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Faculty of Business and Leadership
Department of Business Administration

Specialization: Project Management

Title of Thesis

Factors Affecting Employee Job Satisfaction of Health Sector
"A Case Study on Gara Mulata General Hospitals"

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Declarations

I am Ibsa Mussa Abdulahi I.D. Number LMBA-015928 hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/institution. and I has been submitted for in partial fulfillment of the requirements for MBA degree at the lead star University collage and is deposited at the University Library to be made available to borrowers under rules of the library. Brief quotations from this thesis are allowable without special permission provided that accurate acknowledgment of source is made. Requests for permission for extended quotation from or reproduction of this manuscript in whole or in part may be granted by the head of the major department or the Dean of the School of Graduate studies when in his or her judgment the proposed use of the material is in the interests of scholarship. In all other instances, however, permission must be obtained from the author.

Name Ibsa Mussa AbdulahiSignature.....Date.....

DEDICATION

I dedicate the whole of this final research study work to my brother wife Nejeha
Abraham.

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APPROVAL

The undersigned certify that they have read and hereby recommend to the Lead star University College to accept the Thesis submitted by Ibsa Mussa and entitled “Factors Affecting Employee Job Satisfaction of Health Sector; A case study in the Gara Mulata General Hospitals in partial fulfillment of the requirements for the award of a Masters Degree in business administration specialization in Project management .

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ABSTRACT

The main aim of the research study so far conducted was to identify and determine the effect that Staff Satisfaction had on the performance of employees who were working under the Oromia Hospitals and specifically Gara Mulata General Hospitals were service delivered what types, how, when and why did they were delivered the motivational packages and what impact did the employees and the organization encountered. The purpose of the study was to investigate and determine the effect that motivation had on the performance of employees in Hospitals found in Gara Mulata General Hospital, Eastern Hararge zone of Oromia regional state, Ethiopia. The study include the issues linked to Satisfaction such as delivery of promotion, progression of carrier, work load, employees working hours and the appreciation from the managers and so on. The methodology that was used in this research study was in such a way that the data that was assumed to be use full for the research study was collected by prepared questionnaires for the respondents staff members of the Hospital and receiving their response. The collected data was then organized and presented using statically tools where the qualitative data analysis technique was employed for the analysis then after which the discussion and conclusion of the research study was done from the analysis and summery parts. Accordingly the findings from the research study indicated that the satisfaction packages that was delivered to the employees of the Gara Mulata General Hospital was somewhat less than those delivered by other Hospital and it could be possible to conclude that the new entrants employees and those who were working in the organization would prefer to be employed in other Zone Hospitals. The research study that this subject focused would give some tangible evidences from the base of the responses that the participants gave. The management groups at all levels in the organization knew that Satisfaction must exist in their organization but their understanding on the link between performance and Job satisfaction would showed variation. This paper presents a comprehensive diagnosis of job satisfaction indices of Health business, the factors causing the dissatisfaction & suggestions to improve them.

Keywords: *job satisfaction, job dissatisfaction, motivation*

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ACRONYMS

BPR	Business Process Reengineering
EH	East Hararghe
GMGH	Gara Mulata General Hospital
HRM	Human Resource management
KPI	Key Performance Indicator
ORHB	Oromia Regional Health Bureau

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CHAPTER ONE

1.1. Introduction

The Thesis which was done on this research study entitled " Factors Affecting Employee Job Satisfaction of Health Sector in particularly on East Harargh Hospital namely Gara Mulata Hospital" would consisted of five chapters. The first chapter introduction of the research proposal and consisted of the background of the research study, problem statement, the objectives(the main & specific), the research questions research hypothesis, significance of the study, scope of the study, the description of the study area and the limitation of the study. The second chapter focused on the review of the literature where relevant theories and the theoretical bases for the study and the conceptual framework was the theoretical bases from which the topic evolved and it included the basic, historical, theoretical nature the back ground of the research topic. The third chapter deal with the methodology that the research study utilized where the activities that were used in from the collection of the data up to the final destination. The research design, the operational definition of variable, the population from which the sample for the study was chosen the design of the sample, the materials and data collection technique the common the analysis of the data treatment of the data, limitation of the study the consisted of structure of the research, and the fourth chapter which the conclusion ,findings from the information consisted of respondents choice of the demographic of the respond and demographic of the respondents and response rate and Conclusion and Recommendation of the study.

1.2. Background of the study

Among all the assets of an organization, human resource is the most significant and precious asset which is essential for healthy operation of all other resources of the organization. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. It is because Lease (1998) said that "Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives". Otherwise in today's liberalized world there are lots of opportunities present in the job market for the right candidate. Again, because of privatization there is very tough

competition among the different units in the industry. So, it is very important for an organization to maintain a proper working culture for all the employees of the organization. Without satisfaction in the job, no employee will retain for a longer time in any organization. Job satisfaction describes how content an employee is with his or her job. It is a poignant response to a job. It can be considered as a part of life satisfaction. According to Spector (1997), Job satisfaction is one of the most admired and broadly researched topics in the field of organizational psychology. There is lots of definition of job satisfaction given by different previous researchers till now. Some of them are clashing in nature. It was found in the paper of Bidisha Lahkar Das and Mukulesh Barua (2013) that Hoppock (1935) was of the view that job satisfaction is any combination of psychological, physiological and environmental circumstances, which cause a person truthfully, satisfied with his/her job. Wanous & Lawler (1972) refer to job satisfaction as the sum of job facet satisfaction across all facets of a job. In Swarnalatha & Sureshkrishna (2012) it is found that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing with respect to the view of Locke. Feldman & Arnold (1983) have stated job satisfaction as, "the amount of overall positive affect (or feelings) that individuals have towards their jobs". Davis et al., (1985) assured that job satisfaction is a combination of positive and negative feelings that workers have towards their work. Hulin et al., (1985) model proposed that job satisfaction is the function of the balance between work role inputs (e.g., education, time and effort) and the work role outputs (e.g., pay, status, working conditions, wages, fringe benefits, task importance, and intrinsic aspects of the job as cited in Timothy A. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. Sousa-Poza (2000) proposes that determination of job definition is done by the balance between inputs and out puts. According to this concept, an individual will be happy when his/her basic and universal needs are fulfilled in their current situation. There are lots of factors that have some influence on person's level of job satisfaction. Some of them are pay and benefits, fair performance appraisal, career and promotional opportunities, proper reward and recognition, work-family life balance, the job itself, proper working conditions,

leadership, autonomy in work. Job satisfaction involves complex number of variables, circumstances, opinions and behavioral tendencies.

Job satisfaction leads to several benefits such as, reducing moral stress, create new thinking and innovation which lead them to high level, fresh mind, and good relationship with co-workers, supervisor and employees etc. It is highly important to study the current practices of employee performance and job satisfaction and their degree of correlation and recommend best principles & practices for better commitment, innovation and flexibility for sustainable development in the bank. Recently the Institution starts to implement business process reengineering (BPR) concepts to improve the quality and speed of the services in the sector.

Oromia Regional Health Bureau is also under process to implement BPR in the organization to satisfy their customer by improving the satisfaction of employee. However, the level of employee performance practiced and employee's job satisfaction is subject to study. Moreover the degree of correlation is unknown. Therefore, the research should be conducted to investigate these issues. It is also paramount importance to study which factors satisfy and which dissatisfy in the organization.

1.3. Statement of the Problem

Employees are the backbone of any organization. They are the most precious and important asset among all the asset of any organization. Job satisfaction is a part of employee life satisfaction. So based on the above discussion, the study aims to recognize the impact of compensation, working environment, Supervisor support and others on job satisfaction of employees in the Oromia Regional Health Bureau.

Employees in Oromia Regional Health Bureau do not complete the task on time. This is because those employees feel stressful with the heavy workload. Observation shows that this situation occurs due to the lack of employees. Employees do not have interest in the job because they feel tired when the entire task cannot complete. Even they were absent, they force to complete their job not only for the present day but also the previous day. Therefore, employees have to force themselves to work even though she/he is sick. This situation negatively affects the performance and satisfaction of the staffs. Furthermore,

they do not interested does overtime expect the task was urgent to complete. This is because they feel stressful if force herself to work. As a result, they were fairly satisfied with their jobs since they did not given enough attention by the manager or company about their problems.

1.4. Objective of the study

1.4.1. General objective

The general objective is to assess and identify the factors affecting the job satisfaction of employees

1.4.2. Specific objective

The specific objectives of the study are as follows:

- To assess the satisfaction level of employees
- To identify the factors which influence the job satisfaction of employees
- To identify the factor which improves the satisfaction level of employees
- To identify work performance of the employees; and
- To suggest some measures in order to improve employees' work performance through job satisfaction

1.4.3. Research Questions

This study attempts to answer the following research questions:

- i. What is the level of satisfaction of the employees toward their job?
- ii. What is the relationship between the demographic factors and job satisfaction?
- iii. What are the factors that affect the employees' job satisfaction?
- iv. what factor which improves the satisfaction level of employees and
- v. How to identify work performance of the employees

1.5. Research hypothesis

H1: There exists a positive relationship between employee compensation and job satisfaction of employees

H2: Supervisor Support increases the job satisfaction level of employees working

H3: A positive correlation exists between working environment and job satisfaction of employees

H4: Increased JS has a positive impact on job satisfaction of employees.

1.6. Significance of the research / justification of the study

After the research study result was approved by the advisor of the this research study the contribution of the result of the research study will enable to determine whether the motivational packages enhance staff performance and enable the managements design a plan on motivating employees and make them love their work and create better customer- employees relationship trust on their organization and maximize their human resource potential by a better well come motivational plan. The result of the research study would enable those groups (customers, employees) to get the solution . The findings of the study will therefore provide vital information to policy makers and human resource managers of the Hospital to either consolidate or re-think ways of motivating Staff of the hospital. The results of the study will also add to the existing body of knowledge on the issue of motivation and productivity in the Health sector. Finally the research is used as the partial fulfillment of the Lead- star collage of management and leader ship of Graduate Studies requirements for the award of a master's degree.

1.7. Scope of the study

The range of this research study was limited to East Hararghe Health Sectors which was located in Eastern Oromia Regional State and also the research study was focused only on determining the effect that motivation had on the performance of employees . The

information that was necessary for this research study was gathered from the Hospital Board, manager, Management, Human Resource Manager, Staffs' The research includes all the response of employees.

The research study was done by collecting information from the Hospital Board, manager, Management, Human Resource Manager, Staffs' and it took 30 days for data collection, organization, presentation and analysis the result. The range of the research was limited to only 24. The research study is also limited by the time resource constraints and also by the less participation of the employees due to the busy tasks done by the employees that lead them to make less time interview.

The scope of the research study was so narrow for the following reasons

- the research was done on single Oromia zone with only small number of staff
- the research work and the investigator area of work were located on the place where references, libraries and internet centers were unavailable

1.8. Description of the study area

The research study was conducted in one of the Oromia Zone, Ethiopia namely East Hararghe ; which is found in the East Oromia regional State, Eastern Hararge Zone Hospitals has been delivering most of health services Delivery that existed in the zone. The Hospital consists of administrative, Health and supportive Staffs'. The hospital is owned by government and governed under oromia regional health office.

1.9. Limitation to the study

1.9.1 Potential weakness of the study

The weakness of this research study was the lack to give detail analysis even though the issue was a very wide to be done on other sectors, but due to very short allocated time for the research time given with the nature of the busy working condition of the investigator(governmental office tasks) together with the extremely very restless work of the respondents made the research work to be narrow beside this the data collecting instrument that was used was giving prepared questionnaires with alternate categories of

responses that were assumed to be answered by the respondents. All the responses were responded by choosing among the alternatives ,it made the data analysis somewhat solid. Even though respondents were very volunteer to give their response they could do nothing as priority had to be given for their bread feeding task.

1.9.2 Compensatory measures taken to mitigate effects of noted limitation

The measures that were taken to compensate the limitation was mainly to use any type of opportunity so that the scares time of the respondents was used by the investigator and facilitate data collection. Beside this the investigator did his best to match the limitation went with the minimum effect that it brought on affecting the result of the research study .Just to summarize the last chapter and remind the main issues that were forwarded here on this thesis report the study was presented in five chapters. This chapter which was the introduction covered the background of the study, problem statement, objectives of the study, research questions, Significance of the study, the scope and limitations of the study.

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Chapter Two

2.REVIEW OF LITERATURE

2. 1. Introduction

This chapter reviews related empirical literature and conceptual framework on the subject matter. The relevant literature will be reviewed under the following outline: the chapter include the historic back ground ,profile of the organization on which the research study focused and other related issues of the research title that were much related with the topic of the research study and development of modern health deliveries, motivation and corporate performance in the health sector, levels of employee motivation, performance measurement and chapter summary .

2.2. Empirical Review

Job satisfaction is as a topic, has been researched by many researchers previously. Job satisfaction is defined as “a general attitude toward one’s job; the difference between the amount of rewards workers receive and the amount they believe they should receive” [cited in Stephen P. Robbins, 2005]. Job satisfaction is affected by as meaningfulness of work, adequacy of supervision according to the study conducted by Lodahl & Kejner (1965). Rain et al., (1991) states that job satisfaction has a correlation with life satisfaction. It means that people who are satisfied with life will tend to be satisfied with the job and people who satisfied with job will tend to satisfied with their life. According to Fisher et al., (1992), Xie et al., (2000), Vidal et al., (2007) and Lane et al., (2010), job satisfaction is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Balance between input and output determines job satisfaction as suggested by Alfonso Sousa-Poza & Andrés A. Sousa-Poza (2000). According to this concept an individual will be happy when their needs are fulfilled in the current situation and these needs are basic and universal. According to Frederick Herzberg, an American Behavioral scientist in his two factor theory suggested that intrinsic factors like work itself, responsibility and achievement are related to job satisfaction and extrinsic factors like supervision, pay, company policies and working conditions are associated with job dissatisfaction. According to him the factors leading to

job satisfaction are separate and discrete from those that lead to job dissatisfaction. He identified hygiene factors like company policy, administration, supervision, salary, recognition, achievement and growth. According to him these might be helpful to raise job satisfaction level [as cited in Malik et al., 2010]. Again, Abraham Maslow (1954) suggested five level hierarchy of need model. These needs are physiological, safety, social, esteem and self-actualization needs. From the point of need fulfillment, job satisfaction has been approached by some researchers. Allen and Meyer (1996) found any employee who is affectively committed to the organization will have extrinsic, intrinsic, and total job satisfaction. According to Luthans (1998), there are three important dimensions of job satisfaction: (a) it is an emotional response to a job situation. As such it cannot be seen, it can only be inferred; (b) it is often determined by how well result meet or exceed expectations; and (c) it represents several related attitudes towards the work itself, promotion opportunities, pay, supervisor and co-workers which are most important sort of a job about which people have efficient reaction. He again said that training and skill development is one of the best ways to gain job satisfaction. The view forwarded by Moser (1997) that Job satisfaction is so important that if it is not present then it often leads to tiredness and reduced organizational commitment [as cited in Tella et al., 2007; Ohiwerei et al., 2011]. A study conducted by Yuan Ting (1997), it was found that three sets of factors, namely, job characteristics (such as promotional opportunity, task clarity and significance, skills utilization and pay satisfaction), organizational characteristics (such as organizational commitment and relationship with supervisors and co-workers) and individual characteristics among which job and organizational characteristics have significantly effected on the job satisfaction of federal government employees [as cited in Naresh Kumar & Singh Vandana, 2011]. In Karthik et al., (2012) it is found that according to Mulinge & Mullier (1998), higher organizational social and intrinsic reward, Lower convenience costs will increase job satisfaction.

Many researchers found that improving job satisfaction can reduce turnover and help maintain a stable and motivated workforce. Previous researcher Biswas (2011) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organizational commitment. A satisfied employee is easy to be retained in the organization and like that organization is able to cut hiring cost of new employees. In

Ankit Laddha et al., (2012), it is said by Denton (2000) that employees that are satisfied and happy in with their jobs are more dedicated to doing a good quality job and taking concern of clientele that sustain the operation. Every person will have his or her own definition of what it means to be satisfied with a job. Ellickson & Logsdon (2002) supported Specter's view by defining job satisfaction as the extent to which employees like their work. Rashid Saeed et al., (2014), in his experiment with 200 telecom sector employees of Pakistan found that the key factors that contribute to employee job satisfaction are promotion, pay, fairness and working condition. Money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan. In working condition, the physical design too, to some extent affects the job satisfaction of employees.

2.3 Conceptual framework

2.3.1 Compensation/Salary and Job Satisfaction

Different people assume compensation differently. Compensation can be defined as the monetary benefit given to the employees by the company for their services given to the company. Kalleberg (1977) & Voydanoff (1980) have revealed that monetary compensation is one of the most major vivid variables for job satisfaction. Job and the way the employees ranked them as motivators and satisfiers. The results revealed that increase in salary for performance was ranked as the number one job element for motivation and compensation was ranked as the number one job element for job satisfaction. According to Lifer (1994), compensation and benefits, advancement opportunities, and technological challenges affect job satisfaction. The result showed that salaries and benefits are related to job satisfaction.

H1: There exists a positive relationship between employee compensation and job satisfaction of employees in Oromia regional bureau

2.3.2 Supervisor Support and Job Satisfaction

Supervisor support is one of the important factors for employee retention. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about. Researchers like Buckingham & Coffman in *Break All the Rules*, (1999) have found that the talented employee may join an organization for many reason, but how long that employee stays and how productive he/she is while there is determined by the relationship with the immediate supervisor. It was exposed that management & friendly staff relationships contribute to the level of job satisfaction according to the study conducted by Friedlander and Margulies (1969). However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction. But McManus & Russell (1997) supported this fact and proved that when a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer. In the research paper of Bandana Nayak (2013), it was seen that according to Politis (2001) survey, it has been proved that roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who were occupied in information gaining actions to inspect the relationship between leadership styles and information gaining attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills and essential information gaining. It has been found by Collins-Camargo, (2005) that when training is given to supervisors then it enhances increased employee job satisfaction, improved practice and outcomes and reduces preventable turnover. Again according to Chakrabarty et al., (2008), "perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done." Keeping in mind the findings of previous studies, the current proposed study hypothesized that:

H2: Supervisor Support increases the job satisfaction level of employees working in the Oromia regional bureau.

2.3.3 Working Environment and Job Satisfaction

Arnold & Feldman (1996), promoted some factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. According to George & Jones (1999), because of poor working conditions, many employees feel dissatisfied. The working conditions include office space, equipments, comfortable chairs, air conditioning, tools etc. When working environment is good for an employee, then his/her productivity level automatically goes up. Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Since employee's jobs are mainly emotionally and physically demanding, so they may feel that poor working conditions will only provoke negative performances. Kabir (2011) also established in his research at Pharmaceutical industry, Bangladesh that working environment played an important role in the employee's job satisfaction. Keeping in mind the findings of previous studies, the current study hypothesized that:

H3: A positive correlation exists between working environment and job satisfaction of employees in the Oromia regional bureau

2.3.4 Job Security and Job Satisfaction

Job Security is the chance that a person or an employee will keep his or her job; a person with the job would have a little possibility of becoming unemployed if his /her job has an elevated level of Job Security. Ruvio & Rosenblatt (1996) found in his popular literature that Job Security tends to perform better with an employee who is satisfied with his job than the one who is not satisfied with the job. Biswas & Verma (2007) discover that "Extrinsic factors as Job Security is fundamentally critical for an employee to perform well on the job." According to Green & Tsitsianis (2005), Benz & Frey (2008), both job content and Job Security are found to affect the overall job satisfaction of employees. Muhammad Hassan et al., (2011) found in his study of Leather industry of Pakistan that there is a positive correlation between employee satisfaction and retention and Job

Security. An employee should have Job Security at all the times. Keeping in mind the findings of previous studies, the current study hypothesized that:

H4: Increased JS has a positive impact on job satisfaction of employees in the Oromia regional bureau.

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Chapter Three

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on explanation of the sourced of data, how they were gathered, what materials were utilized, the methods that was used to collect data, the sampling techniques, presentation, organization of data and how the data were processed in a clear and understandable form way the data were gathered, the methods that are to be used on the process from the start up to the final research result analysis and presentation. In this study we will be use a triangulation mixed methods design, and it is a type of design in which different but complementary data will be collected on the same topic

3.2. RESEARCH APPROACH

A cross-sectional approach will be used in this study, involving a partially mixed sequential equal status design in terms of the (Leech 2009) classification, The quantitative part of the mixed-method study will reveal the trends and differences in rates for employee satisfaction outcomes which will be used to formulate evidence-based recommendations for implementing the program in a more effective way, so as to achieve the intended research objectives.

3.3. RESEARCH DESIGN

A community based cross-sectional study design that employee quantitative data collection methods by using Descriptive Correlation will be carried out. In cross-sectional study design either the entire population or a subset of selected, and from these individuals, data are collected to help answer research questions of interest. It is called cross-sectional methods because the information gathered represents what is going on at only one point in time.

3.4. SETTING AND POPULATION OF THE STUDY

The study will be conducted in selected districts of East Hararghe Zone of Oromia National Regional State, Ethiopia. The data required for the study will be generated from the Gara Mulata General Hospital were selected purposively as they represent the areas

with major health intervention. Since all the outcome indicators focus mainly on employee, we interviewed respondents for individual. In total, 41 sample were interviewed using structured questionnaire. Data was collected on the indicators of the employee satisfaction. Data was also collected on individual bases.

3.5. SAMPLE AND SAMPLING METHODS

The study subjects were a sample of Gara Mulata General Hospital Employee. A sample size of 41 was determined using the formula for single population proportion based on the assumptions: in the absence of the previous prevalence data on the population under study, and to obtain the maximum sample size, p was assumed to be 0.5. Moreover, a margin of error of 5%, a confidence interval of 95% assumed ($Z_{\alpha/2}=1.96$), and 10% contingency for non-response were used to calculate a sample size of 422 women. Those by the formula of single population ratio

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

The study for the qualitative study, non probabilistic purposive sampling technique will be used. Data will be collected by eight female data collectors who had a minimum of Diploma level in health related education. Training will be given for two days. The data collection process will be closely supervised by field supervisors and the research team.

3.6. DATA COLLECTION METHODS AND PROCEDURES

Cross-Sectional method of data collection will be adopted. While the main instrument used for data collection will be on individual. Key informant interviews, the structured questionnaire were used to collect qualitative information. In depth interviews were conducted with people who represent various demographic and socio-economic categories and who have rich experience and broad knowledge on work experience related issues.

The English version of interview questions will be translated into Afan Oromo and Amharic to obtain data from the study participants and to ensure their understanding of the contents properly. The researcher counterchecks for accuracy and completeness of the

filled questionnaire and all completed questionnaires will be given identification number after completing the work.

The Afan Oromo & Amharic versions of the survey questionnaire will be pre tested in the field to know if it is clearly understood by the respondents. As deemed necessary, questions having semantic problems will be improved to increase their clarity and accuracy.

3.6.1. Validity and Reliability of the study

The quality of scientific research and the instruments used will be determined by their validity and reliability. In this specific research, the researcher will strictly follow the principles of both reliability and validity. This specific research reliability and validity will be assured through adopting standard tools from United States Agency for International development (USAID) in consultation with supervisor and other expertise in the area. The check lists and questionnaire will be pretested and amendment will be made. Weight measurement equipment will be checked every time before use, and literature will be reviewed extensively.

3.6.2. Trust worthiness of the study

A thorough reporting of the process and the results of quantitative data collection and analysis is the key to justifying and assuring that trustworthiness exists in the study (Henderson, 2006 cited Veal, 2011). According to Veal (2011), Bryman (2012) and Loh (2013) trustworthiness consists of four different components — credibility: the validity of the findings; transferability: the applicability of the findings in other contexts; dependability: reliability of the findings at another time; and conformability

3.7. DATA MANAGEMENT AND ANALYSIS

After data collection, each questionnaire will be checked to ensure completeness. The corresponding code number will be written carefully at each margin. The template scheme for data entry will be developed and pre-tested for ranges, skipping patterns and allowed legal values by entering 30 questionnaires.

As two different sets of data were collected quantitative they were also analyzed differently. Its quantitative nature, feasibility for analyzing large amounts of narrative data, and use with moderate-to-large sample sizes has appeal to the researcher seeking a rigorous method for analyzing qualitative data. The uni-variate analysis involves the use of simple statistics to examine the distribution of respondents according to employee satisfaction. Frequencies and measures of variation will be used to describe the study population in relation to socio-demographic and other relevant variables. The degree of association between independent and dependent variables will be assessed using crude odds ratio with 95% confidence interval. Binary logistic regression analysis will be performed using SPSS version 24.0 version statistical software program to control the potential confounding variables. Logistic regression will be considered the more appropriate statistical method to apply here because most of the dependant variables are categorical and dichotomous. Calculating odds ratio will be to measure strength of association, 95% CI, and p-values for statistical significance with the determinant factors will be assessed., there will be a simultaneous examination of two variables using cross tabulations.

3.8. ETHICAL CONSIDERATIONS

The proposal will be reviewed by the Department of Leadership and Business Administration of University of Lead Star Higher Degree Committee. The survey will be commenced after written consent obtained from Oromia Regional Health Bureau and East Hararghe Zone. Informed verbal consent secured for each study subjects and respondents they will also sign the consent. Each respondents will be informed about the objective of the study and assurance of confidentiality. To ensure the right of participants are involved and protect them from any possible harm, the researcher will comply with and uphold the following Belmont (Bowling, 2006: 565) ethical principles.

Respect for person- respect for person incorporates at least two ethical convictions: first that individuals should be treated as autonomous agents, and second, that persons with diminished authority are entitled to protection.

Justice- who ought to receive the benefits of research and share its burdens'.... For example, the selection of research subjects needs to be scrutinized in order to determine whether some classes are being systematically selected simply because of their easy availability....rather than for reasons directly related to the problem being studied(Bowling, 2006: 565).

Non-maleficence-the researcher is responsible to protect the participants from harm (Polit, 2012:43). The researcher will ensure the protection of the study participants from physical, psychological, financial and social risks

If your participants are 18 years and older

To obtain informed consent, the participants will be given all the relevant information relating to the study, which includes the title, purpose of the study, benefits any potential risks and how to collect the data. Participants will have the opportunity to ask questions freely without any fear. The researcher will emphasize that participation is voluntary and that the participants can withdraw from the research at any given time without any repercussions. The contact details of the researcher, supervisory teams and relevant higher degree committees will be provided to the participants on the consent forms. And to the health worker involved in Maternal Health care who will be working on the health facilities during the study period will obtain permission by explain the data collector will not there to evaluate him or her and that the data collector is not an expert to be consulted during the session. See appendix 1.

Fieldworkers be involved in data collection, indicate how you will meet the ethical considerations involved:

An advertisement for research assistance will be made which clear recommendation that they must have prior knowledge and experience about being relevant assistant in health care professionals. Those accepted will be trained on confidentiality.

The process I will follow to obtain approval to conduct a research at a specific institution or in a specific area

After the proposal will be reviewed by the Department Leadership and Business Administration of University of Lead Star Higher Degree Committee , then written consent will be obtained from East Hararghe zone Health Bureau and selected district study Woredas. Participant will also be asked to sign on informed consent. See attached

The compensation including reimbursement amount, gifts or services to be provided to participants

There will be no reimbursement, gift or service given as respondent will be drowned.

3.9. SIGNIFICANCY OF THE STUDY

This study will add value to the related areas of study, like Institutional and organizational studies at a theoretical as well as a methodological level. It is hoped that the current study will generate crucial findings regarding the Employee satisfaction, Socio-Demographic variables, factors affecting employee satisfaction practices, provisions and implementations in the context of East Hararghe Zone of the Oromia National Regional State. The findings of the current study would provide policy makers, health practitioners, employee and the community at large with useful insights regarding the impacts of culturally rooted obstacles and challenges that affect community health in general and the satisfaction and job security of employee in particular. Finally, key findings of the study will be published in international and local journals to disseminate knowledge and experience.

3.10. SCOPE AND LIMITATIONS

Despite the contribution of the study to the literature on employee satisfaction, this study has some limitations. First, it is a cross-sectional study in which temporal relations could not be assessed. There could be recall bias since the employee were asked for events prior to the survey. Since information was collected retrospectively. However, many studies have examined employee satisfaction use retrospectively even up to the last 5 years period; the study due to limitations of the data and scope of the study that were difficult to measure from the available dataset.

CHAPTER FOUR

4. ANALYSIS, FINDINGS AND DISCUSSION OF THE DATA

4.1 Introduction

The fourth chapter deals with the analysis, discussion and findings of the research study work that deals on assessment of the effects of motivation on the performance of employees working in the Gara Mulata General Hospital. The chapter included the response rate, demographic data, the result or findings, the interpretation and discussion, data presentation tools statically symbols, summery of the chapter and the link between chapter four & five based on the research study report section. The quantitative data that was gathered and organized and coded would be analyzed. Accordingly the result of the coded data was translated to a tabular data using frequency and percentages in accordance with the value given for the coded categories above and below the median. As high & low and then the analysis of the tabular data was explained under it.

4.2 Response Rate

During the research study work process, while the investigator was Collecting the response of respondents, as tried to be explained in the limitation of the research study the problem to get the respondents at their free time was the main challenging problem for getting the response. The respondents who were given the structured questionnaires were 50 in number and the number of respondents who had filled their responses and submit were 41(82%).

4.3. Demographic data

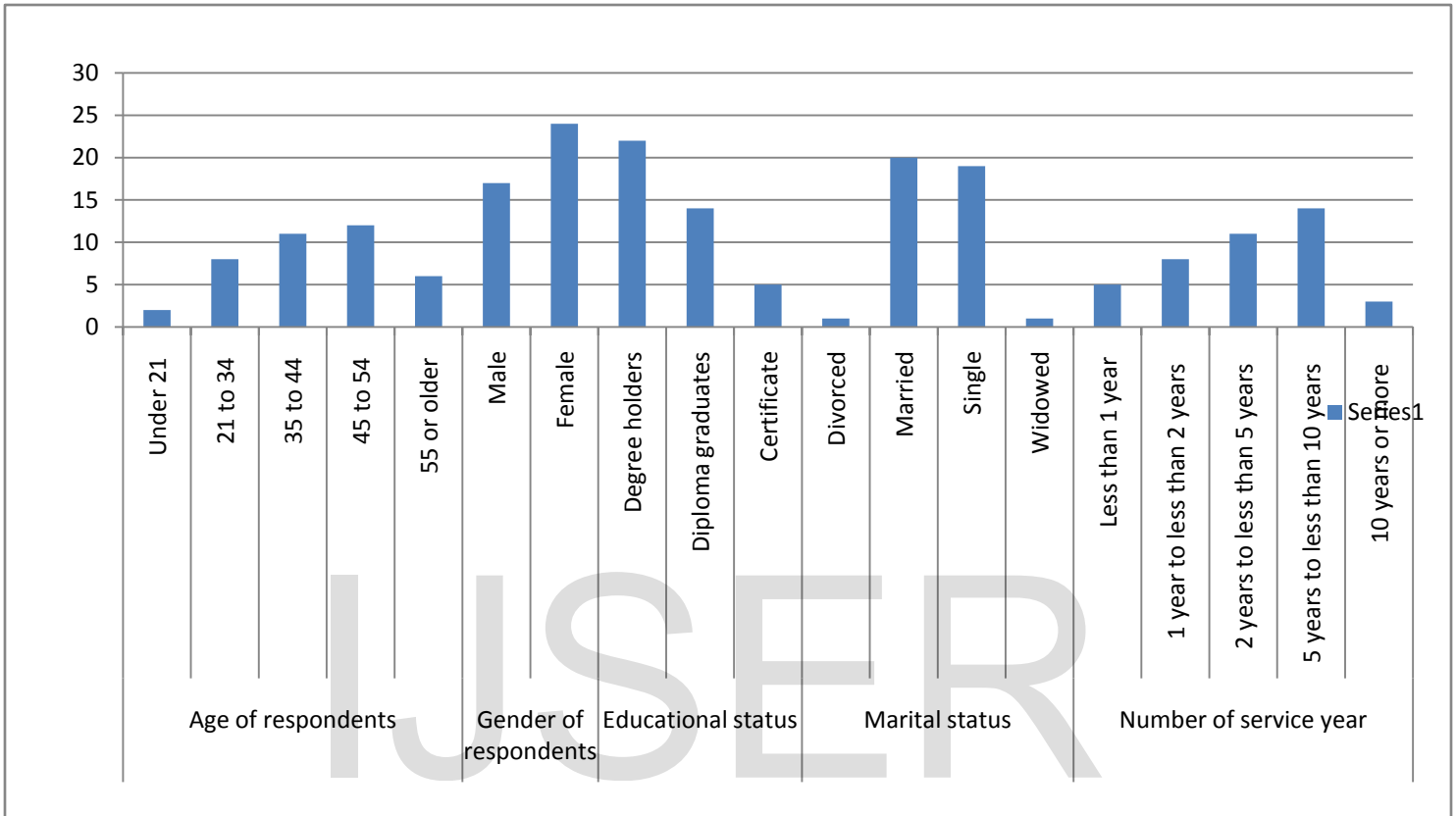
Table 1.socio demographic of the employees in Gara Mulleta General Hospital

S.N	Variables(Questionnaires)	Alternative categories	Freq.	Percent
1	Age of respondents	Under 21	2	5%
		21 to 34	8	21%
		35 to 44	11	28%
		45 to 54	12	31%

		55 or older	6	15%
2	Gender of respondents	Male	17	41.1%
		Female	24	58.9%
3	Educational status	Degree holders	22	53.7%
		Diploma graduates	14	34.1%
		Certificate	5	12.2%
4	Marital status	Divorced	1	2.4
		Married	20	48.8
		Single	19	46.3
		Widowed	1	2.4
6	Number of service year	Less than 1 year	5	12%
		1 year to less than 2 years	8	19.5%
		2 years to less than 5 years	11	26.8%
		5 years to less than 10 years	14	34%
		10 years or more	3	7.7%

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Figure 1.socio demographic of employees in Gara Mulata general Hospital



Analysis of Demographics of respondents

The survey on demographic shows a total of 50 participants responded to the questionnaire, giving a response rate of 82%. In this study 17 (41.1%) respondents were males and 24 (58.9%) were females. Majority of participants were younger than 35 years (70.73%, n=29). The educational level of respondents indicated that 53.7% were degree holders, 34.1% were Diploma Holders and the rest 12.2% Certificate employees. The marital status of the respondents showed that 2.4% divorced, 48.8% married, 46.3% Single, 2.4% Widowed of the participants, The survey also shows that 88% of participant have less than two child and 77% of them have more than two year work experiences.

4.4 . Results and Findings

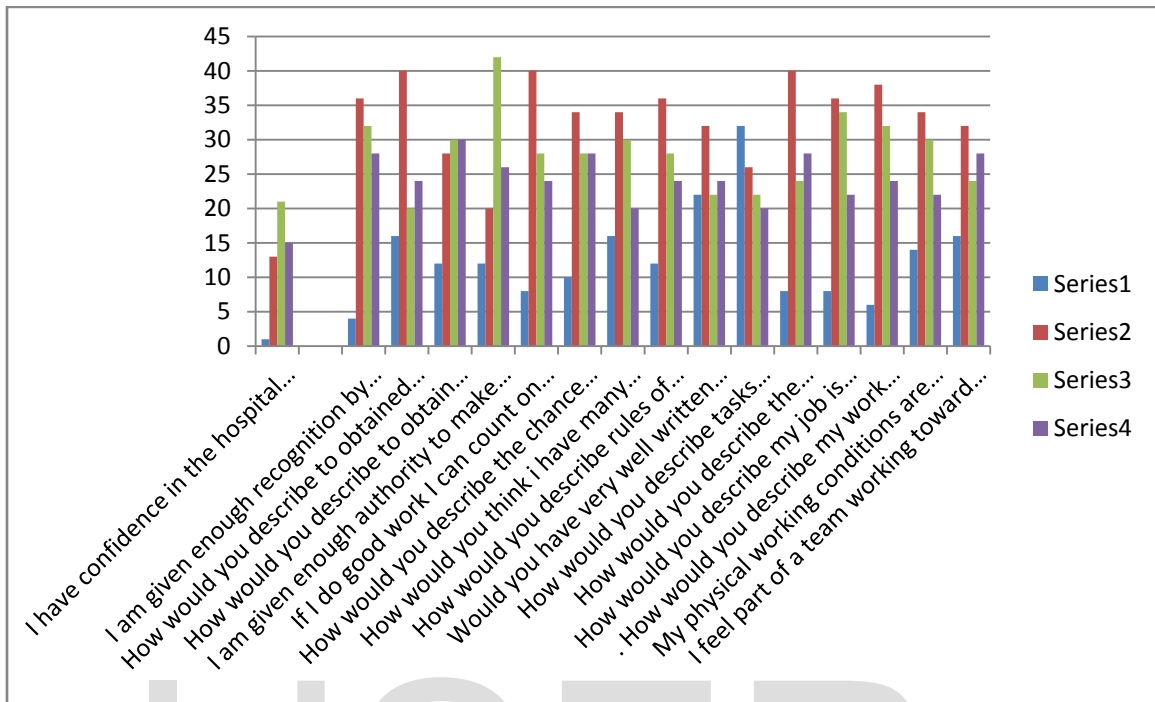
This section explained the result the research study had got from the respondents on different issues around employees satisfaction in the Gara Mulata General Hospital.

Table 2.General response of employees on satisfaction package

N o	QUESTIONS	Strongly Agree	Agre e	Disagre e	Disagre Strongly
6	I have confidence in the hospital leadership to provide all necessary assistance	1	13	21	15
7	I am given enough recognition by management for work that's well done	4.0	36.0	32.0	28.0
8	How would you describe to obtained many new skill here in this place	16.0	40.0	20.0	24.0
9	How would you describe to obtain my leader encourage to give him new idea	12.0	28.0	30.0	30.0
10	I am given enough authority to make decisions I need to make.	12.0	20.0	42.0	26.0
11	If I do good work I can count on being promoted	8.0	40.0	28.0	24.0
12	How would you describe the chance to upgrade staffs in this organization in good manner	10.0	34.0	28.0	28.0
13	How would you think i have many chance to upgrade my profession skill	16.0	34.0	30.0	20.0
14	How would you describe rules of organization help me to perform my task in the simplest way	12.0	36.0	28.0	24.0
15	Would you have very well written job description	22.0	32.0	22.0	24.0

16	How would you describe tasks expected from you per week is acceptable	32.0	26.0	22.0	20.0
17	How would you describe the orientation given to your assigned jobs	8.0	40.0	24.0	28.0
18	How would you describe my job is measured by valuable or standardized measurement unit	8.0	36.0	34.0	22.0
19	. How would you describe my work place provide me all necessary resources for my task	6.0	38.0	32.0	24.0
20	My physical working conditions are good	14.0	34.0	30.0	22.0
21	I feel part of a team working toward shared goals	16.0	32.0	24.0	28.0
22	How would you describe you can contact with workers at all level simply	16.0	34.0	30.0	20.0
23	I would recommend employment at Gara Mulata Hospital to my friend	10.0	48.0	20.0	22.0

Figure 2. General response of employees on satisfaction package



Analysis of response of employees on satisfaction packages

The response of employees working under Gara Mulata General Hospital indicated that from a total of 41 respondents 2% strongly agree, 26% agree, 42% Disagree and 30% Of respondent strongly Disagree on confidence in the hospital leadership to provide all necessary assistance and 4% strongly agree, 36% agree, 32% Disagree and 28% Of respondent strongly Disagree on given enough recognition by management for work that’s well done.

The study describe to obtained many new skill here in this place was 16% strongly agree, 40% agree, 20% Disagree and 24% of respondent strongly Disagree, 12% strongly agree, 28% agree, 30% Disagree and 30% Of respondent strongly Disagree on describing to obtain my leader encourage to give him new idea and 12% strongly agree, 20% agree, 42% Disagree and 26% Of respondent strongly Disagree on giving enough authority to make decisions I need to make. In connection with this 8% strongly agree, 40% agree, 28% Disagree and 24% of respondent strongly Disagree on doing good work I can count

on being promoted, describing the chance to upgrade staffs in this organization in good manner were 10% strongly agree, 34% agree, 28% Disagree and 28% of respondent strongly Disagree and 16% strongly agree, 34% agree, 30% Disagree and 20% Of respondent strongly Disagree on would you think i have many chance to upgrade my profession skill.

Beside the above respondent responses describing rules of organization help me to perform my task in the simplest way was 10% strongly agree, 36% agree, 28% Disagree and 24% of respondent strongly Disagree, 22% strongly agree, 32% agree, 22% Disagree and 24% of respondent strongly Disagree on having very well written job description and Describing tasks expected from you per week is acceptable were 22% strongly agree, 32% agree, 22% Disagree and 24% of respondent strongly Disagree. Whereas describing the orientation given to your assigned jobs were 22% strongly agree, 32% agree, 22% Disagree and 24% of respondent strongly Disagree, 8% strongly agree, 36% agree, 34% Disagree and 22% of respondents strongly disagree on describing job is measured by valuable or standardized measurement unit and work place provide me all necessary resources for my task were 22% strongly agree, 32% agree, 22% Disagree and 24% of respondent strongly Disagree.

Finally, physical working conditions are good 14% strongly agree, 34% agree, 30% Disagree and 22% of respondent strongly Disagree, 16% strongly agree, 32% agree, 24% Disagree and 28% of respondent strongly Disagree on feeling part of a team working toward shared goals, 16% strongly agree, 34% agree, 30% Disagree and 20% of respondent strongly Disagree on contacting with workers at all level simply and 10% strongly agree, 48% agree, 20% Disagree and 20% of respondent strongly Disagree on the recommend employment at Gara Mulata Hospital to my friend.

24. How long do you plan to continue your employment at Gara Mulata Hospital?

Table 3.plan to continue your employment

No	Response	# Responses	% Responses
1	Less than 1 year	12	29.3%
2	Greater than 1 and Less than 2 year	21	51.2%
3	Greater than 2 and Less than 5 year	6	15.0%
4	Greater than 5 year	2	4.5%

Figure 3.plan to continue your employment

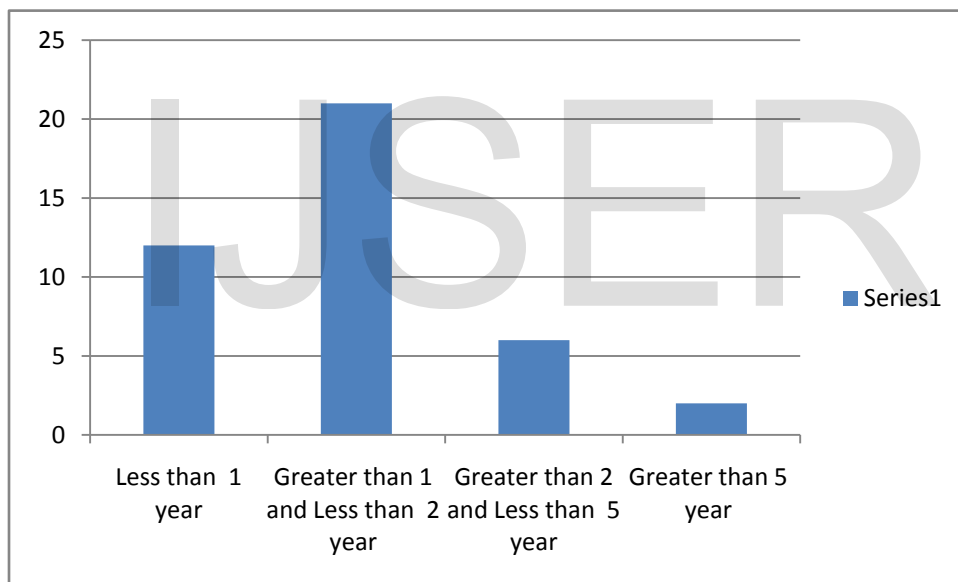
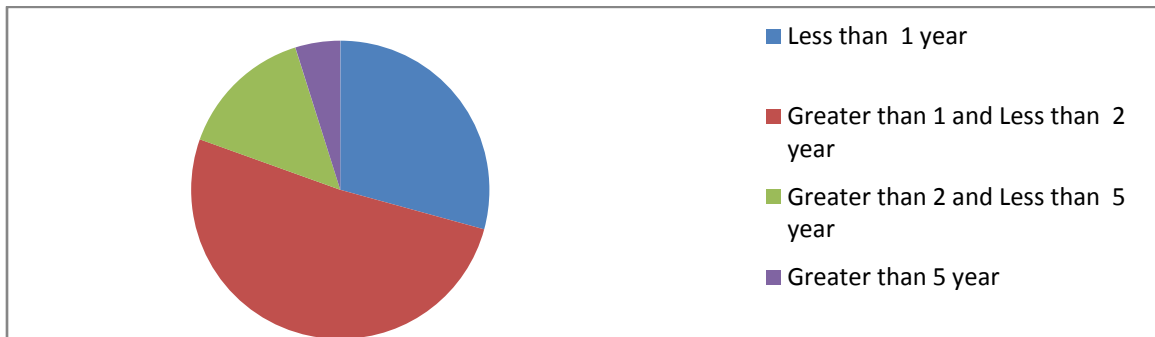


Figure 4.plan to continue your employment



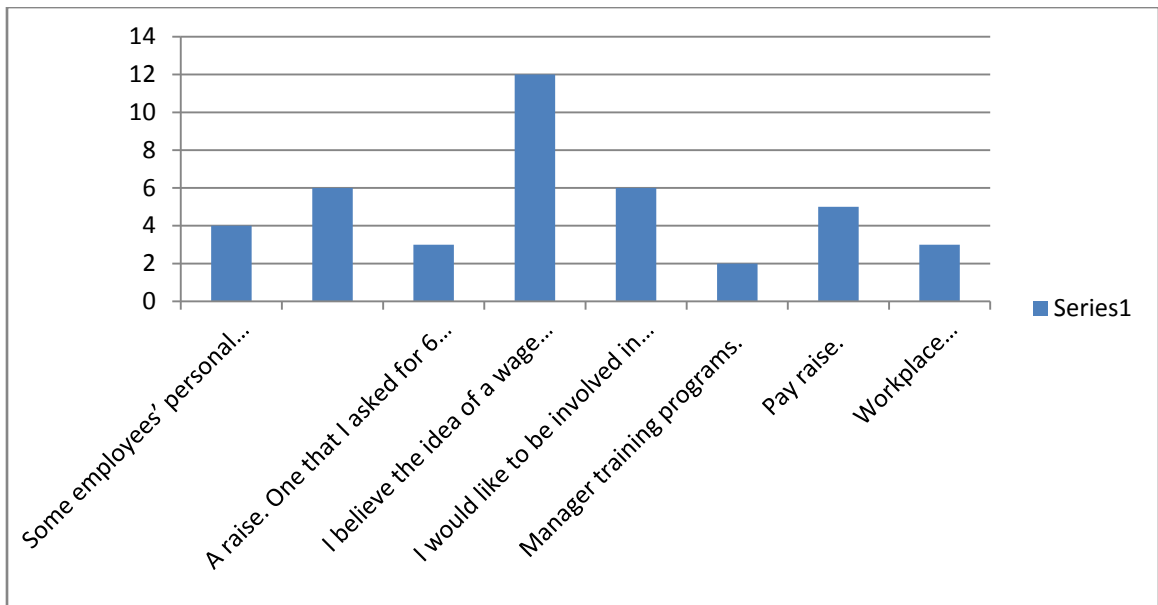
The study show that employee plan to stay at Gara Mulata Hospital were 29.3% less than 1 year, 51.2% greater than 1 and more less than 2 years, 15.05 greater than 2 two and less than 5 years and 4.5 % of employee responds plan to stay in the hospital.

25. Please tell us what can do to increase your satisfaction as an employee.

Table 4.increase your satisfaction as an employees plan to continue your employees

No	Response	# Responses	% Responses
1	Some employees' personal differences needs to be solved	4	9.6%
2	There needs to be someone to help departments that are understaffed when they are really busy.	6	14.6%
3	A raise. One that I asked for 6 months ago! One that I was told by my supervisor I was getting but have not!	3	7.4%
4	I believe the idea of a wage scale for seniority if experienced is important.	12	29.4%
5	I would like to be involved in retirement program.	6	14.6%
6	Manager training programs.	2	5.0%
7	Pay raise.	5	12.0%
8	Workplace communication, still trying to find fault with each other	3	7.4%

Figure 5. increase your satisfaction as an employee plan to continue your employment



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Fig: 4.6. Increase your satisfaction as an employee plan to continue your employment

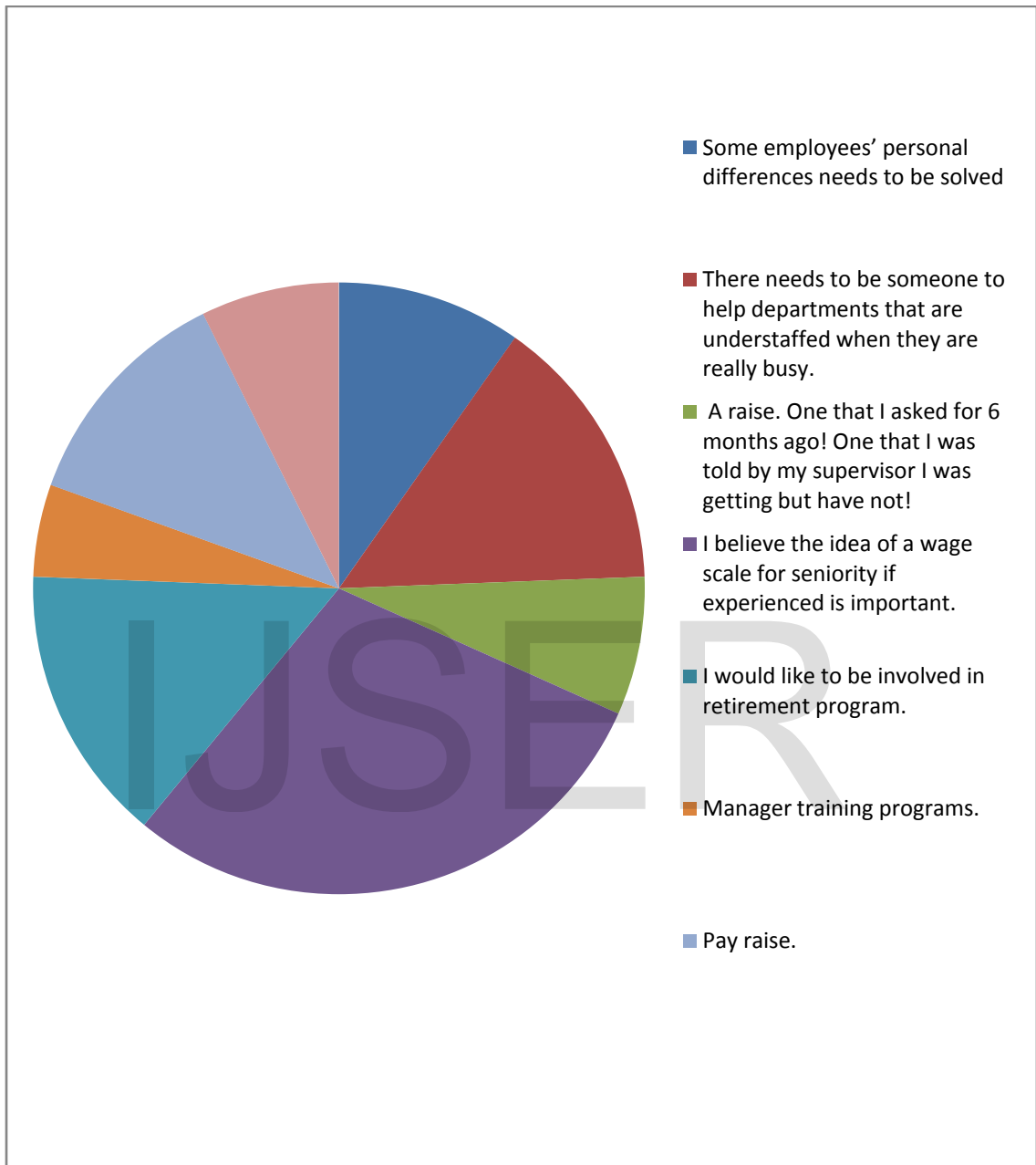


Figure 6.increase your satisfaction as an employee plan to continue your employment

The analysis to increase employee satisfaction indicates that 9.6% personal differences needs to be solved, 14.6% were someone to help departments that are understaffed when they are really busy, 7.4% needs raising that I asked for 6 months ago! One that I was

told by my supervisor I was getting but have not, 29.4% believing the idea of a wage scale for seniority if experienced is important, 14.6% would like to be involved in retirement program, 5% needs Manager training programs, 12% needs Pay raise and 7.4% Workplace communication, still trying to find fault with each other were responded.

4.5. Interpretation and discussions

From the presentation and analysis of the responses of employees the relation among the customers, employees and satisfaction packages the relation between motivation and employees was lower and this lead the relation between customer and employees was brought to be lower, and the response of employee on the adequacy, access and equal in distribution was nearly an average the response of employees on job enrichment showed that they had no that much concern on the job enrichment. The satisfaction through promotion reward was responded by the employees at higher level. Beside this the employees were Satisfied from the external reward higher on bonus, in addition training had satisfy the employees more through the team building sprit lastly the impact that delivering the satisfaction packages had impact on the task of employees.

4.6. Data presentation tools

The tools that were used to present the data were tables, charts and graphs that were bar and pie charts graph

4.7. Statistical symbols

The statistical symbols that was used on this research study was on calculating the percentage of the frequency and the weighted average calculation of the percentages; where

$$F_i = \frac{f_i}{F} * 100 \quad \text{Where } f_i \text{ percent frequency of respondents ; } i=1, 2, 3...$$

F-number of respondents

F- Total number of respondents

Weighted average (fwa)

The weighted average that was used to calculate to summarize the result of responses that were grouped from groups under same categories of a table was calculated by adding the group frequency that were divided by the higher (better), lower and neutral and no response in accordance with the above or lower as non respondents value above the medium as higher and below the medium as lower and neither

$$f_{wai} = \left(\frac{\sum (f_i / F)}{n} \right) - f_i / f_{wa} \quad \text{where } n - \text{frequency (number of data)}$$

f_{wa}- the calculated result of averages

F_i- the given No. of respondents

F -total number of respondents

F_{wai}- weighted individual average

To summarize chapter four as the answer depended on the response of respondents it can be said that the research questions had got their answer and the hypothesis as the respondents said was tested by using appropriate statistical analysis and data presentation tools, on the bases of the investigator point of view the significant findings and the detail response .The research study is applicable in all organizations where there was on organizations with no or less motivation areas plan motivational ant the result showed that there was high motivation.

CHAPTER FIVE

5. DISCUSSION OF RESULT, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter presents the summary of the findings and the conclusion. In addition it includes the recommendation from the research study and gives the alternative suggestion. Based on the objective, the research questions and the overall findings around which the subject matter rounds. The analysis of the whole research study was tried to be explained on the analysis part following was the discussion of the detail of the research study on the effect of motivation on the performance of employee's into consideration of main factors. Such as the kinds of motivational packages and the effect they had performance of employees belonging to the Gara Mulata General Hospital together with accessibility, distribution and utilization of satisfaction packages and their impacts on the employees and on the organization would be discussed below.

5.2 Summary of the results

From the last figure the two factors were clear indicators on job performance. Opinion on satisfaction as a way of improving performance built team spirit is a vital to performance, brings excellence, increase productivity, brings job satisfaction, and gave morale and understanding of job. From the so called conducted research studies it was indicated that the social need of employees may be satisfied by having a friendly environmental and providing a co-work place conducive to collaboration with other. In general the summary includes the effects of the monetary, training, and external awards have on the motivation and performance of the employees and the organizations.

The effect of promotional awards on the motivation of employees almost all employees were motivated by promotion and their performance on their work increase as long as

they had got awards. Among the awards the case showed for the case of incentive took the priority on motivating the employees and led them to had better performance. To begin with the dependency of performance on motivation the motivational package was categorized as external Administered award, working environment, and training. From the analysis most of or majority of the employees preferred to had Salary increments where 12% of the employees choose pay award than other types of motivational packages. Almost half of the respondents were able to understand the kinds of motivational packages, the conditions necessary to enable them getting the motivational packages and all knowledge about it. This was so by the fact that the employees would be motivated by training where half of the respondents(5%) were able to get motivation by training which was in turn the means they acquire the knowledge of motivation in the organization.

Effect of job enrichment performance of the Gara Mulata General hospital can be seen from the direction of job satisfaction such as: remuneration, job security, job enhancement. High remuneration brings higher motivation compared to low salaries. It was also noted that it is difficult to find out how much is good for the remuneration. Most of them felt that they had job security and that was clearly a motivator.

This was an additional performance for the organization. In the case of job enhancement employees responded that they were felt better when their work is enhanced, showing that they had got an extra performance on their job Coming to effect of training on the performance of employees of hospital has been conducted much training for its employees, and most of them responded that training had played critical role in such a way that it enabled them to adapt the timely changing technology and the market. Training results in promotion and better work group which in turn gives more motivation for employees. The case for team building most of the respondents needs to be collaborative and work together this may be the so called culture of the local community (Harar); the team building can be said increased day to day. They responded that from other motivational packages team building was one and the main motivator for the whole employees.

The team building besides being a motivator it was functioning as a control for any Conflicts that were raised among the employees. More over the culture made the distinction between the manager and the subordinates as they work as if they were seen a member of a single family.

The research study had aimed to conduct was shown if figure of the profile of, where the number of employees had seen to be increased at each year. This was so that the employees were attracted by some qualities of the deliverable of the Gara Mulata General Hospital on which the performance of the employees was reflected on the health industry market share, the financial performance of the Hospital, customer satisfaction, case team expansion and customers satisfaction.

5.3 CONCLUSION

The research study the finding of the research indicated that pay reward was the main motivator of the employees of the Gara Mulata General Hospital next to team spirit building .The rest types of motivational packages were rotating around the average .In the case of the extent to which job enrichment's effect on performance (a moderate work load and work environment) it can be said that job enrichment had a significant role in satisfying the employees and hence increasing the performance of the hospital employee and prove that those employees who were working in other organizations were attracted by the better motivation delivered by the organization as the highest team spirit reflected on the employees and that the employees were seen as if they were working for their own business .

The data that was presented on the strength of the work force the number of Case Team , the number of employees working were really the result of highly motivated employees who had showed a better performance. From the result it can be concluded that the employees were motivated by motivational packages so the performance of the employees and the idea that was put on the statement of the problem regarding the relation between employees and customers and the performance of the organization on customer satisfaction were proved to be not as the comment and observation reflected by customers ,then it could be said that the finding showed the opposite indicating that there was good motivation of employees and their performance also increased.

5.4. RECOMMENDATIONS

5.4.1. Recommendation for practice

In my opinion and understanding from my practical observation of employees in the Gara Mulata General Hospital I can say with confidence that the motivational managements plan had the employees was the main cause for the organization that made the Gara Mulata Hospital more competent and resulted in improvement in efficacy the result of good performance of the employees which was the result of the motivational packages delivered to the employees and I would advise the management to keep on doing more on the plan for further motivational policy plan and try to share their experience for the rest of other organizations as we all stand up for the satisfaction of patient to develop Health Industry of the Country.

5.4.2. Recommendation for further research

For a number of reasons the importance of further research will be a must .To mention some of these reasons : firstly the time that was allocated for doing this research was so small, secondly the hard work burden where the investigator was doing(governmental) on created a high shortage of time to complete this interesting research study. So it was very difficult for me to complete this research study. This have been my greatest scarification of my rest time and sleeping time it would have been impossible to finish half of this research study .So I would like to inform personally organizations to continue a wider research study on this topic and find out the other findings of the uncovered issues of under this research study and picks out the hidden good experiences that might exist in the same office on the same research study title.

5.5. LIMITATION OF THE STUDY

The main problem that encountered during the research work was the very short time that was allocated for the total work of the project and also the problem that I have faced on getting free time for doing this research work as I had been working on a governmental office that took more time to accomplish my task. Beside these the lack of getting the respondents to conduct the interview this was because the research was done on a business organization that could serve for large number of customers and less number of employees it was very hard to get the respondents. Generally there was a challenging

problem on time. To sum up the problem of time made difficulty to do the research work as needed as possible and to submit the thesis on the intended time.

5.6. STRENGTH AND WEAKNESS OF THE RESEARCH STUDY

5.6.1. Weakness of the research study

The weakness of this research study was mainly the problem not to conduct the wider research study devoting the necessary time that was required to cover the whole topic due; in addition it was not to do the research on other Hospitals to have some more detail of the subject matter. Moreover it was the delay of time that I had made on submission of the research work which was due to some problems which were above the capability of the researcher somewhat, even though the shortage of time was mentioned as a reason.

5.6.2. Strength of the research study

In my opinion I would like to say the strength of this research study was as far as possible to do this research work & simultaneously working on my Government work without creating any problem on the task I was assigned.

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Appendices I Questioner

4.3. Demographic data

Socio demographic of respondent the employees in Gara Mulata General Hospital

S.N	Variables(Questionnaires)	Alternative categories	Yes/No
1	Age of respondents	Under 21	
		21 to 34	
		35 to 44	
		45 to 54	
		55 or older	
2	Gender of respondents	Male	
		Female	
3	Educational status	Degree holders	
		Diploma graduates	
		Certificate	
4	Marital status	Divorced	
		Married	
		Single	
		Widowed	
6	Number of service year	Less than 1 year	
		1 year to less than 2 years	
		2 years to less than 5 years	
		5 years to less than 10 years	
		10 years or more	

General Response of employees on satisfaction packages

No	QUESTIONS	Strongly Agree	agree	Disagree	Disagree strongly
6	I have confidence in the hospital leadership to provide all necessary assistance				
7	I am given enough recognition by management for work that's well done				
8	How would you describe to obtained many new skill here in this place				
9	How would you describe to obtain my leader encourage to give him new idea				
10	I am given enough authority to make decisions I need to make.				
11	If I do good work I can count on being promoted				
12	How would you describe the chance to upgrade staffs in this organization in good manner				
13	How would you think i have many chance to upgrade my profession skill				
14	How would you describe rules of organization help me to perform my task in the simplest way				
15	Would you have very well written job description				
16	How would you describe tasks expected from you per week is acceptable				
17	How would you describe the orientation given to your assigned jobs				

18	How would you describe my job is measured by valuable or standardized measurement unit				
19	. How would you describe my work place provide me all necessary resources for my task				
20	My physical working conditions are good				
21	I feel part of a team working toward shared goals				
22	How would you describe you can contact with workers at all level simply				
23	I would recommend employment at Gara Mulata Hospital to my friend				



24. How long do you plan to continue your employment at Gara Mulata Hospital?

No	Response	# Responses
1	Less than 1 year	
2	Greater than 1 and Less than 2 year	
3	Greater than 2 and Less than 5 year	
4	Greater than 5 year	

25. Please tell us what can do to increase your satisfaction as an employee.

No	Response	# Responses
1	Some employees' personal differences needs to be solved	
2	There needs to be someone to help departments that are understaffed when they are really busy.	

3	A raise. One that I asked for 6 months ago! One that I was told by my supervisor I was getting but have not!	
4	I believe the idea of a wage scale for seniority if experienced is important.	
5	I would like to be involved in retirement program.	
6	Manager training programs.	
7	Pay raise.	
8	Workplace communication, still trying to find fault with each other	

Appendices II Data Analysis

	Frequency	Percent	Valid Percent	Cumulative %
Valid never agree with this	15	30.0	30.0	30.0
don't agree	21	42.0	42.0	72.0
agree	13	26.0	26.0	98.0
very agree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative %
Valid never agree	14	28.0	28.0	28.0
don't agree	16	32.0	32.0	60.0
agree	18	36.0	36.0	96.0
very agree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	12	24.0	24.0	24.0
don't agree	10	20.0	20.0	44.0
Valid Agree	20	40.0	40.0	84.0
very agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	15	30.0	30.0	30.0
don't agree	15	30.0	30.0	60.0
Valid Agree	14	28.0	28.0	88.0
very agree	6	12.0	12.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	13	26.0	26.0	26.0
don't agree	21	42.0	42.0	68.0
Valid Agree	10	20.0	20.0	88.0
very agree	6	12.0	12.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	12	24.0	24.0	24.0
don't agree	14	28.0	28.0	52.0
Valid Agree	20	40.0	40.0	92.0
very agree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	14	28.0	28.0	28.0
don't agree	14	28.0	28.0	56.0
Valid agree	17	34.0	34.0	90.0
very agree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	10	20.0	20.0	20.0
don't agree	15	30.0	30.0	50.0
Valid Agree	17	34.0	34.0	84.0
very agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	12	24.0	24.0	24.0
don't agree	14	28.0	28.0	52.0
Valid Agree	18	36.0	36.0	88.0
very agree	6	12.0	12.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	12	24.0	24.0	24.0
don't agree	11	22.0	22.0	46.0
Valid Agree	16	32.0	32.0	78.0
very agree	11	22.0	22.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	10	20.0	20.0	20.0
don't agree	11	22.0	22.0	42.0
Valid Agree	13	26.0	26.0	68.0
very agree	16	32.0	32.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	14	28.0	28.0	28.0
don't agree	12	24.0	24.0	52.0
Valid Agree	20	40.0	40.0	92.0
very agree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	11	22.0	22.0	22.0
don't agree	17	34.0	34.0	56.0
Valid Agree	18	36.0	36.0	92.0
very agree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	12	24.0	24.0	24.0
don't agree	16	32.0	32.0	56.0
Valid Agree	19	38.0	38.0	94.0
very agree	3	6.0	6.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	11	22.0	22.0	22.0
don't agree	15	30.0	30.0	52.0
Valid agree	17	34.0	34.0	86.0
very agree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	14	28.0	28.0	28.0
don't agree	12	24.0	24.0	52.0
Valid agree	16	32.0	32.0	84.0
very agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	10	20.0	20.0	20.0
don't agree	15	30.0	30.0	50.0
Valid Agree	17	34.0	34.0	84.0
very agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
never agree	11	22.0	22.0	22.0
don't agree	10	20.0	20.0	42.0
Valid Agree	24	48.0	48.0	90.0
very agree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

No	Response	# Responses	% Responses
1	Less than 6 months	2	7%
2	Less than 1 year	1	3%
3	Less than 5 years	1	3%
4	Less than 10 years	2	7%
5	Indefinitely	1	3%
6	Until retirement	1	3%

No	Response	# Responses	% Responses
1	Some employees' personal differences needs to be solved	4	9.6%
2	There needs to be someone to help departments that are understaffed when they are really busy.	6	14.6%
3	A raise. One that I asked for 6 months ago! One that I was told by my supervisor I was getting but have not!	3	7.4%
4	I believe the idea of a wage scale for seniority if experienced is important.	12	29.4%
5	I would like to be involved in retirement program.	6	14.6%

6	Manager training programs.	2	5.0%
7	Pay raise.	5	12.0%
8	Workplace communication, still trying to find fault with each other	3	7.4%

No	Response	# Responses	% Responses
1	Under 21	2	5%
2	21 to 34	8	21%
3	35 to 44	11	28%
4	45 to 54	12	31%
5	55 or older 6 15%	6	15%

No	Response	# Responses	% Responses
1	Less than 1 year	2	5%
2	1 year to less than 2 years	8	21%
3	2 years to less than 5 years	11	28%
4	5 years to less than 10 years	12	31%
5	10 years or more	6	15%

No	Response	# Responses	% Responses
1	Male	2	12%
2	Female	34	88%

No	Response	# Responses	% Responses
1	Married	34	88%
2	Unmarried	5	12%

No	Response	# Responses	% Responses
1	None	2	5%
2	One	8	21%
3	Two	11	28%
4	Three 10 26%	10	26%
5	Four 4 10%	4	10%
6	Five or more 4 10%	4	10%

Appendices 3 Project plan

3.1 Work plan

S.N	Activities	Responsible personnel	Duration
1	Asking permission from Zonal Health office	Investigator	(7-9)/05/2017
2	Asking permission from Gara Mulata Hospital	Investigator	(13-15)/05/2017
3	Literature search & primary research questionnaires design	Investigator	(16-25)/05/2017
4	Developing pilot questionnaires & continue literature search	investigator	(26-28)/05/2017
5	Analyses of a pilot work & revise the questionnaires	Investigator & data collectors	(29-31)/05/2017
6	Developing categorizing the main questionnaires	investigator	(2-7)/06/2017
	Printing & sending the questionnaires to respondents	Investigator & secretary	(8-9)/06/2017
7	Resending the main questionnaires for	investigator	(9-11)/06/2017

	non responders and collecting all together the responses		
8	Organizing coding and presenting of the responses(data)	investigator	(12-15)/06/2017
9	Data processing and analyzing	Investigator	(16-22)/06/2017
10	Preparation of the draft thesis	Investigator	(23-27)/06/2017
11	Printing of the thesis draft	Secretary	27-28/06/2017
12	Sending the thesis to Advisor for commitments.	investigator	29/06 /2017
13	Checking the thesis to give comments	Advisor	28/05/2017
14	Receiving the commitments and we-writing it based on the comments from the Advisor.	investigator	(09/06201715)/15/06/2017
15	Revising & finalizing the final thesis	Investigator	(15-17)/06/2017
16	Final thesis	Investigator	(18)/06/2017
17	Sending (emailing) the final thesis to advisor	investigator	1/05/2017

3.2 BUDGET PLAN

PERSONNEL COST

S.N	Personnel	Duration	Payment per day	Total
1	Investigator	30	157	4710
2	Secretary	10	200	2000
TOTAL COST				6710

MATERIAL COSTS

S .N	Item	Unit	Quantity	Unit price	Total cost
1	Pen	Pcs	10	5	50
2	Pencil	Pcs	5	3	15
3	Printing paper	Pad	4	320	1280
4	Flash memory	8Gb	1	150	150
5	Floppy disc	Pcs	1	20	20
TOTAL COST					1515

Other costs

S.N	COST ITEM	TOTAL COST
1	Transportation	2000.00
2	Printing	550.00
3	Mobile card	300.00
4	Coffee and tea	300.00
5	Others	3000.00
TOTAL COST		6150.00

Total cost

S.N	TYPE OF COST	COST
1	PERSONNEL COST	6710
2	MATERIALS COST	1515
3	OTHER COSTS	6150.00
	Total Cost	14375

Appendices 4. Legal requirements

Ethical consideration

The ethical consideration of the research study was approved from Lead-star collage, the warada administration office and from the organization on which this research study was done namely Gara Mulata General Hospital managers and respondents in consideration

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Appendices 5

Consent Information sheet

Good Morning /afternoon my name is Ibsa Mussa Abdulahi & I came from lead star collage of management & leadership to conduct a research study for my partial fulfillment for the graduation of MBA. First of all I would like to say thank you for your excellent willingness to give your response for my questionnaires and devoting your time and I have an information about you as I have been working in this warada on another office and also from the back ground of the staffing strategy of the Gara Mulata General hospital I am lucky to get the exact information and your scarification of time effort and energy as you know how a higher education learning was last but not least I will say no more to explain other things for you as you had seen and lived an academic life. May you fill the answer from the given categories? You can add any extra ideas on the blank paper found at the end of the sheets.

I would like to say thank you for your stay with me devoting your scarce time

Name of respondents _____

Signature _____

Date _____

Appendices 6

Dissemination of the result

The result of this research study will be made available in the library of lead star collage after it has got an approval from my advisor and acceptance from Lead star collage's concerned department.

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