

**ASSESSMENT OF THE FACTORS AFFECTING JOB SATISFACTION
AMONG HEALTHCARE PROVIDERS: A CASE OF SELECTED PUBLIC
HOSPITALS IN ILALA MUNICIPALITY**

LISA PRIMI MCHOME

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN MARKETING
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND
MANAGEMENT
THE OPEN UNIVERSITY OF TANZANIA**

2023

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled; “Factors Affecting Job Satisfaction among Healthcare Providers: The Case of Selected Public Hospitals in Ilala Municipality” in partial fulfilment of the requirements for the award of the degree of Master of Business Administration - Marketing (MBA-Marketing) of the Open University of Tanzania.

.....

Dr. Nasra Kara
(Supervisor)

.....

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the author or the Open University of Tanzania on that behalf.

DECLARATION

I, **Lisa Primi Mchome**, do declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as original mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Business Administration in Marketing of the Open University of Tanzania.

.....
Signature

.....
Date

DEDICATION

To my parents, Mr. & Mrs. Primi Mchome, I dedicate this to you for the number of hours you spent helping me to make life a foundation and all of my other achievements in life. You have always been there to encourage me that I could do whatever I set my mind to accomplish. Thank you and I love you!

ACKNOWLEDGEMENTS

First and foremost, I thank God for giving me the special opportunity of good health physically and mentally which made me able to write this dissertation. I would like to express my deepest appreciation to my supervisor; Dr. Nasra Kara, without her guidance and help this dissertation would not have been possible. Lastly, my sincere thanks to Mr. Fadhili M. Nyenje for his guidance and assistance during the writing of the entire research work. His knowledge of the field and guidance has been invaluable.

ABSTRACT

The purpose of the study was to assess the factors affecting job satisfaction among healthcare providers in public hospitals in Ilala Municipality. The study objectives were to examine factors affecting the performance of healthcare employees, perception of healthcare workers regarding the existing employees' benefits as well as identifying employees' benefits that will satisfy the needs of healthcare workers in public hospitals in Ilala Municipality. The target population were 110 respondents including the healthcare personnel working in public hospitals in Ilala district in Dar es Salaam. The sample size of 110 respondents was considered to be reasonable and affordable. A purposive sampling was used to obtain the healthcare personnel to participate during unstructured interview. Data collected was analyzed both qualitatively and quantitatively. While, the content analysis was used to analyze perception of healthcare workers regarding the existing employee's benefits. The findings showed that the majority of the surveyed public hospitals had healthcare workers with low education level and with ages more than 50 years. A higher number of healthcare personnel did not reach bachelor level education. Based on the study findings, the researcher recommends that the government should have a payment plan that would cater for employee salaries for a longer duration of time to curb the issue of delayed salaries. The government should also organize an early retirement plan for the old employees and employ young and fresh blood who may be able to pump in new ideas to the organization.

Keywords: *Job satisfaction, healthcare providers*

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENTS.....	vi
ABSTRACT	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Overview	1
1.2 Background of the Study.....	1
1.3 Statement of the Problem	3
1.4 Research Objectives	6
1.4.1 General Research Objectives	6
1.4.2 Specific Research Objectives	6
1.5 Research Questions	6
1.6 Significance of the Study	6
1.7 Organization of the Study	7
CHAPTER TWO	9
LITERATURE REVIEW.....	9
2.1 Overview	9

2.2	Definition of Key Terms	9
2.2.1	Job satisfaction	9
2.2.2	Job Dissatisfaction.....	9
2.2.3	Employee Benefit	10
2.3	Theoretical Literature Review.....	10
2.3.1	The Herzberg Two-Factor Theory	10
2.3.2	Justification of the Theory to this Study	11
2.3.3	Limitations of the Theory.....	12
2.4	Empirical Literature Reviews.....	12
2.4.1	Factors Affecting Performance of Health Workers.....	12
2.4.2	Perception of Healthcare Workers regarding the Existing Employee's Benefits.....	14
2.4.3	Employee's Benefits that Satisfies the Needs of Healthcare Workers.....	15
2.5	Research Gap.....	16
	CHAPTER THREE	18
	RESEARCH METHODOLOGY	18
3.1	Overview	18
3.2	Research Philosophy	18
3.3	Research Design	18
3.4	Study Area.....	19
3.5	Study Population	19
3.6	Sampling Procedures and Sample Size	20
3.7.1	Sampling Procedure	20
3.7.2	Sample Size	20

3.8	Data Collection Tools.....	20
3.8.1	Unstructured Interviews	20
3.8.2	. Questionnaires	21
3.9	Scale and Measurement of Variables	21
3.10	Data Analysis	22
3.10.1	Descriptive Statistics	22
3.11	Data Validity and Data Reliability	23
3.11.1	Data Validity	23
3.11.2	Data Reliability	23
3.12	Ethical Issues.....	23
3.12.1	Informed Consent and Voluntary Participation	24
3.12.2	Confidentiality, Privacy and Anonymity	24
	CHAPTER FOUR.....	25
	RESULTS AND DISCUSSION	25
4.1	Overview	25
4.2	Demographic Characteristics of Respondents.....	25
4.2.1	Gender	25
4.2.2	Age of the Respondent	26
4.2.3	Working Department of Respondents	27
4.2.4	Job Position	28
4.2.5	Education Level of Respondents.....	29
4.3	Factors Affecting the Performance of Health Care Employees in Public Hospitals.....	30

4.4	Perception of Healthcare Workers in Public Hospitals regarding the Existing Employee’s Benefits.	33
4.5	Employee’s Benefits that Satisfy the Needs of Healthcare Workers in Public Hospitals.....	36
CHAPTER FIVE.....		39
SUMMARY OF MAIN FINDINGS, CONCLUSION AND RECOMMENDATIONS.....		39
5.1	Overview	39
5.2	Conclusion.....	40
5.3	Recommendations	41
REFERENCES.....		43
APPENDICES		47

LIST OF TABLES

Table 3.1: Measurement of variables	22
Table 3.2: Reliability test score	23
Table 4.1: Gender of the respondent	25
Table 4.2: Age of respondents.....	27
Table 4.3: Working departments of respondents.....	27
Table 4.4: Job position of respondents.....	29
Table 4.5: Educational level of respondents.....	30
Table 4.6: Factors affecting the performance of health care employees in public hospitals.....	32
Table 4.7: Employee's benefits that satisfy the needs of healthcare workers in public hospitals.....	37

LIST OF FIGURES

Figure 2.1: Two factor theory items..... 11

Figure 2.2: Conceptual framework 17

LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
ANOVA	Analysis of Variance
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRH	Human Resources for Health
HRSP	Human Resources Strategic Plan
HSSP	Health Sector Strategic Plan
KCMC	Kilimanjaro Christian Medical Center
MNH	Muhimbili National Hospital
MoH	Ministry of Health
NHIF	National Health Insurance Fund
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter gives an overview of the study on assessment of the factors affecting job satisfaction among healthcare providers in public hospitals in Ilala Municipality. It contains the background of the study, the statement of the research problem, the objectives of the study, as well as its significance. The last section in this chapter describes the organization of the proposal.

1.2 Background of the Study

Health care workers are the one of the first and the major backbone for any health system or institution to provide care and manage any health-related problems (Rostami, 2021). The health care workers, as the caregivers of patients, are exposed to various occupational hazards including exposure to biological, chemical, physical, safety, and ergonomic and psychosocial agents (Eskandar, 2017).

According to the World Health Organization (WHO) report that 40 percent of health care professionals (including nurses, midwives and doctors) leave their jobs as a result of job dissatisfaction caused by long working hours, underpaid as well as lack of work balance. Furthermore, it is reported that 40% of all the health professionals in the world will leave their employment in the coming decades because of limited incentives and low salaries (Goetz, 2013).

In Sub-Saharan African countries, only 50% of the required staffs are available to serve the rural population (Zakerian, 2013). Countries such as Ethiopia, most of the health care workers are not satisfied with their jobs, and this has been linked with limited employee's incentives, low salary, long working hours and limited support from the hospitals support. The situation has made them to start looking for job elsewhere (Khamlub, 2013). Sara (2016) reported that in Kenya, job satisfaction of the health workers has been mentioned to be highly important in building up employees' motivation and efficiency as it determines better employee satisfaction and higher level of patients' satisfaction. The government of Kenya has attempted to develop new standards to improve human resources conditions in the health sector and retain staff by offering salary increases, providing opportunities to engage in private practice and giving trainings to the healthcare providers in public hospitals. Similar issues are also reported in Uganda, where Ugandan health workers are dissatisfied with their jobs, especially their compensation and working environment and conditions (Gloria, 2016).

In the context of Tanzania, health care professionals are working in the environment of low supplies to do their job, in a decrease in professional allowances and in low health employment benefit (Wells, 2011). (Stanton, 2005) and Wells (2011) assert that these factors can lead to dissatisfaction of health professionals in public hospitals in Tanzania. The current information indicates that health care employees in public hospitals are not satisfied with their job due to poor facilitation of transport, lack of communication and limited means of motivations to enable them perform their responsibilities at best. Due to these challenges, the government of Tanzania have

tried to develop health sector reforms, policies, guidelines, plans and strategies including Human Resources Strategic Plan (HRSP) to solve the existing problem and this was done by improving the working environment, offer health care facilities to ease their job, improve the salary scales, employ more health workers to both rural and urban centers, and increase the supply of medicines and medical centers in every ward in the country.

Despite all the efforts, healthcare workers in Tanzania are still suffering from poor working conditions, long working hours, low salaries, and are forced to work in unsafe environment. Therefore, this study intends to identify factors affecting the performance of health care employees in public hospitals in Dar es Salaam. The study also intends to examine perception of healthcare workers in public hospitals Dar es Salaam regarding the existing employee's benefits. In the end, this study intends to identify employee's benefits that will motivate healthcare workers who are working in public hospitals in Dar Es Salaam.

1.3 Statement of the Problem

In Tanzania, the shortage of health workers has been extensively documented and described as a national crisis (Shemdoe, 2016). Although the country's Fifth Health Sector Strategic Plan 2021-2026 demonstrated a commitment to addressing the Human Resources for Health (HRH) situation, the 2013 mid-term review of the HSSP III found that Tanzania still has a 39 percent deficit in the health work force across all cadres, partly caused by job dissatisfaction (Mkapa HIV/AIDS Foundation, 2005). The study found that one third (33.6%) of health workers are not satisfied

with their current jobs. Factors perceived by most of the health workers as resulting to job dissatisfaction included social prestige, community support, privilege, heavy workload, complaints from the community, risky work, remote areas, lack of time for private life and extra income generating activities, adequate salary and non-salary benefits. Low salary was the issue most frequently mentioned by health workers as an important factor contributing to their job dissatisfaction (Mkapa HIV/AIDS Foundation, 2005).

To solve these issues facing health workers, the government of Tanzania put some efforts towards compensation and benefits packages like in salary, assistance with transportation, duty allowance, duty professional, and risk allowance to healthcare employees in public hospitals. Despite the moves by the government, the problem still persists. A recent Ministry of Tanzania (MoH) report (2014-2019 projection) estimates that the United States of Tanzania is not only facing an estimated 56% of health care staff shortages but that they are also unevenly distributed. It is also found that not all of the posted employees report. Others report to postings but quit soon after. Out of 4812 permits, which were utilized, a reported 63% went to their respective stations, 13% of these left for several reasons. This was predominantly due to unfamiliarity with the rural areas, and the attendant poor living conditions or lack of acceptable housing, and unpaid salary or allowances (Shemdoe, 2016).

Previous studies have looked at the factors that influence job satisfaction among healthcare workers in public hospitals in Tanzania. For example, a study on motivation among healthcare workers done by Leshabari et al., (2008) in Muhimbili

National Hospital (MNH) of Tanzania revealed that among the contributing factors to reduced motivation were low salary levels, the frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in the different organizational units and between workers and management, lack of participation in decision-making processes, and a general lack of concern for workers' welfare by the hospital management (Leshabariet *al.*, 2008).

Moreover, studies done among nurses have shown that best patient care is provided by nurses who are satisfied with their job, and those not satisfied tend to have performances that lead to a decrease in productivity, efficiency and quality of care, and hence raise unwanted costs (Lichtenstein, 2008). Yet some other studies have associated job satisfaction with demographic factors. For example, Shaha, *et al.* (2001) associates young age with less satisfaction. Also, job satisfaction has been reported to be significantly correlated with increased professional working experience in some studies (Oshagbemi, 2003; Shaha *et al.*, 2001).

Despite the fact that there is substantial work that have been done on job satisfaction, there are limited studies that have been examined the factors affecting job satisfaction in public hospitals in Ilala Municipality, hence this study intends to shed lights on that area. The study will examine factors affecting the performance of healthcare employees, perception of healthcare workers regarding the existing employees' benefits as well as identifying employees' benefits that will satisfy the needs of healthcare workers in public hospitals in Ilala Municipality.

1.4 Research Objectives

1.4.1 General Research Objectives

To examine the factors affecting job satisfaction among health care providers in selected public hospitals in Ilala Municipality.

1.4.2 Specific Research Objectives

- i) To determine factors affecting the performance of health care employees in public hospitals in Ilala Municipality.
- ii) To examine perception of healthcare workers regarding the existing employee's benefits.
- iii) To determine employee's benefits that will satisfy the needs of healthcare workers in public hospitals in Ilala Municipality.

1.5 Research Questions

- i) What are the factors affecting the performance of health care employees in public hospitals in Ilala Municipality?
- ii) What is the perception of healthcare workers in public hospitals regarding the existing employee's benefits?
- iii) What types of employee's benefits that will satisfy the needs of healthcare workers in public hospitals in Ilala Municipality?

1.6 Significance of the Study

Given the little information on the topic addressing job satisfaction among healthcare employees in public hospitals in Ilala Municipality, this study will provide evidence-based findings to the status of job satisfaction among healthcare providers.

The results from this study will help the healthcare centers to put more efforts in all the aspects of job satisfaction in order to retain their employees by ensuring reasonable salaries, working hours, clearer job descriptions, appropriate safety measures and job stability as well as ensuring adequate management skills to their employees; hence improving the overall performance of the healthcare centers.

Healthcare practitioners are expected to benefit from the findings by understanding of determinants of job satisfaction among health care workers in Tanzania's public hospitals. The study will contribute to literature on issues related to job satisfaction among health care workers in Tanzania. Moreover, the findings of this study will have significance to the world of the academia, extension of knowledge frontiers and to policy makers.

1.7 Organization of the Study

This study is divided into three chapters. First chapter introduces the subject matter under investigation. The introduction of job satisfaction and the status of job dissatisfaction in most of African countries was highlighted. The chapter presents the statement of the problem, highlighted the research objectives, research questions as well as the significance of the study. The chapter ended with explanation regarding significance of the study to key beneficiaries. Chapter two will cover literature review where definitions such as job satisfaction, dissatisfaction and employee satisfaction will be provided. Furthermore, this section will also talk about the theoretical literature review, as well as empirical literature and in the end, and research gap will be identified. Chapter three will highlight methodology governed this study. Issues such as research philosophy, research approach, research design,

sampling strategies, population, data collection as well as data analysis will be presented. Moreover, validity and reliability, ethical issues and chapter summary will finally be presented.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter captured what others wrote with regard to the factors affecting job satisfaction among healthcare providers in public hospitals in Tanzania. The chapter compiled and documented individual studies as well as institutional studies, experiences and reports with regards to job satisfaction among healthcare providers in Tanzania's public hospitals. However, theoretical literature reviews and empirical literature reviews are also discussed.

2.2 Definition of Key Terms

2.2.1 Job satisfaction

Job satisfaction is a pleasurable or positive emotional state resulting from evaluating one's job or job experience (Amare *et al.*, 2021). The suitable definition of job satisfaction to this study was given by Goetz (2013) as a level of contentment employees feel with their job.

2.2.2 Job Dissatisfaction

Job dissatisfaction is an unpleasant or negative, stress-related emotional state resulting to a re-appraisal of one's job or job experience (Emeka and Majeed, 2017). This study has taken job dissatisfaction as an opposite of job satisfaction where an employee does not feel content in their job (Elizabeth, 2012).

2.2.3 Employee Benefit

Mary (2018) defined employee benefits as a non-salary consideration such as bonuses, hardship allowances or transport allowance available to potential and current employees. This study will employ the definition by Aksakal (2014) which defined employees' benefits as a form of indirect or non-wage compensation offered to employees because they promote job satisfaction and increase organizational commitment.

2.3 Theoretical Literature Review

2.3.1 The Herzberg Two-Factor Theory

In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, "motivation" and "hygiene". The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction (Herzberg *et al.*, 1959). The motivators include achievement, recognition and intrinsic interest in the work itself. The continuing relevance of Herzberg is that there must be some direct link between employees' work performance and job satisfaction, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction. Herzberg's theory is the most useful model to study job satisfaction.

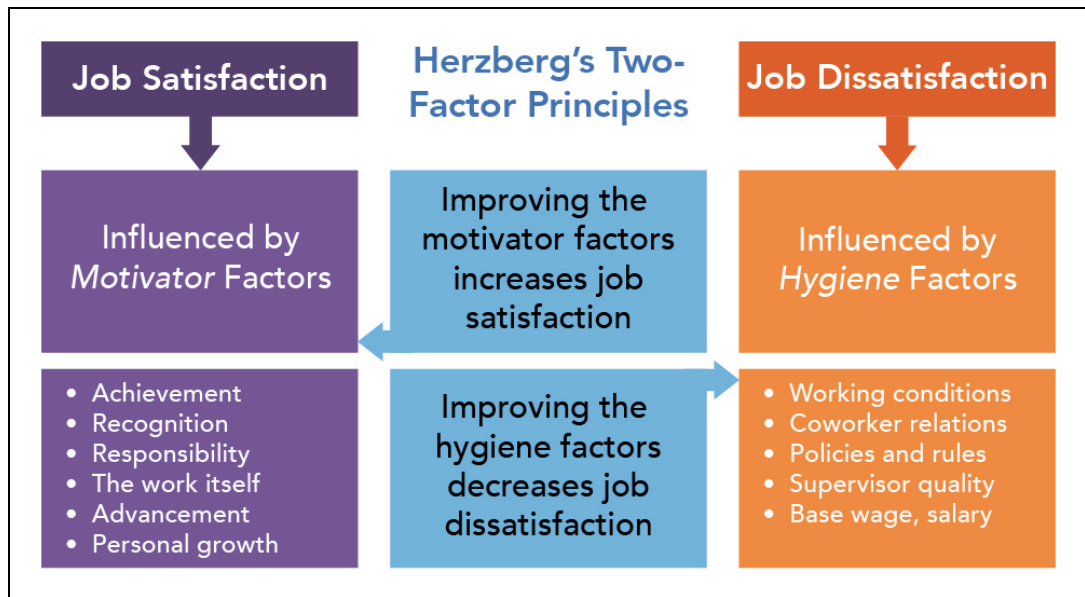


Figure 2.1: Two factor theory items

Source: (Herzberg, 1959)

2.3.2 Justification of the Theory to this Study

This study will be based upon this theory. Factors leading to satisfaction, described as motivators including promotional and personal growth opportunities, responsibilities, achievements and recognition. These are factors that are intrinsically rewarding to the individual. Extrinsic factors, described as “hygiene” factors, leading to job dissatisfaction including pay, physical working conditions, job security, company policies, quality of supervision and relationship with other employees. Gloria (2016) employed Herzberg’s dual-factor theory as a foundational theoretical framework to examine the factors affecting employee Job satisfaction in the Directorate of Citizenship and Immigration Control. Likewise, Sabrina (2013) studied the determinants of job satisfaction among nurses at the Muhimbili National Hospital using the two-factor theory.

2.3.3 Limitations of the Theory

The two-factor theory overlooks situational variables. Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity. Hence the theory's reliability is uncertain. The other disadvantage of this theory is that, factors that motivate can change during an individuals' lifetime. For instance, a young employee sees job security as a hygiene factor whereas an older employee who relies more on his job, sees it as a motivator.

2.4 Empirical Literature Reviews

2.4.1 Factors Affecting Performance of Health Workers

There are several factors associated with job satisfaction. A survey conducted by Onget *al.*, (2020) indicated that job satisfaction was associated with professional accomplishment, freedom of expression and appreciation. An investigation undertaken by Msanya (2015) revealed that age, educational background, years of service and income were significantly associated with job satisfaction among doctors. Eltruda (2011) indicated that the job satisfaction of grass-root core doctors who worked in the underdeveloped areas was not high. A study conducted by James (2015) revealed that gender, age, educational background, professional status, occupation and years of services were significant influential factors on doctors who worked in health clinics in towns and township.

Job satisfaction of healthcare professionals is highly important in building up employee interest and efficiency (Abel, 1992). Researchers found that employees

satisfied with their job prefer to stay with their employers (Amare *et al.*, 2021). According to Faragha *et al.*, (2005), the level of education, job satisfaction levels of healthcare staff with high school and technical school degrees were lower than healthcare staff with university degrees and master's and above degrees.

Over the years, job satisfaction has been a general topic in many countries around the world (Ong *et al.*, 2020). According to the study conducted by Shah (2012) an individual's job performance is generally depends on his or her job satisfaction level. Job satisfaction is able to influence employees' attitude, loyalty, support and dedication towards the organization (Atif, 2015). There are many studies about job satisfaction globally and in various sectors such as banking, construction, manufacturing, hotels, and transportation as well as healthcare sector (Shah, 2012).

According to different studies, opportunities for reward, nature of work, supervision, relations, and contact with colleagues, trainings, and benefit status of the organization were factors affecting employees' job satisfaction (Ong *et al.*, 2020). Employees feel satisfied in organizations that allow them to participate in decision-making processes, improve their skills and knowledge, and enhance work autonomy, whereas too many working hours, administrative burdens, heavy workload, lack of time, poor performance evaluation system, and lack of recognition were factors identified as decreasing job satisfaction (Amare *et al.*, 2021).

Employee job satisfaction is also influenced by working space and responsibility, opportunity to develop, staff relations, quality of the working environment and

organizational commitment (Huang, 2011). Similarly, previous researchers found that health workers in Ethiopia tend to be unsatisfied with many aspects of their job, for instance, training opportunities, decision-making autonomy, poor working environment and their chances of promotion (Temesgen *et al.*, 2019).

2.4.2 Perception of Healthcare Workers regarding the Existing Employee's Benefits

Jessica (2019) asserts that most employees have little understanding of the scope, monetary value, or even the existence of many components of their benefit packages and more recent studies indicated that employees' ignorance of benefits persists. Research indicated that not only may employees be unaware of the financial values of their benefits, but employees may not even be aware of the existence of their benefits (Jessica, 2019). Employee benefits which are the various non-wage compensations provided to the employees in addition to their normal wages or salaries cannot be over looked by the management of an organization, since the human resource of an organization is the most valued resource (Flora, 2013). Financial compensation is regarded as variable payment benefit made to employees or a group of employees on the basis of the amount of output or results achieved. Alternatively, it could be payments made with the aim of pushing employees' performance towards higher targets and it could also be defined as compensation other than basic wages or salaries (Abdul, 2015). Employees are to work smarter and harder with the hope of receiving financial compensation over and above their normal pay (Mary, 2018).

According to the study done by Mary (2018), many organizations use benefit packages, in addition to salary, to attract and retain employees. Weathington *et al.*, (2000) mentioned benefit programs including pay for time not worked (for example, vacation, holidays, sick leaves and absence pay, breaks and wash up and clean up time). Benefits provide firms the opportunity to attract and retain valued employees.

2.4.3 Employee's Benefits that Satisfies the Needs of Healthcare Workers

According to a study conducted by Frankford (2001), there is a direct link between employee benefit and productivity of an employee. Since employees' performances influence output of an organization, then one can clearly see that good or bad employee benefit practices will go a long way in increasing productivity or not. Employers have found that educational and tuition aid assistance benefits are highly desired by employees (Aksakal, 2014). The program normally covers some or all costs associated with formal education courses and degree programs, including the costs of books and laboratory materials (Mathis et al 2003). Many employers provide maternity and paternity benefits to employees who give birth to children. As people get older, the benefits of a compensation package assume importance (Harris, 2000). Female employees are entitled to a two month's maternity leave as compared to the three months as stipulated in the Employment Act, 2006 (Andrews, 2009). Company housing or house rent allowance is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head and to enable them have access to reasonable accommodation while on official duty (Andrews, 2009). Some organizations have shifted emphasis to reward people who do not use sick leave by giving them well-pay – extra pay for not taking sick leave (Mathis et al

2003). Retirement became an earned benefit in reward for years of service to a particular organization, to an industry, or, more generally, to the productive society (Feinsod, 2006). The kind of retirement benefits being offered will influence the attitude some employees will have towards their work (Andrews, 2009).

High job satisfaction is also linked to performance, which in turn is linked to higher profits (Khamlub, 2013). High job satisfaction can improve the enthusiasm of the staff and is beneficial to the success and progress of organization. It can lead to lower turnover and high-quality service (Faraghaet *al.*, 2005). Dissatisfied employees are more likely to leave the organization, and as a result, the remaining employees may engage in counterproductive activities such as low-quality services and cause damage to equipment (Khamlub, 2013). Appendix 3 provides a summary of the previous related studies.

2.5 Research Gap

Globally, several studies including a work by Rostami (2021), Eskandar (2017), Goetz (2013) and Shaha et al., (2001) have examined factors affecting job satisfaction but the studies were done outside the realm of Tanzania. For example, a study by Gloria (2013) examined factors affecting employee job satisfaction in the directorate of citizenship and immigration control in Uganda. Another study was conducted by Okeke (2010) who assessed the impact of job satisfaction on employee performance in government owned enterprises in Nigeria. Despite their existence, the focus of their studies was on job satisfaction in other sectors other than the healthcare sector. Therefore, this study will address the factors affecting the performance of

health care employees in public hospitals in Ilala Municipality, to examine perception of healthcare workers regarding the existing employee's benefits as well as to identify employee's benefits that will satisfy the needs of healthcare workers in public hospitals in Ilala Municipality. Furthermore, the previous studies employed Maslow's theory of Hierarchy of needs and equity theory but the current one will employ Two Factor theory. Additionally, the existing studies opted for chi-square, independent t test, one-way ANOVA, content analysis and thematic analysis as the main data collection methods but the current study will employ descriptive statistics and content analysis.

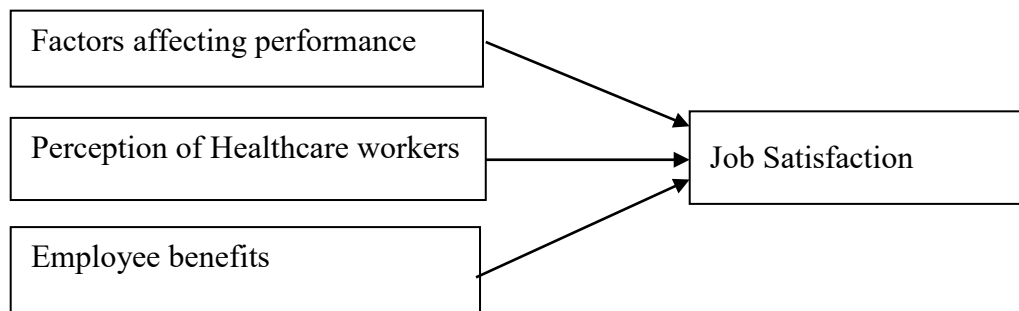


Figure 2.2: Conceptual framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter, presents the study's research methodology where the research philosophy, approach, study area, data sources, data collections techniques, research design, sampling procedures and sample size are covered. Other areas covered are data analysis and presentation, data validity and data reliability and finally ethical consideration.

3.2 Research Philosophy

Saunders, Lewis and Thornhill (2009) state that research philosophy is related to methods regarding knowledge development; it focuses on the researcher's views of the world. The three most common research philosophies are positivism, realism and interpretivism. In this study, a pragmatic philosophy will be adopted since it assists researchers to optimize the use of mixed methods methodology during data collection as well as data analysis.

3.3 Research Design

The type of research design to be employed in this study will be descriptive research. Descriptive research design is suitable when one wants to identify characteristics, frequencies, trends, categories and the behaviour of people. This technique allows researcher to accomplish the study within a shortest period of time. The technique also allow researcher to use mixed research design and it is cost-effective.

3.4 Study Area

Ilala municipal council is selected because the area has good number of public health care centres and hospitals compared to Kigamboni, Kinondoni and Temeke municipalities. Some of these hospitals and health care centers including Muhimbili National Hospital, Mnazi Mmoja Health Center, Madonna Hospital, Tabata General Hospital, Jakaya Kikwete Cardiac Institute, Ocean Road Cancer Institute, Amana Regional Referral Hospital, as well as Emilio Mzena Memorial Hospital.

On top of that, healthcare employees who are working in Ilala district have been complaining regarding lack of motivation. This problem has pushed a number of employees to look for a job elsewhere. For example, in 2019, 25 employees resigned (Ministry of Health Report 2020). The situation got worse in 2021 where the world was suffering from corona virus. About 50 employees quite their job due to poor working conditions and risk working environment (Ministry of Health Report 2021), as a result health worker in Ilala failed to perform their duties as required. This prompted researcher to conduct this study to solve the existing problem.

3.5 Study Population

The Ilala Municipal Council has a total population of 1114 medical personnel working in public hospitals including 502 males and 612 females (Ilala Municipal Council, 2018).

3.6 Sampling Procedures and Sample Size

3.7.1 Sampling Procedure

3.7.1.1 Convenience Sampling Design

For the purposes of this study, respondents were selected in their working areas hence convenience sampling was selected. This technique was selected because it provides information quickly, affordable and also it allows researcher to collect data to a bigger population.

3.7.2 Sample Size

A complete and update list of healthcare workers in public hospitals in Ilala municipality will be provided and used to select the most appropriate respondents for the study. Sample size will be calculated by the following formula;

$$n = N/1+N.e^2$$

$$n = 1114/1+1114 \times 0.01^2$$

$$n = 114$$

Where n = number of samples, N = total population=1114; e = standard error of sampling (10%)

For the purpose of this study, the sample size of 114 respondents will be considered to be reasonable and affordable.

3.8 Data Collection Tools

3.8.1 Unstructured Interviews

In this study, the researcher used unstructured interview because there will be a need to document the specific experiences and proposals of the respondents. The

unstructured interviews can also be an effective strategy for countering memory failure or respondent resistance. In this regard, key informant interviews were used to elicit information from 10 key informers representing the healthcare workers in public hospitals in Ilala municipality. Appendix 3 offers interview guideline.

Key informants will be selected using the following criteria:

- i) Must be a medical doctor.
- ii) Must be employed of a public healthcare worker
- iii) Must have working experience of not less than 5 years
- iv) Must be senior health worker staff working in a top senior position.

3.8.2 . Questionnaires

Questionnaires were used to obtain the required information from 100 junior healthcare workers. Appendix 2 presents survey.

Criteria for inclusion: -

- i) Must be a junior healthcare worker who works as a nurse, clinical medicine, medical lab technician, or administration department in public hospital in Ilala district.
- ii) Must have a working experience of not less than 5 years.

3.9 Scale and Measurement of Variables

Items to measure employee performance was measured using six items such as limited achievement, recognition, responsibilities, work itself, career advancement and personal growth was used. Respondents were requested to rate each of the item

in a 5-point likert scale ranging from 1(strongly disagree) to 5(strongly agree). Employee satisfaction was measured by 5 items such as good working conditions, good co-worker relationships, availability of policies & rules, good supervisor qualities and provision of wages on time. All the items in this study were adapted from Herzberg (1959). Appendix 1 presents a summary of the study variables for this study. Appendix 1 presents the measurement of variables for this study.

Table 3.1: Measurement of variables

S/N	Construct	Item	Author
1	Factors affecting employee performance	Achievement	Herzberg (1959)
		Recognition	
		Responsibilities	
		The nature of work itself	
		Career advancement	
		Personal growth	
2	Satisfaction with employee benefits	Working conditions	Herzberg (1959)
		Good co-worker relationships	
		Policies & rules	
		Supervisor qualities	
		Provision of wages on time	

Source: Researcher's compilation from different sources (2022)

3.10 Data Analysis

3.10.1 Descriptive Statistics

Descriptive statistics was used to analyze respondent's demographic of information and to identify to identify factors affecting the performance of health care employees in public hospitals and to identify employee's benefits that satisfied the needs of healthcare workers in public hospitals in Ilala. While, the content analysis was used to analyze perception of healthcare workers regarding the existing employee's benefits.

3.11 Data Validity and Data Reliability

3.11.1 Data Validity

An informal pretest of the survey was carried out with 30 subjects and the data collection tools were structured around the responses derived from the pilot study. A professional translator was used to translate the instruments from English to Kiswahili before the interviews. Weaknesses detected in the instruments during the pre-testing were corrected in order to refine them so as to enhance validity. In cases of any flaws and bias, the instruments were modified for more clarity and accuracy. Validity was also enhanced through triangulation because of the use of multiple data collection methods.

3.11.2 Data Reliability

Cronbach alpha was used to test internal data consistency and each variable with a Cronbach alpha of greater than 0.7 was regarded as reliable (Nunally, 1978). The study carried out a Cronbach alpha test to determine the reliability of the main study tool that is the questionnaire. The alpha coefficient result produced by the test was 0.93 (Table 3.2).

Table 3.2: Reliability test score

Reliability Statistics	Number of items (variables) in a questionnaire
Cronbach alpha	
0.93	16

Source: Field data (2022)

3.12 Ethical Issues

The following ways addressed how participants were protected

3.12.1 Informed Consent and Voluntary Participation

The researcher sought to it that the respondents agreed to take part in the process without any feeling of being pressured. The participants were asked to verbally agree on whether they want to participate and those that refuse will be left.

3.12.2 Confidentiality, Privacy and Anonymity

The potential respondents were not identified in any manner. The researcher explained to the respondents that no one knew whether they are the ones that answered the questionnaires were not shown to the management or anyone whatsoever apart from the Research assistants that worked on the data gathered. Moreover, an introductory letter and data collection clearance form from the university was used so as to create confidence among respondent.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Overview

This chapter presents the study findings. It analyses and discusses the findings as per the objectives of the study stated in chapter one. It first explains the demographic characteristics of the respondents. It then presents, analyses and discusses the findings of the study.

4.2 Demographic Characteristics of Respondents

The Researcher administered questionnaires to a total of 114 medical personnel working in public hospitals, all of whom fully responded to the questionnaires and were analyzed using varying characteristics which included education level, age, and gender as well as job position. The distributions of the household heads by these variables are subject of this section.

4.2.1 Gender

Table 4.1 reveal the gender distribution of the respondents participated in this study. Out of 114 respondents, 90 (79%) of them were males while 24 (21%) of the respondents were females.

Table 4.1: Gender of the respondent

Gender	Frequency	Percentage (%)
Male	90	79
Female	24	21
Total	114	100

Source: Field data (2022)

Gender could be considered as an important independent variable and man and woman could be affected differently in terms of job satisfaction. For example, the result of the study in Turkish major research institution conducted by Harputlu (2014) indicates that males are more satisfied with some factors in terms of general satisfaction. On the other hand, other previous studies commonly propose that job satisfaction level of females is higher than males. Kim (2005)'s study indicates that there are three main explanations why women are more satisfied than men are. First reason is that women have lower expectations than men do. In other words, since females expect from work less, they are satisfied with less. Second reason is that women may not prefer to express their discontent, therefore, they seem more satisfied. The final reason is that women and men may value different characteristics in a job so that there could be a difference between their satisfaction levels. In the light of this information, the findings of our study may be attributed that male and female employees in our subject group have similar expectations and they value similar characteristics towards their jobs in this institution.

4.2.2 Age of the Respondent

The study sought to find out the age of respondents interviewed. Table 4.2 below shows the findings. Respondents were asked to indicate their ages. Their ages were given in age brackets. 11 respondents were between the age group of 20-29 years (10%), 18 respondents were between 30-39 years (15%). 35 respondents (31%) indicated that they were between 40 and 49 years and 50 (44%) respondents indicated that they were between ages 50 years and above.

Table 4.2: Age of respondents

Age category	Frequency	Percentage (%)
20-29	11	10
30-39	18	15
40-49	35	31
50 and above	50	44
TOTAL	114	100

Source: Field data (2022)

Age of the respondent is more or less related to the number of years that an employee has been working in the office. Number of years within the organization is also an important independent variable that can change the perception of employees about job satisfaction. Employees with a smaller number of years of experience are more satisfied with their jobs. It can be because of the enthusiasm and dynamism of the young employees towards their jobs, compared to the senior employees. Our results are also supported by the study of De Santis and Durst who says that seniority and job satisfaction are negatively related (Green, 2000). Yet some other studies have associated job satisfaction with demographic factors. For example, Shaha, *et al.* (2001) associates young age with less satisfaction.

4.2.3 Working Department of Respondents

The study sought to establish the department of the respondents and Table 4.3 shows the findings.

Table 4.3: Working departments of respondents

Departments	Frequency	Percentage (%)
Administration	5	4
Medical	20	18
Accounting	7	6
Human resources (HR)	6	5
NHIF	76	67
TOTAL	114	100

Source: Field data (2022)

Respondents were asked to record the departments that they were in. Out of 114 surveyed personnel working in public hospitals in Ilala municipality, 5 (4%) recorded that they were from administration, 20 (18%) recorded that they were from medical, 7 (6%) recorded that they were from accounting, 6 (5%) recorded that they were from Human Resources, fifteen (6%) indicated that they were from financial services department, nine (3.6%) indicated that they were from Human Resource department, and the rest 76 respondents (67%) recorded that they were from NHIF department. This may be due to the fact that working in different departments have high opportunity of getting another job wherever they like hence having lower job satisfaction in their current job. Dess et al (2005) argue that talented and professional employees are like frogs in a wheelbarrow, they can jump out at any time whenever they get another employment opportunity.

4.2.4 Job Position

Respondents were asked to record their job positions that they were in. Out of 114 surveyed personnel working in public hospitals in Ilala municipality, 5 (4%) recorded that they were administrators, 20 (18%) recorded that they were medical doctors, 7 (6%) recorded that they were accountants, 6 (5%) recorded that they were HR officers, 16 (14%) indicated that they were nurses, and the rest 60 respondents (53%) recorded that they were NHIF officers.

Job position is closely related to job satisfaction and performance which is also affected by the type of responsibilities assigned to healthcare workers. That is job satisfaction presents a set of factors that cause a feeling of satisfaction while Vroom

(1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Also, job satisfaction has been reported to be significantly correlated with increased professional working experience in some studies (Oshagbemi, 2003; Shaha *et al.*, 2001).

Table 4.4: Job position of respondents

Job position	Frequency	Percentage (%)
Administrator	5	4
Medical doctor	20	18
Accountant	7	6
Human resources officer	6	5
NHIF officer	60	53
Nurse	16	14
TOTAL	114	100

Source: Field data (2022)

4.2.5 Education Level of Respondents

Respondents were also asked to indicate their highest level of education. 8 respondents (7%) indicated that their highest level of education was master's degree, 19 respondents (17%) indicated that their highest level of education as bachelor degree, 31 respondents (27%) recorded that their highest level of education was diploma and the rest, 56 (49%) respondents recorded to had reached certificate level.

Educational level of the employees such as having master degree is another important parameter for job satisfaction and job satisfaction can differ according to the educational level. People who have 0-3 years of experience are more satisfied

with their jobs. It can be because of the enthusiasm and dynamism of the young employees towards their jobs, compared to the senior employees. Our results are also supported by the study of De Santis and Durst who says that seniority and job satisfaction are negatively related (Green, 2000). In our study, findings indicate that the higher the educational level the higher the expectations about job satisfaction in the public hospitals.

Table 4.5: Educational level of respondents

Level of education	Frequency	Percentage (%)
Certificate level	56	49
Diploma level	31	27
Bachelor degree	19	17
Master's degree	8	7
TOTAL	114	100

Source: Field data (2022)

Therefore, it can be said that having lower or higher educational level creates much difference in people's perception about their work. . An investigation undertaken by Msanya (2015) revealed that age, educational background, years of service and income were significantly associated with job satisfaction among doctors.

4.3 Factors Affecting the Performance of Health Care Employees in Public Hospitals

Respondents were subjected to a number of statements regarding the factors affecting the performance of healthcare workers in public hospitals where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). Respondents were asked their extent of agreement on

whether the lack of personal achievements is affecting their performance. Out of 114 respondents, 16(14%) strongly disagreed, 0(0%) disagreed, 10(9%) were neutral about it, 54(47%) agreed while 34 (30%) strongly agreed. They were also to agree whether the lack of being recognized in their offices is affecting their performance. 76(67%) strongly disagreed, 15(13%) disagreed, 0(0%) were neutral, 0(0%) agreed while 23(20%) strongly agreed. They were also asked to indicate their extent of agreement on whether more responsibilities in their offices is affecting their working performance. 11(10%) strongly disagreed, 5(4%) disagreed, 0(0%) were neutral, 50 (44%) agreed while 48 (39%) strongly agreed. They were also asked to agree on whether the nature of their work is too demanding to affect their working performance. 14(12%) strongly disagreed, 7(6%) disagreed, 9(8%) were neutral, 18 (16%) agreed while 66(58%) strongly agreed with this statement. They were also asked to mention whether the lack of career advancement support from the management is affecting their working performance. None of them strongly disagree, disagree nor were neutral while 105(92%) agreed and 9(8%) strongly agreed. They were finally asked to indicate whether their job is taking much of their time hence it is difficult for them to do personal growth. None of them strongly disagreed, disagreed nor were neutral while 94(82%) agreed and 20(18%) strongly agreed. Table 4.2 gives a distribution of the respondents' views on the subject.

Table 4.6: Factors affecting the performance of health care employees in public hospitals

S/N	Variable	1	2	3	4	5
1	Lack of personal achievement is affecting my performance	16(14%)	0(0%)	10(9%)	54(47%)	34(30%)
2	Lack of being recognized in this office is affecting my performance	76(67%)	15(13%)	0(0%)	0(0%)	23(20%)
3	More responsibilities in this office is affecting my performance	11(10%)	5(4%)	0(0%)	50(44%)	48(39%)
4	Nature of my work is too demanding hence it affects my performance	14(12%)	7(6%)	9(8%)	18(16%)	66(58%)
5	Lack of career advancement support from the management is affecting my performance	0(0%)	0(0%)	0(0%)	105(92%)	9(8%)
6	My job is taking much of my time hence it is difficult for me to do personal growth	0(0%)	0(0%)	0(0%)	94(82%)	20(18%)

Source: Field Data (2022)

Most of the interviewed healthcare providers' performance (67%) was not seems to be affected by lack of being recognized in the office. This is because recognition in the work place is not what most of the workers in public offices demand, compared to other benefits including career development, personal growth and personal achievement. Amare *et al.*, (2021) asserted that employees feel satisfied in organizations that allow them to participate in decision-making processes, improve their skills and knowledge, and enhance work autonomy, whereas too many working hours, administrative burdens, heavy workload, lack of time, and poor performance evaluation system were factors identified as decreasing job satisfaction. Similarly, Temesgen *et al.*, (2019) found that health workers in Ethiopia tend to be unsatisfied with many aspects of their job, for instance, training opportunities, decision-making autonomy, poor working environment and their chances of promotion.

More than 47% agreed with the notion that lack of personal achievement is affecting their work performance in most of the public healthcare centers. This is supported by a survey conducted by Ong *et al.*, (2020) who indicated that job satisfaction was associated with professional accomplishment, freedom of expression and appreciation.

4.4 Perception of Healthcare Workers in Public Hospitals regarding the Existing Employee's Benefits.

The respondents were asked to mention their opinions on perception regarding the employee benefits they have been getting since they were employed in the office. Interviewees from different departments found in public hospitals surveyed

suggested that the reported concerns with regard to employee's benefits partly had to do with the job satisfaction and employees' performance in public hospitals found in Ilala district. In particular, the interviewees cited the extra duty payment, annual leave, maternity leave, allowances, health insurance as well as pension benefits to affect their job satisfaction and job performance at work.

An employee from the administration department stated that:

“When employees work overtime, employers get the benefit of increased levels of productivity. More work is getting done over longer hours, which means products and services are being delivered at a great rate”

This is supported by Milkovich *et al.*, (2008) who asserted that an increase in employee productivity suggests that employees increasingly value employee benefits as part of their overall compensation package. Employee benefits packages significantly affect job satisfaction. According to URT (2011) the overtime compensation means that part of the employee's remuneration paid in respect of work done during the hours ordinarily worked including additional pay for work on weekend or a public holiday and additional pay for night work hours.

The respondents were also asked to give their perceptions on maternity leave. Most of them suggested that the government should extend the duration of maternity leave due to the fact that the current days are not sufficient to allow the lactating mother to attend the work.

One of the female employees emphasized that:

“Women with 3-month-old infants who worked full time reported feeling greater rates of depression, stress, poor health and overall family stress

than mothers who were able to stay home thus being less efficient at work”

The above findings are consistent with suggestions in maternity leave literature. For instance, the maternity leave provision of the employment and labor relation act apply to all employees employed in mainland Tanzania, including those in the public services of the government of Tanzania ((URT), 2011).

Most of the interviewed healthcare workers in public hospitals mentioned the workplace training and education helps to improve employees’ performance and hence helping an organization to reach its target in delivering services to the public.

One of the employees working in the accountant department stated that:

“When a company dedicates itself to workplace education and training, it will see a result that includes an improved performance of employees. Employees who are trained will be able to perform their job duties better, leading to them being more successful on the job. The training could boost the confidence of the employee, who might begin to work harder and smarter knowing how much he or she can achieve”

In accordance with the occupational health and safety act 2003, it is the responsibility of an employee to provide instruction, training and supervision as is necessary to ensure health and safety at work of his workers. Every worker is to be made conversant with (trained on) the work he is supposed to perform (Ahmad *et al.*, 2021). Caligiuri *et al.*, (2010) discussed the same issue when he stated that employees who are competent, motivated and satisfied lead to more productive organizations overall. Satisfied employees are more likely to be committed to their organizations and exhibit higher levels of performance and productivity.

From the surveyed public hospitals in Ilala district, Ilala district council makes available different ways of motivating its employees. One among those benefits is provision of annual leave to their healthcare workers.

One of the employees stated that:

“Employees who take their annual leave become more productive and happier. So, holidays offer many benefits for your employees, as well as your business”

This is also mentioned by Ahmad *et al.*, (2021) where the employment and labor relations act 2004 provides for annual leave on completion of a year of continuous service with an employer. A worker is entitled to 28 consecutive days paid annual leave, inclusive of any public holidays that may fall during the period of leave. He further asserts that consecutive days also mean that weekends are also included in the annual leave duration.

4.5 Employee’s Benefits that Satisfy the Needs of Healthcare Workers in Public Hospitals

Respondents were subjected to a number of statements regarding the benefits that will satisfy the needs of healthcare workers in public hospitals where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). Respondents were asked their extent of agreement on whether the working conditions satisfy their working desire. Out of 114 respondents, 10(9%) strongly disagreed, 5(4%) disagreed, 15(13%) were neutral about it, 44(39%) agreed while 40 (35%) strongly agreed. They were also to agree

whether their co-worker's relationship satisfy their working morale. 15(13%) strongly disagreed, 0(0%) disagreed, 8(7%) were neutral, 55(48%) agreed while 36(32%) strongly agreed. They were also asked to indicate their extent of agreement on whether policies and rules satisfy their working desire. 5(4%) strongly disagreed, 1(1%) disagreed, 10(9%) were neutral, 67 (59%) agreed while 31 (27%) strongly agreed. They were also asked to agree on whether good qualities of supervisors satisfy their working morale. 0(0%) strongly disagreed, 0(0%) disagreed, 0(0%) were neutral, 42 (37%) agreed while 72(63%) strongly agreed with this statement. They were finally asked to indicate whether the provision of wages on time satisfy their working desire. 16(14%) strongly agreed, while 98 (86%) agreed, 0(0%) were neutral about it, 0 (0%) disagreed whereas 0(0%) strongly disagreed with this statement. Table 4.3 gives a distribution of the respondents' views on the subject.

Table 4.7: Employee's benefits that satisfy the needs of healthcare workers in public hospitals

S/N	Variable	1	2	3	4	5
1	Good working condition satisfy my working desire	10(9%)	5(4%)	15(13%)	44(39%)	40(35%)
2	Good co-worker relations satisfy my working morale	15(13%)	0(0%)	8(7%)	55(48%)	36(32%)
3	Good policies and rules satisfy my working desire	5(4%)	1(1%)	10(9%)	67(59%)	31(27%)
4	Good qualities of a supervisor satisfy my working morale	0(0%)	0(0%)	0(0%)	42(37%)	72(63%)
5	Provision of wages on time satisfy my working desire	0(0%)	0(0%)	0(0%)	16(14%)	98(86%)

Source: Field data (2022)

Majority of the respondents 84 (74%) either agreed or strongly agreed with the statement that good working condition satisfy their working desire. This is supported by Aksakal (2014) who defined employees' benefits as a form of indirect or non-

wage compensation offered to employees because they promote job satisfaction and increase organizational commitment. . Eltruda (2011) indicated that the job satisfaction of grass-root core doctors who worked in the underdeveloped areas was not high.

Most of the respondents (80%) either agreed or strongly agreed that their working morale was strongly influenced by co-working relations. This is supported by Huang (2011) who concluded that employee job satisfaction is also influenced by working space and responsibility, opportunity to develop, staff relations, quality of the working environment and organizational commitment.

Working morale of the most public healthcare providers was seen to be affected by good qualities of work supervisors in most of the public hospitals in Ilala district. Likewise, Brown et al (2008) suggests that employees' supervision and interaction have been found to be the most significant interpersonal factors when looking at job satisfaction.

Most of the respondents 98 (86%) strongly agreed that the provision of wages on time satisfied their working rate due to the fact that job satisfaction and performance are among of the motivational factors determining commitment among healthcare providers. This goes in line with the study conducted by Leshabari et al., (2008) in Muhimbili National Hospital (MNH) of Tanzania who revealed that among the contributing factors to reduced motivation were low salary level. Low salary was also the issue most frequently mentioned by health workers as an important factor contributing to their job dissatisfaction by Mkapa HIV/AIDS Foundation (2005).

CHAPTER FIVE
SUMMARY OF MAIN FINDINGS, CONCLUSION AND
RECOMMENDATIONS

5.1 Overview

From the above study, it is quite obvious that employee motivation and performance of employees have a certain relation. Majority of the employees find it important that their superiors recognize them for a job well done. Most of the employees are not satisfied with their working conditions. This could be because the working environment could be used to boost the working morale of the healthcare workers in public hospitals. Majority of them indicated that they were not motivated by the responsibilities assigned to them. Each and every individual is motivated differently and this could be the reason for this. There are those that prefer a routine job and there are those that prefer one that requires a lot of skill and effort to be put to it.

Personal achievement is also seen to have a positive relation with employee performance. Most of the employees' jobs require high skills, and they are not routine as well. Their jobs are self-explanatory and they also give them the chance to arrange themselves. Also, employees are able to define their jobs. The style of management and supervision have a positive relation with employee performance. The organization has a clear division of responsibilities and their superiors motivate them to perform better with their clear information and direction. However, most of the employees are not engaged in the decision-making process and they are not

encouraged to be innovative by the management. The management also does not practice proper ethics in their internal dealings within the organization.

Working conditions definitely has a certain relation with the performance of employees. The environment in the organization is conducive enough and catalyzes the performance of employees in the organization. There are no much cases of bullying or harassment of any sort. However, the culture in the organization was not supportive emotionally.

Most of the employees understand the procedures and policies of the organization. They are always in touch with their superiors and work well with their colleagues. However, majority of the employees do not take part in projects that benefiting the organization neither do they take part in solving problems in the organization.

5.2 Conclusion

From the above study, it is quite obvious that employee motivation and performance of employees have a certain relation. Majority of the employees find it important that their superiors recognize them for a job well done. Most of the employees are not satisfied with their working conditions. This could be because the working environment could be used to boost the working morale of the healthcare workers in public hospitals. Majority of them indicated that they were not motivated by the responsibilities assigned to them. The style of management and supervision was seen to have a positive relation with employee performance. The organization has a clear division of responsibilities and their superiors motivate them to perform better with

their clear information and direction. However, most of the employees are not engaged in the decision-making process and they are not encouraged to be innovative by the management. The management also does not practice proper ethics in their internal dealings within the organization. Moreover, working conditions definitely has a certain relation with the performance of employees. The environment in the organization is conducive enough and catalyzes the performance of employees in the organization. There are no much cases of bullying or harassment of any sort. However, the culture in the organization was not supportive emotionally.

5.3 Recommendations

The following recommendations are made in light of this study: Most of the public hospitals in Ilala municipality motivates its employees through benefits. However, the management should look for ways to impress each and every employee because each employee is different. The employees also complained of delayed salaries. The management should see to it that they have a payment plan that would cater for employee salaries for a longer duration of time to curb the issue of delayed salaries. Public hospitals in Ilala municipality should try and engage their employees in decision making. Employees are also brilliant and the fact that they are on the ground, they may have ideas that may take the organization to greater levels. The hospitals have too many departments that are repetitive. The management should see to it that some departments are merged to also reduce the number of employees as well. The hospitals have very many old people working. This may be the main cause of their poor performance. From the research, employees that are over 55 years are way more than those below 25 years. The government should organize an early

retirement plan for the old employees and employ young and fresh blood who may be able to pump in new ideas to the organization.

REFERENCES

- Abel, S. (1992). Health Insurance in Developing Countries: Lessons from Experience. *Health Policy and Planning* , 7(3)215-226.
- Aksakal, E., & Dağdeviren, M. (2014). Analyzing reward management framework with multi criteria decision making methods. *Procedia-Social and Behavioral Sciences*, 147, 147-152.
- Andrews, S. (2009). *Human Resources Management: A Textbook for Hospitality Industry*. Tata: McGraw Hill.
- Atif, K. K. (2015). Job satisfaction among doctors. *Pak Journal of Medical Science* , 31, 610-614.
- Emeka, I. & Majeed, S. (2017). The effect of job dissatisfaction and workplace bullying on turnover intention. *International Journal of Marketing Studies* , 9(3), 136.
- Eskandar, D. (2017). A qualitative study on organizational factors affecting occupational accidents. *Iran Journal of Public Health* , 46(3): 380–388
- Faragher, E. C. (2005). The relationship between job satisfaction and health. *Occupational and Environmental Medicine*, 62(2):105-112.
- Feinsod, R. (2006). *The Aging Workforce: Challenge or Opportunity? The Journal of Total Rewards*, 15(3), 14.
- Foundation, M. H. (2005). *Assessment of Health Workers Productivity in Tanzania* . Dar es Salaam: Benjamin Wilium Mkapa Foundation. Dar es Salaam, Tanzania.
- Frankford, R. (2001). *Motivational Systems*. San Francisco: Jossey-Bass.

- Gloria, B. (2016). Factors Affecting Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. A Master Degree in Management Studies, Uganda Management Institute. Kampala, Uganda. Retrieved from <https://umispace.umi.ac.ug/bitstream>, 16th March, 2022.
- Goetz, K. (2013). The influence of workload and health behavior on job satisfaction of general practitioners. *Fam Med.*, 45, 95-101.
- Harris, J. (2000). *Finding and Keeping Good Employees: Training*. Amacom Books, ISBN-10: 0814404545.
- Herzberg, F., Bernard, M., Barbara, B. (1959). *The motivation to work (2nd ed.)*. New York: John Willey.
- Huang, X. W. (2011). Studying the grass-roots core doctors' satisfaction on their job . *China Health Serving Management* , 4, 304-306.
- Jessica, A. (2019). *Employees' Benefits: The perception of HR-Professional with a strategic point of view on the use of flexibility, communication and employees' involvement*. Lisboa: ISCTE.
- Khamlub, S. (2013). Job satisfaction of health care workers at health centres. *Medical Science* , 75(3-4), 233-241.
- Leshabari, M.T., Muhondwa, E. P., Mwangi, M.A. and Mbembati, N. (2008). Motivation of health care workers in Tanzania: A Case Study of Muhimbili National Hospital,. *East African Journal of Public Health* , 5 (1), 32-37.
- Lichtenstein, R. (2008). Nurses Job Satisfaction in Hospital Settings. *Medical care Review* , 41, 139-179.
- Maissiat, G. L. (2015). Work Content, Job Satisfaction and Suffering in Primary Health Care. *Journal of Medical Science* , 36, 42-49.

- Mary, N. (2018). *Employees' Benefits and Job Performance*. Kampala: Uganda Management Institute Press.
- Mathis, R. L. & Jackson, J. H. (2010). *Human Resource Management*. 13th Edition, Ohio: South-Western College Publishing,
- Odeyemi, I. (2014). Community-based Health Insurance Programmes and the National Health Insurance Scheme of Nigeria: Challenges to Uptake and Integration. *International Journal of Equity Health* , 13(1):20.
- Ong, C., Chong, H., Tan, O., Goh, C., Lim, L. (2020). Factors influencing job satisfaction among academic staffs. *International Journal of Evaluation and Research in Education*, 9(2), 285-291.
- Oshagbemi, T. (2003). Is the Length of Service Related to Job Satisfaction? *International Journal of Social Economics*, 27(3), 213-226.
- Rostami, F. (2021). Mental workload and job satisfaction in healthcare workers. *Public Health*, 9, 683388.
- Sarah, N. (2016). *Factors influencing health workers' job satisfaction in public hospitals* . Nairobi: University of Kenya.
- Shah, M. (2012). Job satisfaction and motivation of teachers of public educational institutions. *International Journal of Business and Social Science*, 3(8)271-282.
- Shaha, M., AlEnezia, R. and Chowdhurya, S. (2001). Correlates of Job Satisfaction Among Health Care Professionals in Kuwait. *Medical Principles Practice* , 10, 156-162.

- Shemdoe, A. (2016). Explaining retention of healthcare workers in Tanzania: Moving on, coming to look, see and go or stay? *Human Resources of Health*, 14(2): 11-13.
- Stanton, N. (2005). *Handbook of Human Factors and Ergonomics Methods*. New York: CRC Press.
- Temesgen, K., Aycheh, M. & Leshargie, C. (2018). Job satisfaction and associated factors among health professionals working at western Amhara region, Ethiopia. *Health and Quality Life Outcomes*, 16(1), 2 - 4.
- URT, (2016). Status of CHF Enrollment. Dar es Salaam, Tanzania.
- Weathington, B. and Terric, L. (2000). Compensation or Right? An analysis of employee benefit perception. *Employee Responsibilities and Right Journal* , 12(3), 131-160.
- Wei, Y. P. (2005). A survey on job satisfaction of healthcare staff. *China Journal of Health Statistics* , 1:82-85.
- Wells, J. (2011). The impact of stress among health professionals. *Journal of Mental Health* , 20, 111-114.
- Zakerian, S. (2013). The relationship between workload and quality of life among hospital staffs. *Journal of Ergonomics* , 1, 43-56.

APPENDICES

Appendix1: Questionnaire guide for junior level employees

Dear respondent,

My **name is Lisa Mchome**, a student of The Open University of Tanzania. This Questionnaire is administered as part of my research study which is focusing on “Assessment of the factors affecting job satisfaction among healthcare providers: A case of selected public hospitals in Ilala municipality”. You are kindly asking to spare some few minutes and take part in this study. The participation in this study is voluntary. Therefore, feel free to withdraw if you are uncomfortable. The information collected will solely be used for academic purpose.

Section A: Respondents Demographic Information

1. Gender

- a) Female () (b) Male ()

2. Age

- a) 20 – 29 () b) 30 – 39 () c) 40 – 49 () d) 50 and above ()

3. Department:

- a) Administration
b) Medical
c) Accounting
d) HR
e) NHIF

4. Job position:

- a) Medical Doctor
b) HR officer
c) Accountant
d) Nurse
e) Administrator
f) NHIF officer

5. Educational background

- a) Certificate level ()
b) Diploma level ()

- c) Bachelor Degree ()
- d) Master’s Degree ()

Section B: Factors Affecting Factors Affecting the Performance of Health Care Employees In Public Hospitals

The following statements related to factors affecting your performance. Please rate each of the sentences in a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

N	Variable	1	2	3	4	5
6	Lack of personal achievement is affecting my performance					
7	Lack of being recognized in this office is affecting my performance					
8	More responsibilities in this office is affecting my performance					
9	Nature of my work is too demanding hence it affects my performance					
10	Lack of career advancement support from the management is affecting my performance					
11	My job is taking much of my time hence it is difficult for me to do personal growth					

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

Section C: Perception of Healthcare Workers Regarding the Existing Employee’s Benefits

12. In your opinion, can you tell me what is your perception regarding the employee benefits you have been getting since you were employed in this office?.....

Section D: Employee’s Benefits That Satisfies the Needs of Healthcare Workers in Public Hospitals

The following statements related to employee benefits that satisfy your performance. Please rate each of the sentences in a 5-point Likert scale ranging from 1(strongly

disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

N	Variable	1	2	3	4	5
12	Good working condition satisfy my working desire					
13	Good co-worker relations satisfy my working morale					
14	Good policies and rules satisfy my working desire					
15	Good qualities of a supervisor satisfy my working morale					
16	Provision of wages on time satisfy my working desire					

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

Thank you for agreeing to take part in this study!!!

Appendix 3: Interview Guide

A. Introduction

Dear respondent,

My name is Lisa Mchome, a student of The Open University of Tanzania. This Interview is administered as part of my research study which is focusing on “Assessment of the factors affecting job satisfaction among healthcare providers: A case of selected public hospitals in Ilala municipality”. You are kindly asking to spare some few minutes and take part in this study. The participation in this study is voluntary. Therefore, feel free to withdraw if you are uncomfortable. The information collected will solely use for academic purpose.

B. Questions

1. In your opinion, what do you think are the factors affecting the performance of health care workers in public hospitals in Ilala district?
2. What can you say about the employee benefits that healthcare workers have been getting from this district?
3. Do you think healthcare workers in this district are satisfied with the benefits they been getting from the government? Please elaborate.
4. From your experience, what kind of benefits you think would satisfy their desire?

Appendix 4: Previous Related Studies

S/N	Authors' name & Year	Aim of the study	Variables examined	Data analysis methods used	Main findings
1	James (2017)	The study seeks to benefit the postal corporation management, HR consultants, scholars and trade unions.	Employee motivation, job design, management style and working conditions	Thematic analysis	Employee motivation, job design, management style and working conditions have a positive relationship with employee performance
2	Sabria (2013)	To assess the level and determinants of job satisfaction among nurses at the Muhimbili National Hospital by using Herzberg's job motivators and hygiene factors	Socio-demographic characteristics such as sex, gender, marital status, work experience and level of education	Independent two-sample t-test and one-way ANOVA	The results reveal that about half of the nurses at MNH are satisfied with their job. Of the hygiene factors job independence, supervision independence, co-worker's relationship and working conditions ranked higher; while from the motivators job authority, job security and job responsibility ranked higher
3	Ong <i>et al.</i> , (2020)	To examine the relationship between pay and benefits, work environment, top management leadership, workload and job satisfaction among academic staffs in a private academic institution in Malaysia.	Pay and benefits, work environment, top management leadership, workload and job satisfaction	Thematic analysis	All study variables were found to have significant positive relationships with job satisfaction among academic staffs in the selected institution

S/N	Authors' name & Year	Aim of the study	Variables examined	Data analysis methods used	Main findings
4	Eltruda(2015)	To assess the effects of employees' job dissatisfaction on organizational performance in the Tanzania Police Force.	Job dissatisfaction and organizational performance	Content analysis	Job dissatisfaction in TPF are salary and allowances, promotion opportunities, company and administrative policies, advancement and achievement, working environment/condition, supervision and recognition and responsibility.
5	Gloria (2016)	To investigate the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda	Work environment; Supervision; promotion criteria and employee job satisfaction.	Pearson 's correlation coefficient	There was a positive relationship between work environment; Supervision and promotion criteria employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.
6	Abdul (2015)	To identify the impact of job satisfaction factors on employee's performance	Employee's impressions, inclinations, desires, and visualizations	Chi- squared or (χ^2) and regression analysis	There was a positive and statistically significant relationship between job satisfaction factors and employee's performance.
7	Msanya (2020)	To ascertain factors that impact job satisfaction among human resource for health in Kilimanjaro Christian Medical Centre (KCMC), Tanzania.	Marital status decision making process, supervisory support, relationship with co-workers, competitive pay and compensation, career advancement and the nature of work.	Thematic analysis	The highest job satisfaction rate was revealed among the carder of allied health professional. Nursing was the cadre with the highest job dissatisfaction rate of 60.2% followed by doctors at 51.6%.

S/N	Authors' name & Year	Aim of the study	Variables examined	Data analysis methods used	Main findings
8	Flora (2013)	This study investigated the factors which lead to employees' job dissatisfaction in Tanzania Local Government Authority	Insufficient salary and allowances, unsatisfactory working environment relation, few opportunities for career development, poor physical working environment, nature of supervision and low valuing and utilization of employees' skills.	Thematic analysis	Job dissatisfaction has consequences to employees' intentions to leave the job in the municipality as well as poor services delivery.

Appendix 5: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.out.ac.tz>



Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG202000716

Chief Medical Officer,

Date: August 5th, 2022

Ilala Municipal Council

P. O. Box 25411

Dar es Salaam

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however, replaced by the Open University of Tanzania Charter of 2005, which became operational on 1 January 2007. In line with the Charter, the Open University of Tanzania's mission is to generate and apply knowledge through research.

To facilitate and simplify the research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. LISA P. Mchome, Reg. No: PG202000716** pursuing a **Master of Business Administration (MBA)**.

We hereby grant this clearance to conduct research titled "*Assessment of the Factors Affecting Job Satisfaction among Healthcare Providers: The Case of Selected Public Hospitals in Ilala Municipality*". She will collect her data in your area from 9th August 2022 to 9th Sept 2022. If you need further information, kindly do not hesitate to contact the Deputy Vice-Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. Lastly, thank you in advance for your assumed cooperation and facilitation of this research academic activity.

With kind regards,

Prof. Magreth Bushesha

DIRECTOR OF POSTGRADUATE STUDIES

Appendix 6: Acceptance Letter



TANZANIA INSTITUTE OF ACCOUNTANCY (TIA)

African Journal of Accounting and Social Science Studies (AJASSS)

Kurasin Road, Temeke
P.O.BOX 9522
DAR ES SALAAM
Tel. 02851035-6, 02850717
Faxi: 0736502630
E-mail: tia@tia.ac.tz
Website: www.tia.ac.tz
Date: 27/08/2023

TO: Lisa Mchome1 and Nasra Kara

REF: ACCEPTANCE OF MANUSCRIPT FOR PUBLICATION

Dear Lisa Mchome1 and Nasra Kara

I am pleased to inform you that your manuscript titled “*Determinants of job satisfaction among healthcare providers: A case of selected public hospitals in Ilala Municipality*” has been accepted for publication in the African Journal of Accounting and Social Science Studies (AJASSS). After careful review from a double-blind peer-review process, it was determined that your manuscript meets the standards set by AJASSS.

Before we proceed with the publication process, we kindly request that you make the necessary revisions as suggested by the reviewers. The article is scheduled for publication in the upcoming Volume 5, Issue 2 of 2023. Thank you for choosing AJASSS for the publication of your work.

Sincerely,

Dr. Seule Nzowa
Managing Editor- African Journal of Accounting and Social Science Studies (AJASSS)
Tanzania Institute of Accountancy (TIA)
Email : ajasss@tia.ac.tz or seule.nzowa2@tia.ac.tz