



# Job Satisfaction Across Some Selected Demographic Variables Among Hospital Health Workers in South-West Shoa Zone, Oromia Regional State, Ethiopia

Nimona Shaka Gudeta

Department of Psychology, Faculty of Social Sciences and Humanities, Ambo University, Ambo, Ethiopia

## Email address:

nimonashaka@gmail.com

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**Abstract:** The issue of employees' job satisfaction such as what it is and why it is important has become an important corporate objective which bring with it a great deal of research (Scheid, 2005). Thus, the objective of this study was to examine the level of job satisfaction across demographic factors among hospital health workers at South-West Shoa Zone, Oromia Regional State. To come up with the result, this cross-sectional survey was conducted on 220 healthcare workers who were selected based on systematic random sampling technique. Spector's self-administered Job Satisfaction Scale was used to collect data. In order to get the result, descriptive statistics such as mean and standard deviation; and inferential statistics including independent sample t-test, one way ANOVA followed by Bonferroni post-hoc analysis was computed. Regarding gender differences, the study have revealed female health workers had high job satisfaction than males, which was also statistically significant,  $t(219) = 3.039$ ,  $p = .001$ . Statistically significant differences on job satisfaction were also found for age group,  $F(2, 218) = 3.287$ ,  $p = 0.039$ ; level of education,  $F(2, 218) = 3.936$ ,  $p = .021$ . Based on service year, no statistically significant difference were obtained among three groups of health workers,  $F(2, 218) = .391$ ,  $p = .677$ . The study findings could provide decision makers with valuable insights in identifying factors to focus on improving job satisfaction.

**Keywords:** Job Satisfaction, Health Workers, Public and Private Sector Hospitals

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## 1. Introduction

Every healthcare institution is expected by the public to render a professional-based quality health services. In order to do so, healthcare institutes need employees to be satisfied with their jobs as health workers play a great role in determining efficiency, effectiveness and sustainability of health care systems (Mohase&Khumalo, 2014). Thus, it is vital to understand what motivates them and to what extent they are satisfied with their job because job satisfaction is also an indispensable part of ensuring quality care and dissatisfied healthcare providers are likely to give poor quality and less efficient care (Ramasodi, 2010).

Furthermore, in present time, the issue of job satisfaction among health worker became high on the agenda as it has been the driving force on patient care, patient satisfaction, improved patient outcome and overall quality of the health

care delivery (Kaldenberg&Regrut, 1999). Moreover, the quality of health-care workers depends on the level of job satisfaction (Igbaria, Meredith & Smith, 1994). Research by Park and Kim (2009) have indicated that the greater the job satisfaction of health workers the lower their rates of absenteeism and turnover intent, and higher staff morale, productivity and work performance. In this case, job satisfaction among health workers needs great concern as there is empirical evidence which suggests that health workers are at great risk of job dissatisfaction generally compared to professionals in other types of organizations (Ramasodi, 2010).

According to Levinson and Moser (as cited in Ayeni&Popoola, 2007) job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. One local study conducted on health workers in Jimma University Specialized Hospital (JUSH) reported the

importance of job satisfaction in building up employee motivation and efficiency which could determine better employee performance and higher level of patients' satisfaction (Alemshet, LejaAlima, Challi, & Morankar, 2011).

Job satisfaction of health workers has been shown to be influenced by a range of factors. In relation to this, Kavanaugh, Duffy and Lilly (2006) reported that job satisfaction is significantly influenced by professional experience. In addition, in the study conducted in Istanbul hospital of Turkey, Kuzey (2012) suggested that next to management's attitude towards employees, payment or salary was found to be the second most important factor for employees' job satisfaction. On the other hand, the study conducted in JUSH of Ethiopia found evidence that lack of promotion, insufficient trainings and lack of job description were also predictors for job dissatisfaction on health workers (Alemshet et al., 2011).

While Ethiopia has made commendable progress in scaling up the health status of its population in last one and half decades, the utilization of health services still need some improvement, and the shortage of healthcare workers is still well documented (FDREMH, 2010). Different factors could be responsible for the shortage of health work force in Ethiopia. With this respect, the findings from the Second Wave of a Cohort Study of Young Doctors and Nurses of Ethiopia have been confirmed that international migration of health workers abroad is a justified factor, which resulted from job dissatisfaction (Serra, Serneels, Lindelow, & Mantalvo, 2010). It implies that health workers who are more satisfied with their current job are significantly less likely to migrate abroad. With a significant shortage of health professionals and dissatisfied workers, achieving the millennium development goals, such as reducing child mortality, improving maternal health and combating HIV/AIDS pandemic, TB, Malaria and other diseases would be at stake.

Regardless of the fact that job satisfaction is the backbone for the provision of quality health care for the population, there is limited amount of literature in the areas related to job satisfaction among employees of private and public sector hospitals in Ethiopia in general and South-West Shoa Zone in particular. Accordingly, having this as bases, the present study was intended to investigate job satisfaction among health care workers of private and public sector hospitals at South-west Shoa Zone, Oromia Regional State, Ethiopia.

More importantly, after a review of the literature specific to health workers' job satisfaction, the researcher realized that most of the studies were done in developed countries while little research outputs found in developing countries including Ethiopia is scant. Even if there were some local research on job satisfaction, they failed to address deeply the impact on demographic factors of job satisfaction among hospital health workers at South-West Shoa Zone. This is a serious gap as it failed to provide adequate information pertaining to the above mentioned issue which ultimately

affects the intervention process aimed at enhancing job satisfaction. Moreover, to the researcher knowledge, there is no study addressing job satisfaction among different healthworkers in South-West Shoa Zone, in particular.

This research, therefore, tried to address the above mentioned gaps. Thus, the general objective this research was to find out the overall job satisfaction across some selected demographic variables (such as gender, age, service year and level of education) among hospital health workers at South-West Shoa Zone, Oromia Regional State.

## 2. Methods and Materials

This cross-sectional survey was carried out from February 8 to March 6, 2015 among 220 hospital health workers who were worked in South-West Shoa Zone, Oromia Regional State. Oromia Region is one of the nine regional states of Federal Democratic Republic of Ethiopia (FDRE) and South-West Shoa is one of the 18 zones of Oromia Regional State. There are only two hospitals in the zone which were *Tullu-Bollo* hospital and St. Luke hospital. The total population of the present study was 271 health workers, of which 184 health workers were from St. Luke and the rest 84 were from *Tullu-Bollo* hospital. In order to make the generalization valid, systematic random sampling technique were used. Accordingly, 232 health workers were selected using Cochran (1963). Of these, 220 health workers were filling the questionnaires appropriately.

In order to collect data on job satisfaction, Job Satisfaction Survey (JSS) developed Spector (1997) was used. Because it allows researchers and organizations to find out not only whether people are satisfied with their jobs but also, more importantly, which parts of the job facets are related to satisfaction. Further, previous research has indicated that the JSS has high psychometric properties for example providing assurance that the data would be valid and reliable (Jahrami, et al. 2011). In JSS, there are 19 negatively and 17 positively worded items. Agreement with positively-worded items and disagreement with negatively-worded items would represent satisfaction, whereas disagreement with positive-worded items and agreement with negative-worded items represents dissatisfaction. For the 4-item subscales, as well as the 36-item total score, this means that scores with a mean item response (after reverse scoring the negatively-worded items) of four or more represents satisfaction, whereas mean responses of three or less represents dissatisfaction. Mean scores between three and four was moderate.

The data collected through JSS were analyzed with SPSS version 20 on the basis of their relevance for answering the research questions intended. Accordingly, descriptive statistical measures such as mean, standard deviation, maximum and minimum score were used for the sake of explaining the general pattern of job satisfaction of the respondents according to sex, age, level of education, experience, sector and fields of profession. Some inferential statistical methods, such as Independent sample T-test and

one way ANOVA were also used in this study. Bonferroni Post-hoc test were used to explain what means were exactly significant when the statistically significant difference were obtained. Bonferroni test able to control Type-I error or fluctuation of alpha resulted from difference in sample size between comparative groups.

### 3. Ethical Considerations

Ethical clearance and approval to conduct this research was obtained from the Research and Post-Graduate Program Coordinator, College of Education and Behavioral Sciences, Jimma University. Prior to contacting the health workers, administrative bodies were communicated with the letter written from Jimma University, and administrative permission to collect data was obtained from the respective hospitals. After permission has obtained to collect data, objectives of the study were clearly explained to the participants and oral informed consent was obtained. Confidentiality and anonymity were ensured throughout the execution of the study as participants were not required to disclose personal information on the questionnaire. Provisions were made to have participants' concerns relating to the study addressed and misconceptions corrected. Participants were informed that their participation was voluntary and that they could withdraw from the study at any time if they wished to do so.

### 4. Results

The purpose of this study was to examine job satisfaction across some selected demographic variables (such as gender, age, service year and level of education) among hospital health workers at South-West Shoa Zone, Oromia Regional State. This chapter presents the results of the study based on the empirical analysis of the data collected from the research participants with respect to basic research questions. In addition, both descriptive and inferences on the data analysis are presented.

#### 4.1. Response Rate

In order to answer the aforementioned research questions, this cross-sectional study was conducted at South-West Shoa Zone among hospital health workers. The total population of the study was 271 health workers. Of these, 232 health workers were provided the self-administered questionnaire. A total of 232 questionnaires were distributed, and 220 completed questionnaires were returned, resulting in an overall response rate of 94.83%. The overall response rate and the response rates of the two specific sectors of health workers are very much satisfactory.

#### 4.2. Characteristics of the Respondents

The study solicited information from participants based on their sex, age, sector, experience, fields of profession and level of education.

**Table 1.** Socio-demographic characteristics of the respondents under the study (N=220).

Demographic variables	No. of sample	
	F	%
SexMale	106	48.18
Female	114	51.82
AgeLess than 30 years	113	51.36
Between 30 – 40 years	75	34.10
Above 40 years	32	14.54
Level of Education		
Diploma	91	41.36
Bachelor science	92	41.82
Above Bachelor science	37	16.82
Service year		
5 year and less	100	45.45
6 – 10 years	81	36.81
Above 10 years	39	17.72

In aggregate, as a Table 1 indicate, the study attracted a total of 220 respondents of which 114 (51.82%) were female health workers and 106 (48.18%) were male health workers. Slightly more than half of the participants 114 (51.36%) were in the age group of less than 30 years, followed by the age group 30-40 were 75 (34.10%), and 14.54% above 40 years of age. The holders of at least first degree accounted for 92 (41.82%), diploma accounts 91 (41.36%), and about 100 (45.45%) of the respondents have a work experience of five and less, followed by 6-10 years of service 81 (36.81%) and above 10 years, respectively.

#### 4.3. Demographic Variables and Job Satisfaction

##### 4.3.1. Gender Difference on Job Satisfaction

As shown from Table 2, the mean score of overall job satisfaction among female health workers was found to be 3.54 with the standard deviation of .78, that can be interpreted as moderate level of job satisfaction, whereas the mean score of overall job satisfaction among male health workers was found to be 2.95 with the standard deviation of .68, which can be interpreted as low job satisfaction.

Regarding facets of job satisfaction, Table 2 were also showed that female health workers are highly satisfied with co-workers ( $M = 4.50$ ,  $SD = .74$ ), and moderate level of satisfaction was observed on four facets: fringe benefits ( $M = 3.00$ ,  $SD = .66$ ), contingent reward ( $M = 3.23$ ,  $SD = .70$ ), nature of work ( $M = 3.39$ ,  $SD = .74$ ), and communication ( $M = 3.02$ ,  $SD = .52$ ) while poorly satisfied with pay ( $M = 2.92$ ,  $SD = .84$ ), promotion ( $M = 2.72$ ,  $SD = .88$ ), supervision ( $M = 2.70$ ,  $SD = .79$ ), and operating procedures ( $M = 2.72$ ,  $SD = .92$ ). On the other hand, low level of satisfaction with pay ( $M = 2.64$ ,  $SD = .91$ ), promotion ( $M = 2.45$ ,  $SD = .84$ ), supervision ( $M = 2.86$ ,  $SD = .78$ ), fringe benefits ( $M = 2.87$ ,  $SD = .73$ ) and operating procedures ( $M = 2.50$ ,  $SD = .90$ ), and moderate level of satisfaction with contingent reward ( $M = 3.19$ ,  $SD = .65$ ), co-workers ( $M = 3.28$ ,  $SD = .83$ ), nature of work ( $M = 3.65$ ,  $SD = .78$ ), and communication ( $M = 3.15$ ,  $SD = .56$ ) was found among male health workers.

Independent sample t-test also divulged a statistically

significant gender difference in which female health workers had high level of job satisfaction than male counterparts,  $t(219) = 3.039, p = .001$ . With respect to facets, independent sample t-test also revealed a statistically significant difference across gender on satisfaction with pay,  $t(219) = 2.35, p = .02$ ; promotion,  $t(219) = 2.249, p = .026$ ; co-workers,  $t(219) = 3.116, p = .001$ ; and nature of work,  $t$

$(219) = -2.494, p = .013$ . However, no statistically significant difference were found between gender on satisfaction with supervision,  $t(219) = -1.489, p = .138$ ; fringe benefits,  $t(219) = 1.31, p = .192$ ; contingent reward,  $t(219) = .392, p = .696$ ; operating procedures,  $t(219) = 1.745, p = .082$ , and communication,  $t(219) = -1.789, p = .074$ .

**Table 2.** Summary of descriptive results and Independent sample T-test of job satisfaction by gender in both public and private sector hospital (N=220).

Facets of job satisfaction	Gender				t-test for Equality of Means		
	Female (n=114)		Male (n=106)		t	df	p-value
	Mean	SD.	Mean	SD.			
Pay	2.92	.84	2.64	.91	2.350	219	.020**
Promotion	2.72	.88	2.45	.84	2.249	219	.026**
Supervision	2.70	.79	2.86	.78	-1.489	219	.138
FB	3.00	.66	2.87	.73	1.310	219	.192
CR	3.23	.70	3.19	.65	.392	219	.696
OP	2.72	.92	2.50	.90	1.745	219	.082
Coworkers	4.50	.92	3.28	.83	3.116	219	.001**
NW	3.39	.74	3.65	.78	-2.494	219	.013**
Com	3.02	.52	3.15	.56	-1.789	219	.074
Overall JS	3.54	.78	2.95	.68	3.039	219	.001**

\*\*. Difference is significant at 0.05 alpha levels (2-tailed),  $p < 0.05$

Note:FB stands for Fringe benefits, CR for Contingent reward, OP for Operating procedures, NW for Nature of work, COM for Communication and Overall JS for Overall job satisfaction.

#### 4.3.2. Age and Job Satisfaction

**Table 3.** Descriptive summary of job satisfaction across age (N=220).

Variables	Group	N	M	SD.
Age	<30 years	113	3.05	.47
	30-40 years	76	2.93	.56
	>40 years	32	3.24	.35

**Table 4.** Summary of the ANOVA to test whether significant effect of age on the job satisfaction of health workers (N=220).

Variable	Group		Sum of square	df	Mean square	F	Sig.
Age:	<30 years	Between groups	1.595	2	.798	3.287	.039**
	30-40 years	Within groups	52.903	218	.243		
	> 40 years	Total	54.498	220			

\*\*. Difference is significant at 0.05 alpha levels (2-tailed),  $p < 0.05$

A one-way analysis of variance was conducted to examine whether health workers' level of job satisfaction is the function of age. The independent variable represented the three different age groups: 1) Less than 30 years of age; 2) Between 30-40 years of age and 3) Above 40 years of age. Before computing ANOVA, the test of normality and homogeneity of variance was calculated using Shapiro-Wilks test and Levene's statistics, respectively, which indicated that underlying assumptions was met. The one way ANOVA revealed a statistically (see Table 4) significant difference on the level of job satisfaction among age groups,  $F(2,218) = 3.287, p = .039$ .

In order to check which pairs of the three group means differ, Post-hoc comparisons using Bonferroni procedures were used. The result of Post-hoc comparisons indicate that health workers whose age were above 40 years of age (3.24)

Table 3 indicates some mean score difference between different age groups of health workers on job satisfaction in which health workers of above 40 years of age seem to had large score ( $M = 3.25, SD = .35$ ), followed by health workers of less than 30 years ( $M = 3.05, SD = .47$ ) and between 30-40 years of age ( $M = 2.93, SD = .56$ ), respectively.

was significantly different from health workers with ages between 31 – 40 years of age (2.93), with the mean difference of .26581 and a p-value .033. Bonferroni post-hoc test were chosen because it is most widely used and control Type-I Error resulted from unequal sample size among groups.

#### 4.3.3. Education and Job Satisfaction

**Table 5.** Descriptive summary of job satisfaction across education (N=220).

Variables	Group	N	Mean	SD.
Education	Diploma	95	3.00	.46
	Bsc. Degree	99	3.05	.49
	Above degree	27	3.29	.55

Table 5 indicates some mean score difference among

health workers with different levels of education. Thus, those who hold above Bachelor of Science comparatively had high mean score ( $M = 3.29$ ,  $SD = .55$ ), followed with nearly equal

mean scores on job satisfaction among health workers who had Bachelor of Science ( $M = 3.05$ ,  $SD = .49$ ) and Diploma ( $M = 3.00$ ,  $SD = .46$ ).

**Table 6.** Summary of the ANOVA to test whether there is a significant differences between levels of education on job satisfaction of health workers ( $N=220$ ).

Variables	Group		Sum of square	df	Mean square	f	Sig.
Education	Diploma	Between groups	1.899	2	.950	3.936	.021**
	Bsc. Degree	Within groups	52.599	218	.241		
	Above Bsc. degree	Total	54.498	220			

\*\* . Difference is significant at 0.05 alpha levels (2-tailed),  $p < 0.05$

A one-way analysis of variance was conducted to explore whether the statistically significant the impact of education on levels of job satisfaction among health workers based on their level of education (Diploma; Bachelor science; and above Bachelor science.). As shown in Table 6, ANOVA result revealed a statistically significant difference on the level of job satisfaction for the three education groups,  $F(2, 218) = 3.936$ ,  $p = .021$ .

Since the result was significant, post-hoc analysis by using Bonferroni test was then carried out. Thus, Post-hoc test showed significant difference between Diploma holder and Above Bachelor science. degree holders ( $p = .016$ ). It implies that health workers who had above Bachelor of Science had higher level of job satisfaction than those who had Diploma with the mean difference of .30.

#### 4.3.4. Service Year and Job Satisfaction

Table 7 depicted that nearly equal mean score on job satisfaction was obtained between three groups of service year: 1-5 years ( $M = 3.02$ ,  $SD = .054$ ), 6-10 years ( $M = 3.07$ ,  $SD = .049$ ), and above ten years of experience ( $M = 3.09$ ,  $SD$

$= .077$ ).

**Table 7.** Descriptive summary of overall job satisfaction across year of services ( $N=220$ ).

Variables	Group	N	Mean	SD.
Experience	1-5 years	101	3.02	.054
	6-10 years	81	3.07	.049
	>10 years	39	3.09	.077

In order to determine whether there is a significant mean score difference on job satisfaction among health workers with different years of service, one way ANOVA was computed and the summary result were presented in table 8. Table 8 indicated that there was no statistically significant difference between health workers with varied experience on job satisfaction,  $F(2, 218) = .391$ ,  $p = .677$ . This result implies that although some relatively descriptive mean scores difference (see Table 7) was observed between participants' from different years of services, these differences are statistically not significant. Therefore, post-hoc multiple comparisons was not computed.

**Table 8.** Summary of the ANOVA for job satisfaction by experience ( $N=220$ ).

Variables	Group		Sum of square	df	Mean square	F	Sig.
Service year	1-5 years	Between groups	.195	2	.097	.391	.677
	6-10 years	Within groups	54.303	218	.249		
	Above 10 years	Total	54.498	220			

## 5. Discussion

This is a cross-sectional study that aimed at exploring the level of job satisfaction across some selected demographic variables among hospital health workers in South-West Shoa Zone, Oromia Regional State. This section presents the results of the statistical analysis in relation to the previous research and literature.

Several previous researches suggest that job satisfaction can be influenced by a variety of factors such as personal variables like sex, age, education, and experience. In line with this, the result of present study shows a statistically significant difference on job satisfaction between male and female health workers in which female health workers were experienced moderate level of overall job satisfaction while male health workers had low level of overall job satisfaction. These findings are consistent with previous studies examining gender difference on job satisfaction among health

workers in both developed and developing worlds. For instance, Jathanna, et al (2011) in a study done on job satisfaction among health workers working at India found that female health workers tend to be report higher level of job satisfaction than men.

More importantly, this findings are also supported by one local study carried out in JUSH by Alemshet, et al. (2011), which reported that male health workers were highly dissatisfied than female counterparts. This study were also supported by the research have been carried out in India by Jathanna et al. 2011; in Spain by Carrillo-Garcia, et al (2013); and South Africa by Pillay (2008), who also found out that female health workers were significantly more likely to be highly satisfied than men.

Inconsistent with abovementioned discussion, some others studies have found men to be more satisfied than women. For instance, in a study of health care staff in Czech Republic, Franek, Mohelska, Zubr, Bachmann, & Socolova (2014) divulged a statistically significant difference on job

satisfaction across gender in which higher overall job satisfaction was found in men. In addition, Lefkowitz (1994) analyzed a number of studies and finally came up with the conclusion that women's job satisfaction is in average lower than men's. The difference on the findings of such studies may be resulted from the instruments they were used. As it is observed from various literatures factors that satisfies female may not satisfy male counterparts and vice versa.

Regarding age and job satisfaction, the study of health care staff in Czech Republic, Franek, Mohelska, Zubr, Bachmann, & Socolova (2014), have revealed that there is no statistically significant effect of age on the level of overall job satisfaction. However, the current study opined a statistically significant difference on job satisfaction among health workers with different years of age, such as less than 30 years, between 30 and 40 years of age, and above 40 years of age thus, health workers were in less than 30 and above 40 years of age were comparatively had high level of job satisfaction than those who were between 30 to 40 years of age.

Parallel to the findings of this a study, Clark (1996) has reported that younger and older workers are more satisfied than middle aged in their job among health workers in UK. This may be due to the fact that following they are the comer to the world of work; younger employees might be satisfied because of getting a job and commencing independent life. On the other hand, older health workers may be satisfied with their work because following long stay in their job they may adapt and familiar with overall activities in their workplace.

Several previous studies suggest that employees' job satisfaction tend to be influenced by level of education the employees hold. In line with this, the present study found out that the level of job satisfaction was significantly different between health workers with varied educational level. Thus, health workers who had above Bachelor science. degree were more satisfied with their work followed by Degree and Diploma holders, respectively. Similar result in which more educated health workers tend to more satisfied with their job were also reported by Ganzach (2003). Ganzach (2003) reasoned out that more educated health workers have more option to find employment opportunities that were both professionally and emotionally more rewarding. Salary difference resulted from different in the level of education may also be a cause. This in turn, may help then to fulfill their basic and others needs easily.

On the other hand, the study conducted in Kuwait on job satisfaction among healthcare professionals revealed a significant negative relationship between educational level and job satisfaction and respondents with a diploma reported the highest level of job satisfaction (Shah, Al-Enezi, Chowdhury, and Shah, 2001). In such cases, researchers were reasoned out that when employees are more educated than the job required, there is a gap between what they want and what they job offers which unintentionally lowers their satisfaction with their work.

In line with service year, many studies have shown employees with greater tenure reported feeling more satisfied than workers who have worked for lesser period of time

(Kumar & Giri, 2009; Shah et al., 2001). However, the present study shows that although there were a mean score difference on the level of job satisfaction among health workers with three groups of work experience (1 to 5 years, 6 to 10 years and above 10 years), the difference is not statistically significant. Similar with findings of present study, Kardam & Rangnekar (2012) were also reported no significant difference exists between difference experiences groups related to job satisfaction.

## 6. Conclusion

This study examined the level of job satisfaction across some selected demographic variables among hospital health workers at South-West Shoa Zone, Oromia Regional State. The findings of this study can provide the basis for further research so that valuable insight can be taken in identifying factors to focus on in order to improve job satisfaction. However, the present study has some limitations. First, the cross-sectional study design did not allow determination of the causal relationships among variables. Second, even with the high level of participation in this study, there is a possibility that responses of individuals who did not participate may have differed in some manner from those who did in fact participate. Lastly, the conclusions of this study cannot be generalized to all health workers across Ethiopia, as the different environment and circumstances prevailing in other hospitals may impact on job satisfaction. In spite of these limitations, the following conclusions are drawn on the basis of results obtained:

- 1) In terms of gender, the present study divulged that female health workers had significantly better level of overall job satisfaction than male counterparts.
- 2) The results of this study showed a significant difference on job satisfaction among different age groups. As such, younger (less than 30 years of age) and older (above 40 years of age) health workers had comparatively better levels of satisfaction than middle age group (30 – 40 years of age).
- 3) With regards to experience, the findings of this study revealed even though there is difference in mean score across three groups of service year on job satisfaction, it is not statistically significant.
- 4) A significant difference were observed between different levels of education on job satisfaction in which health workers who had Diploma were least satisfied than Bachelor science holder and Above Bachelor science holder, and Bachelor science holders are less satisfied than those who had an education level of above Bachelor science.

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