

## **An Effectiveness of the Determinants of Employees' Job Satisfaction and Job Performance – A Case Study on Health Sector in Ethiopian Context**

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### **Abstract**

*Employees' play an important role for effective functioning of organizations, so employee's job satisfaction and performance is a very essential elements, hence the need arises to study the determinants of the job satisfaction and performance .This study tries to analyze and look for leading determinants of job satisfaction and performance such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of the work. In this study on effects of the determinant on employees' job satisfaction and job performance (A case study of different Hospitals of Hawassa). In this study the impact of determinants on job satisfaction and performance, overall job satisfaction and performance level of employees, the relationship between factors which influence the job satisfaction and performance, and to suggest areas of improvement on the determinants of the satisfaction and performance .In this study from probability sampling technique stratified random sampling was used and among 134 population 99 respondents were selected, but 94 respondents returned the questionnaire with 95% of response rate. To analyze the data by using SPSS version 19 we use descriptive statistics, tables, Pearson correlation coefficient, regression analysis, and reliability test. The analysis indicate that the health professionals pay system was not appropriate with what they have been dong in the organization, current trend about safety and security of the organization were in good position, the overall performance job satisfaction of health professionals were in good position, predictor variables (independent variables) have positive relation with job satisfaction and job performance. The organization should design health professionals pay system which is attractive to retain and to increase their commitment to the organization, should provide the necessary tools and training, and should facilitate the conditions to enhance the level of overall satisfaction; as the satisfied health professionals can serve the customers more effectively and efficiently.*

*Keywords: Job Satisfaction, Performance, pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of the work.*

### **INTRODUCTION**

Until recently, human resources have been overlooked during the course of health sector reforms. The Joint Learning Initiative, World Health Organization, and the Global Health Workforce Alliance have been focusing attention on health workers, particularly on the pervasive problems with staffing shortages, poor job conditions, low remuneration, and extensive migration. As the backbone of the health system, health workers usually account for the largest share of public expenditures on health. The presence of high-quality, motivated staff is a key aspect of health system performance, but also one of the most difficult inputs to ensure. Health worker job satisfaction, which can be defined as the attitude towards one's work and the related emotions, beliefs, and behaviour, results from complex interactions between on-the-job experience, organizational environment, and motivation. Job satisfaction is inextricably linked to motivation, and both involve cognitive, affective, and behavioural processes, with worker motivation commonly understood as the reason why workers behave as they do towards achieving personal and organizational goals. Neither job satisfaction nor motivation is directly observable, but both have been identified as critical to the retention and performance of health workers. Some authors contend that the main determinant of health sector performance is health worker motivation, and while resource availability and worker competence are necessary, they are not sufficient. In addition to technical training, health workers must work in environments with incentives in place that reward high-quality performance. To this end, an understanding of employee motivation is necessary to design systems with the right incentives. According to EJHS (2011) Human power is the backbone for the provision of quality health care for the population. As EJHS noted High level of professional satisfaction among health workers earns high dividends such as higher worker force retention and patients

satisfaction. The shortage of health care employees in hospitals, particularly in health professionals, as well as forecasted increases in required healthcare services have attracted increasing attention in hopes of discovering important and necessary strategies for improving job satisfaction and developing ways to retain current personnel. Job satisfaction is an essential measurement for managers as well as for policy makers.

Developing a high level of commitment among health professionals is one of the main human resource department policies. Shared values, including vocational commitment towards patient care and improved medical services are factors that influence health professionals positively. Other important factors include strong leadership, teamwork and support. Health professionals' knowledge that training and development factors are important aspects in mounting health care delivery system and quality of health services.

As noted above, there is currently shortage of health care employees in hospitals. Focusing on the job satisfaction issues of these employees can be a constructive strategy to increase retention of current personnel, as well as to attract qualified professionals.

### **An Empirical Review on Health Care Sector Employees:**

Determinants of Job Satisfaction and their impact on various factors like Job Satisfaction and Employees Performance.

#### **Impact of rewards/pay on job satisfaction and performance**

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Before discussion of factors it is important to know the definition. Out of these factors, pay is a very important factor. Frye (2004) found that there is positive relationship between equity based compensation and performance. It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Galen's and Russell, 1999). The study regarding the job satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinants of job satisfaction (Sequoya, 2000). The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al)

#### **Impact of promotion on job satisfaction and employee performance**

The researcher in their results found the influence of different determinants of job satisfaction. Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment. The other factors such as fair promotion system, job autonomy, leadership behaviour, social relations are also the dominant in determining the level of job satisfaction (Dawson, 1987). (Nguyen et al., 2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Sorters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003).

#### **Impact of job safety and security on job satisfaction and performance**

Various researcher conducted studies and found that job dissatisfaction is the outcome of insecurity among employees (Ashford et al., 1989; Davy et al., 1991). Important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse effect on the level of job satisfaction of employees (Guest, 2004; Sill et al., 2005).

#### **Impact of working conditions on job satisfaction and performance**

The researcher found that work environment is an important determinant of job satisfaction of employees (Herzberg, 1968; Spectre, 2008). The work environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner and Zhao, 1999; Carlen, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994).

#### **Impact of autonomy on job satisfaction and performance**

In politics, bioethical and moral attitude, the concept of autonomy, has its ancestry. It relates to the capacity of rational individual to take decision independently. The underpinning of the autonomy is to fortitude an individual's actions in the context of moral responsibility. Self-governing of the people is referred to autonomy (Smith, 1993).

**Impact of relationship with co-workers on job satisfaction and performance**

The scholars previous found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the vital factors. (Lambert et al., 200). James (1996) concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance. It is essential to recognize to the significance of these factors to boost the satisfaction level in the workforce. The researchers found the factors like pay, promotion and satisfaction with co-workers that influence the employee feeling towards job satisfaction (Schermerhorn et al., 2005).

**Impact of relationship with supervisors on job satisfaction and performance**

Brunette and Farr-Wharton (2002) concluded that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. The productivity and performance of subordinates can be improved with managerial actions and supervision. The recognition of the achievements by the supervisors leads toward job satisfaction and is useful to solve the problems (Yen and McKinney, 1992).

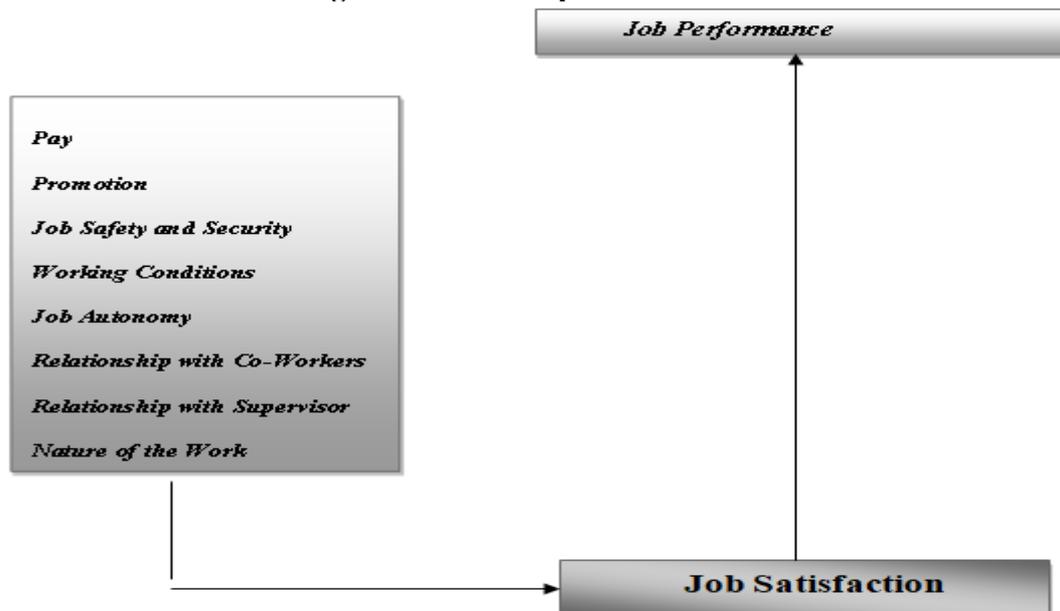
**Impact of nature of work on job satisfaction and performance**

The scholars have found that different factors have significantly influence the job satisfaction. These factors are like pay, promotion opportunities, task clarity and association with co-workers and supervisors. Ting (1997) and Locke (1995) studied that the work itself has positively correlated with the satisfaction of employee. Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Jobs matched with the competencies and that are mentally stimulating are liked by the employees (Robbins, 1993)

**Impact of job satisfaction on performance**

In the labour market there is demand of highly skilled, trained and qualified employees. The output and productivity of an organization is measured in terms the performance of its workforce (Carryall et al., 2005). It was found that better performance of the workforce is the result of level of job satisfaction (Sousa-Poza and Sousa- Poza, 2000). Nanda and Brown (1977) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee’s productivity. The high performer demand attractive packages from the employers. And now it becomes predicament for the human resource experts to retain the performer (Summit, 2004). The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance (Meyer, 1999).

**Figure – 1: Conceptualized Model**



**RESEARCH METHODOLOGY**

Objectives of the study

**GENERAL OBJECTIVE**

The major objective of this study is to identify the various determinants that influence Job satisfaction and performance of health professional in Different Hospitals of Hawassa administrative town In Ethiopia.

**SPECIFIC OBJECTIVES**

The specific objectives are as follows:-

- To assesses the impact of determinants on job satisfaction and performance of the health professionals in Different Hospitals.
- To assess the overall job satisfaction and performance level of employees in Various Hospitals.
- To identifies the relationship between factors which influence the job satisfaction and performance level of health professionals in Hospitals.
- To offer valuable suggestions to improve the satisfaction and performance level of Health care professionals.

**RESEARCH DESIGN**

The researcher use probability sampling in which stratified random sampling is used. And a research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data. The descriptive research design is adopted for this Research Paper.

**SAMPLING TECHNIQUE AND SAMPLE SIZE:**

Kothari has developed and provided the following equation to yield a representative sample for finite population and thus in this research it is used to decide the sampling size (2004:175-181).Accordingly, the sample population is determined from a total population of 134 health professionals from different Hospitals with 5% deviation from the true value with 95% probability, Hence with 95% confidence, the deviation is not due to fluctuations of sampling. Therefore, there is no difference that is rejected at 5% level of significance level and the confidence level are assumed to be appropriate given the time and financial constraints and it is believed also to be effective.

Formula:  $n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2}$

Where,

N= size of population=134

e= significance level (precision/acceptable error) =0.05

p= sample proportion = (The value of p=0.5 in which case “n” will be the maximum and the sample will yield at least desired precision. This will be the most conservative sample size  $q = (1-p)$ )

Z= standard variance at the given confidence level (as per the table of area under normal curve for at 95% confidence level) =1.96

$n = \frac{(1.96)^2 \cdot (0.5) \cdot (1-0.5) \cdot (134)}{(0.05)^2}$

$n = 99$

Accordingly the sample size of this study is 99. Study samples are allocated among the 8 strata on the basis of their proportion as follows:-

**Table – 1: Proportional Distribution of the Population from Each Stratum**

Profession	No. Of Professionals	% of total population	Sample size among strata
Doctors	12	8.9	9
Health Officer	8	5.97	6
BSC Nurse	2	1.5	1
Clinical Nurse	65	48.5	47
Mid wife	13	9.7	10
Pharmacy	10	7.47	8
Laboratory	16	11.94	12
Others	8	5.97	6

Total	134	100%	99
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**Sources and method of data collection**

Intention scale measurement has been used to evaluate the views of employee job satisfaction and performance with respect to determinants, the primary data were obtained by structured questionnaire and secondary data were obtained from other sources and related documents.

**Reliability and Validity of the measuring instrument:**

**Table – 4: The reliability test of the questions of dependent and independent variables**

Cronbach’s Alpha	Number of items
.878	36

Sources: Authors Compilation

As shown in the table 2 the reliability of the questions is .878 which is acceptable because the reliability level more than 0.7 is acceptable.

**Method of Data Analysis**

All scales in this study will be used on five point Likert scale Analysis done by using various descriptive statistical tools like SPSS version 19. Descriptive analysis such as frequency, mean and standard deviation and multiple regression and Pearson correlation coefficient and reliability test level of analysis in this study. Results are presented in the form of tables.

**Table – 3: Job Performance**

S.NO	Item	Mean	SD
1	What do you think about the job makes you to use best of abilities?	2.17	1.309
2	Can you get a head in this organization if you make the effort?	2.61	1.37
3	What is your opinion about the expectation of your boss?	2.05	1.239
4	Do you think you can achieve your goal by working in this organization?	1.27	0.44

Sources: Authors Compilation

The table 3 Depicts the computed mean of the responses for Item 1 (Mean=2.17) show that the health professionals were satisfied about on whether job made them to use their abilities in the organization. Besides, The computed mean of the responses for Item no 2(Mean =2.61) indicate that the health professionals were neutral about whether get a head if they made the effort in this organization. In addition the computed mean of the responses for Item no 3 (Mean=5.05) indicate that the health professionals overall response mean tends to satisfied. Moreover From the analysis the overall performance of health professionals of hospitals were helped them to deliver quality services effectively and efficiently to the society. So to increase quality of services and to satisfy the customer the organization should facilitate conditions.

**Table – 4: Overall job satisfaction**

S. No	Item	Mean	SD
1	How do you rate overall job satisfaction in your department?	2.24	1.373
2	Are you satisfied with the current evaluation process of your organization?	2.39	1.184
3	Are you satisfied with authority and responsibility given to you?	1.34	0.476
4	Are you satisfied by doing challenging jobs?	1.41	1.101

Sources: Authors Compilation

As shown in the table 4 show that the majority of the respondents the computed mean of the responses (Mean=2.24) for Item no 1 indicate that the health professionals were satisfied on the rate of overall job satisfaction among health professionals in the organization. Besides, the computed mean value of the responses for Item no 2 that (Mean=2.39) indicate that the respondents were satisfied on the current evaluation process of the organization. From the analysis the level of overall satisfaction of health professionals in hospital industry were in a good condition. So the organization should facilitate the conditions to enhance the level of overall satisfaction; as the satisfied health professionals can serve the customers more effectively and efficiently.

**Table – 5: The Relationship between the Independent and Dependent Variables.**

Independent variables	Job satisfaction
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	<b>Pearson-correlation coefficient</b>	<b>Sign(two-tailed)</b>
Pay	.349	.001
Promotion	.273	.008
Job security	.381	.00
Working condition	.281	.005
Job Autonomy	.516	.00
Relation with co-workers	.266	.010
Relationship with supervisors	.553	.00
Nature of work	.334	.001

Sources: Authors Compilation

Correlation is significant at 0.05level (2-tailed)

As shown in the table 5 the Pearson-correlation coefficient ( $r=.553$ ) for relationship with supervisors indicates the strongest relation with the job satisfaction and followed by job autonomy with Pearson correlation coefficient( $r=.516$ ), but the Pearson correlation coefficient( $r=.266$ ) indicates the weakest relation between relationship with co-workers and job satisfaction. Moreover, all the predictor variables have positive relation with job satisfaction.

<b>Independent variables (determinants of job performance)</b>	<b>Job performance</b>	
	<b>Pearson correlation coefficient</b>	<b>Sign(two-tailed)</b>
Pay	.314	.002
Promotion	.318	.002
Job security	.362	.00
Working condition	.393	.00
Job Autonomy	.512	.00
Relation with co-workers	.545	.00
Relationship with supervisors	.454	.00
Nature of work	.629	.00

Sources: Authors Compilation

Correlation is significant at 0.05level (2-tailed)

As shown in the table 6 the Pearson-correlation coefficient ( $r=.629$ ) for relationship with nature of work indicates the strongest relation with the job performance and followed by, but the pearson correlation coefficient( $r=.314$ ) indicates the weakest relation between relationship with pay and job performance. Moreover, all the predictor variables have positive relation with job performance.

**Table – 7: Regression analysis of dependant and independent variables**

<b>Variables</b>	<b>B</b>	<b>t</b>	<b>Sign.(2-tailed)</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>
Pay	.131	.821	.414	.584	.341	.276
Promotion	.079	.725	.470			
Job security	.008	.064	.950			
Working condition	.042	.379	.705			
Job Autonomy	.179	1.361	.177			
Relation with co-workers	.120	.626	.533			
Relationship with supervisors	.228	2.804	.006			
Nature of work	.171	.848	.399			

Sources: Authors Compilation

As shown in the above table 7 the AdjustedR<sup>2</sup> =.276 which indicate that the independent variables (predictors) mentioned in this study determine (27.6%) variance on the level of job satisfaction and the remaining other determents not included in this study determine (62.4%) of variance in the job satisfaction. From the table to determine the influence of specific independent variable on dependent variable we have to identify the highest  $\beta$  value .From the independent variable relationship with supervisors as computed  $\beta=.228, P>.05$  have the strongly effluence the dependent variable which is job satisfaction. This shows that

the relationship with supervisors increase by one percent increases the job satisfaction by 22.8%. This indicates relation with superiors have strongest effluence on job satisfaction from the given determinants of job satisfaction.

**Table – 8**

Variables (predictors)	$\beta$	T	Sign.(2-tailed)	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
Pay	.204	1.152	.729	.736	.541	.496
Promotion	.081	.666	.253			
Job security	.487	3.293	.507			
Working condition	.104	.852	.001			
Job Autonomy	.132	.905	.397			
Relation with co-workers	.332	1.559	.368			
Relationship with supervisors	.016	.177	.123			
Nature of work	.834	3.716	.860			

Sources: Authors Compilation

As shown in the above table the 8 AdjustedR<sup>2</sup> =.496 which indicate that the independent variables (predictors) mentioned in this study determine (49.6%) variance on the level of job performance and the remaining other determents not included in this study determine (51.4%) of variance in the job performance. From the table to determine the influence of specific independent variable on dependent variable we have to identify the highest  $\beta$  value .From the independent variables nature of work with  $\beta$ =.834 , $P$ >.05 have the strongly effluence the dependent variable which is job performance. This shows that the conduciveness of nature of work increase by one percent increases the job performance by 83.4%. This indicates the favourableness of the nature of job have strongest effluence on job performance from the given determinants of job performance.

### CONCLUSIONS

Finally the overall job satisfaction and performance are in good condition among the health professionals. Pearson-correlation coefficient ( $r$ =.553) for relationship with supervisors indicates the strongest relation with the job satisfaction and followed by job autonomy with Pearson correlation coefficient( $r$ =.516), but the pearson correlation coefficient ( $r$ =.266) indicates the weakest relation between relationship with co-workers and job satisfaction. Pearson-correlation coefficient ( $r$ =.632) for relationship with nature of work indicates the strongest relation with the job performance and followed by nature of work with Pearson correlation coefficient( $r$ =.629), but the Pearson correlation coefficient( $r$ =.314) indicates the weakest relation between relationship with pay and job performance. From the independent variables nature of work with  $\beta$ =.834,  $P$ >.05 have the strongly effluence the dependent variable which is job performance. From the independent variable relationship with supervisors as computed  $\beta$ =.228,  $P$ >.05 have the strongly effluence the dependent variable which is job satisfaction.

### FINDINGS

- The analysis indicates that the health professionals pay system was not appropriate with what they have been doing in the organization and the analysis indicates that the promotion system among the health professionals was well designed.
- The analysis indicates that the current trend about safety and security of the organization is in good position and the working condition in the organization was suitable for health professionals, from the analysis the relationship between co-workers is harmonious and likewise with supervisors.
- All the predictor variables(independent variables) have positive relation with job satisfaction and job performance
- . This indicates relation with superiors have strongest effluence on job satisfaction from the given determinants of job satisfaction.
- This indicates the favorableness of the nature of job have strongest effluence on job performance from the given determinants of job performance.

### **THIS STUDY PUT FORWARD SOME ESSENTIAL RECOMMENDATIONS.**

- The organization should design health professionals pay system which is attractive to retain and to increase their commitment to the organization and other incentives such as overtime, top-up, transportation allowance, house allowance, and free medical service for them and family.
- The organization should provide the necessary tools and training to the health professionals and job related training to make the working condition more attractive to the health professionals.
- The organization should continue by strengthening the autonomy on job to increase the level of satisfaction and encourage the health professionals to sustain their relationship among each other by resolving any conflict arise among them.
- The organization should increase the support to health professionals and quick responses should be given to improve the quality of service and the satisfaction of the employees.
- The organization should facilitate the nature of work to make the health professionals effective and efficient.
- The organization should facilitate the conditions to enhance the level of overall satisfaction; as the satisfied health professionals can serve the customers more effectively and efficiently.

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