FACTORS INFLUENCING JOB SATISFACTION AMONG NURSES IN PRIVATE HOSPITALS IN DAR ES SALAAM

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Master of Arts in Health Policy and Management
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FACTORS INFLUENCING JOB SATISFACTION AMONG NURSES IN PRIVATE HOSPITALS IN DAR ES SALAAM

By

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A Dissertation Submitted in Partial Fulfillment of the Requirement for the Degree of Master of Arts in Health Policy and Management of Muhimbili University of Health and Allied Sciences

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Muhimbili University of Health and Allied Sciences a dissertation entitled: Factors influencing job satisfaction among nurses in private hospitals in Dar es Salaam, in partial fulfillment of the requirement for the degree of Master of Arts in Health Policy and Management of the Muhimbili University of Health and Allied Sciences.

_____

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Muhimbili University of Health and Allied Sciences
(Supervisor)

Date: _____

DECLARATION

I, Mark Owino Ogweyo, declare that this dissertation is my original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature _____ Date _____

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DEDICATION

I dedicate this work to my family and friends for their support and understanding.

Abstract

Background

The wide spread shortage of nurses is of concern not only in Tanzania but globally. Factors influencing increased mobility of the nursing workforce and their contribution to nurses' turnover merit attention. Understanding nurses' job satisfaction is important as this is a key factor in the nurses' turnover.

Objectives: The study aimed at exploring the factors that influence job satisfaction among nurses in private hospitals in Dar es Salaam.

Method: A cross-sectional survey design was used and 200 nurses working in private hospitals in Dar es Salaam completed a self administered questionnaire. Data were analyzed using Statistical Package for Social Sciences (SPSS).

Results: More than a half of the respondents 116(58%) were either very satisfied or satisfied with their jobs and 57(28.5%) felt dissatisfied or very dissatisfied with their jobs while 27 (13.5%) were neither satisfied nor dissatisfied. The majority of the respondents 152 (76%) reported high level of satisfaction with relation with co-workers, and 146(73%) showed satisfaction with working conditions and environment. A total of 70 (35%) participants expressed their satisfaction on benefits and compensation in their working facilities. However 65 % showed dissatisfaction with the benefit and compensation aspects of the job satisfaction and 54% demonstrated their intentions to leave their hospitals to public or different occupation from besides nursing.

Conclusion and Recommendation

From the findings of this study it can be concluded that nurses were moderately satisfied with their jobs in private hospitals. The levels of satisfaction differed from one variable to another. The low levels of satisfaction were seen in benefits and compensation and career development. However there were high levels of satisfaction among nurses on factors such as relation with co- workers, working conditions and environment and relation with supervisors.

Despite the facts that nurses were moderately satisfied with their jobs in private hospitals, still majority demonstrated their intention to leave their hospitals.

This study recommends that, it is imperative that private hospitals create a work environment which fosters growth and development among nurses which can be done by creating and implementing career development programs in working places.

Furthermore private hospitals should enhance nurses' retention by creating or revising their benefits and compensation scales. Lastly it is recommended that private hospitals should develop policies that could improve and maintain the way they manage the human resources especially on the issues pertaining to benefits, training opportunities and promotions.

Although this study yielded important results about nurses' job satisfaction, there is a need for much more research to be done. One recommendation is to repeat this study using a much larger sample to improve the likelihood of achieving statistically significant results that could be generalized to a larger and more diverse population.

TABLE OF CONTENTS

ITEMS **PAGE**

Title ……..…….……i

Certification …….……..……... ii

Declaration ……..…….…..……iii

Acknowledgement ……..…….…..…… iv

Dedication ……..…..…….……v

Abstract ……..…...……vi

Table of contents ……...……viii

List of tables ……..……... xi

Abbreviations ……..……..…...……xii

Definition of key terms ……..... xiii

CHAPTER ONE: INTRODUCTION

1.1 Background ……..……1

1.2 Conceptual frame work ……....……3

1.3 Problem statement ……....……...4

1.4 Research questions ……..…..……..4

1.5 Study objectives …….……...5

CHAPTER TWO: LITERATURE REVIEW……...……6

2.1 Introduction …… 6

2.2 Factors influencing job satisfaction……... 8

2.2.1 Relationship with co-workers…….……... 8

2.2.2 Promotion …….…….....9

2.2.3 Attitude towards supervisor …….…… 10

2.3 Measuring job satisfaction…… 11

2.4 Job satisfaction globally ……...12

2.5 Job satisfaction among nurses and other health workers in Tanzania……..… 14

2.6 Migration of nurses from private to public hospitals …….……..14

2.7 Effects of job satisfaction ……..…….. 15

CHAPTER THREE: METHODOLOGY

3.0 Methodology ……. 18
3.1 Study site ……. 18
3.2 Study design ……. 18
3.3 Study population ……..... 18
3.4 Inclusion criteria …… 18
3.5 Exclusion criteria ……... 18
3.6 Sample size ……. 19
3.7 Sampling process ……... 19
3.8 Data collection method …… 19
3.9 Tools / Instruments ……. 19
3.10 Training ……..……19
3.11 Pre-testing ……..……20
3.12 Study variables ……20
3.13 Data collection procedure ……...……20
3.14 Data management in the field ……..……21
3.15 Data analysis ……...……21
3.16 Ethical consideration ……...……21
3.17 Feedback ……..……21
CHAPTER FOUR: RESULTS……..…… 22
4.1 Participants categorized by their hospitals……22
4.2 Social demographic characteristic of the study participants……23
4.3 Nurses satisfaction with career development……25
4.4 Relation with supervisor and job satisfaction among nurses…… 26
4.5 Relation with co-workers and job satisfaction among nurses……..28
4.6 Satisfaction with working conditions and environment……...30
4.7 Extent of satisfaction with benefits and compensation……32
4.8 Intent to leave working place……33
4.9 Statistical association between the selected variables and satisfaction level…34
4.10 Overall nurses' job satisfaction……36

CHAPTER FIVE: DISCUSSION ……..……..…….37
5.1 Career development……..…… 37
5.2 Relation with supervisor……...…… 38
5.3 Relation with co-workers……..38
5.4 Working conditions and environment…….……..39
5.5 Benefits and compensation……...…… 39
5.6 Policy implication of the findings……41
5.7 Study limitations……..……41
CHAPTER SIX: CONCLUSION AND RECOMMENDATION ……. 42
6.1 Conclusion…… 42
6.2 Recommendations…… 42
REFERENCES ………43

APPENDICES:
Appendix 1: Informed consent form English version …….……...……....54
Appendix 2: Informed consent form Swahili version ……...……....56
Appendix 3: Questionnaire English version ……...…..….58
Appendix 4: Questionnaire Swahili version ……..……...…….…… 65
Appendix 5: List of hospitals surveyed ……..……..……. 72
Appendix 6: Letter of approval from ethical clearance committee …..…… 73

LIST OF TABLES

Table 1: Number of participating as categorized by their hospitals ……..…….. 22
Table 2: List of private hospitals surveyed as categorized by Municipality……..23
Table 3: Social demographic characteristic of the study participants…….…….. 24
Table 4: Frequency and percentage of each item in career development scale……. 25
Table 5: Frequency and percentage of each item in the relation with supervisor..…27
Table 6: Frequency and percentage of each item in relation with co-workers…..… 29
Table 7: Frequency and percentage of each item in working condition and Environment…… 31
Table 8: Frequency and percentage of each item in benefits and compensation.…..32
Table 9: Frequency and percentage of item in intent to leave …….……. 33
Table 9.1: Frequency and percentage of respondents who intend to leave ….…… 33
Table 10: Statistical association between selected variables and satisfaction level.. 35
Table 11: Overall nurse's job satisfaction in private hospitals……..…… 36

ABBREVIATONS:

AIDS	Acquired Immunodeficiency Syndrome
EN	Enrolled Nurse
HIV	Human Immunodeficiency Virus
IMTU	International Medical and Technology University
JDI	Job Description Index
KH	Kairuki Hospital
MNH	Muhimbili National Hospital
MSQ	Minnesota Satisfaction Questionnaire
NOMA	Norwegian Masters program
PHCFs	Primary Health Care Facilities
RN	Registered Nurse
TNMC	Tanzania Nurses and Midwives Council

Definition of terms

Job - A regular activity performed in exchange for payment, e.g. occupation, profession.

Satisfaction - The act of satisfying, or the state of being; gratification of desire; contentment in possession and enjoyment; repose of mind resulting from compliance with its desires or demands.

Job satisfaction - The extent to which people like their job (Spector, 1997).

Job dissatisfaction- The extent to which people dislike their job (Spector, 1997).

Incentives - Something that encourages someone to do something or work harder e.g extra money offered to those employees who work extra hours on a project.

Compensation - A financial support system established under law to provide income, medical care and rehabilitation to employees for illness, injury or death arising out of their employment.

Promotion - The appointment of a current, active classified employee to a position in a higher salary range than the one to which the employee is currently assigned.

Registered nurse - A nurse who has undergone nursing education and awarded diploma or degree in nursing

Enrolled nurse - A nurse who has undergone nursing education and awarded certificate in nursing

CHAPTER ONE: INTRODUCTION

1.1 Background

The concept of job satisfaction among nurses is of great importance given the current job market. Satisfied nurses are more likely to stay not only in the field of nursing, but in the organization in which they are satisfied (Urden, 1999). Considering the significant nursing shortage, retention of nursing staff is absolutely vital to the healthcare industry (Bradley, 2000).

As hospital administration realizes the extent of the nursing shortage (which is predicted to get larger in scope), they are likely to reconsider how patient care is delivered and the true value of quality of nursing care from experienced nurses.

Nurse leaders must be armed with the information needed to assist in creating a workplace that will not only attract new nurses, but will retain the nurses it already has (Bradley, 2000). In order to do this, nurse administrators should not forget the classic job satisfaction research of the past such as Fredrick Herzberg's Motivation Versus Hygiene Theory (Herzberg, 1959). Instead, they should use that information as a foundation upon which to build current knowledge and new strategies for motivating the workforce. Fredrick Herzberg, in 1959, published the findings of his study in which he concluded that job satisfaction and dissatisfaction must be separated into two

different continua. This attempt was a departure from the traditional approach that viewed job satisfaction and dissatisfaction as being on opposite ends of the same continuum. His findings supported his belief that job satisfaction was basically determined by one set of factors, and job dissatisfaction basically by a different set of factors.

The factors found to affect job satisfaction included recognition, and responsibility. Herzberg refers to these factors as motivation factors. These are related to the job itself and the results that the performance of the job causes. The factors found affecting job dissatisfaction included salary, company policies, technical competence, interpersonal relations and working conditions. These factors, which Herzberg calls hygiene factors, are related to the environment of the job.

Generally speaking, Herzberg dual-factor theory helps managers to be aware that to motivate workers, they must recognize the non-monetary factors (intrinsic motivation)

which make workers to put in their best. Non-monetary incentives such as challenging work, responsibility, advancement, and independence can be achieved through job enrichment. Also, managers know that the hygiene factors (extrinsic factor) must be properly managed to prevent dissatisfaction at work.

However, the theory has been criticized by many scholars such as Dunnette, Campbell and Haliel (1967) who said that Herzberg‘s dissatisfiers were not related to job satisfaction. They found that some given factors can lead to satisfaction for some people and dissatisfaction for others; and that he failed to take individual differences into cognizance.

Urden (1999) found that overall job satisfaction was the most important reason that nurses chose to stay in a particular job. But very little has been done to promote job satisfaction in most healthcare facilities. Instead, nurses often work in unsatisfactory conditions with inadequate staffing and a shortage of basic supplies (Friedrich, 2001).

It is theorized that the current nursing shortage is caused by a number of factors. These factors include the countless job opportunities that are now available for nurses, the fact that the average age of a nurse is 46years and many nurses either retire or work fewer hours after the age of 50, and that the wages level off early in a nursing career unless the nurse goes into a management position (Coile, 2001).

These things, among others, may lead to job dissatisfaction and encourage nurses to find employment elsewhere, often outside the field of nursing. Research is needed to explain what a nurse needs from the workplace in order to be satisfied

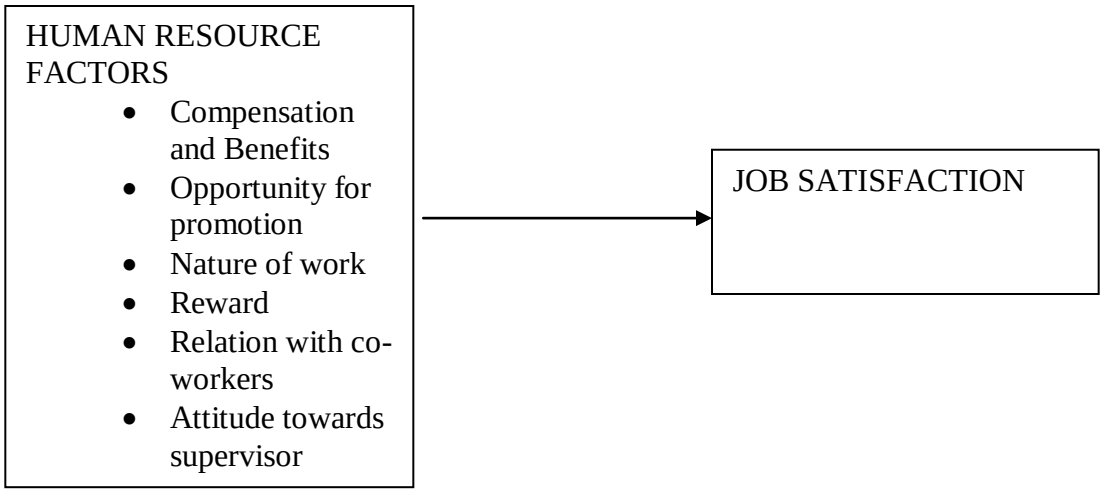
The studies conducted in Tanzania showed that a significant number of nurses were not satisfied with their work. This was to the extent of considering resignation from their positions.

According to the study done at Muhimbili National Hospital, it was found that majority of workers at all levels in the hospital were not satisfied with their jobs. The reasons for this dissatisfaction were multi-factorial. Among the mainly cited factors were low salary levels, the frequent unavailability of necessary equipment and consumables to ensure proper patient care. Other reasons were inadequate performance evaluation and feedback, poor communication channels in different organizational units, lack of participation in decision making processes (Leshabari et al 2008). Other studies on job

satisfaction in health care sector include the study done by Manongi et al (2006), on motivation in relation to job satisfaction and frustration among health care providers in Primary Health Care Facilities (PHCFs) in Kilimanjaro region. In this study it was found that despite the importance the financial incentives have, they were still not sufficient enough to motivate health worker as compared to supportive supervision, performance appraisal, career development and transparent promotion (Manongi et al, 2006). But Munga in his extensive review on non-financial incentives and retention, found that non-financial incentives as well as financial incentives require money to retain and motivate health care workers (Munga, 2008).

1.2 Conceptual Framework

The conceptual framework for this study comes from the Herzberg's Two- factor theory that states that job satisfaction and job dissatisfaction stem from different sources. Under this theory, job dissatisfaction is associated with conditions surrounding the job e.g. working conditions, Pay, security, quality supervision, and relation with others rather than the work itself. Herzberg referred to these factors as hygiene or maintenance factors. By contrast this theory associated job satisfaction with factors derived from the work e.g. benefits from the work, promotion opportunities, chance for personal growth and recognition, and these were referred to as motivators (Herzberg et al, 1959).



1.3 Problem Statement

The nursing profession reports high turnover rates (Stewart, 2004). Research indicates that a high turnover of nurses is distressing to health care organizations by adding to cost and compromising the quality of care (Normandin, 2003). In Tanzania, the mostly affected by nurses' turnover are private hospitals .The private hospitals are experiencing the shortage of nurses partly due to low retention rates. Job satisfaction has been highlighted as a contributing factor for the intent to leave or not to leave for nurses in private hospitals.

Despite the association of job satisfaction with the intent to leave or not to leave, much has not been explored in the private health sector about to what extent it is influenced by the human resource management factors. The aim of this study is to explore which factors influence the job satisfaction among nurses in private hospitals in Tanzania.

1.4 Research Question

The research question for this study was;

What are the factors that influence job satisfaction among nurses in private hospitals in Dar es Salaam?

Sub questions.

1. What are the factors that affect job satisfaction most?
2. To what extent is job satisfaction influenced by the following factors;
    - Compensation and benefits
    - Opportunity for promotion
    - The nature of work
    - Relation with co-workers
    - Attitude towards supervisors

1.5 OBJECTIVES

1.5.1 Broad Objective

To explore the factors that influence job satisfaction among nurses in private hospitals in Dar es Salaam

1.5.2 Specific Objectives

1. To assess the extent to which benefits influence nurses' job satisfaction in private hospitals.
2. To determine the relationship between job satisfaction and nurses' retention in private hospitals.
3. To assess the relationship between opportunity for promotion and job satisfaction among nurses in private hospitals.
4. To explore how the nature of work influences nurses' job satisfaction in private hospitals.
5. To find out how relation with co-workers as a human resource management factor influences the nurses' job satisfaction in private hospitals.
6. To assess the relationship between attitude towards supervisor and job satisfaction among nurses in private hospitals.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Despite the wide usage of job satisfaction in scientific research, as well as in everyday life, there is still no general agreement, regarding what it means. There is no final definition on what job satisfaction represents. Therefore before a definition on job satisfaction can be given the nature and the importance of work as a universal human activity must be considered.

There have been different approaches towards defining job satisfaction given by different authors. Some of the most and commonly cited definitions on job satisfaction are from Hoppock who defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person to say he /she is satisfied with his/her job (Hoppock,1935). In this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way an employee feels. Therefore job satisfaction presents a set of factors that cause a feeling of satisfaction.

According to Vroon job satisfaction focuses on the role of the employee in the work place. He defines job satisfaction as affective orientation on the part of individuals towards work roles which they are presently occupying (Vroon, 1964).

Apart from these definitions, one of the most often cited definition on the job satisfaction is the one given by Spectors according to whom job satisfaction has to do with the way people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation (Spector, 1997).

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. When a worker is employed in an organization, he/she brings with him/her the needs, derives and experiences which determines expectations that he/she has meaning. Davis et al (1985), argue that job satisfaction is closely linked to that individual's behaviors in the work place. Kaliski, (2007) refers job satisfaction as a worker's sense of achievement and success on the job which is generally perceived to be directly linked to productivity as well as to personal well being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's effort. It further

implies enthusiasm and happiness with one's work which is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to feeling of fulfillment.

Job satisfaction can also be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation, (Statt, 2006). The term job satisfaction refers to the attitude and feelings people have about their current job. Positive and favorable attitude towards the job indicates job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

In their definitions (George and Jones, 2008) job satisfaction is described as the collection of feeling and belief that people have about their current job. The levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their job as a whole, people also can have attitude about various aspects of their job such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

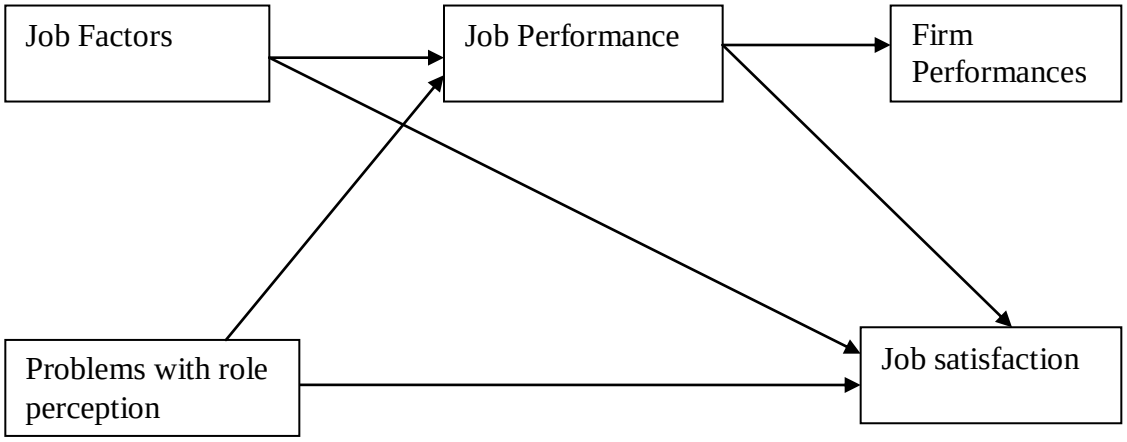
According to Mullins (2005), job satisfaction is usually linked with motivation but the nature of this relation is not clear. Job satisfaction is more of an attitude and internal state. It could for example be associated with personal feeling of achievement, either quantitative or qualitative.

Job satisfaction is considered to represent a feeling that appears as a result of perception that the job enables the material and physiological needs (Aziri, 2008). It can be considered as one of the main factors when it comes to efficiency and effectives of organizations .The new managerial paradigm which insist that employee should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction. So when analyzing job satisfaction, the logic is that a satisfied employee is a happy employee and a happy employee is a successful employee.

Spector (1997) lists three important features of job satisfaction. First organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assignment of job satisfaction may serve as a good indicator of employee effectiveness. High level of job satisfaction may

be a sign of good emotional and mental state of employees. Secondly, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization. Thirdly, job satisfaction may serve as good indication regarding organizational unit which changes would boost performances.

Christen, Lyer, and Soberman (2006) provided a model of job satisfaction which include the elements such as job related factors, role perception, job performance and firm performance as presented in the following figure,



Christen, Lyer and Soberman model of job satisfaction (Christen et al., 2006)

2.2 FACTORS INFLUENCING JOB SATIFACTION

2.2.1 Relationship with Co-workers

Bateman et al. (2002) defines relationship among employees as non exclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values. Work place relationship is a phenomenon that is beyond more behaviors engaged in friendly ways among people in an organization. There should be trust liking and shared interest or values rather than being only acquaintances.

Work place relationship has been considered valuable for both individual and organizations. According to Fine (1986), workers relationship increases support and resources that help individuals to accomplish their job, reduce work stress; and provide increased communication, cooperation and energy. When in a friendship at work, people

might feel comfortable with their work place friends and reduce feeling of insecurity and uncertainty. They also share more information and empathies with work place friends about work-related problems and concerns, Hamilton, (2007).

John and Shah (1997), argued that co-workers relationship enables employees to exchange words of encouragement, confidence, trust, respect and critical feedback, which may increase enthusiasm and a positive attitude.

Empirical research in psychology, sociology and management commonly revealed that work place relationship can influence employees' work related attitudes, intentions and behaviors such as job satisfaction, job performance and turnover intentions, and absenteeism (Riordan & Griffath, 1997). Duntan (2007) suggested that when employees have truthful friendship at work, they can get help or advice from their friends, co-workers and therefore gain feeling of security, comfort and satisfaction with their job at work.

2.2.2 Promotion

In an organization, incentives can be used as a promotion. It is a way of rewarding the employees for meeting the organization goals thus it can serve as a means to achieve personal goals and with organizational goals (Lazear and Rozen, 1981). According to Rozen (1982) the deciding factors for the position of any individual in the hierarchy to his talent, promotion has its importance due to the fact it carries with it a significance change in the wage package of an employee (Murphy, 1985). Thus a raise in salary indicates the value of promotion (Baker et al; 1994). In extremely competitive working environment, promotion can be used as one of the tools for competing firms in tracing the most productive participant of one organization to be worth hiring (Bernhardt & Scoones, 1993). In such a way the promotion highlights an employee in the external environment and realizes his worth in the internal environment. According to Carmichael (1983) promotion enhances the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate. There is a more failure rate when the employees are hired externally than when they are promoted internally to do the work (Kelly-Radford, 2001). According to Shield and Ward (2001) the employees who are dissatisfied with the

opportunity available for promotion show a greater intention to leave organization. Perganit and Venm (1999) established that greater the chances of promotion the higher will be the job satisfaction of employees. When employees perceive that there are golden chances for promotion, they feel satisfied for the respective places in the organization (De Souzor, 2002).

2.2.3 Attitude towards Supervisor

The literature on employee- employer relations shows that an employee expects the organization to treat her/him with respect, dignity, honesty and to extend equal treatment to all members (Janssens, 2003). Bies and Moag (1986) referred to this notion as interactional justice, which is the perception of the quality of treatment an employee receives when policies and procedure are implemented in the workplace.

The assessment of organizational practices and behavior of authority figures in terms of fairness does not usually depend on how fairly the employee was actually treated, but rather on how fairly the employee perceives that she/he was treated (Greenberg, 1990).

Empirical evidence suggests that employees show much concern for the treatment they receive from authority and the adequacy with which formal decision making procedures are explained (Bies, Shapiro, & Cummings, 1988).The explanation of interactional justice in the work place is grounded in social exchange theory and norm of reciprocity (Cropanzano & Mitchell, 2005). From social exchange perspective, employees expect fair, honest, and truthful treatments from organization or its agents. Based on the norm of reciprocity, employees who perceive fair treatments by authorities are more likely to evidence positive actions through greater commitments to the values and goals of the organizational, exhibit job satisfaction, organization citizenship behaviors, improved job performances and reduced withdrawal behavior (Cohan-Charash and Spector, 2001; Colquite et al; 2001).

Literature on facets of job satisfaction suggests that employees are able to distinguish between the quality of relationship with supervisor (Raabe & Beahr, 2003). Therefore, supervisor's behaviors in terms of implementing fair evaluation procedure and delegating tasks have direst impact on subordinate perceptions of trust in supervisor.

2.3 Measuring job satisfaction

Usually job satisfaction is measured by using general scientific research tools such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include; Minnesota Satisfaction Questionnaires and Job Deception Index. The Minnesota Satisfaction Questionnaire (MSQ) is a paper - pen types of questions (are) and can be implemented both individually and in a group. It has short form and two long forms that date from 1967 and 1977.Twenty work features in five levels are measured with the questionnaires.

The 1967 version of the Minnesota Satisfaction Questionnaire uses Not satisfied, Somewhat satisfied, Satisfied, Very satisfied and Extremely satisfied response categories, while the 1977 version uses very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied and Very dissatisfied response categories .

In comparison, the 1977 version of this questionnaire is more balanced compared to the 1967 version. This version probes the following aspects of the job; co-workers, Achievement, Activity, Advancement, Authority, Company policies, compensation, Moral values, creativity, independence, Security, Social services, Social statues, Recognition, responsibility, supervision, Human relations supervision technical. Minnesota Satisfaction Questionnaire (MSQ) is designed to measure employees' satisfaction with their particular job.

The advantage of MSQ as tool for measuring job satisfaction is that it is reliable, valid measure of job satisfaction, easy to use, and easy to understand. It is also applicable to any organization and it can be used by managers, supervisor and employees. Another advantage of this tool is that it is suitable when the results are needed in a short time. The weakness of this tool is that it is very long.

The job description index (JDI) developed by Smith, Kendall and Hulin (1969) is one of the most widely used techniques for measuring job satisfaction. It is a simple and easily applicable method. This questionnaire allows acquisition of information on all the major aspects of work. It was first introduced in 1969 and it measures the five major job satisfaction aspects with a total of over 70 potential job descriptions. The factors considered by the Job Description index are:

- The nature of work
- Compensation and benefit
- Attitudes towards supervisors
- Relation with co-workers
- Opportunities for promotion

Description on each of the five factors can be evaluated with three potential options by the employee;

1 means that the description is relevant

2 means that the description is not relevant and

3 means the employees does not have an opinion.

Another approach used in measuring job satisfactions is the degree of facial expression presented by Kunin. Perhaps this is the simplest form of job satisfaction measurement (Kunin, 1955). According to this approach several facial expressions are presented to the employee and he should put a check underneath the expression that describes his feeling and opinion.

Job descriptive Index (JDI) is a scale used to measure five major factors associated with job satisfaction: the nature of the work itself, compensation and benefits, attitudes towards supervisors, relations with co-workers and opportunities for promotion. The advantages of the JDI are that it is extremely easy to use with all types of respondents and it is a most commonly used measure of job satisfaction. The weakness of Job Descriptive Index is that there are more to job satisfaction than just the five factors.

In view of the above the Minnesota Satisfaction Questionnaire and Job Descriptive Index fit the workers' job satisfaction survey even in Tanzania.

2.4 Job satisfaction globally

Critical nursing staff shortages are a worldwide phenomenon, and filling vacant positions is becoming more and more difficult (Miracle & Miracle, 2004; Moyle, Skinner Rowe & Gork, 2003). Badly enough, these critical shortages are developing at a

time when there is an escalation in communicable diseases, such as HIV/AIDS (Venter, 2003). For example, in a study done in South Africa where the nurse / population rations in different provinces were compared, the statistics showed that in provinces like Limpopo, Mpumalanga, the Northern Cape and the Eastern Cape, ratios were well below the national average of 343 per 100,000 (Statistics SA in 2002).

Reducing the turnover rate among nursing staff remains one of the most effective ways to decrease staff shortage (Evans, 2005; Lacey, 2003). Health care managers acknowledge the link between retention and job satisfaction (Murrow & Nowak, 2005). Igbania, Meredith and Smith (1994), found that job satisfaction is the most important factor in determining a person's intention to stay with an organization. Therefore a logical starting point for any development or intervention program aimed at maintaining and /or enhancing the satisfaction of employees is to obtain input from employees on their job satisfaction (Gunner and Vaughn, 2003).

There is also a growing awareness that it is important to examine the job satisfaction for nursing staff (Dolan, 2003). This is because: First, research finding shows that job satisfaction of employees in general and more specifically nursing staff is on the decline worldwide (Greengard,1983). Secondly, critical nursing staff shortages are on the increase worldwide. The reasons associated with these shortages are, job related factors such as low pay, abuse by demanding clients, lack of appreciation, work pressure, work environment and lack of opportunities for advancement (Dolan, 2003; Smetherham, 2003; Venter, 2003). Emigration also has been linked to nursing staff losses in several countries (Venter, 2003).

In connection to the above, job satisfaction impacts on patients care (Cavanagh 1992). Nursing staff with low job satisfaction levels may find it difficult to provide quality patient care and to creating a friendly and supportive atmosphere within the health care setting. Nurses with low levels of job satisfaction may also avoid work responsibilities, through absenteeism, and by taking shortcuts in the performance of their duties (Fako, 2000).

2.5 Job satisfaction among nurses and other health workers in Tanzania

The studies conducted in Tanzania showed that a significant number of nurses were not satisfied with their work. This was to the extent of considering resignation from their positions.

According to the study done at Muhimbili National Hospital, it was found that majority of workers at all levels in the hospital were not satisfied with their jobs. The reasons for this dissatisfaction were multi-factorial. Among the mainly cited factors were low salary levels, the frequent unavailability of necessary equipment and consumables to ensure proper patient care. Other reasons were inadequate performance evaluation and feedback, poor communication channels in different organizational units, lack of participation in decision making processes (Leshabari et al 2008). Other studies on job satisfaction in health care sector include the study done by Manongi et al (2006), on motivation in relation to job satisfaction and frustration among health care providers in Primary Health Care Facilities (PHCFs) in Kilimanjaro region. In this study it was found that despite the importance the financial incentives have, they were still not sufficient enough to motivate health worker as compared to supportive supervision, performance appraisal, career development and transparent promotion (Manongi et al, 2006). But Munga in his extensive review on non-financial incentives and retention, found that non-financial incentives as well as financial incentives require money to retain and motivate health care workers (Munga, 2008).

2.6 Migration of nurses from private to public hospitals

Migration of nurses from private hospitals to local government owned hospitals is just as harmful for operations as when they move abroad. The current trend is that nurses employed by private hospitals, are leaving for jobs at the state owned hospitals. Before this, nurses used to move from public owned hospitals to private hospitals.

Nursing shortages continue to plague many countries, and the quality of nurses' working experiences is implicated in the attrition rates in nursing. This is an issue similar to many countries in the world (Kingma, 2001). Notably an effective supervisor-subordinate relationship has been identified as the factors most likely to improve retention outcomes (Cohen, 2006). Supervisors are also important because nurses reporting dissatisfaction

with management policies and practices have a 65% higher probability of leaving than nurses reporting satisfaction (Secombe & Smith, 1997). However the relative impact that nurse supervisors have upon the job satisfaction of nurse, in private and public sectors remains under-researched. (Cowin,2002).

One significant change in public sector hospitals is the recent implementation of management reforms. These reforms focused on replacing the public sector management model-relying on the power and professionalism as its professionals (nurses and doctors) to ration the distribution of public goods and services with private sector model focused on achieving outcomes (Ackroyd, Kirkpatrick & Walker, 2007).

According to Currie and Proctor (2002) public sector managers have greater managerial power than their private sector counterparts.

Indeed, job satisfaction is said to be the common reason for workers to leave their organizations or professional fields (Tull, 2007). This is proven as numerous research findings have released that job satisfaction is found to be significantly related to the intention to leave on a consistent basis (Chow et al; 2005). Workers who are dissatisfied leave while those who are satisfied remain in their organization (Egan and Kadushin, 2004).

2.7 Effects of job satisfaction

The general concern for management is what will the outcome be, should an employee be satisfied or dissatisfied and how this will have an overall effect on the organization. There is sufficient evidence to warrant that job satisfaction or dissatisfaction can have positive or negative consequences for employees. Therefore caution must be exercised not to create stereotypes since satisfaction/dissatisfaction is concerned with people, (Locke, 1976).

Robbins (2001) has indicated that in recent years, ample research studies have been designed to assess the effects of job satisfaction on employee productivity, absenteeism and turnover.

Anorld and Feldman (1996) highlighted the consequences of job satisfaction/ dissatisfaction as follows.

2.7.1 Productivity

The saying “a happy worker is a productive worker” is not really true. It’s actually the converse that productivity is more likely to lead to satisfaction, (Anorld and Feldman, 1996). Moreover, four decades of research into this issue argues that a satisfied worker is not a productive worker due to two reasons, (Arnold and Feldman 1996).

Firstly, there exists a relationship between job satisfaction and job performance. Empirical research findings have indicated that these two variables are not closely related to each other. For instance, the condition of the work equipment or the workers own abilities have a greater impact on how much one can produce than his or her job satisfaction does (Anorld and Feldman 1996).

Secondly, there is sufficient evidence to indicate that job performance results in job satisfaction. An employee will expect to be rewarded accordingly and equitably recognized for his outstanding efforts and performance, both intrinsically and extrinsically. If he/she is not justifiably rewarded; this will leave the employee to be dissatisfied.

An example of this is when an employee was promised at his initial job interview that a special increase in salary will be awarded to staff who performs above expected standards. If this candidate has met all the requirements and has not received his/her perceived reward, this could lead him/her to be dissatisfied.

2.7.2 Turnover

Organizations with a high turnover, most often means of those organizations have a shorter tenure than those of other similar organizations (Newstrom and Davis 1997).

According to McShane and Von Glinow (2003), the main cause of turnover is job satisfaction. The high rate of employee leaving their organizations to seek suitable working conditions or leaving the profession altogether is escalating drastically.

In addition, McShane and Von Glinow (2003) advocates that if the levels of job satisfaction are consistently low, the employee is more likely to leave the job.

Furthermore, institutions with negligible satisfaction levels yield higher turnover rates, (Newstrom and Davis 1997). Turnover is of major concern to management because it can have a tremendous impact on normal operations.

Job dissatisfaction which “pushes” workers out of their present jobs has a greater effect on turnover than incentives that “lure” them into new jobs (McShane and Von Glinow 2003).However, Newstrom and Davis (1997), argue that there can be some positive outcome resulting from turnover. This could lead to internal promotions and appointment of employees. Along with retaining and attracting their employees, organizations must ensure that all their employees are regularly attending their jobs.

2.7.3 Absenteeism

According to Robbins (2001), there is a negative relationship between satisfaction and absenteeism. Workers who experience low job satisfaction tend to be absent more.

Furthermore, a high rate of absenteeism will result in a huge financial burden for management, in terms of productivity and performance (Anorld and Feldman 1996). Absenteeism is similar to turnover, in the sense that normal operations and activities are also disrupted and additional cost can escalate (Anorld and Feldman 1996).

However, absenteeism may be due to other legitimate reasons such as medical or personal reasons, (Robbibns 2001). Baron and Greenberg (2003), advocates that other reasons for absenteeism need to be investigated by the human resource department. One cannot ignore that absenteeism may be due to the employee having poor co-worker or superior relationship or a strong dislike to the job itself (Baron and Greenberg 2003).

2.7.4 Union activity

Arnold and Feldman (1996) points out that in recent times the membership numbers of the various unions in workplaces has shown a considerable increase.

According to Arnold and Feldman (1996), in an important study of union organizations, researchers concluded that workers will join a union mainly based on their dissatisfaction with working conditions and their perceived lack of influence to change those conditions. It can be therefore concluded that the effects of job satisfaction can lead to staff being dissatisfied with their jobs; which can be expressed in various ways (Robbins 2001).

CHAPTER THREE: METHODOLOGY

3.1 Study Site.

The study was conducted in private hospitals in Dar es Salaam region in Tanzania. It included seven private hospitals in the three municipalities of Dar es **S**alaam i.e. Kinondoni, Ilala and Temeke.

Dar es Salaam region was chosen for this study because it has many private hospitals with many nurses compared to other regions in Tanzania. It has 21 private hospitals. The private hospitals included in the study were non faith based. The list of these hospitals was obtained from the offices of the District Medical Officers (DMOs) of the three Municipalities department of private health facilities.

3.2 Study Design

Cross-Sectional explorative design was employed to assess job satisfaction data from the respondents. This type of design was chosen because it was relevant for this study. It is used to collect data from a representative cross-section of a population at a single point of time (Bailey, 1982; Fife-Shaw, 1977).

3.3 Study Population

The study population were both cadres in Nursing (Registered and Enrolled nurses) working in private hospitals in Dar es Salaam. Registered nurses were nurses with diploma and above while Enrolled were nurses with certificates qualifications.

3.4 Inclusion Criteria

For one to be included she/he had to be either registered or enrolled nurse working in private hospital in Dar es Salaam. Also she/he had to be willing to participate in the study.

3.5 Exclusion Criteria

Registered or enrolled nurses who were not willing to participate in the study were excluded from the study. Others were nurses on leave during the study.

3.6 Sample Size

There are 21 private hospitals in Dar es Salaam region. However only seven hospitals agreed to participate in the study. During the study all the nurses in these hospitals except those who were out of work were included. No sampling of study participants was done. The reason was that the number of nurses in these hospitals was not big enough to warrant sampling.

3.7 Process of recruiting nurses

A list of registered and enrolled nurses was obtained from the staff register in all the private hospitals involved in this study. The work schedule for nurses was obtained .This was done in order to make sure the study did not interfere with other activities of the hospital. From the list of nurses, those who were free at that moment were given the questionnaires to fill in. This process continued until all the nurses who were intended were involved in the study.

3.8 Data Collection Method

Data from the respondents were collected using questionnaires. These were structured type questionnaires. The self administered questionnaires were distributed to the respondents who filled and returned them to the research assistants/researcher.

3.9 Tools/Instruments

The instruments used in this study were Questionnaires. These were structured questionnaires developed in English and later translated in Kiswahili. The Minnesota job Satisfaction Questionnaire and Job Descriptive Index systems were applied.

3.10 Training

Two research assistants were recruited for the study. They were trained on collection of data using the research instruments and thereafter went to the field for data collection.

3.11 Pre-testing

The pretest was conducted with the potential respondents. The researcher together with research assistants selected a group of ten respondents from Kairuki hospital and did the pretesting. The questionnaires were distributed to the respondents who filled and returned them to the team. The involved respondents in the pretesting were not re interviewed later on in the study. The purpose of conducting pretesting was to enable the researcher to check for faults in wording questions, and lack of clarity of instruments that would impede the instrument's ability to collect data. The results obtained from pre test showed the research tools (questionnaire) were understood by the participants. However these results were not included in the main study findings.

3.12 Study Variables

3.12.1 Independent Variables

- Compensation and benefits
- Opportunity for promotion
- The nature of work
- Relation with co-workers
- Attitude towards supervisor

3.12.2 Dependent variables

Job satisfaction

3.13 Data Collection Procedure

The researcher wrote letters to the CEOs of the 21 hospitals asking for the permission to conduct study in their hospitals. Seven hospitals gave the permission .Having received the permission researcher and the research assistants reported to the management of the specific hospitals and introduced themselves. They then proceeded to the departments where they met the respondents and started collecting data. The questionnaire was distributed to the participants in a way that did not interfere with activities of the hospitals. The respondents were given time to fill in the questionnaire and researcher/assistants collected them back on agreed dates.

3.14 Data Management in the Field

Data was collected by the researcher and research assistants who had been trained for the work. Filled questionnaires forms from the respondents were checked on a daily basis for accuracy. Any identified errors were discussed in order to maximize the quality of the data generated. Also questionnaire forms were labeled to ensure repetition did not occur.

3.15 Data Analysis

The data collected from the field were coded and entered into the computer. The analysis of these data was done using Statistical Package for the Social Sciences (SPSS). Descriptive statistic (percentages) was used to report the job satisfaction of the respondents.

An overall job satisfaction score was computed for the sample. The percentage of satisfaction /dissatisfaction with different aspects of job satisfaction was also calculated for each job satisfaction factor included in the questionnaires.

3.16 Ethical Consideration

Ethical approval for the study was obtained from the Research and Publication Committee of the Muhimbili University of Health and Allied Sciences. Permission to conduct the study was obtained from the Directors General/Medical Officer in charges of the respective private hospitals.

The respondents were assured of confidentiality, in that the information obtained from them would not be used for other unintended purposes.

3.17 Feed back

The results of this study will be disseminated to the respective hospitals and other relevant stakeholders.

CHAPTER FOUR: RESULTS

This section discusses the findings based on the analysis done on the data collected from the respondents. The study focused on the factors that influence job satisfaction among nurses in private hospitals in Dar es Salaam. The results presented are the respondents' overall perception on job satisfaction on such dimensions as career development, relation with immediate supervisor, relation with co-workers, working condition and environment, benefits and compensation. The results are presented in frequencies and percentages. The phrases satisfied and very satisfied have been merged together to represent level of satisfaction while dissatisfied and very dissatisfied represent level of dissatisfaction.

4.1 Participants categorized by their hospitals

The participants were drawn from seven hospitals from the three municipalities of Dar es Salaam i.e. Kinondoni, Temeke and Ilala. Most of the hospitals, **(4 out of 7)** were from Kinondoni Municipality, 2 hospitals from Ilala and 1 hospital from Temeke Municipality. Agakhan hospital had the highest number of the participants 79 (39.5%) while Walter hospital had the lowest number 2 (1%). (Table 1)

Table 1: Number of participants as categorized by their hospitals. N =200 (n %)

Hospital	Number of participants
Agakhan	79(39.5)
Kairuki	58(29)
Tumaini	48 (24)
Mount Ukombozi	6 (3)
Mikumi	4 (2)
IMTU	3 (1.5)
Walter	2 (1)

The distribution of the surveyed private hospitals and respective Municipalities are described in the table below;

Table 2: List of private hospitals surveyed as categorized by Municipality

KINONDONI	**ILALA**	**TEMEKE**
Kairuki Hospital	Agakhan Hospital	Walter Hospital
Imtu Hospital	Tumaini Hospital	
Mount Ukombozi Hosp.		
Mikumi hospital		

4.2 Social demographic characteristics of the study participants

Data in table 3 illustrates the social demographic characteristics of the 200 study participants. Out of the 200 respondents who participated in the study, 166 (83%) were female and 34 (17%) were male. The bigger number of female participants in this study could be explained by the fact that the nursing profession in Tanzania is characterized by a female dominated workforce as indicated in Tanzania Nurses and Midwives Council (TNMC) 2012. Majority, 95 (47.5%) were aged between 26 and 35 years. Grouping the respondent according to the cadre, 111 (55.5%) were registered nurses with diploma, bachelor degree and masters, while 89 (44.5%) were enrolled nurses (nurses with certificate). Fewer participants 2 (1%) had master degree level of education. Out of all participants 43 (21.5) had less than 2 year of experience in nursing, 58 (29 %) had between 2 to 5 years, 23 (11.5%) had worked between 6 and 10 years, 36 (18%) had experience of between 11 to 20 years while 40 (20%) had worked for more than 20 years. On managerial basis, 153 (76.5%) had no managerial positions and 4 (**23.5%)** of the respondents had managerial positions at various levels in the hospitals. (Table 3)

Table 3: Social demographic characteristics of the study participants-N =200(n %)

Sex	
Male	34(17)
Female	166(83)
Age(years)	
Under 25	19(9.5)
26-35	95(47.5)
36-50	54(27)
Over 50	32(16)
Cadre	
Registered nurses	111(55.5)
Enrolled nurses	89(44.5)
Level of education	
Certificate	89(44.5)
Diploma	104(52)
Bachelor degree	5(2.5)
Master degree	2(1)
Experience (years)	
Less than 2	43(21.5)
2-5	58(29)
6-10	23(11.5)
11-20	36(18)
More than 20	40(20)
Managerial post	
Yes	47(23.5)
No	153(76.5)

4.3 Nurses satisfaction with career development

The respondents were asked about their satisfaction with career development aspects. The aspects included the way the feedback is given on performance, the opportunities for training, the way vacancies are filled from within before recruiting from outside, job opportunities in the hospital and the way promotion goes to those who deserve it. In general, there were mixed responses from the respondents. However (48%) were satisfied with the way feedback is given on their performance, 46.5% were satisfied with the job opportunities in the hospital. 23% of the participants were satisfied with opportunity for training while 22.5% were satisfied with the way vacancies are filled from within before recruiting from outside. Only 14% said they were satisfied with the way promotion goes to those who deserve it (Table 4).

Table 4: Frequency and percentage of each item in career development scale (n %)

Variables	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
The way feedback is given on performance	29 (14.5)	96 (48)	16 (8)	29 (14.5)	30 (15)
The opportunity for training	28 (14)	46 (23)	44 (22)	50 (25)	32 (16)
The way facility makes effort to fill vacancies from within before recruiting from outside	23 (11.5	45 (22.5	67 (33.5)	35 (17.5)	30 (15)
Job opportunity in the hospital	29 (14.5	93 (46.5	34 (17)	24 (12)	20 (10)
The way promotion goes to those who most deserve it	13 (6.5)	28 (14)	79 (39.5)	48 (24)	32 (16)

Satisfaction Mean = 43%

4.4 Relation with supervisor and job satisfaction among nurses

The aspects that were investigated during the study were: the way supervisors establish plans and work objectives with their subordinates, the way supervisors give clear instructions, availability of the supervisors when needed, trust of supervisors on their subordinates and the way supervisors help the subordinates to improve work performance. Also other aspects included prompt and fair corrective actions taken by the supervisors on employees who fail to perform their work satisfactorily, praises given by supervisors when the subordinates do good job, regular meetings held by the supervisors with their subordinates, effectiveness of the supervisors in decision making, the knowledge of the supervisors on what is going on in the work groups and good job done by the supervisors. The respondents were asked to indicate their level of satisfaction with the above aspects. The results showed that most respondents 53% were satisfied with the way their supervisors establish plans and work objectives with them. Also the way supervisors give clear instruction had the same percentage (53%). However, 48%, 46%, 45.5% 43.5% of all the respondents were satisfied with good job done by their supervisors, availability of their supervisors when needed, trust of their supervisors on them, knowledge of their supervisors on what is going on, effectiveness of the supervisors in decision making, the way supervisors help them to improve themselves and prompt and fair corrective action taken by the supervisors on employees who fail to performance their work satisfactorily respectively. Regular meetings supervisor hold with subordinate scored 37.5% while 35.5% of the respondents were satisfied with the praises given to them when they do good job. (Table 5).

Table 5: Frequency and percentage of each item in the relation with supervisor scale (n %)

Item	Extent of satisfaction				
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatis fied	Very Dissatisfied
The way supervisor establishes plans and work objectives with subordinates	49(24.5)	106(53)	4(2)	22(11)	19(9.5)
The way supervisor gives clear instruction	55(27.5)	106(53)	12(6)	10(5)	17(8.5)
Availability of manager when advice is needed	62(31)	92(46)	8(4)	11(5.5)	27(13.5)
Trust on subordinates by the supervisor	53(26.5)	91(45.5)	27(13.5)	11(5.5)	18(9)
The way supervisor helps subordinates to improve themselves	60(30)	87(43.5)	9(4.5)	20(10)	26(13)
Prompt and fair corrective action taken by the on employees who fail to perform satisfactorily	43(21.5)	87(43.5)	20(10)	28(14)	22(11)
Praises given by supervisor when a good job is done	35(17.5)	71(35.5)	15(7.5)	45(22.5)	34(17)
Regular meetings supervisors hold work groups	33(16.5)	75(37.5)	23(11.5)	40(20)	29(14.5)
Effectiveness of the supervisors in decision making	36(18)	91(45.5)	26(13)	24(12)	23(11.5)
Knowledge of the supervisors on what is going on in work groups	37(18.5)	91(45.5)	30(15)	24(12)	18(9)
Good job done by the supervisors	44(22)	96(48)	23(11.5)	20(10)	17(8.5)

Satisfaction Mean =64.04%

4.5 Relation with co-workers and job satisfaction among nurses

The study investigated the nurses' job satisfaction in relationship to the way they relate to each other. The respondents were asked about their satisfaction basing on the following: how members of the work group solve problems, the way work is distributed in the work groups, openness and honesty among co-workers, togetherness in the work groups, attitude of colleagues towards each other, commitment of employee to quality work and the chance to help each other in the group. The results from the study showed in general that the respondents were satisfied with the aspects they were asked. Out of the 200 respondents 134 (67%) were satisfied with the way the work is distributed in the work groups, 127 (63.5%) said to be satisfied with the chance to help each other in the group. However 124 (62%) respondents showed satisfaction with commitment of fellow employees to quality work while 116 (58%) were satisfied with the openness and honesty among co-workers. Other findings were that 52.5% were satisfied with togetherness of the workers in the work groups, and 50.5% were satisfied with attitude of colleagues towards each other. There were few participants approximately 4 % who showed dissatisfaction in general with relation with co-workers (Table 6).

Table 6: Frequency and percentage of each item in relation with co-workers scale

Item	Level of satisfaction				
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
How members of work group solve problem	28(14)	86(43)	20(10)	35(17.5)	31(15.5)
The way work is distributed in the work group	36(18	134(67)	6(3)	16(8)	8(4)
Openness and honesty among co-workers	43(21.5)	116(58)	9(4.5)	18(9)	14(7)
Togetherness in the work group	46(23)	105(52.5)	8(4)	21(10.5)	20(10)
Attitude of colleagues towards each other	40(20)	101(50.1)	43(21.5)	7(3.5)	9(4.5)
Commitment of fellow employees to quality work	37(18.5)	124(62)	4(2)	19(19.5)	16(8)
The chance to help other people	46(23)	127(63.5)	6(3)	9(4.5)	12(6)

Satisfaction mean =76.4%

4.6 Satisfaction with working conditions and environment

During the study the respondents were requested to tell their extent of satisfaction in relation to working conditions and environment. Things to consider were: security of their job, physical working conditions, workload they had, deadlines given to specific tasks, availability of drugs, availability of running water and working space. Others were availability of working equipment, quality of working equipment, and facility building.

The results from the study indicated that in general most of the respondents were satisfied with most aspects under this category. The aspects that scored higher percentage of satisfaction were; working space 58.5%, physical working conditions 53.5%, availability of running water 51.5% and deadline given to specific tasks 50.5%. However, 48% were satisfied with the availability of drugs and 46.5% expressed their satisfaction with availability of working equipment. Either, 46% and 45.5% were satisfied with quality of working equipment and the workload they have respectively. The results also showed that 45% of the respondents were satisfied with the security of their job in private hospitals while only 37.5% were satisfied with the facility buildings. The satisfaction mean has been calculated at 72.6% (Table 7)

Table 7: Frequency and percentage of each item in working condition and environment scale

Variables	Level of satisfaction				
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Security of the job	28(14)	90(45)	25(12.5)	31(15.5)	26(13)
Physical working conditions	45(22.5)	107(53.5)	7(3.5)	22(11)	19(9.5)
Workload	14(7)	91(45.5)	18(9)	45(22.5)	32(16)
Deadlines given to specific tasks	23(11.5)	101(50.5)	17(8.5)	30(15)	29(14.5)
Availability of drugs	63(31.5)	96(48)	5(2.5)	22(11)	14(7)
Availability of running water	82(41)	103(51.5)	0(0)	9(4.5)	6(3)
Working space	49(24.5)	117(58.5)	6(3)	16(8)	12(6)
Availability of working equipment	71(35.5	93(46.5)	0(0)	19(9.5)	17(8.5)
Quality of working equipment	69(34.5)	92(46)	4(2)	17(8.5)	18(9)
Facility building	46(23)	75(37.5)	54(27)	11(5.5)	14(7)

Satisfaction Mean =72.6%

4.7 Extent of satisfaction with benefits and compensation

Respondents were asked about their extent of satisfaction on the benefits and compensation packages in their hospitals. They were asked to express their extent of satisfaction on the hospital's employees' welfare programs such as rewards, incentives, food coupons and insurances. Another aspect was the recreational activities provided by their facilities such as picnics and annual dinner.

The study findings revealed that 37% of the 200 respondents were satisfied with the hospital employee's welfare programs and 21% were satisfied with the recreational activities provided by the facilities. Despite the fact that respondents were satisfied still there were respondents who expressed the extent they were either very dissatisfied or dissatisfied. Out of 200 participants, 27.5% said they were very dissatisfied with recreational activities provided while 21.5% were very dissatisfied with hospital's employees' welfare programs such as reward, incentives, food coupons and insurance. Either it was also noted that 23.5% were neither satisfied nor dissatisfied with recreational activities and 11.5% with employees' welfare programs. Very few respondents approximately 3% were very satisfied with recreational activities. (Table 8)

Table 8: Frequency and percentage of each item in benefits and compensation scale

Variable	Response in each item-n (%)				
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
The hospital's employees welfare programs such as reward incentives, food coupons, insurance	19(9.5)	74(37)	23(11.5)	41(20.5)	43(21.5)
Recreational activities provided by the facility e.g. picnic and annual dinner	5(2.5)	42(21)	47(23.5)	51(25.5)	55(27.5)

Satisfaction mean =35%

4.8 Intent to leave working place

There was a question on the questionnaire that asked about the participants' intent to leave their facilities or field of nursing. More than half of the respondents 108 (54%) said they had thought of quitting and 92 (46%) said they had not. 45 (41.7%) would go to other private hospitals, 26 (24.1%) preferred going to public hospitals and 25 respondents (23.1%) would go to non-governmental organizational. 12 respondents (11.1%) had thought of leaving health sector. (The percentages are out of the respondents who said yes).Also it was noted from the findings that nurses with over fifty years were less inclined to leave. Out of 32 respondents at this age, only 9 (29.03%) showed intention to leave their organizations.

When respondents were grouped according to the cadre it was noted that 58.4% of the enrolled nurses were more inclined to leave as compared to 50.5% of registered nurses. (Table 9)

Table 9: Frequency and percentage of items in intent to leave scale N =200 (n %)

	Intent		
Cadre	**YES**	**NO**	**Total**
RN	56(28%)	55(27.5%)	111(55.5%)
EN	52(26%)	37(18.5%)	89(44.5%)
Total	108(54%)	92(46%)	200(100%)

Table 9.1: Frequency and percentage of respondents who intend to leave N =108

Destination	Number of respondents
Other private hospitals	45 (41.7%)
Public hospitals	26 (24.1%)
Non Governmental Organizations	25 (23.1%)
Outside the health sector	12 (11.1%)
Total	108 (100%)

4.9 Statistical association between the selected variables and satisfaction level

Data in table 10 is concerned with the way level of satisfaction of an individual can be associated with certain variables. From the results of this study it was found that some variables had statistical significance association with level of satisfaction while others were not statistically associated. For example data shows that there was a difference in level of satisfaction between male and female nurses (p =0.375). Male nurses were more satisfied with their work than female nurses. This difference was not statistically significant. It was also found that though there was no statistically significant association between age of the respondents and their level of satisfaction (p=0.903) nurses with not more than 25 years of age were highly dissatisfied as compared to others (83.3%).However, the study findings showed that registered nurses were satisfied with their work (29.7%) than the enrolled nurses (17.2%).

Moreover, according to level of education in nursing among the participants, it was noted that there was no statistically significant association with level of satisfaction (p =0.104), although there was difference in level of satisfaction among nurses with certificate, diploma, Bachelor degree and Master degree. Nurses with Master degree were highly dissatisfied (100 %) followed with nurses with certificate (84.5%).

It has always been thought that nurses with administrative positions would be likely satisfied with their jobs, but the findings from this study found no statistically significant association between administrative position in nursing and job satisfaction of nurses in private hospitals (p =0.554)

Regarding the intent to quit the place of work, data in table 10 shows that there was positive statistical significance association between level of satisfaction and intent to quit. The data showed that most of the nurses 80.9% who were dissatisfied had shown intent to quit their places of work (p=<0.001).

Table 10: Statistical association between selected Variables and satisfaction level

Variable	Response	Satisfaction Level		Chi-Square	p-value
		Satisfied	Dissatisfied		
Gender	Male Female	29.4 22.0	70.6 78.0	0.879	0.375
Age	>25 25-35 36-50 >50	16.7 24.2 24.5 21.9	83.3 75.8 75.5 78.1	0.569	0.903
Cadre	Registered Nurse Enrolled Nurse	27.9 17.2	72.1 82.8	3.123	0.091
Years of Experience	<2 2-5 5-10 10-20 >20	26.2 15.5 34.8 20.0 27.5	73.8 84.5 65.2 80.0 72.5	4.476	0.345
Highest level of education in nursing	Certificate Diploma Bachelor Degree Master Degree	15.5 30.1 22.2 0	84.5 69.9 77.8 100	6.165	0.104
Administrative Position	Yes No	19.1 24.5	80.9 75.5	0.576	0.554
Quitting Hospital	Yes No	10.3 39.1	89.7 60.9	21.299	<0.001

4.10 Overall nurses' job satisfaction

In overall the results showed that nurses were moderately satisfied with their jobs. The satisfaction mean was 58.2%. The levels of satisfaction as per the variables used in the study are presented in the following table.

Table 11.Overall nurses' job satisfaction in private hospitals

Factors influencing job satisfaction	**Mean (in %)**
Career development	43
Relation with immediate supervisor	64.04
Relation with co- workers	76.4
Working condition and environment	72.6
Benefits and compensation	35
Average	58.2

CHAPTER FIVE: DISCUSSION

The purpose of this study was to examine the factors that influence job satisfaction among nurses in private hospitals in Dar es Salaam. In general, the study findings revealed that nurses were moderately satisfied (mean average of 58%). This is in consistent with other studies that reported that nurses were moderately satisfied with their jobs. As far as each factor for job satisfaction is concerned, there were mixed perceptions from the participants regarding their satisfaction with these factors. In this section, these factors will be discussed as per the responses obtained from the respondents and what these responses denote.

5.1 Career development

Herry and Noon (2001) define promotion as "getting high status in workplace by doing effective work, and generally increasing the status, position and remuneration of upward position in the organization". While Graham (1986) defines promotion as "shifting from lower designation to high designation within an organization and usually increases in pay package" If organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high (Shields and Ward, 2001). When employees get promotion they will be more committed to their organization (De Souza, 2002).Therefore Pay and promotions are considered to be among the most important elements for the employee satisfaction (Parvin & Kabir, 2011). The results from this study indicated that more than half (57%) of the respondents were dissatisfied with the career development strategies in the private hospitals and that only 43% of the participants felt they were satisfied. The aspects under this factor included opportunity for training and opportunity for promotion. These findings support the study done by Shield and Ward (2001) which found that the employees who are dissatisfied with the opportunity available for career development show greater intention to leave their organizations.

The degree to which organizations offer personal and professional growth opportunities for employees plays an essential role in job satisfaction. Opportunities to learn new skills, take on new responsibilities, achieve higher compensation and gain new positions

can allow employees to set and work towards goals, conveying a sense of personal achievement that boosts employee satisfaction. Employees rarely prefer to remain static in their careers for long. Rather, most people continually look for opportunities to advance. Providing these opportunities can keep employees' turnover levels under control, as employees stick with the organization for longer to achieve their personal and career goals. It is therefore essential that organizations place a high value on career development. This will allow employees to fulfill their career needs, and organizations will benefit by retaining a greater number of their competent and qualified employees.

5.2 Relation with supervisors

The findings from the participants showed that a good percentage of participants (64.04%) were satisfied with the relationship between them and their supervisors. This is encouraging because it shows that managements practice supportive supervision for their employees. However, Arnold and Feldman (1996), warn that while there is a good relationship between management and staff, there could be several circumstances in which relation does not hold up. Borrowing from Anold and Feldman, many employees hate to be micro-managed. Often people get more job satisfaction when they are familiar with their workgroups and managers, and trust them to provide empowerment. Sometimes this means allowing nurses to make their own decisions on improving patients' care. Empowerment gives workers ownership of their jobs, and it makes them more creative within the organization (Cote & Morgan, 2002).

5.3 Relation with co-workers

This factor scored the highest percent (76%) of satisfaction among other factors of job satisfaction. This is very important for the organization since teamwork impacts positively in achieving the goals of the organization. Lin, (2001) argues that when an organization promotes effective social relationship, employees use their social network to undertake their work more effectively and simultaneously develop social capital which improves the organizational overall outcome. Moreover, increased teamwork would lead to safer and higher quality of care. The Institutes of Medicine report on Human Resource, (Kohn et al. 2000) study pointed out that higher teamwork is linked to

safety. Salas et al. (2007) showed the close associations of patient safety with team effectiveness and shared mindset in healthcare.

5.4 Working conditions and environment

Correct and proper working conditions lead to comfort and minimize health hazards hence promoting job satisfaction. This was evidenced during the study when results revealed that approximately 146 (73%) respondents expressed their satisfaction with this factor. Workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce.

5.5 Benefits and compensation

The term compensation includes pay, incentives and benefits offered by the employers of the company for hiring the services of the employees. Compensation plays an important role in maintaining and retaining an effective workforce (Bergmann and Scarpello 2001). A compensation policy which is just and effective acts as a catalyst for an organization to gain a competitive edge. Studies have shown that compensation was one of the strongest determinants of employees' attitudes, motivation and behaviors (Gerhart and Milkovich, 1992). Compensation influences key outcomes like job satisfaction, attraction, retention, performance, skill acquisition, co-operation and motivation. Benefits and Rewards such as bonus, incentives, merit pay, stocks are considered a powerful tool for long term retention of potential employees. When people's perception is that they are being treated fairly and appreciated, they give more of their time, creative energy and value adding discretionary effort, which directly impacts the organization's and individual's performance.

The fact that only 35% of participants were satisfied with benefits and compensation packages provided by their facilities as it has been noted from this study is a serious issue of concern to private hospitals. When such a big number (65%) of participants express dissatisfaction with any factor as they did for benefits and compensation, it means they are likely to look for greener pastures from other places. Indeed in this study

it shows that a significant 54% are intending to leave their working place. These results support other studies on compensation which argue that, process of social comparison with relevant others is a major determinant of job satisfaction. Adams' equity theory argues that one compares one's job input/pay ratio with certain referents. This can be understood as an outcome of the gap between what one desires, and what one gets (Lawler 1964). The dissatisfaction with the benefits and compensation can have several effects on the organization. For example:

First, when employees believe they should be earning more money, they exhibit signs of overall dissatisfaction. As a result, their workplace relationships suffer, particularly the professional relationships they have with supervisors and managers. Employees who spend too much time thinking about their supervisors and managers earning more money can become guilty of displaced anger.

Secondly, employees who don't earn as much as they should, may experience stress related to financial worries. Working in a job that doesn't pay enough to make ends meet can increase stress due to the inability to meet monthly obligations. That stress affects families and can spill over into the workplace, fostering low morale and productivity. If employees aren't earning enough to support themselves and their families, the irritability and frustration can affect self-esteem and overall well-being of both employee and employer (Lawler 1964).

Thirdly, dissatisfaction with benefits and compensation may result into low morale. Employees who are dissatisfied with benefits and compensation may also demonstrate apathy towards their job duties and begin to question the reasons they stay with the same employer. Low morale can turn into feelings of despair and worthlessness, which can be detrimental and even dangerous in the workplace. In some cases, employees who internalize extreme despair and worthlessness may find themselves involved in workplace conflicts more often than other employees (Lawler 1964).

Motivation and satisfaction levels may drop when employees don't receive the benefits and compensation to which they are entitled. They may believe there's no use in putting forth the effort to perform well when their pay is significantly lower than their competitors' wages. Low levels of motivation and satisfaction have an impact on performance, and poor performance affects the organization's bottom line. Poor

performance can as well affect the quality of care and services given to the clients who in turn, may eventually seek the care and services they deserve from a competitor. Losing business to competitors will ultimately make the organization's profits drop and perhaps it may end up closing the business.

5.6 Policy implication of the findings

In terms of policy implications, these study findings add knowledge to the limited information which was available on job satisfaction of nurses in private hospitals. These study findings can also help to form future decisions by health care managers and policy makers particularly in private hospitals to structure future strategies for improving nurses' job satisfaction.

5.7 Study Limitations

The study was subject to some limitations due to the following factors:

Since research was done in 7 hospitals only instead of 21, the generalization may not reflect the situation in other private hospitals in Dar es Salaam and country wide. Secondly, because the study instrument used was a self-reporting measure, the information presented by the respondents was based upon their subjective perceptions. Although the participants were assured confidentiality, it was still possible that they could over or under report their levels of job satisfaction. Response bias was also a potential limitation because employees may have feared retaliation from hospital administration for low levels of satisfaction.

Despite these limitations, this study identified factors influencing job satisfaction among nurses in private hospitals and findings should be viewed against these limitations.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The study explored the factors influencing job satisfaction among nurses in private hospitals in Dar es Salaam. From the findings of this study it can be concluded that nurses were moderately satisfied with their jobs in private hospitals. The levels of satisfaction differed from one variable to another. The low levels of satisfaction were seen in benefits and compensation and career development. However there were high levels of satisfaction among nurses on factors such as relation with co- workers, working conditions and environment and relation with supervisor.

Despite the facts that nurses were moderately satisfied with their jobs in private hospitals, still majority demonstrated their intention to leave their hospitals.

6.2 Recommendations

Nurses play an important role in the provision of health care services in the private sector. Their satisfaction with the job is important in determining how far private hospitals achieve their goals. This study provides results on the factors influencing job satisfaction among nurses in private hospitals. From these results it is recommended that;-

6.2.1 It is imperative that private hospitals create a work environment which fosters growth and development among nurses. This can be done by creating and implementing a career development programs in working places.

6.2.2 In order to enhance employees/ nurses' retention, the private hospitals should create or revise their benefits and compensation scales.

6.2.3 Private hospitals to develop policies that could improve and maintain the way they manage the human resources especially on the issues pertaining to benefits, training opportunities and promotions.

6.2.4 Although this study yielded important results about nurses' job satisfaction, there is a need for much more research to be done. One recommendation is to repeat this study using a much larger sample to improve the likelihood of achieving statistically significant results that could be generalized to a larger and more diverse population.

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Appendix 1: Informed Consent Form (English version)

Muhimbili University of Health and Allied Sciences (MUHAS)

DIRECTORATE OF RESEARCH AND PUBLICATIONS

INFORMED CONSENT FORM

ID. No: _____ Date: _____

My name is Mark Owino Ogweyo, a student of Masters of Art in Health Policy and Management. I am conducting a study on: "Factors influencing job satisfaction among nurses in private hospitals in Dar es Salaam, Tanzania.

Purpose of the study

The aim of this study is to explore the factors influencing job satisfaction among the nurses in private hospitals in Dar es Salaam, Tanzania.

Participation involved

Once you accept to participate in this study, you will be required to sign this consent form.

Benefits

Although there may be no direct benefit to you, agreeing to participate in this study will give you a chance to tell how you feel about your job, what things you are satisfied with and what things you are not satisfied with. On the basis of your answers and those of the other nurses like you, we will get a better understanding of the things nurses in private hospitals like and dislike about their jobs. Hence design and implement mechanism for improving/maintaining nurses' job satisfaction levels.

Confidentiality

You are assured that the data collected will remain anonymous and confidential. There will be no way to connect response to the individual. The information collected will be recorded using the identification number and only the researcher will have the access.

Risk

There is no foreseeable harm to you. The responses from this study will not be connected to individuals.

Right to withdraw

Participating in this study is optional. You can accept to participate or not. If you choose not to participate or withdraw from the study at any time, you will be allowed to do so without any penalty or loss of benefit to you.

Who to contract

This study has been approved by the Muhimbili University of Health and Allied Sciences Research and Publication committee. If you have questions about your right as a participant in this study, you can contact Prof. Maimen J. Moshi the Chairperson of the senate research and publication committee, P.O Box 65001, Dar es Salaam. If you have questions about the study or procedures, you can contact the researcher Mr. Mark O. Ogweyo of P.O Box 65001, Dar es Salaam or the Supervisor Dr. M. Mwangu.

Signature _____

Do you agree?

If you agree write “YES” in this space provided _____

If you don’t agree write “NO” in this space provided _____

Participant’s signature _____ Date _____

Researcher / Assistant signature _____ Date _____

Appendix 2: Informed Consent Form (Swahili version)

CHUO KIKUU CHA SAYANSI ZA AFYA MUHIMBILI

KURUGENZI YA TAFITI NA UCHAPISHAJI

FOMU YA RIDHAA

Namba ya utambulisho: _____ Tarehe: _____

Ninaitwa Mark Owino Ogweyo mwanafunzi wa Uzamili katika sera za Afya na uongozi. Ninafanya utafiti wenye lengo la kufahamu vitu vinavyochangia wauguzi kuridhika na kazi zao katika hospitali za watu binafsi mkoani Dar es Salaam,Tanzania.

Madhumuni ya Utafiti

Utafiti huu unalenga kufahamu ni vitu gani vinachangia wauguzi kuridhika na kazi zao katika hospitali za watu binafsi mkoani Dar es Salaam, Tanzania.

Kinachohitajika ili kushiriki

Ukikubali kushiriki katika utafiti huu, utahitajika kusaini fomu hii iliyoandaliwa ili kuonyesha kukubali kwako.

Faida

Ingawa hakuna faida ya moja kwa moja utakayopata, kushiriki kwako katika utafiti huu utakupa fursa ya kuelezea ni vitu gani unaridhika navyo na usiyoridhika navyo katika kazi yako. Majibu yako na majibu ya wauguzi wenzako yatasaidia kujua vizuri vitu gani wauguzi wanaridhika navyo na vitu gani hawaridhiki navyo katika kazi zao kwenye hospitali za watu binafsi. Hii itasaidia katika kupanga na kutekeleza mikakati ya kuinua au kuendeleza kuridhika kwa wauguzi katika kazi zao.

Usiri

Unahakikishiwa kuwa taarifa zitakazopatikana kutoka kwako zitatunzwa kwa kutumia namba za utambulisho na si majina. Pia matokeo ya utafiti huu utachukuliwa kuwa ni ya wauguzi wote na wala si ya muuguzi mmoja. Hivyo hakutakuwa na uwajibikaji wowote kwa watoa taarifa.

Hatari

Hatutegemei madhara yoyote kwa kushiriki kwako katika utafiti.

Haki ya kujitoa

Ushiriki katika utafiti huu ni wa hiari. Unaweza kukubali au kukataa kushiriki. Pia utaruhusiwa kujitoa wakati wowote hata kama ulikwishatoa idhini na hakutakuwa na adhabu yoyote kwa kujitoa.

Nani wa kuwasiliana naye

Utafiti huu umepewa baraka na kamati ya tafiti na machapisho ya Chuo Kikuu cha Afya cha Muhimbili. Kama utakuwa na swali lolote juu ya utafiti huu wasiliana na mtafiti mkuu Mark Owino Ogweyo wa S.L.P 65001, Dar es Salaam au Mwenyekiti wa kamati ya tafiti na machapisho ya Chuo Kikuu cha Afya cha Muhimbili Prof. Maimen J. Moshi wa S.L.P 65001, Dar es Salaam au msimamizi wa utafiti huu Dr. M. Mwangu.

Je, Umekubali?

Mshiriki amekubali _____ Tarehe _____

Mshiriki hajakubali _____ Tarehe _____

Sahihi ya Mshiriki _____ Tarehe _____

Sahihi ya Mtafiti / mtafiti Msaidizi _____

Appendix 3:

QUESTIONNAIRE FOR JOB SATISFACTION AMONG NURSES IN PRIVATE HOSPITLS IN DAR ES SALAAM

Dear Participant,

I am conducting a study on factors influencing job satisfaction among the nurses in private hospital

The purpose of these questionnaires is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with.

On the following pages you will find statement about your job.

INSTRUCTIONS,

- Read each statement carefully,
- Decide how satisfied you feel about the aspect of your job described by the statement.
- If you feel that your job gives you more than you expect, tick the column under (very satisfied).
- If you feel that you job gives you what you expect, tick the column under (satisfied)
- If you cannot make up your mind whether or not the job gives you what you expected, tick the column under (neither Satisfied or Dissatisfied)
- If you feel that your job gives less than what you expected, tick the column under.(Dissatisfied)
- If you feel that your job gives much less than you expected, tick under the column (Very Dissatisfied)
- Do this for all statement. Please answer every item.

  Be honest. Give true picture of your feelings about your present job.

QUESTIONNAIRE FOR JOB SATISFACTION AMONG NURSES IN PRIVATE HOSPITALS IN DAR ES SALAAM

IDENTIFICATION

Questionnaire number----------Date of interview----------

Name of interviewer----------

Name of hospital----------

DEMOGRAPHIC INFORMATION

Please fill in this section by providing the requested information. Put (√) for the option selected.

1. Gender:
   - Male ( )
   - Female ( )

2. Age
   - Under 25 years ( )
   - 25 – 35 years ( )
   - 36 – 50 years ( )
   - Over 50 years ( )

3. Cadre
   - Registered nurse ( )
   - Enrolled nurse ( )

4. Years of nursing experience
   - Less than 2 years ( )
   - 2 – 5 years ( )
   - 5 – 10 years ( )
   - 10 – 20 years ( )
   - More than 20 years ( )

5. How long have you worked in this hospital? _____ years/months

6. Highest level of Education in Nursing

Certificate	( )
Diploma	( )
Bachelor degree	( )
Masters degree	( )
Doctorate degree	( )

7. Do you have any administrative or managerial post in this hospital? YES /NO----------

8. If YES, mention the position you hold----------

CAREER AND DEVELOPMENT

7. To what extent are you satisfied with the following in your hospital?

STATEMENT	RESPONSE				
	VERY SATISFIED	SATISFIED	NEITHER SATISFAIED NOR DISSATISFIED	VERY DISSATISFIED	DISSATISFIED
a) The way feedback is given on your performance.					
b) The opportunities for training					
c) The way facility makes every effort to fill vacancies from within before recruiting from outside.					
d) Job opportunities in the hospital					
e) The way promotion goes to those who most deserve it.					

RELATION WITH MANAGERS / SUPERVISORS

8. To what extent are you satisfied with the following in your hospital?

STATEMENT	RESPONSE				
	VERY SATISFIED	SATISFIED	NEITHER SATISFAIED NOR DISSATISFIED	VERY DISSATISFIED	DISSATISFIED
a) The way your manager / supervisor establish plans and work objectives with you.					
b) The way your supervisor gives you clear instructions					
c) Availability of your manager / supervisor when you need advice					
d) Trust on you by your immediate supervisor.					
e) The way your supervisor helps you to improve yourself					
f) Prompt and fair corrective action taken by your supervisor on employee who fails to perform their work satisfactorily.					
g) Openness and honesty when talking to your supervisor.					
h) Praises given to you when you do good job.					
i) Regular meetings your supervisor holds with your work groups.					
j) Effectiveness of your supervisor in decision making.					
k) Knowledge of your supervisor on what is going on in your work group.					
l) Good job done by your supervisor.					

RELATION WITH CO-WORKERS

9. To what extent are you satisfied with the following elements of job in your hospital?

STATEMENT	RESPONSE				
	VERY SATISFIED	SATISFIED	NEITHER SATISFAIED NOR DISSATISFIED	VERY DISSATISFIED	DISSATISFIED
a) How members of your work group solve problems.					
b) The way work is distributed in your work group.					
c) Openness and honesty between you and co-workers					
d) Togetherness in your work group.					
e) Attitude of colleagues towards you					
f) Getting to know other people at the job					
g) Commitment of fellow employees to quality work					
h) The chance to help other people.					

WORKING CONDITION AND ENVIRONMENT

10. To what extent are you satisfied with the following in your hospital?

STATEMENT	RESPONSE				
	VERY SATISFIED	SATISFIED	NEITHER SATISFAIED NOR DISSATISFIED	VERY DISSATISFIED	DISSATISFIED
a) Security of your job					
b) Physical working conditions					
c) Work load you have					
d) Deadline given to specific tasks					
e) Availability of drugs					
f) Availability of running water					
g) Availability of electricity					
h) Working space					
i) Availability of working equipment					
j) Quality of working equipment					
k) Facility building.					

BENEFITS AND COMPENSATION

11. To what extent are you satisfied with the following aspects of the job in your hospital?

STATEMENT	RESPONSE				
	VERY SATISFIED	SATISFIED	NEITHER SATISFAIED NOR DISSATISFIED	VERY DISSATISFIED	DISSATISFIED
a) The hospital's employee welfare programs such as reward, incentives, food coupons, insurance.					
b) The recreational activities provided by the facility e.g. picnic and annual dinner.					
c) Facility's people programs such as birthday announcements, employees of the month, bulletins and news letters.					

12. Have you ever thought of quitting this hospital?

    Yes ( )

    No ( )

13. If yes, where would you like to work?

    To another private hospital ( )

    Non government organization( )

    Government health facility ( )

    Outside the health sector ( )

14. What commend would give about job satisfaction among nurses in private hospitals in Dar es Salaam?

THANK YOU VERY MUCH FOR YOUR CO-OPERATION

Appendix 4: Dodoso kwa lugha ya Kiswahili juu ya mambo yanayochangia wauguzi kuridhika au kutoridhika na kazi zao katika hospitali za watu binafsi mkoani Dar es Salaam, Tanzania

Ndugu mshiriki,

Ninafanya utafiti juu ya mambo yanayochangia wauuguzi kuridhika au kutoridhika na kazi zao katika hospitali za watu binafsi mkoani Dar es Salaam.

Sababu ya dodoso hii ni kukupa nafasi wewe kama muuguzi kuelezea ni vitu gani unavipenda katika kazi yako na vipi huvipendi.

Ili kushiriki katika utafiti huu, unaombwa kuzingatia yafuatavyo:-

- Soma kila sentensi kwa uangalifu
- Kama unaona kazi yako inakupa kile ulichotarajia, weka alama ya vema (√) katika chumba cha ninaridhika.
- Kama unaona kazi yako inakupa zaidi ya kile ulichotarajia, weka alama ya vema (√) katika chumba cha ninaridhiki sana.
- Kama kazi yako haikupi hata kidogo kile ulichotarajia, weka alama ya vema (√) katika chumba cha siridhiki hata kidogo.
- Kuwa muwazi na useme unachoona ni sahihi.

Dodoso kuhusu kuridhika au kutoridhika kwa wauguzi katika kazi zao katika hospitali za watu binafsi mkoani Dar es Salaam, Tanzania.

Utambulisho:

Namba ya fomu._____ Tarehe ya usaili _____

Jina la mhojaji_____

Jina la hospitali _____

Taarifa kuhusu mhojiwa

Jaza nafasi zilizoachwa wazi. Weka alama ya vema (√) mbele ya kipengele utakayochagua.

1. Jinsia ya mhojiwa
   - Kiume ( )
   - Kike ( )
2. Umri wa mhojiwa
   - Chini ya miaka 25 ( )
   - Miaka 25 _____ 35 ( )
   - Miaka 36 _____ 50 ( )
   - Zaidi ya miaka 50 ( )
3. Kada ya mhojiwa
   - Afisa muuguzi ( )
   - Muuguzi wa cheti ( )
4. Muda gani umekuwa ukifanya kazi ya uuguzi?
   - Chini ya miaka 2 ( )
   - Miaka 2 _____ 5 ( )
   - Miaka 5 _____10 ( )
   - Miaka 10 _____ 20 ( )
   - Zaidi ya miaka 20 ( )

5. Ni muda gani umefanya kazi katika hospitali hii _____ miaka/miezi (kata isiyostahili)

6. Elimu ya juu uliyofika katika fani ya uuguzi?

Ngazi ya cheti ( )

Ngazi ya Diploma ( )

Ngazi ya chuo kikuu ( )

Ngazi ya uzamili ( )

Ngozi ya uzamivu ( )

7. Je, una nafasi yoyote ya uongozi katika hospitali hii?.....Ndiyo/Hapana

8. Kama jibu ni ndiyo katika swali namba 7, taja nafasi yako ya uongozi……

Kuhusu kujiendeleza kazini

9. Je, ni kwa kiwango gani unaridhika na mambo yafuatayo katika sehemu yako ya kazi. (Weka alama ya vema (√) chini ya jibu utakalochagua).

SENTENSI	JIBU				
	Ninaridhika sana	Ninaridhika	Sina jibu	Sijaridhika sana	Sijaridhika
a) Jinsi mrejesho wa kazi unavyotolewa kwako					
b) Nafasi ya mafunzo					
c) Jinsi nafasi za kazi zilizowazi zinavyojazwa na watu wa ndani kabla ya kuwatafuta watu wa nje.					
d) Nafasi ya kazi katika hospitali unayofanyia kazi					
e) Upandishwaji vyeo unafanyika kwa muda unaostahili.					

Kuhusu mahusiano na msimamizi wako wa kazi

10. Ni kwa kiasi gani unaridhika na yafuatayo

SENTENSI	JIBU				
	Ninaridhi-ka sana	Nina ridhika	Sina jibu	Sijaridhika sana	Sijaridhika
a) Jinsi unavyofanya kazi kwa pamoja na mkuu wako wa kazi					
b) Jinsi unavyopewa muongozo ni mkuu wako wa kazi					
c) Upatikanaji wa mkuu wako wa kazi pale unapomhitaji					
d) Imani ya mkuu wako kazi juu yako.					
e) Jinsi mkuu wako wa kazi anavyokusaidia kurekebisha mapungufu yako.					
f) Uharaka wa mkuu wako wa kazi katika kuwarekebisha wafanyakazi wanaoshindwa kufanya kazi ipasavyo					
h) Pongezi unazopewa na mkuu wako wa kazi unapofanya kazi nzuri					
i) Mikutano ya mara kwa mara na mkuu wako wa kazi					
j) Uwezo wa mkuu wako wa kazi katika kufanya maamuzi					
k) Uelewa wa mkuu wako wa kazi juu ya kinachofanyika katika kundi lenu.					
l) Kazi nzuri inayofanywa na mkuu wako wa kazi.					

Kuhusu mahusiano na wanafanya kazi wenzako

11. Ni jinsi gani unaridhishwa na mambo yafuatayo kastika sehemu yako ya kazi?

SENTENSI	JIBU				
	Ninaridhika sana	Ninaridhika	Sina jibu	Sijaridhika sana	Sijaridhika
a) Jinsi matatizo ya kazi yanavyotatuliwa katika kundi lenu kazini.					
b) Uwazi na kuaminiana kati yako na wafanyakazi wenzako					
c) Umoja kati ya wafanyakazi					
d) Jinsi kazi inavyogawanywa katika kundi lenu					
e) Mtazamo wa wafanyakazi wenzio juu yako					
f) Wanavyojituma wafanyakazi wenzako					
g) Nafasi ya kusaidiana baina yako na wafanyakazi wenzako.					

Kuhusu mazingira ya kazi

12. Ni kwa kiasi gani unaridhishwa na yafuatayo katika hospitali yenu?

SENTENSI	JIBU				
	Ninaridhika sana	Ninaridhika	Sina jibu	Sijaridhika sana	Sijaridhika
a) Usalama wa kazi yako					
b) Muonekano wa sehemu unayofanyia kazi					
c) Uwingi wa kazi uliyonayo					
d) Muda unaopewa kumaliza kazi					
e) Upatikanaji wa madawa					
f) Upatikanaji wa maji					
g) Upatikanaji wa vitendea kazi					
h) Ubora wa vitendea kazi					
i) Nafasi ya kufanyia kazi					
j) Lengo la hospitali					

Kuhusu mafao

13. Ni kwa kiasi gani unaridhika na yafuatayo katika hospitali yenu?

SENTENSI	JIBU				
	Ninaridhika sana	Ninaridhika	Sina jibu	Sijaridhika sana	Sijaridhika
a) Zawadi, chakula, bima zitolewazo na hospitali yenu					
b) Vifaa vya burudani, matembezi ya wafanyakazi na sherehe za wafanyakazi.					

14. Je, Umewahi kufikiria kuacha kazi katika hospitali hii

Ndiyo ( )

Hapana ( )

15. Kama ndiyo wapi ungependa kwenda?

(a) Katika hospitali nyingine binafsi ( )

(b) Mashirika yasiyo ya kiserikali ( )

(c) Hospitali ya serikali ( )

(d) Nje ya sekta ya afya ( )

16. Je, una maoni gani kuhusu mambo yanayochangia wauguzi kuridhika au kutoridhika na kazi zao katika hospitali za watu binafsi nchini Tanzania.

AHSANTE SANA KWA USHIRIKIANO WAKO.

Appendix 5: List of hospital surveyed

LIST OF HOSPITALS SURVEYED BY MUNICIPALITY		
KINONDONI	ILALA	TEMEKE
Kairuki Hospital	Aga Khan Hospital	Walter Hospital
Mount Ukombozi Hospital	Tumaini Hospital	
IMTU Hospital		
Mikumi Hospital		