

Factors Associated to Job Satisfaction Among Healthcare Workers at Public Hospitals of West Shoa Zone, Oromia Regional State, Ethiopia: A Cross Sectional Study

Mulugeta Mekuria Mengistu¹, Ayele Geleto Bali^{2, *}

¹Department of Public Health, College of Health and medical Science, Haramaya University, Haramaya, Ethiopia

²Department of Public Health, College of medicine and Health Science, Ambo University, Ambo, Ethiopia

Email address:

Mule201160@yahoo.com (M. M. Mengistu), ebsature@gmail.com (A. G. Bali)

To cite this article:

Mulugeta Mekuria Mengistu, Ayele Geleto Bali. Factors Associated to Job Satisfaction Among Healthcare Workers at Public Hospitals of West Shoa Zone, Oromia Regional State, Ethiopia: A Cross Sectional Study. *Science Journal of Public Health*.

Vol. 3, No. 2, 2015, pp. 161-167. doi: 10.11648/j.sjph.20150302.12

Abstract: Background: Health services are affected by a number of factors including availability of human resources, health infrastructures and health delivery system. Human resource is a vital component in delivering health services. Health systems cannot function effectively without sufficient numbers of skilled and motivated health workers. Job satisfaction can build up employee motivation and performance which will increase productivity and efficiency. The main aim of this study is to assess job satisfaction and associated factors among health workers at public hospitals in west Shoa zone of Oromia Region. Methods: Facility based cross-sectional study was conducted among 166 randomly selected health workers from public hospitals of west Shoa zone. Data were collected by self-administered structured questionnaires, entered into epidata and analyzed with SPSS software. Multivariable logistic regression with 95% CI at $P \leq 0.05$ was used to assess associated factors to job satisfaction. Result: A total of 166 health workers participated with a response rate of 100.0%. The result showed that 65.1% of health workers were dissatisfied with their job. The major reasons reported for dissatisfaction were poor payment scheme, lack of training opportunity, and lack of incentives, bureaucratic management style, poor performance evaluation system and poor working conditions. The correlation between the different aspects of job satisfaction was found to be significant. Age of respondents, profession, level of education, future intention, service year and participation in decision making were found to be significantly associated with job satisfaction. Conclusion: Majority of the study participants in our study were dissatisfied with their job. The great deal of the health workers job dissatisfaction was attributed to hospital bureaucratic management style. Managers and policy makers should give due consideration on health workers job satisfaction if they really want to achieve their goals and objectives.

Keywords: Job Satisfaction, Public Hospital, Health Professionals, Motivation

1. Background

Health service delivery is affected by a number of factors which includes human resources for health, health service delivery system and health infrastructures. Among these factors human resource is a vital component in delivering health services. Health systems cannot function effectively without sufficient number of skilled, motivated and supported health workers. ⁽¹⁾ The presence of highly qualified and motivated staff is a key aspect of health system performance. ⁽²⁾ Job satisfaction of the health workers is highly important in building up employee motivation and efficiency as it determine better employee performance and

higher level of patients satisfaction. Conversely job dissatisfaction would result in burn out and staff turnover which could exacerbate under staffing of health facilities. ⁽³⁾

Job satisfaction is the affective orientation that an employee has towards his or her own work. ⁽⁴⁾ Job satisfaction result from the perception that the job fulfills one's own important job values, and the degree to which those values are congruent with one's needs. Employee's job satisfaction has an important role in helping an organization to achieve its organizational goals. Job satisfaction influences the quality of health care services. It is thus unlikely that optimal medical care can be delivered by unhappy and maladapted healthcare providers. Greater physician

satisfaction is associated with appropriate prescribing practices, patient adherence and greater patient satisfaction. ⁽⁵⁾

A number of researches have demonstrated the importance of job satisfaction to an organization in terms of its positive relationship with individual performance, productivity, employee relations, physical and mental health and life satisfaction. Conversely, it can be argued that job dissatisfaction has negative impacts on the organizational productivity. Job dissatisfaction could result in non-conformance to procedures and policies, employee absenteeism and turnover, decline in productivity, increases in work accidents, deterioration of mental and physical health and conflict. ⁽⁶⁾ Job satisfaction of employees affects the quality of services and organizational commitment and it is a contributing factor to shortages of health care providers. ⁽⁷⁾

Therefore, apart from its humanitarian utility, if an organization is really interested in the most effective use of all resources (including labour), then it is important to maximize employee productivity by considering and addressing the factors that compromise their job satisfaction. ⁽⁸⁾ Therefore, the main aim of this study is to assess level of job satisfaction and associated factors among health workers at public hospitals in west Shoa zone of Oromia Regional state, Ethiopia.

2. Methods and Materials

2.1. Study Design and Setting

Institution based quantitative cross-sectional study design was employed among 166 health workers at public hospitals found in West Shoa Zone, Oromia Regional State. Oromia Region is one of the nine regional states of Federal Democratic Republic of Ethiopia (FDRE) and west Shoa is one of the 18 zones of Oromia Regional State. Ambo is the capital city of the zone and it is found at a distance of 114 km to the west of Addis Ababa, the capital city of Ethiopia. There are only three public hospitals in the zone which includes; Ambo hospital, Gedo hospital and Gindeberat hospital. All of them are district hospitals and provide service for about 2,072,485 inhabitants. Ambo hospital, as it is located in the capital city of the zone, played a pivotal role by providing generalized services for the community. Ideally, Ambo hospital service as a referral center for the two hospitals and all nearby health centers. The hospital also enables easy access to patients from different areas due to its location in the center of the zone. The study was conducted among health workers in all available public hospitals from May 8 to May 20, 2012.

2.2. Study Participants

Randomly selected public health workers at public hospitals in west Shoa of Oromia regional state were included in the study. This study included all categories of government employed public health workers those served for more than a year in the hospital at the time of the data collection. Health workers with mental problem those who

cannot provide appropriate information and those stayed for less than one year in the hospital were excluded from this study.

2.3. Sample Size and Sampling Techniques

To calculate the sample size a single population proportion formula, $[n = (Z \alpha/2)^2 p (1-p) / w^2]$, was employed. Proportion of satisfaction (P) value of 42% was taken from the finding of a study done in Jimma university specialized hospital on health workers' job satisfaction and factors affecting job satisfaction. ⁽⁹⁾ In addition, 95% confidence level with margin of error 5% ($w = 0.05$) were used. Hence, the sample size was calculated as $[n = (Z \alpha/2)^2 p (1-p) / w^2] = [(1.96)^2(0.42)(0.58)/(0.05)^2] = 374$. Since the total population (N) is not large in comparison to n , the finite population correction was calculated.

$$N = n o / (1 + no/N) = 374 / (1 + 374/256) = 151$$

Considering 10 % non-response rate, the final sample size obtained was 166. The three hospitals have different number of registered health care workers (Ambo hospital has 112 health workers, Gindebrat hospital has 74 and Gedo hospital has 70 health workers). Therefore, the obtained sample size was proportionally allocated for each hospital. Therefore, 73 study participants were allocated for Ambo hospital, 48 for Gindebrat hospital and 45 participants for Gedo hospital. Then the sample was collected from all hospitals by simple random sampling method from list of health workers found at human resource management department. To collect sample from all category of health care workers, the source population was stratified according to their professional category. Then from each stratum the study participants were collected proportionally from all categories of health professionals by lottery method.

2.4. Data Collection

A self administered pre tested structured questionnaire was used for data collection. Close ended questionnaire was prepared in English language and used to collect data from the participants. The content of the questionnaire includes the socio-demographic characteristics and factors assumed to affect level of job satisfaction. The questionnaire was pretested on five percent of the sample size among health workers at a hospital outside of the study area. Pretesting was done with an aim to check sequence of question, language, comprehension of the questions among the participants and duration of an interview. The reliability and validity of the tool was again checked using Cronbach's alpha test and was found to be acceptable. The final data collection tool was slightly modified after pretesting. Health professionals who have experience of data collection were recruited and trained for data collection. Due to the nature of shift work in a hospital setting (off time duty) data collection was undertaken both during day and night. Completed questionnaires were checked every day by principal investigator.

2.5. Measurements

A five-point Likert scale with a value ranging from 1(very dissatisfied) to 5 (very satisfied) was used. The participants indicated their feeling of six key factors affecting level of satisfaction on a five-point Likert scale. These factors include management style, staff relationship, salary, working environment, training opportunity, performance evaluation and participation in decision making. These key influencing factors were derived from the literature. In this study to determine the general satisfaction level, respondents with average score of less than mean value were classified as dissatisfied, and those with average score of mean value and above were considered as satisfied.

2.6. Data Analysis

Collected data was coded and entered into epidata version 3.1 and analyzed with SPSS version 20.0 statistical packages for window. Descriptive statistics was used to summarize the data and the results were presented using frequency tables and percentages. A multivariate logistic regression analysis was employed to control confounders between variables. Crude Odds ratio with 95%CI was used to determine presence of association between explanatory variables and level of job satisfaction of respondents. The degree of association between dependent and independent variables was measured using adjusted odds ratio with 95% confidence interval at significance level of ≤ 0.05 .

2.7. Ethical Consideration

The study protocol was reviewed, approved official letter was written to each hospital by Ethical Clearance board of Jimma University, College of public health and Medical science. Permission to conduct the study was also obtained from respective hospitals. Prior to questionnaires administration, the objective of the study was explained to the study participants. Anticipated benefit and risk of the study was attached to each questionnaire. It was explained for the respondents that participation in the study was voluntary and private information would be protected.

3. Results

3.1. Socio-Demographic Characteristics of the Respondents

A total of 166 health workers were provided the self-administered questionnaire. All of the distributed tools were completed and returned back, making the response rate of 100.0%. Among the respondents, 85 (51.2%) were females. The age distribution indicated that 134(80.7%) of the respondents were under the age of 30years. Majority of the respondents 154 (92.8) were Oromo by ethnicity, and 104 (62.7) were protestant by religion. Slightly more than half of the respondents 94(56.6) were married, and 124(74.7) of them have work experience of less than six years. Majority 78(47.0) were nurses (BSc & Diploma) and holders of at least first degree accounted for 97(58.4), (Table 1).

Table 1: Socio-demographic characteristics of health workers at public hospitals of West Shoa Zone, Oromia regional state, June 2012.

Variables	Frequency	Percentage
Sex		
Male	81	48.8
Female	85	51.2
Age		
<30	134	80.7
30 and above	32	19.3
Religion		
Protestant	104	62.7
Orthodox	36	21.7
Muslim	18	10.8
Others	8	4.8
Ethnic Group		
Oromo	154	92.8
Tigre	7	4.2
Amhara	3	1.8
Others	2	1.2
Marital status		
Single	72	43.4
Married	94	56.6
Profession		
Physicians	15	9
Health officers	9	5.4
Nurses(BSc and Diploma)	78	47
Midwives(BSc and Diploma)	12	7.2
Pharmacy professionals	24	14.6
Laboratory professionals	15	9
Others **	13	7.8
Level of education		
Diploma	69	41.5
Bachelor degree and above	97	58.5
Service year		
Five years and less	124	74.7
More than five years	42	25.3

**-.Others include (psychiatrists, Physiotherapy, anesthesia experts, X-ray technicians

3.2. Level of Job Satisfaction Among Health Workers Toward Factors Affecting Job Satisfaction

The finding of this study indicated that majority of the respondents were not satisfied with the management system of their respective hospitals. Only 3(1.8%) of the respondents reported that they were very satisfied with the management system while 60(36.2%) and 74(44.5%) were very dissatisfied and dissatisfied respectively. With regard to salary, only 2(1.2%) reported that they were very satisfied whereas 61(36.8%) were very dissatisfied and 58(34.9%) were dissatisfied. Level of satisfaction to coworker relationship indicated that, 17(10.2%) were very satisfied while 30(18.1%) were very dissatisfied and 42(25.4%) were dissatisfied (Table 2). The overall response of each health workers to the six factors affecting level of job satisfaction was calculated. To determine the general level of job satisfaction and to dichotomize the response, respondents having average score of below mean value were classified as dissatisfied, and those with average score of mean value and above were considered as 'satisfied'. Accordingly, 58(34.9%) of health workers were satisfied with their job, and 108(65.1%) were not satisfied.

Satisfaction according to profession background of the

respondents, more than half (54.2%) of pharmacy professionals reported that they were satisfied to their job. More than half of all the rest health workers reported that

they were dissatisfied with their job. However, the highest dissatisfaction was among midwifery staffs (83.3%) followed by laboratory professionals (80.0%). (Table 3)

Table 2: Level of job satisfaction among health workers toward factors affecting job satisfaction at public hospitals, West Shoa Zone, Oromia regional state, June, 2012.

Variables	Respondents response to satisfaction questions				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Management style	3(1.8%)	21(12.7%)	8(4.8%)	74(44.5%)	60(36.2%)
Salary	2(1.2%)	27(16.3%)	18(10.8%)	58(34.9%)	61(36.8%)
Staff relation ship	17(10.2%)	62(37.4%)	15(9.0%)	42(25.4%)	30(18.1%)
Work environment	2(1.2%)	31(18.7%)	11(6.6%)	67(40.4%)	55(33.1%)
Training opportunity	11(5.5%)	22(13.2%)	6(3.6%)	63(38.0%)	64(38.6%)
Performance evaluation	17(10.2%)	98(59.1%)	0(0.0)	39(23.4%)	12(7.3%)
Participate in decision making	4(2.4%)	28(16.9%)	10(6.0%)	89(53.6%)	35(21.1%)

Table 3: Distribution of job satisfaction among health care workers at public hospitals in west Shoa Zone, Oromia Regional state, 2012.

Profession	Level of Satisfaction	Satisfaction
	Satisfied N (%)	Dissatisfied N (%)
Physicians	4(26.7)	11(73.3)
Health officers	4(44.4)	5(55.6)
Nurses(diploma °ree)	24(30.7)	54(69.3)
Midwifes(diploma °ree)	2(16.7)	10(83.3)
Pharmacy(diploma °ree)	13(54.2)	11(45.8)
Laboratory(diploma °ree)	3(20)	12(80)
Others **	8(61.5)	5(38.5)
Total	58(34.9)	108(65.1)

** -Others include: psychiatrists, Physiotherapy, anesthesia experts, X-ray technicians

3.3. Factors Associated with the Overall Level of Job Satisfaction

Multivariate logistic regression analysis showed that age

Table 4: Multiple logistic regressions of predictors of job satisfaction among health workers at public hospitals, West Shoa Zone, Oromia regional state, June, 2012.

Variables	Level of job satisfaction		COR (95%CI)	AOR (95%CI)
	Satisfied	Dissatisfied		
Age				
<30	34	100	Reference	Reference
30 and above	14	18	0.43(0.19,0.91)	0.62(0.12,0.88)*
Sex				
Male	32	49	Reference	Reference
Female	21	64	1.99(1.02,4.33)	2.01(1.53,6.76)*
Religion				
Protestant	34	70	Reference	Reference
Orthodox	13	23	0.86(0.22,3.19)	0.92(0.55,1.31)
Muslim	5	13	1.26(1.29,8.21)	1.82(0.98,3.99)
Others	0	8	-	-
Ethnic Group				
Oromo	52	102	Reference	Reference
Amhara	1	4	2.03(1.42,8.14)	1.82(0.55,3.48)
Tigre	1	6	3.05(0.53,5.96)	3.10(2.83,6.98)
Marital status				
Single	16	56	Reference	Reference
Married	37	57	0.44(0.12,0.93)	0.68(0.10,3.68)
Profession				
Physicians	4	11	Reference	Reference
Health officers	4	5	0.45(0.10,0.86)	0.35(0.28,0.96)*
Nurses(diploma °ree)	24	54	0.81(0.43,2.13)	0.28(0.13,0.88)
Midwifes(diploma °ree)	2	10	1.8(1.21,8.30)	2.11(1.46,5.92)*
Pharmacy(diploma °ree)	13	11	0.30(0.21,0.64)	0.43(0.28,2.53)

of respondents, sex, profession, level of education, future intention, service year and participation in decision making were significantly associated with job satisfaction. Health workers aged 30 years and older were less likely satisfied to their job in reference to less than 30years old [AOR=0.62; 95%CI (0.12, 0.88)]. Female health workers were more likely satisfied to their job as compared to male workers [AOR=2.01; 95%CI (1.53, 6.76)]. Health officers were less likely satisfied to their job [AOR=0.35; 95%CI (0.28, 0.96)] while midwifes [Crude OR=2.11; 95%CI (1.46, 5.92)] and laboratory workers [AOR=2.62; 95%CI (1.19, 4.26)] were more likely satisfied with their job than physicians. The odd of job satisfaction was 1.5 higher among health worker who didn't plan to leave their health institution than those who planned to leave [AOR=1.5; 95%CI (1.21, 4.99)]. (Table4)

Variables	Level of job satisfaction		COR (95%CI)	AOR (95%CI)
	Satisfied	Dissatisfied		
Laboratory(diploma °ree)	3	12	1.45(1.30,3.98)	2.62(1.19,4.26)*
Others **	8	5	0.22(0.01,0.79)	0.31(0.16,1.98)
Level of education				
Bachelor and above	33	64	Reference	Reference
Diploma	20	49	1.26(1.01,7.82)	2.23(1.28,6.41)*
Service year				
Five years and less	33	91	Reference	Reference
More than five years	20	22	0.39(0.16,0.67)	0.24(0.13,0.96)*
Having job description				
Yes	17	48	Reference	Reference
No	21	80	1.34(1.21,4.12)	2.18(0.98,3.76)
Participation in decision				
Participated	10	57	Reference	Reference
Not participated	30	69	0.40(0.12,0.98)	0.23(0.19,0.78)*
Plan to leave				
Yes	30	86	Reference	Reference
No	11	39	1.24(1.11,4.91)	1.5(1.21, 4.99)*

**-Others include: psychiatrists, Physiotherapy, anesthesia experts, X-ray technicians
 *-P value less than 0.05

Table 5: Correlations between general satisfaction and dimensions of job satisfaction at public hospitals of West Shoa Zone, Oromia regional state, June, 2012.

	Overall satisfaction	Management condition	Staff relation	Salary	Training opportunity	Working Condition	Performance Evaluation
Overall job satisfaction	1						
Management condition	0.651*	1					
Staff relation	0.600*	0.459*	1				
Salary	0.512*	0.450*	0.279*	1			
Training opportunity	0.611*	0.450*	0.381*	0.458*	1		
Working Condition	0.654*	0.385*	0.384*	0.446*	0.555*	1	
Performance Evaluation	0.734*	0.755*	0.392*	0.301*	0.025	0.049	1

* Correlation is significant at the 0.01 level (2-tailed)

3.4. Correlations Between Dimensions of Job Satisfaction

Pearson’s correlation was done to measure the correlations between overall job satisfaction and each dimensions of job satisfaction. The correlation between the different aspects was found to be significant. These differences suggest that satisfaction was not independent of the individual job aspect. General satisfaction and all the individual dimensions of job satisfaction had a positive medium relationship with each other at a low to medium level. The result indicated that the most predictor of job satisfaction in this study was performance evaluation. It accounted for 53.29 percent (0.73)² of the variance of job satisfaction. (Table 3)

4. Discussion

Findings of our study indicated that majority of health workers were dissatisfied with their job. Overall, only 34.9% of the study participants were satisfied with their job, while nearly a third, 65.1% were dissatisfied with their job. The findings revealed that variables such as management style, salary, working environment, training opportunity, performance evaluation and participation in decision making have a significant influence on level of job satisfaction. These findings were consistent with the findings of Kumar et al (2013)⁽¹⁰⁾ in Pakistan, where 59% of the study participants were dissatisfied with their job. Our finding is also in line

with the findings of a study conducted in Al-Madinah Al-Munawwara, where overt job dissatisfaction among physicians and nursing staffs were 67.1% and 52.4% respectively.⁽¹¹⁾ Overall dissatisfaction among healthcare workers at west Shoa of Oromia Regional State is a cause for concern, given that job satisfaction has implications for the efficiency, effectiveness and sustainability of the health system in the region.

Dissatisfaction with regard to salaries and benefits in our study findings seems to be a common issue that is also evident in several other studies.^(11,12,13) Many managers consider that the key motivation factor for their employees is pay, bonuses or raises. This suggests that health-care systems should provide a suitable salary and fringe benefits scheme to satisfy their workers and maintain their loyalty.

In our study, public health professionals reported low level of satisfaction with professional development opportunities, not being involved in decision making and poor performance evaluation system. A similar finding was reported from a study conducted in Sweden where the liberty of decision making for employees is very important for the organizational betterment. According to the findings of the study, organizational support in regard to liberty of decision making improves work satisfaction and decreases work related exhaustion among physicians.⁽¹⁴⁾ Employee’s needs and motivators vary from person to person, so it is important

to understand what motivates the employees to perform.

The present study revealed that most of the job dissatisfaction among the study participants was lack of opportunities for training and professional development. 76.6% of the respondents reported that they were dissatisfied to this aspect (38% dissatisfied and 38.6% very dissatisfied). This finding of our study is in line with the finding of Kumar et al. Where majority of the public health respondents were dissatisfied with the professional and development opportunities they availed during their professional life.⁽¹⁰⁾ Different literature shows that human resource in health sector needs continuous training and refreshers.⁽¹⁵⁾ Training increases the self confidence and self esteem of health professionals and improves the quality of care that would significantly elevate the morale of health professionals in the organization.⁽¹⁶⁾

Participants responded unfavorably to restrictive work environments (73.5% were dissatisfied, 67(40.4%) dissatisfied and 55(33.1%) strongly dissatisfied). The conditions under which jobs are performed have an impact on employee's comfort and safety. A similar finding from a study conducted in Tanzania was reported that poor job satisfaction in health system due to lack of job description, poor rewards system and discouraging working environment.⁽¹⁷⁾ Professional autonomy motivates employees to perform at their best, and thus impacting on job satisfaction. Therefore, it is imperative for managers of the hospitals to create conducive work environment that enable the employees to achieve the highest level of job satisfaction

The results of this study indicated that overall satisfaction and all the individual components of job satisfaction had a positive correlation with management style, opportunity to training, staff relations, working condition, salary and performance evaluation. In general, overall satisfaction had a high positive relationship with other influencing factors of job satisfaction. The fact is that factors such as performance evaluation, opportunity to training, salary and management style have a significant influence on the level of job satisfaction among healthcare professional. The finding of our study is consistency with the findings of study conducted in Nepal⁽¹⁸⁾ and republic of Iran.⁽⁷⁾

The result of our study indicated that age of respondents, sex and profession, level of education, future intention, service year and participation in decision making were significantly associated with job satisfaction. Our finding is consistent with the result of the study conducted in China and Africa where age, gender, race, professional title, service time and salary are found to had significant influence on job satisfaction ($P < 0.01$).^(19, 20)

5. Limitation of the Study

The study was suffered from the usual limitation of a cross sectional study. The sample size was relatively small, which might affect the stability of regression analysis. Since sample was taken only from public hospitals, the findings of the study may not be generalized to health professionals working

in public health centers and private sector in the region.

6. Conclusions

In conclusions, public health professionals working at public hospitals have low level of job satisfaction. Public health workers were less satisfied with work conditions, management style, training and development opportunities, salaries, performance evaluation system and ability to be involved in decision making. To enhance staff job satisfaction, hospital administrators should take measures to improve work conditions, raise work reward and pay more attention to the professional development of their employees.

Abbreviations

AOR	Adjusted Odds Ratio
COR	Crude Odds Ratio
FDRE	Federal Democratic Republic of Ethiopia

Authors' Contributions

MM has played a great role with regard to the conception, design, data collection, analysis, interpretation and wrote the draft manuscript. AG has made a substantial contribution of the study concept and design, developed the research protocol, acquisition, data collection, analysis and interpretation of data and reviewed the draft and final manuscript for important content. All authors read and approved the final version of the manuscript.

Authors' Information

MM has Master of Public Health in Health Service Management and currently working in college of health and medical science, department of Public health, Ambo University as lecturer. AG has Master of Public Health in Health Service Management and currently working in college of health and medical science, department of Public health, Haramaya University as lecturer.

Acknowledgment

We would like to express our deepest appreciation to all individuals who supported us during this research work for their indispensable contributions. We would also like to extend our appreciation to all individuals who reviewed and those technically supported us to the successful completion of this research work. Last but absolutely not the least, the contribution of the study participants and the community of hospitals is greatly appreciated.

References

- [1] Mowday R. Strategies for adapting to high rate of employee turnover. Human resource management; International Journal of Nursing Studies. 2006; 39: 867-8.

- [2] Gilson L, et.al. Developing a tool to measure health worker motivation in district hospitals in Kenya. *Human Resources for Health*. 2009; 7:40-51.
- [3] Willis Shattuck M. Et al. Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Services*. 2008; 4(8):247.
- [4] Price J L. Reflections on the determinants of voluntary turnover. *International Journal of Manpower*. 2001; 22(7): 600- 24.
- [5] Abdullah M. Al Juhani, Nahla A. Kishk. Job Satisfaction among Primary Health Care Physicians and Nurses in Al-Madinah Al-Munawwara. *The Journal of the Egyptian Public Health Association*. 2006; Vol.81 N o. 3.
- [6] Aksu A A, Aktas A. Job satisfaction of managers in tourism. Cases in the Antalya region of Turkey. *Managerial auditing journal*, 2005, 20(5):479–88.
- [7] Kebriaei A. And Moteghedhi M. Job satisfaction among community health workers in Zahedan District, Islamic Republic of Iran. *Eastern Mediterranean Health Journal*. 2009; 15(5).
- [8] Brunetto Y, Farr-Wharton R. Using social identity theory to explain the job satisfaction of public sector employees. *International journal of public sector management*, 2002, 15(7):534–51.
- [9] Yami, A., L. Hamza, et al. 2011. Job satisfaction and its determinants among health workers in Jimma University specialized hospital, southwest Ethiopia. *Ethiopian Journal of Health Science*. 21(special issue).
- [10] Ramesh Kumar, Jamil Ahmed, Babar Tasneem Shaikh, Rehan Hafeez and Assad Hafeez. Job satisfaction among public health professionals working in public sector: a cross sectional study from Pakistan. *BMC Human Resources for Health* 2013, 11:2.
- [11] Abdullah M. Al Juhani and Nahla A. Kishk. Job Satisfaction among Primary Health Care Physicians and Nurses in Al-Madinah Al-Munawwara. *Journal of Egyptian Public Health Association*, 2006; Vol.81 N o. 3& 4.
- [12] Goetz K, Campbell S M, Steinhäuser J, Broge B, Willms S, Szecsenyi J. Evaluation of job satisfaction of practice staff and general practitioners: an exploratory study. *BMC Family Practice*, 2011; 12:137.
- [13] Kaur S, Sharma R, Talwar R, Verma A, Singh S. A study of job satisfaction and work environment perception among doctors in a tertiary hospital in Delhi. *Indian J Med Sci*, 2009; 63:139–144.
- [14] Von Vultee PJ, Axelsson R, Arnetz B: The impact of organizational settings on physician wellbeing, 2007. *International Journal of Health Care Quality Assurance*, 20(6):506 – 515.
- [15] Lima FE, Jorge MS, Moreira TM: Hospital humanization: professional satisfaction in a pediatric hospital. *Rev Bras Enferm* 2006, 59(3):291 – 296.
- [16] Van Dormael M, Dugas S, Kone Y, Coulibaly S, Sy M, Marchal B, et al: Appropriate training and retention of community doctors in rural areas: a case study from Mali. *Hum Resour Health* 2008, 6:25.
- [17] Leshabari MT, Muhondwa EP, Mwangi MA, Mbembati NA: Motivation of health care workers in Tanzania: a case study of Muhimbili National Hospital. *East Afr J Public Health* 2008, 5(1):32 – 37.
- [18] Nawaraj Chaulagain and Deepak K. Khadka. Factors Influencing Job Satisfaction among Healthcare Professionals at Tilganga Eye Centre, Kathmandu, Nepal, 2012. *International journal of scientific & technology research* 1:11.
- [19] Jun A Liu, Qi Wang and Zu X Lu. Job satisfaction and its modeling among township health center employees: a quantitative study in poor rural China *BMC. Health Services Research* 2010, 10:115.
- [20] Duane Blaauw et al. Comparing the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa. *Glob Health Action* 2013, 6: 19287 - doi.org/10.3402/gha.v6i0.19287