

**FACTORS AFFECTING JOB SATISFACTION AMONG HEALTHCARE  
EMPLOYEES IN MBEYA CITY COUNCIL OF TANZANIA**

**ELIMINA SIYAME**

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

**2024**

**CERTIFICATION**

The undersigned certifies that he has read and here recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“Factors affecting job satisfaction among healthcare employees in Mbeya City Council, Tanzania”**. In partial fulfilment of the requirements for the award of the Degree of Master in Project Management (MPM) of the Open University of Tanzania.

.....  
Dr. France Shayo  
(Supervisor)

.....  
Date

### **COPYRIGHT**

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

**DECLARATION**

I, **Elimina Siyame**, 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 Masters of Project Management (MPM).



.....

Signature

17/09/2024

.....

Date

**DEDICATION**

I wish to dedicate this dissertation to my beloved husband, Yusuph Ernest Mboka, and my children, Romano Y. Mboka and Bianca Y. Mboka. Additionally, I extend my gratitude to my parents, Mr. and Mrs. Elias Siyame, my elder sister Monica Siyame, and my younger sisters Prisca Siyame and Lightness Siyame for their unwavering moral support, prayers, and continuous encouragement throughout my academic journey.

## **ACKNOWLEDGEMENTS**

I express my gratitude to the Almighty God for His mercy, guidance, protection, and the well-being bestowed upon me throughout my academic journey. My heartfelt thanks go to my supervisor, Dr. France Shayo, a Senior Lecturer at the Open University of Tanzania, for his consistent guidance, support, encouragement, and patience that enabled me to reach this milestone.

Acknowledgement is also extended to the Mbeya City Administrative Office and the doctors overseeing specific health facilities for granting permission to conduct the study and for providing necessary administrative and logistical support. I would like to convey my deepest appreciation to the data collectors, study participants, and all individuals who supported me during this research endeavour for their invaluable contributions. Additionally, I extend my thanks to those who reviewed and provided technical support, crucial to the successful completion of this research work.

Finally, I sincerely appreciate the contribution of the community of health facilities, and this acknowledgement is a testament to their significant role in this undertaking.

## ABSTRACT

This study broadly assessed factors affecting job satisfaction among healthcare employees in Mbeya town council, Tanzania. The specific objectives were to assess the effect of rewards, recognition and working conditions on healthcare employees' job satisfaction in Mbeya town council. This study employed a cross-sectional study design and was conducted in five health facilities in Mbeya town council. A self-administered structured questionnaire with 5-point Likert scale responses was used to collect data on a wide range of socio-demographic, levels and factors of job satisfaction from health care employees across different departments. Logistic regression models were fitted to determine factors associated with job satisfaction. The study has 220 participants, 104 (47.3%) were males, 124 (56.4%) were married and the age [median (IQR)] was 30(28 – 38) years. Overall, 158 (71.8%) respondents were satisfied with their jobs and reward, recognition and working environment influence job satisfaction. Univariable analysis showed that those who were satisfied with working conditions, rewards and recognition were significantly associated with job satisfaction. Also, the results from the multivariable analysis show that workers are satisfied with working conditions (odds ratio [OR]=2.368 95% CI 1.13-4.94,  $P<.001$ ), rewards(odds ratio [OR]=2.335 95% CI 1.16 – 4.72,  $P<.001$ ), recognition (odds ratio [OR]=2.719 95% CI 1.37-5.37,  $P<.001$ ) were significantly associated with job satisfaction. The study recommends a focus on improving these factors among health care workers should be addressed in governmental strategic planning aiming at improving the healthcare system and patient care.

**Keywords:** *Rewards, Recognition, Working Conditions, Job Satisfaction.*

## TABLE OF CONTENTS

<b>CERTIFICATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>DECLARATION.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>v</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>vi</b>
<b>ABSTRACT .....</b>	<b>vii</b>
<b>TABLE OF CONTENTS .....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>xiii</b>
<b>LIST OF FIGURES .....</b>	<b>xv</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>xvi</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Overview .....	1
1.2 Background Information .....	1
1.3 Statement of the Research Problem .....	3
1.4 Research Objectives.....	5
1.4.1 General Objective .....	5
1.4.2 Specific Objectives .....	5
1.5 Research Questions.....	5
1.6 Scope of the Study .....	6
1.7 Structure of the Study .....	6
1.8 Significance of the Study .....	6
1.9 Chapter Summary .....	7

<b>CHAPTER TWO</b>	<b>8</b>
<b>LITERATURE REVIEW</b>	<b>8</b>
2.1 Overview	8
2.2 Conceptual Definition of Terms	8
2.3 Theoretical Literature Review	9
2.3.1 Herzberg's Two-Factor Theory	9
2.4 Empirical Literature Review	12
2.4.1 Rewards	12
2.4.2 Recognition	14
2.4.3 Working Condition	16
2.5 Research Gap	18
2.6 Conceptual Framework of the Study	19
2.7 Research Hypotheses	20
2.8 Chapter Summary	21
<b>CHAPTER THREE</b>	<b>22</b>
<b>METHODOLOGY</b>	<b>22</b>
3.1 Overview	22
3.2 Research Philosophy	22
3.3 Study Area	23
3.4 Study Design	23
3.5 Population of the Study	23
3.6 Sampling Design	24
3.6.1 Study Sample	24
3.6.2 Sample Size Determination	24

3.6.3	Sampling Unit .....	25
3.6.4	Sampling Procedures .....	25
3.6.5	Sampling Frame .....	26
3.7	Data Collection .....	26
3.8	Data Validity and Reliability .....	26
3.9	Data Analysis .....	27
3.10	Ethical Consideration.....	28
3.11	Chapter Summary .....	28
	<b>CHAPTER FOUR.....</b>	<b>29</b>
	<b>FINDINGS AND DISCUSSION .....</b>	<b>29</b>
4.1	Introduction.....	29
4.2	Sample Description.....	29
4.3	Health Workers' Overall Job Satisfaction .....	32
4.4	The Level of Satisfaction With Rewards For Healthcare Employees .....	33
4.4.1	Monetary (financial) Rewards .....	33
4.4.2	Non-Monetary(Non-Financial) Rewards .....	34
4.4.3	Frequency and Amount of Bonus .....	34
4.4.4	Rewarding System .....	35
4.5	The Effects of Recognition On Healthcare Employees' Job Satisfaction.....	35
4.5.1	Recognition for A Job Well Done.....	35
4.5.2	Verbal Recognition .....	36
4.5.3	Written Recognition.....	36
4.5.4	Public Recognition At Work.....	37

4.5.5	Private Recognition at Work.....	38
4.5.6	Recognition System .....	38
4.6	The Effects of Working Conditions on Job Satisfaction.....	39
4.6.1	Working Environment in General.....	39
4.6.2	Physical Working Conditions .....	39
4.6.3	Social Working Environment .....	40
4.6.4	Work Load .....	40
4.6.5	Work-life Balance.....	41
4.6.6	Job Security.....	41
4.6.7	Income Salary .....	42
4.7	The Effects of Rewards on Healthcare Employees' Job Satisfaction.....	42
4.7.1	Rewards Improve General Job Satisfaction.....	42
4.7.2	Rewards Improve Work Performance.....	43
4.7.3	Rewards Improve Morale Towards Work .....	43
4.7.4	Rewards Improve Comfortability /Confidence at Work Place .....	44
4.8	The Effects of Recognition on Healthcare Employees' Job Satisfaction .....	44
4.8.1	Recognition Improve General Job Satisfaction .....	45
4.8.2	Recognition Improve Work Performance.....	45
4.8.3	Recognition Improve Morale Towards Work.....	46
4.8.4	Recognition Improve Comfortability /Confidence at Work Place.....	46
4.9	The Effects of Working Conditions on Healthcare Employees' Job Satisfaction.....	47
4.9.1	Working Conditions Improve General Job Satisfaction .....	47
4.9.2	Working Conditions Improve Work Performance.....	47

4.9.3	Working Conditions Improve Morale Towards Work.....	48
4.9.4	Working Conditions Increase Comfortability /Confidence at the Workplace .....	48
4.10	Test Assumptions for Multiple Regression Analysis.....	49
4.10.1	Missing Data Test .....	49
4.10.2	Outliers Test.....	49
4.11	Hypothesis Testing.....	50
4.12	Results for Multiple Regression Analysis.....	53
4.13	Chapter Summary .....	54
	<b>CHAPTER FIVE .....</b>	<b>55</b>
	<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>55</b>
5.1	Introduction.....	55
5.2	Summary of Research Findings .....	55
5.3	Conclusion .....	56
5.4	Recommendations.....	57
5.5	Area for Further Studies.....	57
5.6	Limitations of the Study.....	58
	<b>REFERENCES.....</b>	<b>59</b>
	<b>APPENDICES .....</b>	<b>65</b>

## LIST OF TABLES

Table 4.1: Sample Description.....	32
Table 4.2: Monetary(financial) Rewards .....	34
Table 4.3: Non-monetary(non-financial) Rewards .....	34
Table 4.4: Frequency and Amount of Bonus .....	35
Table 4.5: Rewarding System .....	35
Table 4.6: Recognition for a Job Well Done .....	36
Table 4.7: Verbal Recognition.....	36
Table 4.8: Written Recognition.....	37
Table 4.9: Public Recognition at Work.....	37
Table 4.10: Private Recognition at Work.....	38
Table 4.11: Recognition System .....	38
Table 4.12: Working Environment in General.....	39
Table 4.13: Physical Working Environment.....	40
Table 4.14: Social Working Environment .....	40
Table 4.15: Work Load .....	41
Table 4.16: Work-life Balance.....	41
Table 4.17: Job Security .....	42
Table 4.18: Income salary .....	42
Table 4.19: Rewards Improve General Job Satisfaction.....	43
Table 4.20: Rewards Improve Work Performance .....	43
Table 4.21: Rewards Improve Morale Towards Work .....	44
Table 4.22: Rewards Improve Comfortability /Confidence at Work Place.....	44
Table 4.23: Recognition Improve General Job Satisfaction .....	45

Table 4.24: Recognition Improve Work Performance.....	45
Table 4.25: Recognition Improves Morale Towards Work .....	46
Table 4.26: Recognition Improve Comfortability /Confidence at Work Place.....	46
Table 4.27: Working Conditions Improve General Job Satisfaction .....	47
Table 4.28: Working Conditions Improve Work Performance.....	48
Table 4.29: Working Conditions Improve Morale Towards Work .....	48
Table 4.30: Working Conditions Improve Comfortability /Confidence at the Workplace .....	49
Table 4.31: Description of Mean, Standard Deviation and 95% Confidence Interval .....	52
Table 4.32: Results of Logic Regression Analysis .....	54

**LIST OF FIGURES**

Figure 2.1: Conceptual Framework .....20

Figure 4.1: General Job Satisfaction Level of the Health Care Workers  
in Mbeya Town Council .....33

**LIST OF ABBREVIATIONS**

EMD	Emergency Medicine Department
GOPD	General Outpatient Departmentacc
MMREC	Mbeya Medical Research and Ethics Committee
MOH	Ministry of Health
SA	South Africa
SD	Standard Deviations
SSA	Sub-Saharan Africa
WHO	World Health Organization
WLB	Work-Life Balance

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter describes the background information of the research problem, the statement of the research problem, the research objectives and the research questions.

#### **1.2 Background Information**

Job satisfaction refers to the overall contentment, happiness, and fulfilment that an individual experiences in their job or occupation. According to Temesgen, *et al.*, (2018), satisfaction is an employee's emotional reaction to various aspects of their work that lead to them finding pleasure, comfort, confidence, rewards, personal growth, and a variety of positive opportunities, such as upward mobility, recognition, and appraisals based on a merit pattern that has monetary value as compensation. There is a very lengthy history to the idea of job happiness. In later research, job satisfaction was defined as the fulfilment of one's job values in the workplace, leading to a pleasant emotional state. Job satisfaction can also be defined as a pleasant or positive emotional state resulting from the appraisal of one's job or job experience (Nahar, *et al.*, 2013; Wang, *et al.*, 2017).

From an employee perspective job satisfaction is to earn a good gross salary, have job stability, have steady career growth, get rewards and recognition and constantly have new opportunities while an employer, job satisfaction for an employee is an important aspect to get the best out of them (Dziuba, *et al.*, 2020). A satisfied employee always contributes more to the company, helps control attrition and helps

the company or an institution grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

A high level of job satisfaction has a positive effect on workers' health-related quality of life, job performance, retention in work, quality of healthcare delivery and patient satisfaction. Low job satisfaction may result in staff turnover, tiredness, absenteeism, undesirable job performance and poor quality of service (Hee et al., 2018; Naburi, et al., 2017). However, numerous factors might discourage the employees and lead to job dissatisfaction such as high stress, lack of organizational communication, lack of recognition, limited opportunity for personal and career growth, job characteristics, job security, pay, social relationships within an organization and many more (Hee, et al., 2018).

In Tanzania, different studies have been done to determine job satisfaction among health care providers. The prevalence of job satisfaction was high at 50% (Naburi et al., 2017; Yeboah, et al., 2013) in studies conducted in Tanzania, Dar es Salaam city-state in the different study periods. The finding of these different studies reports that there is slight variability in the prevalence of job satisfaction at different times in the same city. However, these studies were all done in one region. Therefore, conducting this study in another region like Mbeya will be able to give evidence on the prevalence as well as major factors of job satisfaction among healthcare professionals.

A study by Naburi, et al., (2017) showed that most (54%) health-care staff are dissatisfied with their work. However, identifying the dissatisfied health-care staff

provides an opportunity for organizations and policy makers to take measures to prevent workforce turnover and improve work performance. Therefore, this study primarily aimed at assessing factors affecting job satisfaction among healthcare employees in the Mbeya region of Tanzania.

The Motivation-Hygiene Theory was employed in this research, also recognized as Herzberg's dual-factor theory or Herzberg's two-factor theory (1959). This theory posits that specific elements contribute to positive work attitudes, while others contribute to negative attitudes. The central idea of this theory revolves around the distinction between motivation factors and hygiene factors, both of which influence job satisfaction. Motivation factors, associated with the individual's need for self-growth and self-actualization, play a more significant role in fostering job satisfaction compared to hygiene factors, which are linked to the avoidance of unpleasant conditions (Podojil & Cudlín, 1989).

### **1.3 Statement of the Research Problem**

There is a considerable level of dissatisfaction among healthcare professionals worldwide, leading to migrations and turn over intention worldwide (Alrawahi, et al., 2019; Pantenburg, et al., 2016). Moreover, the African continent is currently grappling with a severe shortage of human resources in the health sector, particularly in Sub-Saharan Africa (SSA), which faces significant challenges. Despite representing 11% of the world's population and bearing 25% of the global disease burden, SSA only has 3% of the global health workforce and contributes to less than 1% of global health expenditures (Dalton, 2014). These critical shortages of human resources have impeded the ability of many countries to establish and maintain

effective health services (Aldrees, et al., 2015).

Studies on job satisfaction are continually emerging, and their findings are valuable for both humanistic and financial reasons. When employees experience satisfaction in their roles, they tend to demonstrate greater concern for the quality of their work, exhibit higher commitment to the organization, have increased retention rates, and generally enhance overall productivity (Dragana, et al., 2011).

In Tanzania, job dissatisfaction among health care employees also prevails in significant amount and several surveys have measured job satisfaction and intention to leave among health workers in different settings. Naburi, et al., (2017) did a study on job satisfaction and turn over intention and found a slightly over half (54%) of the providers were dissatisfied with their current job, and 35% intended to leave their job. However, another study compared the job satisfaction and intention to leave of different categories of health workers showed about 82.6% of health workers were dissatisfied with their work and 18.8% of them intended to leave their job in Tanzania (Blaauw, et al., 2013).

Furthermore, despite the existing wealth of information on job satisfaction among health workers in various locations, including Tanzania, there is a noticeable absence of published data specifically originating from the Mbeya region which differ with other regions of Tanzania in terms of social-cultural and economic status and activities that might indirectly affect job satisfaction. The data acquired through this study will serve as valuable input for policymakers and other stakeholders involved in decision-making regarding matters concerning health care professionals in

Tanzania. Consequently, the primary objective of this study is to evaluate the extent of job satisfaction and the factors associated with it among healthcare personnel employed at various levels of health facilities in the Mbeya Region, Tanzania.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The study broad objective were to assess factors affecting job satisfaction among healthcare employees in Mbeya town council, Tanzania.

### **1.4.2 Specific Objectives**

The following are the study specific objectives;

- i) To assess the effect of rewards on healthcare employees' job satisfaction in Mbeya town council.
- ii) To assess the effect of recognition on healthcare employees' job satisfaction in Mbeya town council.
- iii) To assess the effect of working conditions on healthcare employees' job satisfaction in Mbeya town council.

## **1.5 Research Questions**

- i) What is the effect of rewards on healthcare employees' job satisfaction in Mbeya town council?
- ii) What is the effect of recognition on healthcare employees' job satisfaction in Mbeya town council?
- iii) What is the effect of working conditions on healthcare employees' job satisfaction in Mbeya town council?

### **1.6 Scope of the Study**

The study was conducted among health care employees in five public health facilities in Mbeya town council. This region had been chosen because it is the region that can be easily accessed by the researcher. Also, it is because that the researcher could not conduct the study all over the country due to time and financial constraints, and there is no documentary evidence to show that the same research was conducted in this study area. Thus, the researcher carried out her study among health health care employees in Mbeya town council.

### **1.7 Structure of the Study**

Five chapters are organized in this report. The introduction, background of the study, Statement of the Research Problem, research objectives, research questions, scope of the study and significance of the study are included in chapter one of the study. Chapter two includes the literature review, the study gap, conceptual framework of the study and research hypothesis. Study methodology is involved in Chapter three. Findings and discussion are included in Chapter four. Last but not least, Chapter five include a summary of the study results, conclusions, recommendations, area for further studies and limitations of the study, as well as references and appendices.

### **1.8 Significance of the Study**

The study will help MOH and other stakeholders to understand factors that satisfy health care employees, learn how to maintain or improve them and hence increase employee morale, efficiency and effectiveness for the better advancement of the whole health sector. This study will also help future researchers or academicians who will do research on the effect of rewards, recognition and working conditions on

health care employees' job satisfaction, thus they will be able to learn more about mentioned factors. Furthermore, the findings of this study will be used as input to policymakers regarding the job satisfaction of health care professionals in Tanzania.

The study will also help the researcher for the practical fulfillment of a Master Degree in Project Management and widen the knowledge of job satisfaction to health care employees to increase morale and comfortability in working areas. The study will also help the researcher to acquire research skills which she can apply to conduct research on other topics. Skills like developing questionnaires, analyzing data and interacting with new people and get necessary information.

## **1.9 Chapter Summary**

This chapter provides the study's brief context background, the problem statement, the study's purpose and the research questions. The researcher reviewed literature in the next chapter focused on the factors affecting job satisfaction among health care employees.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents definitions of key terms, a theoretical literature review, an empirical literature review and a conceptual framework.

#### **2.2 Conceptual Definition of Terms**

##### **2.2.1 Job Satisfaction**

There are various definitions as follows; Job satisfaction refers to the extent to which people like or dislike their job (Aldrees, et al., 2015), Job satisfaction describes how content an individual is with his or her job (Ranjithkumar, 2019), Job satisfaction is defined by how employees feel about their jobs and different aspects of their job (Khamlub, et al., 2013). However, in this study, we will use this definition as job satisfaction is an employee's emotional response to different job-related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation (Temesgen et al., 2018).

##### **2.2.2 Health-Care Employee**

Refers to one who delivers care and services to the sick and ailing either directly as doctors and nurses or indirectly as aides, helpers, laboratory technicians, or even medical waste handlers. A healthcare employee is someone who works in a hospital or any health facility (Dragana, et., 2011).

### **2.2.3 Rewards**

Refer to anything given in recognition of service, effort, or achievement. Rewards are focal devices to improve motivation among employees and hence reach organizational objectives (Frederick, 2014). In this study, we will state reward as the “deliberate utilization of the pay system as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organization’s strategic objectives (Thapa & Malilni, 2016).

### **2.2.4 Recognition**

Refers to the acknowledgement of the existence, validity or legality of someone or something or person. Recognition is a process of giving an employee a certain status within an organization. Recognition describes how the work of an employee is evaluated and how much appreciation he receives in return from the organization (Danish & Usman, 2010).

### **2.2.5 Working Condition**

Refers to the working environment and aspects of an employee’s terms and conditions of employment. This covers matters such as: work load, working time/hours, work-life balance, skills and employability, safety and well-being, wages, the autonomy given to employees, organizational structure, and communication between employees and management (Knotzer et al., 2005). This study will be based on the work load, working environment, and work-life balance.

## **2.3 Theoretical Literature Review**

### **2.3.1 Herzberg’s Two-Factor Theory**

Literature shows different theoretical models of job satisfaction. Herzberg’s Two

Factor Theory is probably the most often cited. Herzberg's Two Factor Theory holds that job satisfaction and dissatisfaction are driven by different determinants (19.Herzberg, F. (1976). *The Managerial Choice: To Be Efficient and to Be Human*. Homewood, Illinois: Dow-Jones-Irwin., 1976); Kavanaugh et al., 2006).

In 1959, Herzberg, Mausner and Snyderman published the two-factor model of work motivation and developed the motivation-hygiene theory (19.Herzberg, F. (1976). *The Managerial Choice: To Be Efficient and to Be Human*. Homewood, Illinois: Dow-Jones-Irwin., 1976)). Herzberg created a two-dimensional paradigm of factors influencing people's attitudes towards work. Initially, Herzberg and his colleagues developed a hypothesis that satisfaction and dissatisfaction with a job were affected by two different sets of factors and thus satisfaction and dissatisfaction could not be reliably measured on the same continuum (*Summary of Herzberg's Motivation and Hygiene Factors. Abstract. Value Based Management. Retrieved December 9, 2014.*).

Factors that affect job satisfaction are divided into two categories namely; Hygiene and Motivator, which are widely used to measure job satisfaction of employees in the work place (Ghazi et al., 2013) as described below:

Hygiene factors surround the doing of the job, also referred to as the maintenance factors. They are factors that are not directly related to the job but the conditions that surround doing the job. They operate primarily to dissatisfy employees when they are not present, however, the presence of such conditions does not necessarily build strong motivation (Kwasi et al., 2011). They include supervision, interpersonal relations, physical working conditions, salary, company policy and administration,

benefits, and job security (Herzberg et al., 1959; Ghazi et al., 2013).

Motivator factors pertain to the job content, they are intrinsic to the job itself and do not result from “carrot and stick incentives” (Kwasi et al., 2011). The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. Motivation factors lead to positive job attitudes because they satisfy the need for self-actualization. Motivation factors are achievement, recognition, the work itself, responsibility, and advancement (Herzberg et al., 1959; Ghazi et al., 2013). The opposite of satisfaction is no satisfaction. The opposite of dissatisfaction is no dissatisfaction. The satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but only the satisfaction of the motivation factors will bring the type of productivity improvement sought by companies (Herzberg et al., 1959).

According to the Two-Factor Theory, there are four possible combinations. The first combination includes High Hygiene and High Motivation. The ideal situation is where employees are highly motivated and have few complaints, second combination includes High Hygiene and Low Motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck; the third combination includes Low Hygiene and High Motivation: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par and the fourth combination includes Low Hygiene and Low Motivation: This is the worst situation where employees are not motivated and have many complaints (Hewstone & Stroebe, 2001). This theory sought to encourage managers not to be one-sided in considering

factors to motivate employees but rather consider all two factors to optimally motivate and satisfy employees to get the best out of them.

## **2.4 Empirical Literature Review**

As the world's population increases, the WHO predict a global shortfall of 12.9 million skilled healthcare workers (including midwives, nurses and physicians) by 2035 with the greatest shortfall in South-East Asia and Africa (47% and 25% of the deficit respectively) and the smallest shortfall in the European region (1%) (Ranjithkumar, 2019; Chang, et al., 2017). Therefore, overcoming healthcare work force shortages including recruitment and retention of health-care staff has become a key priority (Campbell, et al., 2013). Job satisfaction has been identified as an important factor in healthcare staff retention (Castle, et al., 2007; Kalamawei, et al., 2015).

Job satisfaction is determined by a wide range of variables such as monthly salary, sufficient number of available staff, comfortable working environment, training and growth opportunities, work load, appreciation of good performers, relationship with the staff and managers, job security, carrier development and other relevant behavioral and institutional factors. Studies done in different parts of the world/Africa showed that job satisfaction among healthcare workers was low which means 47.9% in SA, 29% in Malawi, 17.4% in Tanzania, 33.9% in Nigeria and 31.7% in Amhara, Ethiopia (Temesgen et al., 2018). However, in this study, we focused on a few variables namely: rewards, recognition and working conditions.

### **2.4.1 Rewards**

Rewards are focal devices to improve motivation among employees and hence reach

organizational objectives (*Summary of Herzberg's Motivation and Hygiene Factors. Abstract. Value Based Management. Retrieved December 9, 2014*). Based on Herzberg & Mausner's two-factor theory, these rewards are either intrinsic or extrinsic thus impacting the level of satisfaction employees experience with their jobs (Kavanaugh et al., 2006; Nisar et al., 2014).

There are two types of rewards; financial which include performance bonuses, commissions, tips and gifts and non-financial rewards which include recognition, praise and appreciation (*Summary of Herzberg's Motivation and Hygiene Factors. Abstract. Value Based Management. Retrieved December 9, 2014*). Over the years, researchers in this field have held that financial reward is the best motivating and reinforce of workers' morale as workers need money to meet daily private demands. Literature also lists other forms of rewards like recognition, commendation, the praise that employees can get from their managers but these would work out if the monetary reward is added to non-monetary rewards (Hassan & Selvarajah, 2015).

Emilia et al., (2015) conducted a study at Cabar Teaching Hospital in Nigeria on the effect of a reward system on healthcare workers' performance. A desk survey was used to gather relevant information. Primary sources were questionnaires, observation and interviews, while secondary data were gathered from the internet, textbooks, journals and libraries. The chi-square statistical tool was used and the findings revealed that monetary rewards had a positive impact on employees' performance while non-monetary rewards harmed employees' performance. The study recommended that the management of UCTH should boost the morale of their employees through a fair and equitable reward system. The study further

recommended that management should be effective with monetary rewards like bonuses and fringe benefits to encourage the workers to improve performance (Emilia et al., 2015).

According to Raghieb et al., (2015) examined the effect of extrinsic rewards such as salary, bonuses and benefits to know the level of employee job satisfaction in Pakistan. The study was conducted in a telecom sector in the region of Islamabad, Huawei International (Pvt.). The data was collected from 125 employees of different organizational levels including executives like directors, senior managers, middle managers and low-level staff through self-administered questionnaires composed of 15 questions. 100 out of 125 employees belonging to different categories responded to the questionnaires. Analysis of data received in the form of employee responses was also made using SPSS. The results of regression analysis show that job satisfaction is more dependent on extrinsic rewards. The impact of rewards showed its importance at a higher level of relationship (Manzoor et al., 2015).

An empirical study done by Thapa & Malilni (2016) dealt with employee rewards & recognition. It analysed the rewards & recognition programs followed by the organizations. The relationship between the demographical variables of age, gender and experience and rewards and recognition program was analyzed. The statistical analysis showed that there is a significant relationship between the gender, age & experience and rewards & recognition programs followed by the organizations.

#### **2.4.2 Recognition**

When it comes to employees having innate satisfaction, recognition is one of the important tools for managers and human resource professionals in promoting worker

confidence, motivation and organizational success (Fareed et al., 2013). Recognition is a form of non-financial reward and is one of the strong motivations. Employees feel comfortable when they are praised and recognized, there are two forms of recognition; informal and formal (*Summary of Herzberg's Motivation and Hygiene Factors. Abstract. Value Based Management. Retrieved December 9, 2014*).

Norida, et al., (2016) explored and examined previous literature on employee intrinsic motivational factors and used those studies as background knowledge for their study on employees' perception of recognition and appreciation and the influence it has on their job satisfaction, performance, productivity and commitment towards the organization goals and objectives. Thus, the study explored employees' perception of recognition and appreciation and also established the best approaches preferred by the employees working in TM Melaka - Malaysian organizations. The papers were taken through different search engines as its methodology has systematically reviewed the psychological effects of recognition and appreciation on employees' job satisfaction and job performance (Abdullah et al., 2016).

Rizwan (2010) did a study in Pakistan, to find out the major factors that motivate employees and it tells what is the relationship between reward, recognition and motivation while working within an organization. The data were collected from employees of diverse types of organizations to gain a wide representation of sectoral composition. In all, 250 self-administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for a response rate of 88%. The participation in survey was voluntary and confidentiality of responses was ensured. The statistical analysis showed that

different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have a great impact on the motivation of the employees (Danish & Usman, 2010).

Employees take recognition as their feelings of value and appreciation and as a result, it boosts up morale of employees which ultimately increases the productivity of organizations; hence it is needed to keep employees motivated, appreciated and committed to organizational objectives and work demands. The basic purpose of a recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to employee job satisfaction (Abdullah et al., 2016).

### **2.4.3 Working Condition**

Working condition refers to the working environment and aspects of an employee's terms and conditions of employment. This covers matters such as work load, working time, work-life balance(WLF), skills and employability, safety and well-being (Knotzer et al., 2005). The conditions under which a job is performed can be different from those completely comfortable to those very difficult and dangerous to employees' lives and health (Jermsttiparsert, 2021). Working conditions are an important factor in the overall job satisfaction of workers who work in difficult work (Bakotić & Fiskovića, 2013). This study will dwell on the working environment, work load and work-life environment.

#### **2.4.3.1 Working Environment**

The working environment has two dimensions. The first one is the physical condition of the working place and the second one is the social condition. The

working environment complies with job security, employee safety, appreciation of performance, motivating facilities and maintaining good understanding among the coworkers and supervisors, the way the job is carried out and completed, training, control of one's job-related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task (Raziq & Maulabakhsh, 2015; Taheri & Miah, 2020). Taheri & Miah (2020) studied the impact of the working environment on Job Satisfaction, the data were collected through a well-constructed self-administered questionnaire involving 50 respondents from different sectors, Moulvibazar district in Bangladesh showed that the working environment has an impact on job satisfaction, though the study didn't specify whether it's a positive or a negative impact.

#### **2.4.3.2 Work Load**

Work load is a group or several activities that must be completed by an organizational unit or certain position holders within a set period. So it is possible that the heavy workload can make someone tired both mentally and physically so it will slowly trigger stress and affect one's job satisfaction (Sari & Rahyuda, 2019). Inegbedion et al., (2020) study investigated the relationship between employees' perception of work load balance and job satisfaction in an organization in Lagos, Nigeria. The study had seven hundred and sixty-four participants, employees from 8 multinational organizations and 2 private universities. It employed a stratified random sampling method (Inegbedion et al., 2020). The study revealed that employees' perception of workload balance influences their job satisfaction (Inegbedion et al., 2020).

### **2.4.3.3 Work-Life Balance**

In recent years, “Work-Life Balance” has become a keyword to balance work-life, social and private life. Work-Life Balance (WLB) does not signify to give equal hours to all activities like Personal, Social and Business Activities, but it means to give proper reflection to all. Furthermore having Work Life Balance is more important than cash (Shadab, 2015). Ahmed & Mohamud (2021) conducted a study to assess the effect of work-life balance on the job satisfaction of female employees in the Health Sector, Mogadishu, Somalia. The study samples and questionnaires were circulated to 200 medical staff who work in various hospitals in Mogadishu.

This study utilizes random sampling and the questionnaire as the instrument for collecting the data. Descriptive statistics was used and the mean and the standard deviation of the variables were calculated inferential statistics, regression analysis was used to estimate the parameters of the model in this study. The result indicates that the work-life balance of the female employees was acceptable and they have neutral job satisfaction.

## **2.5 Research Gap**

A review of related studies within and outside Tanzania's context has been done. However, the gaps related to the factors affecting job satisfaction among healthcare employees have been identified which this study intends to assess. Also, literature from Tanzania such as that by Blaauw et al( 2013), Naburi et al ( 2017) and Yeboah et al (2013) focused on those factors affecting job satisfaction among healthcare employees in other areas apart from Mbeya town council. Hence there is no published data on the prevalence and factors affecting job satisfaction in the Mbeya

region. Thus, this study will assess factors affecting job satisfaction among healthcare employees in Mbeya town council, Tanzania. Also, Data that will be obtained from this study will help to understand the situation and help the policy maker and other stakeholders in decision making.

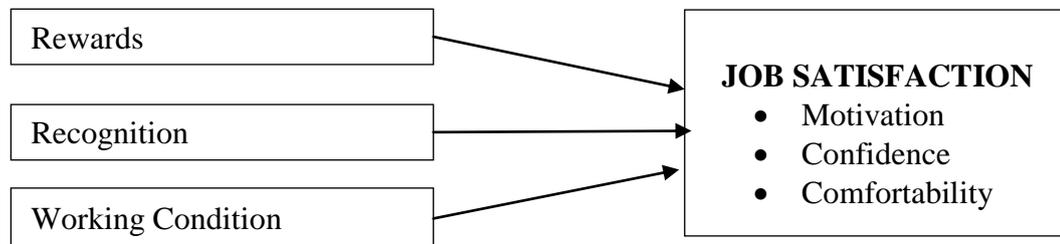
## **2.6 Conceptual Framework of the Study**

Job satisfaction is a very complex phenomenon and an important parameter that influences productivity and work quality at large. It is an attitude towards one's job that has an impact not only on motivation but also on career, health and relation with co-workers. Studies show that job satisfaction depends not only on the nature of work but on one's expectations regarding that work hence generalization always brings some risks since there are different subjective factors and expectations in different professions important for job (Kumar et al., 2012; Kumar et al., 2013; Nimona & Shaka, 2017).

Job satisfaction is influenced or brought out by numerous factors which are in complex relation to each other. The factors that influence job satisfaction can be considered both individual (mainly one's values, demographic characteristics but also personality and mental health) and the organizational level (work, payment, recognitions, rewards, promotions, peers/colleagues, supervisor, top leadership and benefits/policies) (Sinval & Marôco, 2020).

However, this study will employ the conceptual framework below which indicates that job satisfaction is dependent variable which can be affected positivey by three independent variables which are rewards, recognition and working conditions of an

employee. Moreover, satisfaction leads to staff motivation, confidence, comfort ability and happiness.



**Figure 2.1: Conceptual Framework**

**Source:** Conceptualized from Literature Review (2023).

## 2.7 Research Hypotheses

A hypothesis is a specific statement of prediction about the relationship between variables. Also hypothesis is a statement of the researcher's expectation or prediction about relationship among study variables. The researcher question identifies the study concepts and asks how the concepts might be related a hypothesis is the predicted answer.(K Dayanand, 2020). In this study it has been conceptualized in the conceptual framework that job satisfaction can be affected positively by three factors which are rewards, recognition and working conditions of an employee. Thus the study has the following hypothesis;

H1: There is a positive relationship between rewards and healthcare employees' job satisfaction

H2: There is a positive relationship between recognition and healthcare employees' job satisfaction

H3: There is a positive relationship between working conditions and healthcare employees' job satisfaction.

## **2.8 Chapter Summary**

In this chapter, the researcher has reviewed the literature on rewards, recognition and working environment and their effects on health care employee job satisfaction. The chapter also presents the research gap ,the conceptual framework as well as research hypotheses of the study. The next chapter presents the entire research methodology that was used to conduct this study.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Overview

This chapter narrates the materials and methods that were utilized in the study. It highlights the study site, study design, study participants, sample size, data collection tools, analysis and ethical clearance.

#### 3.2 Research Philosophy

According to Mauthner et al., (2021), research philosophy is a comprehensive term which provides assumptions about the nature of the reality that is being investigated in research (ontology) and about how knowledge of this reality is produced and justified (epistemology). The term research philosophy can also refer to a system of beliefs and assumptions about the development of knowledge (*Understanding Research Philosophies and Approaches*, 2016).

This study was guided by the positivism philosophy. It is the epistemological position that advocates working with observable social reality and the emphasis is on highly structured methodology to facilitate replication and the end product can be a law-like generalization (Mauthner et al., 2021). A positivism approach begins in natural sciences from which perceptions of social reality are done and their results are changed into standard eras that relate to laws in physics and other natural sciences disciplines (Remenyi et al., 1998). This philosophy assumes a higher level of objectivity from the data collection to the data analysis stage (*Understanding Research Philosophies and Approaches*, 2016). This study was guided by the positivism philosophy because the factors affecting job satisfaction among

healthcare employees were required from the data collection period to the data analysis stage.

### **3.3 Study Area**

This study was carried out in health facilities in Mbeya town council involving staff from all the departments namely the General Outpatient Department (GOPD), the Emergency Medicine Department (EMD), Internal Medicine, Surgery, Obstetrics and Gynecology and Pediatrics. The reason behind the choice of Mbeya town council is, that there is no published data on the prevalence and factors affecting job satisfaction in this area. Hence data obtained from this study will help to know the situation and help the policy maker and other stakeholders in decision making related to health workers. Also this region had been chosen because it is the region that can be easily accessed by the researcher.

### **3.4 Study Design**

This is a framework or the set of methods and procedures used to collect and analyze data on variables specified in a particular research problem (Mauthner et al., 2021). The study employed a cross-sectional survey because the data collected from study respondents only once then were analyzed to describe the factors affecting job satisfaction among health care employees.

### **3.5 Population of the Study**

The population of this study were health care employees working in five randomly selected health facilities in Mbeya Town council. These included clinicians, dental personnel, laboratory personnel, nurses, medical attendants and administration staff.

### **3.6 Sampling Design**

A sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design may as well lay down the number of participants to be included in the sample i.e., the size of the sample.(Designs, n.d.). This section includes description of study sample, sample size determination, sampling unit, procedures and frame.

#### **3.6.1 Study Sample**

The study included 220 health care employees working in five randomly selected public health facilities in Mbeya town council. This study included all categories of employed public health workers who served for more than a year in the particular health facility at the time of the data collection. Health workers who were not able to provide appropriate information and those who stayed for less than one year in the hospital were excluded from the study.

#### **3.6.2 Sample Size Determination**

The sample is the portion of the population targeted to collect information to infer something about the target group. Note that sampling is useful for cutting down costs, labour intensity and time constraints (Ghofar & Islam, 2015).

The sample size was calculated by using the following formulae:

$$N = \frac{Z^2 P (1-P)}{D^2}$$

Whereby;

N = sample size required

Z = Standard normal deviation set at 1.96

P = Prevalence of job satisfaction in Tanzania [82.6% ](Blaauw et al., 2013)

D = standard deviation set at 0.05

$$N = \frac{[1.96]^2 \times 0.826 \times (1-0.826)}{[0.05]^2}$$

N = 220 participants

### **3.6.3 Sampling Unit**

Sampling unit refers to elementary units or group of such units which besides being clearly defined, identifiable and observable, are convenient for purpose of sampling. A sampling unit is a basic unit that contains a single element or a group of elements of the population to be sampled. The sampling unit selected is often dependent upon the sampling frame. (Muhammad & Kabir, 2016). In this study each single health care employee in five selected public health facilities in Mbeya town council would be a sampling unit.

### **3.6.4 Sampling Procedures**

The sampling procedures outline the way in which the sample units are to be selected. The choice of the sampling method is influenced by the objectives of the research, availability of financial resources, time constraints, and the nature of the problem to be investigated. All sampling methods can be grouped under two distinct heads, that is, probability and non-probability sampling. (Muhammad & Kabir, 2016). In this study we utilized non-probability sampling that is Convenience/ Accidental Sampling which is a type of non-probability sampling involving the sample being drawn from that part of the population which is close to hand, that is, a

sample population selected because it was readily available on the day of data collection and convenient.

### **3.6.5 Sampling Frame**

Sampling Frame is a list containing all sampling units. Sampling frame consists of a list of subjects from which the sample is to be drawn (Muhammad & Kabir, 2016). In this study sampling frame was the list of health care employees available in particular health facilities in each day of data collection.

### **3.7 Data Collection**

A self-administered structured questionnaire was used. The questionnaire is divided into two sections. Section A aimed at getting the socio-demographic profile, as well as duration of practice in their professions and years of service in the health facility. Section B was designed using a 5-point Likert response format ranging from very satisfied, satisfied, undecided, dissatisfied and very dissatisfied, to determine various factors that affect job satisfaction (Khamlub et al., 2013) such as salary, benefits, duties, job security, opportunities for advancement, support for additional training, administration system, work environment, relationship with colleagues, social support, opportunities for promotion, work management, career satisfaction and job responsibilities. Participants were instructed to respond to all questions by selecting one of the options that represented satisfaction.

### **3.8 Data Validity and Reliability**

**The validity** of data refers to how well the study's information collection and data analysis captures the reality being studied. In other words, by comparing their

responses with the true truth, the researcher must obtain the reality of the responses of those individuals who are under the test. This study checked for the possibility, integrity, and completeness of the returned questionnaires to ensure the validity of data. (Edwin, 2019).

**Data reliability** shows that the functioning of a study, such as the data collection processes can be repeated with the same result. The aim is to ensure that if the later researcher follows the same procedures as described by the previous researcher and conducts the same case study, again and again, the later researcher can arrive at the same procedure as described by the previous researcher. This study used Cronbach's Alpha method to determine data reliability. Cronbach's Alpha measures the average of measurable items and their correlation, if the result is generally above 0.7 it is considered to be reliable, (Edwin, 2019; Njunwa, 2017).

### **3.9 Data Analysis**

All questionnaires were assigned serial numbers. Data were cleaned and validated manually for errors. Data coding for the variables to be measured was done. Data was analyzed using STATA version 14.0 and the 5-point Likert scale was used for the satisfaction questions whose responses were set out as follows, 1=Very Satisfied, 2=Satisfied, 3=Neutral, 4=Dissatisfied and 5=Very Dissatisfied. Mean values, Standard Deviations (SD) and 95% confidence interval were used to measure the level of job satisfaction. All scores were added to give an aggregate score for each section and overall. Absolute (N) and relative (%) frequencies were used to describe the dichotomous variables; logistic regression was used to ascertain the relationship between the factors affecting job satisfaction. The significance of the relationship

was checked by calculating the probability (p) that this relationship occurred by chance (the null hypothesis), a p-value less than 0.05 was considered to be statistically significant.

### **3.10 Ethical Consideration**

Ethical clearance and approval to conduct this research were obtained from the Mbeya Medical Research and Ethics Committee (MMREC), the Mbeya city medical officer, the Mbeya city administrative officer and respective health facilities where health care providers are working. The 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 required to disclose personal information on the questionnaire. 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.

### **3.11 Chapter Summary**

This chapter identifies the design of the study, the sample size, the sampling design, the methods of collecting data, and the types of data that were used in this study. This chapter also identifies how the data were analyzed and interpreted, and the ethical issues of the study. The next chapter of this study will present data analysis, findings, and discussion of the data collected from the study area.

## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

These parts present the analysis and interpretation of the data that were obtained in the study area. A cross-sectional research design was employed to come up with an analysis of the factors affecting job satisfaction among healthcare employees in the Mbeya town council. The results have been presented in a logical flow as guided by the study objectives and research questions. The key sections to be presented in this chapter include the characteristics of 220 respondents (Health care employees) in Mbeya who filled out the questionnaires in the study area, as well as the themes of the specific objectives which are; to assess the effect of rewards on healthcare employees job satisfaction in Mbeya town council; assess the effect of recognition on healthcare employees' job satisfaction in the Mbeya town council and the effect of working conditions on healthcare employees' job satisfaction in the Mbeya town council.

#### **4.2 Sample Description**

In this study, the age group of respondents who filled out the questionnaire were taken into account because it is the most characteristic that indicates the maturity of respondents in understanding and expressing their views about the particular problem. Table 4.1 below shows the results that, the majority 40.9% of the respondents were in the age that array between 20-29 years, 37.3% lying in the age of 30- 39 years, while 21.8% respondents in the age of 40-60. The median age of respondents is 30 years and an interquartile range of 28-38 years. This indicates

majority of the respondents were middle aged adults .However, a study in Ethiopia, majority (79.3%)were below age 30 years(Temesgen et al., 2018), just like that done in Oromia Regional State, Ethiopia about half (51.4%) of respondents were below age 30 years (Nimona Shaka Gudeta & Shaka Gudeta, 2017).

The study also included the gender of respondents and so in this report. The study contacted both men and women and a significant number of respondents were found to be females. The results showed that 52.7% were females whereas 47.3% were male. The respondents' genders are illustrated in Table 4.1 below. This findings is similar to the study done to assess level of job satisfaction among health workers of private and public sector hospitals in South-West Shoa Zone, Oromia Regional State where 51.82% were females(Nimona Shaka Gudeta & Shaka Gudeta, 2017). But it is contrary to a cross-sectional study conducted among physicians in a major tertiary hospital in Riyadh-saudi Arabia where more than half (74%) were males.The difference might attributed to fact that the study included physicians only (Aldrees et al., 2015).

The study investigated respondents' education level and found out that, the majority of 47.7% of the respondents had a collage level of education. Also revealed that 22.3% of the respondents had a secondary education while 24.1% of the respondents had a university education level, and 5.9% of the respondents had a primary education. Respondent education levels are shown in Table 4.1. This study investigated the respondent's marital status and the results showed that 56.4% of respondents were married while 35.9% of respondents were single. Also found out that 7.7% of respondents are divorced while there was no widowed among the

respondents who filled out the questionnaires. The respondent's marital status is illustrated in Table 4.1 below. The study conducted to compare the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa showed similar findings that is about half (54.7%) were married however the rest were single (Blaauw et al., 2013)

This study investigated the respondents' duration of practice in the profession and it was found that the majority 40.0% had practised for less than 5 years, 30.9% of respondents had practised for 5-9 years while 29.1 % of respondents had practised for 10 or more years and the maximum number was 35years of practice. The respondent's duration of practice in the profession is illustrated in Table 4.1 below. This study investigated the respondents' duration of practice at the institution and it was found that the majority 64.5% had practised for less than 5 years, 24.5% of respondents had practised for 5-9 years while 10.9% of respondents had practised for 10 or more years and the maximum number was 35years of practice. The respondent's duration of practice at the institution is illustrated in Table 4.1 below.

This study investigated the respondent's Profession and it was found that the majority 80.9% were clinical staff, 4.1% were social workers and 15.0% of respondents were other non-clinical staff. Clinical staff included dentists, lab technicians, medical attendants, medical officers, nurses, pharmacists and pharmacist technicians. Other Non-Clinical staff included customer care, data clerks, nutritional officers and administration staff. The respondent's profession is illustrated in Table 4.1 below. However study that collected data from a diverse group of healthcare staff in the U.S. had respondents predominantly characterized themselves as 'Other health

professionals' (38.6%), 'Management and administration' (23.4%) and 'Other non-clinical staff' (22.0%)(Chang et al., 2017)

**Table 4.1: Sample Description**

Variable		N(%)
<b>Gender</b>	Male	104 (47.3)
	Female	116 (52.7)
<b>Marital status</b>	Single	79 (35.9)
	Married	124 (56.4)
	Divorced/ Separated	17 (7.7)
<b>Age (in years)</b>	Median (I.Q.R)	30 (28 – 38)
<b>Age group</b>	20-29	90(40.9)
	30-39	82(37.3)
	40-60	48(21.8)
<b>Level of Education</b>	Primary	13 (5.9)
	Secondary	49 (22.3)
	Collages	105 (47.7)
	University	53 (24.1)
<b>Duration of profession practice In years</b>	<5	88 (40.0)
	5-9	68 (30.9)
	10-35	64 (29.1)
<b>Duration at the institution In years</b>	<5	142(64.5)
	5-9	54 (24.5)
	10-35	24 (10.9)
<b>Profession</b>	Clinical staff*	178(80.9)
	Social workers	9(4.1)
	Other non-clinical staff**	33(15.0)

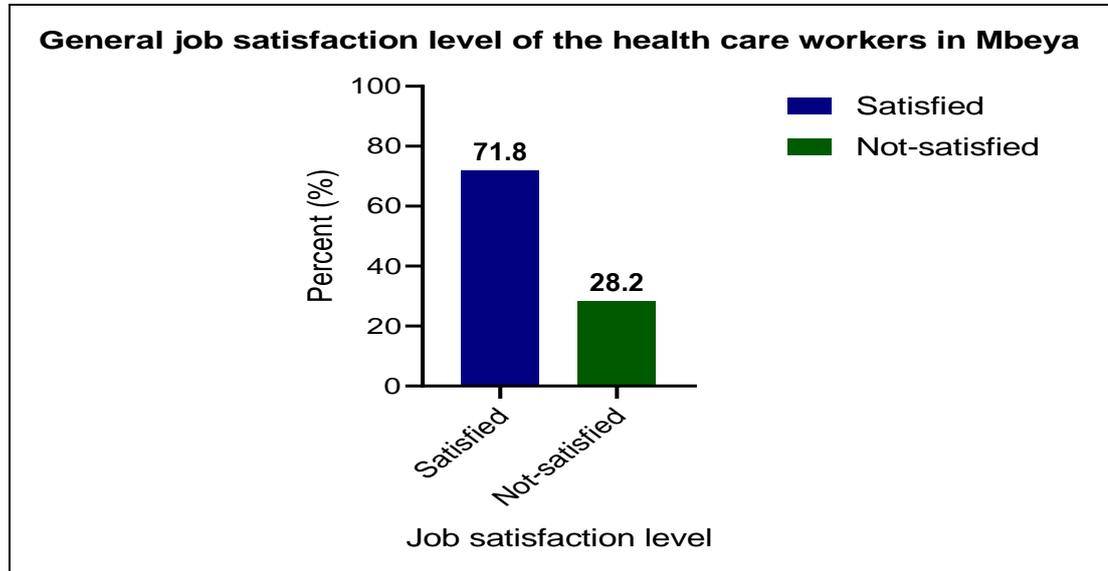
\*Clinical staff included dentists, lab technicians, medical attendants, medical officers, nurses, pharmacists and pharmacist technicians.

\*\*Other Non-Clinical staff included customer care, data clerks, nutritional officers and administration staff. **Source:** Field Data (2023).

### 4.3 Health Workers' Overall Job Satisfaction

Respondents were asked to rank various job satisfaction factors using the Likert Scale; 1=very dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= very satisfied. To determine the general level of job satisfaction and to dichotomize the response, respondents having an average score of the response below mean value (3) were classified as dissatisfied, and those with an average score of mean value and above were considered as 'satisfied'. Accordingly, 158(71.8%) of health workers

were satisfied with their jobs, and 62(28.2%) were not satisfied. Respondent's overall job satisfaction is portrayed in Figure 4.1.



**Figure 4.1: General Job Satisfaction Level of the Health Care Workers in Mbeya Town Council**

#### **4.4 The Level of Satisfaction With Rewards For Healthcare Employees**

Respondents were asked to rank various job satisfaction factors using the Likert Scale; 1=very dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= very satisfied. The results of the study were as follows:

##### **4.4.1 Monetary (financial) Rewards**

In this study, respondents were asked to indicate the extent to which they are satisfied with monetary rewards eg. performance bonuses and tips provided by their employer. The study found that; 18.2% of the respondents are dissatisfied, 20.5% are neutral and 61.4% of the respondents are satisfied with the monetary rewards from their employer/ organization. Respondent's monetary rewards responses are shown in Table 4.2.

**Table 4.2: Monetary(financial) Rewards**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	13	5.9	5.9
Dissatisfied	27	12.3	18.2
Neutral	45	20.5	38.7
Satisfied	110	50.0	88.7
very satisfied	25	11.4	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.4.2 Non-Monetary(Non-Financial) Rewards

Respondents were asked to rank to what extent they were satisfied with non-monetary rewards eg. appreciation from their employer. Table 4.3 below illustrates the results that; 12.7% of the respondents are dissatisfied with, 21.4% of the respondents are neutral whereas 65.9% of the respondents are satisfied with non-monetary (non-financial rewards) given by their employer/ organization.

**Table 4.3: Non-monetary(non-financial) Rewards**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	6	2.7	2.7
Dissatisfied	22	10.0	12.7
Neutral	47	21.4	34.1
Satisfied	115	52.3	86.4
very satisfied	30	13.6	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.4.3 Frequency and Amount of Bonus

The respondents were asked to explain to what degree they were pleased with their employer's Frequency and amount of bonus. Table 4.4 below illustrates the results that; 15.9% of the respondents are dissatisfied with, 29.5% of the respondents are neutral whereas 54.6% of the respondents are satisfied with the Frequency and amount of bonus given by their employer/ organization.

**Table 4.4: Frequency and Amount of Bonus**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	5	2.3	2.3
Dissatisfied	30	13.6	15.9
Neutral	65	29.5	45.4
Satisfied	94	42.7	88.1
very satisfied	26	11.9	100
Total	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.4.4 Rewarding System

The respondents were asked to explain to what degree they were pleased with their employer's Frequency and amount of bonus. Table 4.5 below illustrates the results that; 20.9% of the respondents are dissatisfied with, 22.7% of the respondents are neutral whereas 56.4% of the respondents are satisfied with the Frequency and amount of bonus given by their employer/ organization.

**Table 4.5: Rewarding System**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	8	3.6	3.6
Dissatisfied	38	17.3	20.9
Neutral	50	22.7	43.6
Satisfied	99	45.0	88.6
very satisfied	25	11.4	100
Total	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.5 The Effects of Recognition On Healthcare Employees' Job Satisfaction

Respondents were asked to rank various job satisfaction factors using the Likert Scale; 1=very dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= very satisfied. The results of the study were as follows:

##### 4.5.1 Recognition for A Job Well Done

The respondents were asked to indicate how they were satisfied with the recognition for a job well done. Table 4.6 shows the results; 5.9% of the respondents are

dissatisfied with recognition for a job well done they receive at their organization, 14.1% of the respondents are neutral whereas 80.0% of the respondents are satisfied with the recognition for a job well done they receive at their organization.

**Table 4.6: Recognition for a Job Well Done**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	2	0.9	0.9
Dissatisfied	11	5.0	5.9
Neutral	31	14.1	20
Satisfied	123	55.9	75.9
very satisfied	53	24.1	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.5.2 Verbal Recognition

The respondents were asked to indicate how they were satisfied with the verbal recognition at their institution. Table 4.7 below shows the results; 6.8% of the respondents are dissatisfied with recognition for the verbal recognition they receive at their institution 21.8% of the respondents are neutral whereas 71.4% of the respondents are satisfied with the verbal recognition they receive at their organization.

**Table 4.7: Verbal Recognition**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	4	1.8	1.8
Dissatisfied	11	5.0	6.8
Neutral	48	21.8	28.6
Satisfied	108	49.1	77.7
very satisfied	49	22.3	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.5.3 Written Recognition

The respondents were asked to show how they are satisfied with the written recognition they receive at their institutions. Table 4.8 below illustrates the results

that;5.9% of the respondents are dissatisfied with investigation allowance from their employer, 25.9% of the respondents are neutral and 68.2% of the respondents are satisfied with the written recognition they receive at their institutions by their employer.

**Table 4.8: Written Recognition**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	2	0.9	0.9
Dissatisfied	11	5.0	5.9
Neutral	57	25.9	31.8
Satisfied	111	50.5	82.3
very satisfied	39	17.7	100
Total	220	100	

**Source:** Field Data (2023)

#### **4.5.4 Public Recognition At Work**

The respondents were asked to show how they are satisfied with how they are recognized in Public at their institutions. Table 4.9 below illustrates the results; 6.4% of the respondents are dissatisfied with being recognized in Public by their employers, 18.2% of the respondents are neutral and 75.4% of the respondents are satisfied with the recognized in Public by their employers by their employers.

**Table 4.9: Public Recognition at Work**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	3	1.4	1.4
Dissatisfied	11	5.0	6.4
Neutral	40	18.2	24.6
Satisfied	110	50.0	74.6
very satisfied	56	25.4	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.5.5 Private Recognition at Work

The respondents were asked to show how they are satisfied with how they are recognized privately at their institutions. Table 4.10 below illustrates the results that; 4.1% of the respondents are dissatisfied with recognized privately by their employers, 13.6% of the respondents are neutral and 82.3% of the respondents are satisfied with the recognized privately by their employers.

**Table 4.10: Private Recognition at Work**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	1	0.5	0.5
Dissatisfied	8	3.6	4.1
Neutral	30	13.6	17.7
Satisfied	125	56.8	74.5
very satisfied	56	25.5	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.5.6 Recognition System

The respondents were asked to indicate how they were satisfied with the recognition system at their institution. Table 4.11 below shows the results; 5.9% of the respondents are dissatisfied with recognition for a job well done they receive at their organization, 14.1% of the respondents are neutral whereas 80.0% of the respondents are satisfied with the recognition for a job well done they receive at their organization.

**Table 4.11: Recognition System**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	3	1.4	1.4
Dissatisfied	17	7.7	9.1
Neutral	39	17.7	26.8
Satisfied	112	50.9	77.7
very satisfied	49	22.3	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.6 The Effects of Working Conditions on Job Satisfaction

Respondents were asked to rank various working conditions using the Likert Scale; 1=Highly dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= Highly satisfied. The results of the study were as follows:

##### 4.6.1 Working Environment in General

The respondents were asked to indicate how they were satisfied with the working environment in general at their institution. Table 4.12 below shows the results; 6.0% of the respondents are dissatisfied working environment in general at their institutions, 7.3% of the respondents are neutral whereas 86.7% of the respondents are satisfied with the working environment in general at their institutions.

**Table 4.12: Working Environment in General**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	1	0.5	0.5
Dissatisfied	12	5.5	6.0
Neutral	16	7.3	13.3
Satisfied	118	53.6	66.9
very satisfied	73	33.1	100
Total	220	100	

**Source:** Field Data (2023)

##### 4.6.2 Physical Working Conditions

The respondents were asked to indicate how they were satisfied with the physical working environment at their institution. Table 4.13 below shows the results; 10.0% of the respondents are dissatisfied with physical working at their institutions, 8.6% of the respondents are neutral whereas 81.4% of the respondents are satisfied with the physical working environment at their institutions.

**Table 4.13: Physical Working Environment**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	2	0.9	0.9
Dissatisfied	20	9.1	10.0
Neutral	19	8.6	18.6
Satisfied	117	53.2	71.8
very satisfied	62	28.2	100
Total	220	100	

**Source:** Field Data (2023)

#### 4.6.3 Social Working Environment

The respondents were asked to show how they were satisfied with the social working conditions at their institution. Table 4.14 shows the results; 3.2.0% of the respondents are dissatisfied social working environment at their institutions, 6.4% of the respondents are neutral whereas 90.4% of the respondents are satisfied with the physical working environment at their institutions.

**Table 4.14: Social Working Environment**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	2	0.9	0.9
Dissatisfied	5	2.3	3.2
Neutral	14	6.4	9.6
Satisfied	138	62.7	72.3
very satisfied	61	27.7	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.6.4 Work Load

The respondents were asked to show how they are satisfied with the work load at their institution. Table 4.15 below shows the results; 6.4% of the respondents are dissatisfied work the load environment at their institutions, 15.9% of the respondents are neutral whereas 77.7% of the respondents are satisfied with the work load at their institutions.

**Table 4.15: Work Load**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	2	0.9	0.9
Dissatisfied	12	5.5	6.4
Neutral	35	15.9	22.3
Satisfied	124	56.3	78.6
very satisfied	47	21.4	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.6.5 Work-life Balance

The respondents were asked to show how they are satisfied with the work load at their institution. Table 4.16 below shows the results; 6.4% of the respondents are dissatisfied work the load environment at their institutions, 14.1% of the respondents are neutral whereas 79.5% of the respondents are satisfied with the work load at their institutions.

**Table 4.16: Work-life Balance**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
very dissatisfied	3	1.4	1.4
Dissatisfied	11	5.0	6.4
Neutral	31	14.1	20.5
Satisfied	124	56.3	76.8
very satisfied	51	23.2	100
Total	220	100	

**Source:** Field Data (2023)

#### 4.6.6 Job Security

The respondents were asked to show how they are satisfied with the Job security from their institution. Table 4.17 shows the results; 5.0% of the respondents are dissatisfied with job security from their institution 14.1% of the respondents are neutral whereas 80.9% of the respondents are satisfied with the job security from their institution.

**Table 4.17: Job Security**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	1	0.5	0.5
Dissatisfied	10	4.5	5.0
Neutral	31	14.1	19.1
Satisfied	122	55.5	74.6
very satisfied	56	25.4	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.6.7 Income Salary

The respondents were asked to rank how they are satisfied with the salary given at their institution Table 4.18 shows the results; 5.0% of the respondents are dissatisfied with the salary given at their institution 20.5% of the respondents are neutral whereas 50.9% of the respondents are satisfied with the salary given at their institution.

**Table 4.18: Income salary**

Responses	Frequency	Per cent	Cumulative Percent
very dissatisfied	11	5.0	5.0
Dissatisfied	52	23.6	28.6
Neutral	45	20.5	49.1
Satisfied	85	38.6	87.7
very satisfied	27	12.3	100
Total	220	100	

**Source:** Field Data (2023).

#### 4.7 The Effects of Rewards on Healthcare Employees' Job Satisfaction

This study asked respondents to rate the level of agreement about the effects of rewards on their job satisfaction using 5 scales; 1=strongly disagree, 2= agree, 3= Neutral, 4= agree, and 5= strongly disagree. The results of the study were as follows:

##### 4.7.1 Rewards Improve General Job Satisfaction

The respondents were asked to rate their level of agreement about rewards improving job satisfaction. The study found that; 5.4% of the respondents disagreed,

15.9% of the respondents are neutral whereas 78.7% of the respondents agreed that rewards improve their job satisfaction. Table 4.19 illustrates the results.

**Table 4.19: Rewards Improve General Job Satisfaction**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	4	1.8	1.8
Disagree	8	3.6	5.4
Neutral	35	15.9	21.3
Agree	121	55.0	76.3
Strongly agree	52	23.7	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### **4.7.2 Rewards Improve Work Performance**

The respondents were asked to rate their level of agreement about rewards improving work performance. The study found that; 5.4% of the respondents disagreed, 15.9% of the respondents are neutral whereas 78.7% of the respondents agreed that rewards improve their work performance. Table 4.20 illustrates the results.

**Table 4.20: Rewards Improve Work Performance**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	4	1.8	1.8
Disagree	8	3.6	5.4
Neutral	35	15.9	21.3
Agree	121	55.0	76.3
Strongly agree	52	23.7	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### **4.7.3 Rewards Improve Morale Towards Work**

The respondents were asked to rate their level of agreement about rewards improving morale towards work. The study found that; 5.0% of the respondents

disagreed, 17.7% of the respondents are neutral whereas 77.3% of the respondents agreed that rewards improve morale towards work. Table 4.21 illustrates the results.

**Table 4.21: Rewards Improve Morale Towards Work**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	0.9	0.9
Disagree	9	4.1	5.0
Neutral	39	17.7	22.7
Agree	117	53.2	75.9
Strongly agree	53	24.1	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### **4.7.4 Rewards Improve Comfortability /Confidence at Work Place**

The respondents were asked to rate their level of agreement about rewards improving morale at work place. The study found that; 4.5% of the respondents disagreed, 13.2% of the respondents were neutral whereas 82.3% of the respondents agreed that rewards improve Increase comfortability /confidence in the workplace. Table 4.22 below illustrates the results.

**Table 4.22: Rewards improve comfortability /confidence at work place**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	0.9	0.9
Disagree	8	3.6	4.5
Neutral	29	13.2	17.7
Agree	113	51.4	69.1
Strongly agree	68	30.9	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### **4.8 The Effects of Recognition on Healthcare Employees' Job Satisfaction**

This study asked respondents to rate the level of agreement about the effects of recognition on their job satisfaction using 5 scales; 1=strongly disagree, 2= agree, 3= Neutral, 4= agree, and 5= strongly disagree. The results of the study were as follows:

#### 4.8.1 Recognition Improve General Job Satisfaction

The respondents were asked to rate their level of agreement about recognition improving job satisfaction. The study found that; 3.7% of the respondents disagreed, 13.2% of the respondents are neutral whereas 83.1% of the respondents agreed that rewards improve their job satisfaction. Table 4.23 below illustrates the results.

**Table 4.23: Recognition Improve General Job Satisfaction**

Responses	Frequency	Per cent	Cumulative Percent
Strongly disagree	1	0.5	0.5
Disagree	7	3.2	3.7
Neutral	29	13.2	16.9
Agree	133	60.4	77.3
Strongly agree	50	22.7	100
Total	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### 4.8.2 Recognition Improve Work Performance

The respondents were asked to rate their level of agreement about recognition improving work performance. The study found that; 3.7% of the respondents disagreed, 15.5% of the respondents were neutral whereas 80.8% of the respondents agreed that recognition improves their work performance. Table 4.24 below illustrates the results.

**Table 4.24: Recognition Improve Work Performance**

Responses	Frequency	Per cent	Cumulative Percent
Strongly disagree	1	0.5	0.5
Disagree	7	3.2	3.7
Neutral	34	15.5	19.2
Agree	127	57.7	76.9
Strongly agree	51	23.1	100
Total	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

### 4.8.3 Recognition Improve Morale Towards Work

The respondents were asked to rate their level of agreement about recognition improving morale towards work. The study found that; 4.5% of the respondents disagreed, 16.4% of the respondents were neutral whereas 79.0% of the respondents agreed that recognition improves morale towards work. Table 4.25 below illustrates the results.

**Table 4.25: Recognition Improves Morale Towards Work**

Responses	Frequency	Per cent	Cumulative Percent
Strongly disagree	1	0.5	0.5
Disagree	9	4.1	4.6
Neutral	36	16.4	21.0
Agree	123	55.9	76.9
Strongly agree	51	23.1	100
Total	<b>220</b>	<b>100</b>	

Source: Field Data (2023).

### 4.8.4 Recognition Improve Comfortability /Confidence at Work Place

The respondents were asked to rate their level of agreement about rewards improving morale at work place. The study found that; 4.5% of the respondents disagreed, 13.2% of the respondents were neutral whereas 82.3% of the respondents agreed that rewards improve Increase comfortability /confidence in the workplace. Table 4.26 illustrates the results.

**Table 4.26: Recognition Improve Comfortability /Confidence at Work Place**

Responses	Frequency	Per cent	Cumulative Percent
Strongly disagree	4	1.8	1.8
Disagree	7	3.2	5.0
Neutral	33	15.0	20.0
Agree	118	53.6	73.6
Strongly agree	58	26.4	100
Total	<b>220</b>	<b>100</b>	

Source: Field Data (2023).

## 4.9 The Effects of Working Conditions on Healthcare Employees' Job Satisfaction

This study asked respondents to rate the level of agreement about the effects of working conditions on their job satisfaction using 5 scales; 1=strongly disagree, 2=agree, 3= Neutral, 4= agree, and 5= strongly disagree. The results of the study were as follows:

### 4.9.1 Working Conditions Improve General Job Satisfaction

The respondents were asked to rate their level of agreement about working conditions improving general job satisfaction. The study found that; 4.6% of the respondents disagreed, 14.5% of the respondents are neutral whereas 80.9% of the respondents agreed that working conditions improve their job satisfaction. Table 4.27 illustrates the results.

**Table 4.27: Working Conditions Improve General Job Satisfaction**

Responses	Frequency	Per cent	Cumulative Percent
Strongly disagree	1	0.5	0.5
Disagree	9	4.1	4.6
Neutral	32	14.5	19.1
Agree	122	55.5	74.6
Strongly agree	56	25.4	100
Total	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

### 4.9.2 Working Conditions Improve Work Performance

The respondents were asked to rate their level of agreement about working conditions improving work performance. The study found that; 5.0% of the respondents disagreed, 20.0% of the respondents were neutral whereas 75.0% of the respondents agreed that recognition improves their work performance. Table 4.28 below illustrates the results.

**Table 4.28: Working Conditions Improve Work Performance**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	0.9	0.9
Disagree	9	4.1	5.0
Neutral	44	20.0	25.0
Agree	105	47.7	72.7
Strongly agree	60	27.3	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### **4.9.3 Working Conditions Improve Morale Towards Work**

The respondents were asked to rate their level of agreement about working conditions improving morale towards work. The study found that; 5.5% of the respondents disagreed, 23.2% of the respondents are neutral whereas 71.3% of the respondents agreed that working conditions improve morale towards work. Table 4.29 below illustrates the results.

**Table 4.29: Working Conditions Improve Morale Towards Work**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	3	1.4	1.4
Disagree	9	4.1	5.5
Neutral	51	23.2	28.7
Agree	113	51.3	80.0
Strongly agree	44	20.0	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023).

#### **4.9.4 Working Conditions Increase Comfortability /Confidence at The Workplace**

The respondents were asked to rate their level of agreement about working conditions improving morale at the workplace. The study found that; 5.0% of the respondents disagreed, 14.1% of the respondents were neutral whereas 80.9% of the respondents agreed that rewards improve Increase comfortability /confidence at work workplace. Table 4.30 below illustrates the results.

**Table 4.30: Working Conditions Improve Comfortability /Confidence At The Workplace**

<b>Responses</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Percent</b>
Strongly disagree	3	1.4	1.4
Disagree	8	3.6	5.0
Neutral	31	14.1	19.1
Agree	117	53.2	72.3
Strongly agree	61	27.7	100
<b>Total</b>	<b>220</b>	<b>100</b>	

**Source:** Field Data (2023)

#### **4.10 Test Assumptions for Multiple Regression Analysis**

To ensure accurate model results, multiple regression analysis involves various tests such as normality test, missing data test, outliers test and multicollinearity test. In this study, I considered the missing data test and outliers test as explained below.

##### **4.10.1 Missing Data Test**

Missing data, or missing values, occur when there is no data stored for certain variables or participants. Data can go missing due to incomplete data entry, equipment malfunctions, lost files, and many other reasons. Missing data can cause various problems such as reducing statistical power(Dziura et al., 2013). Based on this study there was a complete data set, therefore no action was taken to deal with missing data.

##### **4.10.2 Outliers Test**

According to Hodge, et al., 2006, An outlier is an observation that lies an abnormal distance from other values in a random sample from a population.”. Outliers can lead to errors in statistical analysis such as increasing error variance reducing the power of statistical tests and decreasing normality. In this study, the researcher used visual

inspection of the data to check for outliers since the responses were limited to a minimum of 1 and a maximum of 5. Also, the Stata program was used to compute and check for outliers.

#### **4.11 Hypothesis Testing**

It was hypothesized in this study that, there is a significant positive relationship between rewards and employees' job satisfaction. Table 4.31 below presents the mean, standard deviation and confidence interval of job satisfaction among respondents. The mean value of Rewards is 2.49 which is near 2 and it means that most of the responses of respondents are positive and their responses in support of Rewards at 5 Likert scale and these responses can deviate 0.07 from the average responses of the respondents. In this study, rewards were assessed in categories such as monetary, non-monetary, frequency and number of rewards and rewarding system. The mean for these categories of rewards were monetary rewards (2.51), non-monetary rewards (2.36), Frequency and Amount of bonus 2.52 and rewarding system (2.57). Further analysis showed that those who were satisfied with rewards had odds of 3.292 to be satisfied with their job higher compared to those not satisfied with the rewards. This further indicates that rewards have a positive effect towards job satisfaction.

The mean and standard deviation of job satisfaction parameters ranges from 2.36(0.06) to 2.57(0.07) with an overall mean of 2.49 and standard deviation of 0.07 with an acceptable 95%CI indicating the average number of healthcare workers are satisfied with their job with regards to rewards, recognition and the working condition hence H1: is accepted.

This finding is similar to the study done among nurses in Malaysia to assess the relationship between rewards and job satisfaction. A total of 102 participants and responses obtained were evaluated and the data was analyzed through various tests performed. Findings show that both monetary and non-monetary have a significant and positive relationship with job satisfaction among respondents. The mean value of rewards was 3.3 which indicates a positive and direct significant relationship between job satisfaction and rewards (Ramos et al., 2017)(Hassan & Selvarajah, 2015).

The study also hypothesized that there is a significant positive relationship between recognition and employees' job satisfaction. Recognition describes how the work of an employee is evaluated and how much appreciation he receives in return from the organization. It also specifies the way an organization gives its employees the reward and status for their work and activities (Danish & Usman, 2010). The results in Table 4.10 below illustrate a significant positive relationship between recognition and employees' job satisfaction where the mean value of Recognition is 2.10 which is near 2 and it means that most people are satisfied with their jobs Responses can deviate from 0.06 from average responses of the respondents, Hence H2: is accepted.

This is similar to the study done in Pakistan where the mean value of Recognition is 2.4275 which is near 2 and it means that most of the people are satisfied with their jobs.(Nisar et al., 2014).Recognition can be for the job well done, and it can either be done verbally or in writing, also it can be done in public or private. A recognition system can also contribute much to satisfying employees. Further, the study hypothesized that there is a significant positive relationship between working

conditions and employees' job satisfaction. Working conditions are created by the interaction of employees with their organizational climate, and it includes psychological as well as physical working conditions (Gerber *et al.*,1998.).

From this study the mean value of working conditions is 2.02 which is also near to 2, it means that most people respond positively, meaning they are satisfied with the working conditions of their institutions, hence H3: is accepted. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and providing adequate protective equipment. As a result of these improvements, satisfaction with the working conditions of workers who work in difficult working conditions may increase.(Bakotić & Fiskovića, 2013).

**Table 4.31: Description of Mean, Standard Deviation and 95% Confidence Interval**

<b>Variable</b>	<b>Mean (SD)</b>	<b>95 % of CI</b>
<b>Job satisfaction in rewards</b>	<b>2.49(0.07)</b>	
Monetary rewards	2.51(0.07)	2.37 – 2.65
Non-Monetary rewards	2.36(0.06)	2.23 – 2.48
Frequency and Amount of bonus	2.52(0.06)	2.39 – 2.64
Rewarding system	2.57(0.07)	2.43 – 2.70
<b>Job satisfaction in Recognition</b>	<b>2.10(0.06)</b>	
Recognition for a job well done	2.02(0.05)	1.92 – 2.13
Verbal recognition	2.15(0.06)	2.03 – 2.27
Written recognition	2.21(0.05)	2.10 – 2.32
Public recognition at work	2.07(0.06)	1.95 – 2.18
Private recognition at work	1.97(0.05)	1.87 – 2.07
Recognition system	2.15(0.06)	2.03 – 2.27
<b>Job satisfaction in the working condition</b>	<b>2.02(0.05)</b>	
The working environment in general	1.86(0.05)	1.76 – 1.97
Physical working condition	2.01(0.06)	1.89 – 2.13
Social working condition	1.85(0.05)	1.76 – 1.95
Job security	1.99(0.05)	1.89 – 2.09
My income salary	2.70(0.07)	2.56 – 2.85

**Source:** Research data, (2024).

#### 4.12 Results for Multiple Regression Analysis

Also, the results from Univariable analysis show that those who were satisfied with, working conditions (odds ratio [cOR]=3.212, 95% CI 1.68 – 6.13,  $P<0.001$ ), rewards (odds ratio [cOR]=3.292, 95% CI 1.79 – 6.05,  $P<0.001$ ) and recognition (odds ratio [cOR]=3.663, 95% CI 1.98 – 6.77,  $P<0.001$ ), were significantly associated with job satisfaction. Hence H1, H2 and H3 are accepted. Also, the results from the multivariable analysis show that workers satisfied with working conditions (odds ratio [aOR]=2.368, 95% CI 1.13 – 4.94,  $P=0.022$ ), rewards (odds ratio [aOR]=2.335, 95% CI 1.16 – 4.72,  $P=0.018$ ), recognition (odds ratio [aOR]=2.719, 95% CI 1.37 – 5.37,  $P=0.004$ ) and 5 – 9 years of working duration at the institution (odds ratio [aOR]=2.703, 95% CI 1.04 – 6.99,  $P<0.040$ ) were significantly associated with job satisfaction. The results are illustrated in Table 4.32 below.

These findings look similar to other studies. One was done in Malaysia where results of the study suggested that there is a significant relationship between rewards and job satisfaction of employees, higher rewards and satisfied employees in work organizations play a major role both in the promotion of employee job satisfaction and consequently higher productivity in organizations (Hassan and Selvarajah, 2015). Recognition by management was significantly associated with job satisfaction ( $p < 0.05$ ). Recognition of staff can be one of the easiest and most cost-effective strategies to retain experienced health professionals (Deriba et al., 2017). The other study was done in Australia and Switzerland indicating that job satisfaction is strongly influenced by working conditions. The environment in which individuals

work has a tremendous effect on their level of pride in themselves and the work they do.(Knotzer *et al.*, 2005) This result was supported by Herzberg's and Maslow's theories, which identified recognition as a determinant of job satisfaction (*Summary of Herzberg's Motivation and Hygiene Factors. Abstract. Value Based Management. Retrieved December 9, 2014..Pdf, n.d.*).

**Table 4.32: Results of Logic Regression Analysis**

Variable	General satisfaction N(%)		Univariable cOR (95% of CI)	P-value	Multivariable aOR (95 % of CI)	P-value
	Satisfied	Not-satisfied				
<b>Working condition</b>						
Not-satisfied	29(52.7)	26(47.3)	<i>Ref</i>		<i>Ref</i>	
Satisfied	129(78.2)	36(21.8)	3.212(1.68 – 6.13)	<0.001	2.368(1.13 – 4.94)	0.022
<b>Reward</b>						
Not-satisfied	49(57.0)	37(43.0)	<i>Ref</i>		<i>Ref</i>	
Satisfied	109(81.3)	25(18.7)	3.292(1.79 – 6.05)	<0.001	2.335(1.16 – 4.72)	0.018
<b>Recognition</b>						
Not-satisfied	50(56.2)	39(43.8)	<i>Ref</i>		<i>Ref</i>	
Satisfied	108(82.4)	23(17.6)	3.663(1.98 – 6.77)	<0.001	2.719(1.37 – 5.37)	0.004

**Source:** Research data, (2024).

### 4.13 Chapter Summary

This chapter provides the results of the study in the area of respondent characteristics and variables, by giving discussion presented in the form of tables, frequencies and percentages. Also presents the results and discussion of correlation analysis and multiple linear regression analysis. The next chapter will come up with a summary of the results, conclusions and recommendations of the study.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter includes a description of the research and conclusions of the study that have been taken from the study results. This chapter also suggests recommendations for research in the field of improvements and areas for further studies.

#### **5.2 Summary of Research Findings**

The general objective of this research was to assess factors affecting job satisfaction among healthcare employees in Mbeya Town Council, Tanzania. The study was conducted in five health facilities in Mbeya city. Equal questionnaires were distributed in each health facility. A total of 220 respondents were involved, 53% were female. About half (47.7%) of respondents had college and a quarter (24.1%) university level of education and others had either primary (5,9%) or secondary (22.3%) education. Most of them (56.4%) were married and very few (4.6%) were divorced. Their ages ranged from 20 years to 65 years with a large number of them (40.9%) being in the 20-29 years age.

The study had three specific objectives to assess the effect of working conditions on healthcare employees' job satisfaction in Mbeya town council. The first objective was to assess the effect of rewards on healthcare employees' job satisfaction. The study revealed that Monetary rewards, non-monetary rewards, frequency and number of bonuses and rewarding systems satisfied most of the respondents and hence rewards category was significantly related to job satisfaction.

The second objective was to assess the effect of recognition on healthcare employees' job satisfaction in the Mbeya town council. This study found out that recognition for a job well done, Verbal recognition, written recognition, public recognition at work, private recognition at work, and recognition systems provided by healthcare employers satisfied a large number of employees, hence recognition category significantly related to job satisfaction.

The third objective was to assess the effect of working conditions on healthcare employees' job satisfaction in the Mbeya town council. The study showed that the working environment in general, physical working conditions, social working conditions, job security, and income salary given had a larger number of employees who supported that working conditions are satisfied.

### **5.3 Conclusion**

The study revealed that healthcare employees in Mbeya City Council are satisfied with the rewards provided by their employers. There is a significant positive relationship between rewards and healthcare employees' job satisfaction. Therefore, this study concluded that healthcare employees in Mbeya city council receive a sufficient amount of rewards which positively affect their jobs. Employers of health care staff in Mbeya city council are advised to maintain and further increase rewards aspects to better maintain or improve employee job satisfaction, as described in Herzberg (2014).

The study concluded that healthcare employees in Mbeya city council are satisfied with the recognition provided by their employer at working workplace. There is a

significant positive relationship between recognition and healthcare employee job satisfaction. Therefore, this study concluded that healthcare employees in Mbeya city council are recognized in such a way they feel they are satisfied with their jobs. Maintaining or further improvement in verbal recognition, written recognition, public recognition at work, private recognition at work, and recognition systems will improve employee job satisfaction, as described in Herzberg (2014).

Also the study concluded that there are attractive working conditions which influence healthcare employees' job satisfaction positively. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and providing adequate protective equipment. As a result of these improvements satisfaction with the working conditions of workers who work in difficult working conditions may increase.(Bakotić & Fiskovića, 2013).

#### **5.4 Recommendations**

The study showed that there is a significant positive relationship between rewards, recognition of working conditions and employees' job satisfaction. MOH and other stakeholders should put more effort into maintaining or improving these aspects to satisfy the healthcare employees and hence to improve patient care in the health system.

#### **5.5 Area for Further Studies**

The study focused on assessing factors affecting job satisfaction among healthcare employees in the Mbeya town council. The study was limited to Herzberg's two-

factor theory, therefore additional studies should be carried out by considering other theories of motivation like Maslow's Theory and also involve healthcare employees from private sectors for a better understanding of the data regarding healthcare employees' job satisfaction.

### **5.6 Limitations of the Study**

Due to the cross-sectional nature of this study, establishing a true cause-and-effect relationship between job satisfaction and associated factors would be impossible. Also, our participants were limited to health workers in 5 public health facilities hence the generalization of our findings could be difficult. In addition, we didn't study the job satisfaction across each category of healthcare professionals separately which might affect a clearer picture of the relationship between job satisfaction and profession. Also, self-reported bias might have occurred in the responses.

## REFERENCES

19. Herzberg, F. (1976). *The managerial choice: To be efficient and to be human*. Homewood, Illinois: Dow-Jones-Irwin.
20. Hewstone, R. & Stroebe, B. (2001). *Social Psychology*. Victoria: Blackwell Publishing House.
- Abdullah, N. A. Shonubi, O., Hashim, R. & Hamid, N. (2016). Recognition and Appreciation and its Psychological Effect on Job Satisfaction and Performance in a Malaysia IT Company: Systematic Review. *Journal of Humanities and Social Science*, 21(09), 47–55.
- Ahmed, F. & Mohamud, S. (2021). Effect of Work-Life Balance on Job Satisfaction of Female Employee in Health Sector, Mogadishu, Somalia. *Journal of Business and Economics*, 12(5), 1-5.
- Aldreess, T., Al-Eissa, S., Badri, M., Aljuhayman, A. & Zamakhshary, M. (2015). Physician job satisfaction in Saudi Arabia: Insights from a tertiary hospital survey. *Annals of Saudi Medicine*, 35(3), 210–213.
- Alrawahi, S., Sellgren, S. F., Alwahaibi, N., Altouby, S. & Brommels, M. (2019). Factors affecting job satisfaction among medical laboratory technologists in University Hospital, Oman: An exploratory study. *International Journal of Health Planning and Management*, 34(1), 763–775.
- Author, K. D. C. (2011). Application of Frederick Herzberg 's Two -Factor theory in assessing and understanding employee motivation at work. *A Ghanaian Perspective*, 3(9), 1–9.
- Bakotić, D. & Fiskovića, C. (2013). Relationship between Working Conditions and Job Satisfaction. *The Case of Croatian Shipbuilding Company*, 4(2), 206–

213.

- Blaauw, D., Ditlopo, P., Maseko, F., Chirwa, M., Mwisongo, A., Bidwell, P., Thomas, S., & Normand, C. (2013). Comparing the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa. *Global Health Action*, 24(6), 19287.
- Campbell J, Dussault G, Buchan J, Pozo-Martin F, Guerra Arias M, Leone C, Siyam A, C. G. (2013). A universal truth: no health without a workforce. Forum Report, Third Global Forum on Human Resources for Health, Recife Brazil. Geneva, Global Health Workforce Alliance and World Health Organization.
- Castle NG, Engberg J, Anderson (2007). Job satisfaction of nurse aides innursing homes: intent to leave and turnover. *Gerontologist*, 47, 193 – 204. (n.d). 2007.
- Chang, E., Cohen, J., Koethe, B., Smith, K., & Bir, A. (2017). Measuring job satisfaction among healthcare staff in the United States: A confirmatory factor analysis of the Satisfaction of Employees in Health Care (SEHC) survey. *International Journal for Quality in Health Care*, 29(2), 262–268.
- Danish, R. Q., & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical study from Pakistan. *International Journal of Business and Management*, 5(2), 159–167.
- Deriba, B. K., Sinke, S. O., Ereso, B. M., & Badacho, A. S. (2017). Health professionals ' job satisfaction and associated factors at public health centers in West Ethiopia. 1–7.
- Dziura, J. D., Post, L. A., Zhao, Q., Fu, Z., & Peduzzi, P. (2013). Strategies for dealing with missing data in clinical trials: From design to analysis. *Yale*

*Journal of Biology and Medicine*, 86(3), 343–358.

Edwin, K. (2019). Reliability and Validity of Research Instruments Correspondence to kubaiedwin@yahoo.com. *Critical Analysis Ofpolicies on Special Education in Kenya*, 1–9.

Emilia James, O., Ella, R., S.E, N., E. Lukpata, F., Lazarus Uwa, S., & Awok Mbum, P. (2015). Effect of reward system among health care workers performance: a case study of university of Calabar teaching hospital Calabar, Nigeria. *Journal of Hospital Administration*, 4(3), 45.

Fareed, Z., Abidan, Z. U., Shahzad, F., Umm-e-Amen, & Lodhi, R. N. (2013). The Impact of Rewards on Employee ' s Job Performance and Job Satisfaction. *Management and Administrative Sciences Review*, 2(5), 431–442.

Ghazi, S. R., Shahzada, G., & Khan, M. S. (2013). Resurrecting Herzberg's Two Factor Theory: an Implication to the University Teachers. *Journal of Educational and Social Research*, 3(2), 445.

Ghofar, A. & Islam, S. M. N. (2015). Research method. *Contributions to Management Science*, 1, 53–76.

Hassan, Z., & Selvarajah, A. (2015). Rewards and Job Satisfaction : a Case Study Among. December, 251–258.

Inegbedion, H., Inegbedion, E., Peter, A. & Harry, L. (2020). Heliyon Perception of workload balance and employee job satisfaction in work organisations. *Heliyon*, 6 (1), 1-9

Jermittiparsert, K. (2021). The Impact of the Workload on The Job Satisfaction. *Does The Job Stress Matter ?* 20(5), 1–13.

K Dayanand, A. (2020). Hypothesis Types and Research. *International Journal of*

*Nursing Science Practice and Research*, 4(2), 78–80.

Kalamawei, I., Abeki, S., & Dienye, P. O. (2015). Determination of factors that influence job satisfaction among health workers in Southern Nigeria. *Journal of Hospital Administration*, 5(2), 6.

Kavanaugh, J., Duffy, A. & Lilly, J. (2006). The relationship between job satisfaction and demographic variables for healthcare professionals. *Management Research News*, 29(6), 304–325.

Khamlub, S., Harun-Or-Rashid, M., Sarker, M. A. B., Hiroswa, T., Outavong, P., & Sakamoto, J. (2013). Job satisfaction of health-care workers at health centers in Vientiane capital and Bolikhamsai province, Lao pdr. *Nagoya Journal of Medical Science*, 75(3–4), 233–241.

Knotzer, H., Wels-grieskirchen, K., & Traweger, C. (2005). Influence of working conditions on job satisfaction in anaesthetists. *Br J Anaesth*, 94(2), 211-5.

Kumar, A., Girdhar, A., & Kumar Girdhar, B. (2012). Risk of developing disability in pre and post-multidrug therapy treatment among multibacillary leprosy: Agra MB Cohort study. *BMJ Open*, 2(2).

Kumar, R., Ahmed, J., Shaikh, ..... & Hafeez, A. (2013). Job satisfaction among public health professionals working in public sector: A cross sectional study from Pakistan. *Human Resources for Health*, 11(1), 1–5.

Manzoor, R., Ahmad, N., & Hussain, A. (2015). Impact of Rewards on Job Satisfaction Evidences from Ttelecom Sector of Pakistan. Oman Chapter of Arabian Journal of Business and Management Review, 4(12), 47–60.

Mauthner, N. S. (2021). 12 . Research philosophies and why they matter. retrieved on 12<sup>th</sup> Sept., 2024 from <https://doi.org/10.4337/9781788975636.00018>.

- Muhammad, S., & Kabir, S. (2016). SAMPLE AND SAMPLING DESIGNS Article View project. 6(27).
- Naburi, H., Mujinja, P., Kilewo, C., Orsini, N., Bärnighausen, T., Manji, K., Biberfeld, G., Sando, D., Geldsetzer, P., Chalamila, G., & Ekström, A. M. (2017). Job satisfaction and turnover intentions among health care staff providing services for prevention of mother-to-child transmission of HIV in Dar es Salaam, Tanzania. *Human Resources for Health*, 15(1), 1–12.
- Nimona Shaka Gudeta, B., & Shaka Gudeta, N. (2017). Comparative Study on Job Satisfaction among Health Workers in Public and Private Sector Hospitals at South-West Shoa Zone, Oromia Regional State, Ethiopia. *Type: Double Blind Peer Reviewed International Research Journal Publisher: Global Journals Inc*, 17(5), 29–38.
- Nisar, Q. A., Ahmad, S., Ahmad, U., & Imran, A. (2014). Exploring Relationship among Rewards, Recognition and employees Job Satisfaction. *Middle-East Journal of Scientific Research*, 21(9), 1533–1540.
- Njunwa, K. M. (2017). Employee's Motivation in Rural Local Governments in Tanzania: Empirical Evidence from Morogoro District Council. *Journal of Public Administration and Governance*, 7(4), 224.
- Pantenburg, B., Kitze, K., Lupp, M., König, H. H., & Riedel-Heller, S. G. (2016). Job satisfaction of foreign-national physicians working in patient care: A cross-sectional study in Saxony, Germany. *Journal of Occupational Medicine and Toxicology*, 11(1), 1–5.
- Published, Gaskell, P. H., Jimack, P. K., Sellier, M., & Thompson, H. M. (2006). White Rose Consortium ePrints Repository. Retrieved on 12<sup>th</sup> June, 2024

from; <http://eprints.whiterose.ac.uk/1783/>.

- Ranjithkumar, M. S. (2019). [www.aensi.in /](http://www.aensi.in/) Index in Cosmos Received : 4 January Revised : 9 January Accepted : 19 January A study on job satisfaction of health care employees of Coimbatore ( With reference to Herzberg ' s two factor theory ). 10(2), 232–239.
- Raziq, A. & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23, 717–725.
- Sari, A., & Rahyuda, A. G. (2019). The Effect of Work Loads on Job Satisfaction Mediated By Job Stress. 6(8), 174–181.
- Shadab, M. (2015). Impact of Work-Life Balance on Job Satisfaction A Case of Health Care Services in Pakistan, 5(9), 132–139.
- Sinval, J., & Marôco, J. (2020). Short index of job satisfaction: Validity evidence from Portugal and Brazil. *PLoS ONE*, 15(4), 1–21.
- Taheri, R. H., & Miah, S. (2020). Impact of Working Environment on Job Satisfaction. 5(6), 1–5.
- Temesgen, K., Aycheh, M. W., & Leshargie, C. T. (2018). Job satisfaction and associated factors among health professionals working at Western Amhara Region, Ethiopia. *Health and Quality of Life Outcomes*, 16(1), 1–7.
- Thapa, B. & Malilni, D. (2016). *Indian Streams Research Journal. Monthly Multidisciplinary Research Journal*, VI(6), 1–5.
- Yeboah, M., Ansong, M., Tobergte, D. R., Curtis, S., & Road, W. (2013). Determinants of Job Satisfaction Among Nurses At the. *Journal of Chemical Information and Modeling*, 53(9), 0–12.

## APPENDICES

### APPENDIX A: Questionnaire On Factors Affecting Job Satisfaction Among Healthcare Employees in Mbeya Town Council, Tanzania

#### SECTION A: Socio-Demographic Characteristics of the Participants

1. Sex \_\_\_\_\_
2. Age \_\_\_\_\_
3. Marital status \_\_\_\_\_
4. Job title/profession \_\_\_\_\_
5. Level of education \_\_\_\_\_
6. Duration of practice in the profession \_\_\_\_\_
7. How long have you worked at this health facility \_\_\_\_\_

#### SECTION B: Evaluation of Job Satisfaction

Kindly, decide how you feel about the aspect of your job described by the statement and tick the appropriate box

##### I. General Satisfaction

General satisfaction	Very satisfied	Satisfied	Neutral/ Undecided	Dissatisfied	Very dissatisfied
8. My Career					
9. Job security					
10. My income /salary					
11. Personal growth in my work					
12. Benefits at work					
13. Additional training					
14. Work expectations					
15. Relations with colleagues and leaders					
16. In general satisfaction with my work					

##### II. Recognition

Kindly, decide how you feel about the aspect of recognition described by the statements and tick the appropriate box

<b>Recognition</b>	<b>Very satisfied</b>	<b>satisfied</b>	<b>Neutral/Undecided</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>
17. Recognition for a job well done					
18. Verbal recognition					
19. Written recognition					
20. Public recognition at work					
21. Private recognition at work					
22. Recognition system					

### III. Rewards

Kindly, decide how you feel about the aspect of rewards described by the statements and tick the appropriate box

<b>Statement</b>	<b>Very satisfied</b>	<b>satisfied</b>	<b>Neutral/Undecided</b>	<b>dissatisfied</b>	<b>Very dissatisfied</b>
23. Monetary rewards e.g. bonuses, commissions, tips and gifts					
24. Non-monetary rewards e.g. praise and appreciation					
25. Frequency and amount of bonus					
26. Rewarding system					

### IV. WORKING CONDITION

Kindly, decide how you feel about the aspect of working conditions described by the statements and tick the appropriate box

<b>Statement</b>	<b>Very satisfied</b>	<b>satisfied</b>	<b>Neutral/Undecided</b>	<b>dissatisfied</b>	<b>Very dissatisfied</b>
27. Working environment in general					
28. Physical working conditions e.g. Facilities					
29. Social working condition e.g. Workers relationship					
30. Workload (No. of duties assigned)					
31. Work-life balance e.g. flexible schedule					

#### IV. Effects of Rewards, Recognition and Working Condition

Kindly, decide how you feel about the effects of rewards and recognition described by the statements and tick the appropriate

<b>Rewards</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral/ Uncertain</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
32. Improve job satisfaction					
33. Improve work performance					
34. Improve morale towards work					
35. Increase motivation					
36. Increase comfortability /confidence					
<b>Recognition</b>					
37. Improve job satisfaction					
38. Improve work performance					
39. Improve morale towards work					
40. Increase motivation					
41. Increase comfortability /confidence					
<b>Working condition</b>					
42. Improve job satisfaction					
43. Improve work performance					
44. Improve morale towards work					
45. Increase motivation					
46. Increase comfortability /confidence					

**Thank You Very Much for Taking the Time To Complete This Questionnaire**

**APPENDIX B: Research Clearance Letters**



Ref. No OUT/PG201802852

12<sup>th</sup> September, 2022

Regional Medical Officer (RMO),

P.O Box 419,

**MBEYA .**

Dear, Regional Medical Officer,

**RE: RESEARCH CLEARANCE FOR MS. ELIMINA SIYAME REG NO: PG201802852**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

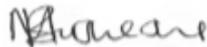
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Elimina Siyame, Reg.No: PG201802852**), pursuing **Master Project Management (MPM)** We here by grant this clearance to conduct a research title “ **Factors Affecting Job Satisfaction**

**Among Healthcare Employee in Mbeya Town Council, Tanzania** ". She will collect her data at your office from October 04<sup>th</sup> , 2022 to 30<sup>th</sup> December 2022.

4. In case you need any 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. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Magreth Bushesha

**For: VICE CHANCELLOR**

---

JAMHURI YA MUUNGANO WA TANZANIA  
OFISI YA RAIS  
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

**MKOA WA MBEYA**

AnwaniyaSimu: "REGCOM"  
SimuyaMdomo: 025-2504045  
Fax No.025-2500889  
E-Mail:ras @mbeya.go.tz



OFISI YA MKUU WA MKOA  
P.O. Box 754,  
MBEYA.

Unapojibutafadhalitaja:

Kumb.Na. DC.63/109/01

28 Disemba, 2022

Dkt. Elimina Siyame  
S. L. P 1142,  
**MBEYA**

Yah: **KUFANYA UTAFITI KWA WAFANYAKAZI WA AFYA KATIKA VITUO VYA AFYA VILIVYOPO KATIKA HALMASHAURI YA JIJI LA MBEYA**

Tafadhali husika na mada hapo juu.

2. Aidha, rejea barua yako isiyo na namba ya kumbukumbu ya tarehe 10 Novemba, 2022 iliyohusu kufanya Utafiti kwa Wafanyakazi wa Afya katika Vituo vya Afya Vilivyopo Katika Halmashauri ya Jiji la Mbeya.
3. Kwa barua hii, unaruhusiwa kuendelea na taratibu za utafiti na Ofisi ya Mkuu wa Mkoa itatoa ushirikiano unaostahili ili kufaniksha utafiti huu muhimu.
4. Tunawatakia maandalizi mema.

Mashaka Juma

Kny. **KATIBU TAWALA MKOA**  
**MBEYA**

**Nakala** Katibu Tawala Mkoa - Aione kwenye jalada

THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF HEALTH

Telegram "Referral Hospital"  
Fax No: +255 2503577  
Tel: +255 2503456/2503351  
Email: info@mrh.go.tz



Mbeya Zonal Referral Hospital  
Hospital Hill Road,  
P. O. Box 419,  
Mbeya.

Please quote:  
Ref No: SZEC-2439/R.A/V.1/158

24 October 2022

Dr. Elimina Siyame,  
Masters' Degree Candidate (Reg: PG201802852),  
Open University of Tanzania,  
P.O. Box 1142,  
Mbeya – Tanzania.

Dear Madam,

**RE: Request for ethical clearance for Protocol "Factors affecting job satisfaction among healthcare employees in Mbeya town council, Tanzania".**

Reference is made to the aforementioned subject.

The Mbeya Medical Research and Ethics review Committee received and reviewed the abovementioned protocol in its meeting held on 20<sup>th</sup> October 2022. I would like to inform you that, the Committee has granted Ethical Clearance of the abovementioned study protocol for the period of one year, from 24<sup>th</sup> October 2022 to 23<sup>rd</sup> October 2023.

This Ethical Clearance approval bears the following specifications:

1. That you comply with approved study protocol procedures, and at all times you are responsible for ethical conducts of your research;
2. You must notify the Mbeya Medical Research and Ethics Committee in writing regarding any alteration or deviation to the protocol;
3. That you submit progress reports to the Committee every six months;
4. If the research has been completed, abandoned, discontinued or not completed for any reason you are required to submit a final report to the Committee;
5. The approval is given for one year from 24<sup>th</sup> October 2022 to 23<sup>rd</sup> October 2023, and if you are unable to complete your research within the one-year validation period you will be required to write to Mbeya Medical Research and Ethics Committee to request for an extension; and,
6. You must notify immediately the Mbeya Medical Research and Ethics Committee of any adverse event and/or unforeseen events that might affect continued ethical acceptability of the research.

You may contact the undersigned should any additional information be required.

Sincerely,

.....  
Dr. Godlove F. Mbwani,  
**CHAIRMAN**

Executive Director  
Mbeya Zonal Referral Hospital  
P. O. Box 419  
Mbeya - Tanzania

Mbeya Medical Research and Ethics review Committee