesting and challenging. This indicates that two third of the respondents (66.7%) were motivated and satisfied with their jobs interesting, challenging or exciting.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents information derived from this study in three sections. The first section is summary of the findings. The second presents conclusions for practice based on those findings and the relevant literature. The final section presents recommendations.

#### **5.1 Summary of the Findings**

The summary of the major findings of the study were summarized as follows:-

- The organization has no training and tuition reimbursement direction to support the employees.
- The organization is poor in career development opportunities for learning and professional growth.
- MSH employee needs to learn new skills or enhance their current skills through training on current job and needs support to benefit from the experiences and perspective of others.
- MSH employee had good communication between employees and senior management.
- MSH professional employees feel good in utilizing and contributing their unique skills to the organization.
- MSH recognizes for some outstanding employees by offering award and incentives.
- As per the analysis of the respondents' response most replied that, MSH employees were satisfied in benefits of the medical reimbursement, and accident & life insurance coverage of the organization.
- The analysis shows that employees were dissatisfied for the factor organizational benefit compared to others.

- The organization has low job security this may cause turnover to employee.
- The analysis indicated that employees had well in meaningfulness of the job for its contribution to the society.
- Almost all employees expressed satisfaction relationships with their co-workers. This indicates relation with co-workers in MSH-E is good.

## **5.2 Conclusions**

Based on the summary of the finding, the following conclusions are drawn:-

- The result of the finding indicates that MSH-E employees are least satisfied with paid training and tuition reimbursement programs, training provided on their current job, and organization benefit compared to others. The organization does not provide employee to grow through formal education, no tuition coverage and other support like providing leave during exam times to students. The organization has to achieve employee job satisfaction by giving training to their current job and tuition reimbursement to support employees.
- Job satisfaction within the organization should be targeted as key priority when trying to improve productivity and to decrease turnover of professional employee. Management of MSH-E should insure employees are satisfied and motivated, ensuring adequate use individual skills, and give training to their current job.
- The major cause of turnover and dissatisfaction of MSH-E employee is because of no job security to employee, no paid training and tuition reimbursement programs and organization benefit is less when compared with other similar organization.
- The level of employee job satisfaction in MSH-E employee is varied since human beings are widely varied in nature.

## **5.3 Recommendations**

Based on the data collection, analysis and interpretation the researcher made following important recommendations to Management Science for Health:-

- Management needs to focus on providing paid training programs and reimbursement for the employee. To achieve this assessing practice of similar organization and include paid training programs and reimbursement in the organization policy.
- Management should be concerned about training provided on the current job. This can be achieved by giving training to MSH employee from different training centers.
- The management of the organization needs to investigate on studying and developing update organizational benefit based on market prices for similar skills and profession. It also better to review organizational benefit of similar international non-governmental organization and better to adjust benefit package accordingly.
- The management should give focus opportunities for organizational commitment to professional development for employees. Thus, it would be recommended to MSH-E to give professional development to employee by giving scholars and cover tuition for students learning in higher institutions and university.
- Management should work on finding new projects and donors in order to be ensure job security of the employee and decrease employee turnover.
- This study identified the level of job satisfaction among employees at MSH-E employee. As there were no studies previously conducted in this sector, neither changes nor trends could be identified. Therefore, it is recommended that this study be repeated in the future to allow for comparative analysis studies.

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*Summary of motivation theories by Benjamin Ball* retrieved from [http:// www. yourcoach.be/en/employee-motivation-ebook/](http://www.yourcoach.be/en/employee-motivation-ebook/)

# APPENDICES

## Appendix A: Survey Questionnaire

**St. Mary's University**

**MBA General Program**

### **Survey Questionnaire for MSH Ethiopia Employees**

**Dear Respondents,**

My name is Mulugeta Darge. I am post graduate student at St. Mary's University. I am conducting a final thesis entitled "Assessment of Employee Job Satisfaction Factors at Management Science for Health in Ethiopia (MSH-E)". This questionnaire is designed to gather Employee Job Satisfaction related data from MSH-E employees. All the data provided is strictly confidential and anonymous. Your cooperation is a valuable input for the research undertaking. Please provide your response genuinely.

I thank you for your participation and honesty shown at the time of responding the questions.

#### **Section I: Demographic Profile**

1. Age:           18-30       31-40       41-50       50 and above
2. Gender:       Male       Female
3. Education level:  
                  Diploma                 BA/BSC Degree         
                  MA/MSc                 PHD and above
4. Years of Service in the Organization: ≤ 3 years       3-6 years       ≥ 6 years
5. Your position in the organization: Officer       Coordinator   
  Manager       Director   
  Other       Specify \_\_\_\_\_

## Section II: Opinion Survey

In this section you will find statements and questions about your **present** job. Please answer based on the following instruction.

### Instruction:

1. If you feel that your job gives you **more than you expected**, circle under “**Very Satisfied**” (No. 5) ;
2. If you feel that your job gives you **what you expected**, circle under “**Satisfied**” (4)
3. If you cannot make up your mind whether or not the job gives you what you expected circle under “**Neither Satisfied nor Dissatisfied**” (No. 3);
4. If you feel that your job gives you **less than you expected**, circle under “**Dissatisfied**” (No.2);
5. If you feel that your job gives you **much less than you expected**, circle under “**Very Dissatisfied**” (No. 1).

Select the level that best represents your overall job satisfaction for each item below:

	<b>A. Career Development</b>	<b>Very Dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Satisfied</b>	<b>Very Satisfied</b>
1	How satisfied are you over the existing career promotion?	1	2	3	4	5
2	How satisfied are you on career development opportunities of your organization for learning and professional growth?	1	2	3	4	5
3	How satisfied are you on training provided on your current job?	1	2	3	4	5
4	How satisfied are you with Opportunities to network with others (within or outside the organization) to help in advancing one’s career?	1	2	3	4	5

5	How satisfied are you on the chance of doing something that makes use of your abilities/skills?	1	2	3	4	5
6	How satisfied are you on the Organization's commitment to professional development?	1	2	3	4	5
7	How satisfied are you on paid training and tuition reimbursement programs?	1	2	3	4	5

If your answers are "Very Dissatisfied" can you mention some reasons of your dissatisfaction?

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	<b>B. Relationship With Management</b>	<b>Very Dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Satisfied</b>	<b>Very Satisfied</b>
8	How do you find Communication between employees and senior management?	1	2	3	4	5
9	How satisfied are you on the Autonomy /independence of your position to make decisions?	1	2	3	4	5
10	How do you feel about management on providing recognition for tasks well done?	1	2	3	4	5
11	How do you find the relationship with your immediate supervisor?	1	2	3	4	5

If your answers are "Very Dissatisfied" can you mention some reasons of your dissatisfaction?

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	<b>C. Compensation and Benefits</b>	<b>Very Dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Satisfied</b>	<b>Very Satisfied</b>
12	How satisfied are you on benefits such as medical, Personal accident, life insurance?	1	2	3	4	5
13	How satisfied are you with your current salary?	1	2	3	4	5
14	How do you find your organization's benefit compared to others in the industry?	1	2	3	4	5
<p>If your answers are "Very Dissatisfied" can you mention some reasons of your dissatisfaction?</p> <hr/> <hr/> <hr/> <hr/>						
	<b>D. Work Environment</b>	<b>Very Dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Satisfied</b>	<b>Very Satisfied</b>
15	How satisfied are you with the competence of your supervisor in making decision?	1	2	3	4	5
16	How do you feel about the job security of your work place?	1	2	3	4	5
17	How satisfied are you with the meaningfulness of your job for its contribution to the society as a whole?	1	2	3	4	5
18	How satisfied are you on the way organizational policies are put into practice?	1	2	3	4	5

19	How satisfied are you on relationships with co-workers?	1	2	3	4	5
20	How satisfied are you with your contribution to the overall strategic goals of the organization?	1	2	3	4	5
21	Are you satisfied with the present working conditions and environment?	1	2	3	4	5
22	How satisfied are you with the work itself, is it interesting and challenging?	1	2	3	4	5
<p>If your answers are “Very Dissatisfied” can you mention some reasons of your dissatisfaction?</p> <hr/> <hr/> <hr/>						

**Thank you for your participation. Please submit your completed survey.**

## Appendix B: Employee Job Satisfaction Factors Survey Result Summary

Statements	No.	Ver y Dis sats fied	Dissat isfied	Neithe r Satisfi ed nor Dissat isfied	Satis fied	Ver y Satis fied	Mini mum	Maxi mum	Mean	Std. Deviation
Career Promotion	84	2	16	32	29	5	1	5	3.23	0.91
Career development opportunities for learning and professional growth	84	3	13	48	17	3	1	5	3.05	0.805
Training provided on your current job	84	3	27	29	21	4	1	5	2.95	0.956
Opportunities to network within or outside the organization	84	2	22	37	18	5	1	5	3.02	0.905
Opportunities to use skills/abilities	84	2	10	26	41	5	1	5	3.44	0.869
Organization's commitment to professional development	84	3	17	41	22	1	1	5	3.01	0.814
Paid training and tuition reimbursement programs	84	20	17	37	7	3	1	5	2.48	1.058
Communication between employees and senior management	84	2	11	20	42	9	1	5	3.54	0.937
Autonomy and independence of your position to make decisions	84	2	11	27	32	12	1	5	3.49	0.976
Management recognition for tasks well done	84	2	13	25	37	7	1	5	3.4	0.933
Relationship with your immediate supervisor	84	1	4	20	34	25	1	5	3.93	0.916



Benefits such as medical, personal accident and life insurance	84	1	4	13	50	16	1	5	3.9	0.801
Current salary	84	2	20	25	33	4	1	5	3.2	0.941
Your organization benefit compared to others	84	4	23	30	26	1	1	5	2.96	0.911
Competence of your supervisor in making decision	84	2	7	20	39	16	1	5	3.71	0.951
Job security	84	8	18	27	23	8	1	5	3.06	1.123
Meaningfulness of your job for its contribution to society	84	0	5	7	45	27	2	5	4.12	0.798
organizational policies put into practice	84	1	12	32	35	4	1	5	3.35	0.829
Relationships with co-workers	84	0	2	6	52	24	2	5	4.17	0.656
your contribution to overall strategies of the organization	84	0	2	15	54	13	2	5	3.93	0.655
Present working condition and environment	84	1	6	24	47	6	1	5	3.61	0.776
The work itself is it interesting and challenging	84	0	5	23	41	15	2	5	3.79	0.808
<b>Total Respondents</b>		<b>61</b>	<b>265</b>	<b>564</b>	<b>745</b>	<b>213</b>				

## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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Name

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Signature

**St. Mary's University, Addis Ababa**

**April, 2015**

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

Asst. Professor Shoa Jemal

Advisor

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Signature

**St. Mary's University, Addis Ababa**

**April, 2015**