Impact of Motivation on Employees' Job Satisfaction

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Abstract

This study in the title' Impact of Motivation on Employees Job Satisfaction' was conducted in Hawassa College of Health Sciences, one of government health science colleges in southern Ethiopia. The specific objectives of the study were analyzing the need for motivation, different motivational methods found in the college, methods used to retain employees in the college, and investigating the importance of job satisfaction achieved through motivation. To achieve the objectives set, primary and secondary sources data were used. Primary data was collected both from managerial and non-managerial employees of the college. The total population of the College is 230 from which 120 samples was taken using Convenience sampling technique. Much of the data was collected from the academic category since this category performs the core jobs of the college which is teaching-learning process. Data collected was analyzed using MS Excel, and under each statistical figure important interpretations were made. Data was analyzed in the order of objectives set. The findings of the research revealed that motivation is needed for creating job satisfaction, reducing employees turnover, retaining employees in the college, letting employees concentrate on goals, boosting employees productivity, accepting organizational change, increasing willingness to contribute, creating cooperation among the employees of the college, and building good image to the college. The research also found that the college's motivational methods are training, high basic salary, career path, communication, autonomy, exposure, social gatherings, and additional responsibility. These methods are also capable of retaining employees in the college. Job satisfaction is important for retaining employees in the college, increasing employee morale, efficient resource utilization, better performance, good time management, innovation, and realizing college's vision. Also, the finding of the research revealed that achievement, growth or possibility of growth, the work itself, recognition, responsibility, and advancement were mentioned as factors of motivation. On the other hand, supervision-technical, personal life, job security, working condition, college's policy and administration, salary and status were mentioned as factors causing dissatisfaction. On the

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basis of above mentioned findings, the study suggested some recommendations that are the college should keep on knowing the need for motivation, other dominant motivational methods should be created, hygiene factors should carefully be managed, the college should conduct exit interview.

Chapter - 1

INTRODUCTION

1.1. Background of the study

One of the most important concerns of a manager is to motivate the people to make their optimum contribution to the achievement of organizational goals. It therefore, becomes important for him to understand what motivates people. Although some human behavior is random and consists of emotions and reflexes, most of it is goal directed in the sense that it is aimed at the satisfaction of some need. Since the needs of the employees and the organization are not always the same, the manager can better integrate these two sets of needs by gaining an insight in to the needs of his employees and then channels them in the direction of organizational needs (Agarwal 1984: 192).

Motivation can be seen in different ways. It is an internal force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. This definition of the term motivation recognizes that in order to achieve goals, individuals must be sufficiently stimulated an energetic, must have a clear focus or end in mind, and must be willing and able to commit their energy for a long enough period of time to realize their aim. (Dessler 2004: 321).

This particular study was conducted in Hawassa College Health Science which is among government health colleges in Southern Ethiopia.

Based on the SNNPRG (Southern Nations Nationalities and Peoples Region Government) proclamation No. 74/2004 article 3, the Hawassa College of Health Sciences has been established to attain the following objectives:

➢ To train various categories of Mid-level health professionals who will be able to accomplish the Objectives of the National health policy within the framework of Health Sector Development Programme;

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- To produce health professionals who are academically qualified, professionally skilled, attitudinally and ethically committed to their profession;
- To establish a system and culture of a continuous health professional career programme using diverse modes of delivery;
- To conduct and disseminate scientific researches aimed at improving the training system and knowledge expansion;
- To give civic and ethical education both for instructors and students and produce professionally responsible and dependable health professionals aware of their constitutional rights and obligations, their social responsibilities and equity in gender, nationalities and urban-rural settings;
- To establish strong links and clear communication with the community, Health Institutions and all stakeholders within the Health Care;

Hawassa College of health science has Eight Departments:

- Clinical Department: This department is organized to equip students with the basic nursing knowledge and skill so that they will be successful nurses. The college has well organized demonstration rooms to help students internalize the concept. In their stay in Hospitals and health institutions, they will get the opportunity to know the real cases in the region and our experienced and talented teachers will help students to materialize it and widen their view.

- Pharmacy Department: Pharmacists are highly needed professionals in the region, SNNPR, as well as in the nation. As quality based health education center, Hawassa College Of Health Science has made huge amount of investment to organize the pharmacy laboratory and necessary chemicals so that the students can get the very knowledge that enables them to be successful in their area. Besides, our students have the chance to experience the real world and practice what they learned in the class with their teachers.

- Public Health Department: "Prevention is better than curing" is the policy that is currently advocated by the government. To implement this and help people know how to prevent disease and live successful life, the role of public health professionals is vital. That is why Hawassa College of Health sciences Pays more attention to providing necessary teaching utilities and staff so that our students

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will be effective in achieving the goal. The college provides both communities based and health institution based training.

➢ Laboratory Department: As the basic element of teaching activity, the department has well organized laboratory. The laboratory has all the necessary medical equipment and chemicals supported by audiovisual materials and professional instructors in the field. Students are thought theoretically and all necessary application parts will be demonstrated in the laboratory by instructors and technical assistants. And, the students will have the chance to see the real world during their attachment trainings in Hospitals and health institutions.

➢ Midwifery And Family Health Department: Hawassa College Of Health sciences is proud to train health professionals in areas of Midwifery and family health to welcome and care for the babies and help the very element of the community or nation, family, to be healthy and happy. Our talented and experienced teachers are committed to provide students with the necessary theoretical knowledge and skill in this sensitive area. The students have the chance to learn the knowledge and skill in class practice in demonstration rooms supported by audio visual materials and guided by their instructors in hospitals and health centers to apply what they have learned.

➢ Health Information Technology: Newly opened Department uniquely supported by Tulane University of USA. Its focus is on equipping students with knowledge of how to collect and organize health related records with the application of Computer System.

➢ Radiography: Its focus is on equipping students with the knowledge of X-Ray Technology.

➢ Anesthesia: Again newly opened Department in the college that equips students with the knowledge of Anesthesia.

Human Resource Profile of the College is shown in tables below

Table 1.1: Number of Academic staff with Qualifications and Sex

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S/N	Qualifications	Number of Staff	Remark
1.	BA/BSC Degree	76	19 of them are Female
2.	Masters Degree	44	9 0f them are Female
	Total	120	

Source: Strategic Plan of the College (From Year 2003-2007 Ethiopian Calendar)

Table 1.2: Number of Technical Assistants

S/N	Qualification	Number of Staff	Remark
1.	Diploma	21	12 of them are female

Source: Strategic Plan of the College (From Year 2003-2007 Ethiopian Calendar)

Table 1.3: Number of Administrative Staff

S/N	Qualification	Number of Staff	Remark
1.	BA/BSC Degree	14	7 of them are Female
2.	Diploma	39	18 of them are Female
3.	Grade 9-12	36	20 of them are Female

Source: Strategic Plan of the College (From Year 2003-2007 Ethiopian Calendar)

In general, the College has 230 employees including the higher officials of which 120 are Academic staff, 21 of them are Technical Assistants, and 89 of them are Administrative staffs.

1.2. Statement of the problem

In diversity management, management should be very careful in understanding the real interest of people of organization. Integrating the individual interest to general interest is pivotal point. Especially, having satisfied employees in the organization is the key to

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have peaceful organization. Many researches show that employee motivation directly affects the creation of job satisfaction among the workers of organization. (Robinson 2004: 96).

Since human resource is number one resource in deciding the fate of organization, this resource should be motivated and retained in the organization. It is impossible to achieve organizational goal without the significant involvement and mobilization of man power.

This is a descriptive study looking into the impact of motivation on job satisfaction. The management dilemma in many organizations in today's fast paced technological environment is how managers can improve the motivation of employees, so that organizations employ and retain a fulfilled workforce that contributes optimally to organizational stakeholders

There are many and varied reasons why managers are continually under distress in Organization. Resources, human and material, technology are but a few issues confronting managers daily. More importantly the human aspect has questions that have perplexed and fascinated managers for a long time. In organizations it is common to see some employees performing better and some are not. In addition to this, it is also common to see employees seem better satisfied in their jobs than others. Moreover, how it is possible to the organization to improve the motivation and overall job satisfaction of its employees. Why this difference among the employees of the organization can happen is the main point of this study.

1.3. Research Questions

Essentially, the questions that must be answered by this study are:
- ➢ Is motivation needed and important to the College? What can both Managerial and non-managerial employees of the college say about this?
- ➢ Are there motivational methods in the college to inspire employees? Which Motivational method is the best one in minimizing labor turnover or retaining employees in the College?
- ➢ What is the importance of Job Satisfaction?

1.4. Objectives of the study

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General Objective

The General objective of the study is to investigate the impact of Motivation on Employees job satisfaction in Hawassa college of Health Sciences.

Specific Objectives

For specifically making a study on this particular topic, different variables should be taken in to consideration. The specific objectives of this study are:

- ➢ To analyze the need for motivation
- ➢ To analyze various motivational methods used by managers in the selected college.
- ➢ To analyze the methods used in retaining employees in the organization.
- ➢ To investigate the importance of job satisfaction that is achieved through motivation.

1.5. Significance of the Study

Some of the benefits of this research for managers as well as organizations include:

- ➢ It will broaden management's insights that motivation plays a key role in the overall job satisfaction of employees.
- ➢ It will enable managers to understand the factors and processes that are internal and external to the individual employee in an organization that have an effect in his/her behavior and performance.
- ➢ By understanding motivational issues behind employees, managers can systematically develop strategies to deal with motivational problems.
- ➢ The results of this investigation can help college lower turnover costs by addressing motivational concerns of employees. The consequence is that employees will stay and not resign the college. Replacing an experienced and trained worker can be very costly for organization.

1.6. Scope and Limitations of the study

Scope of the study

- ➢ The goal of this research was to describe the impact of motivation on employees' job Satisfaction.

> ➢ In general, the study covered the theoretical aspects of motivation and job satisfaction.

> ➢ The empirical section focused on Frederick Herzberg two-factor content theory of motivation to gain insights about the relation between motivation and job Satisfaction.

Limitations of the study were:

➢ Shortage of time to complete the study

➢ Unwillingness of some respondents to fill questionnaire

➢ Some questionnaires distributed were not returned.

1.7. Organization of the Paper

This research paper is organized in to five chapters where chapter one contains introduction along with the background of the study, chapter two describes the literature review which is relevant to the study, chapter three contains research methodology, chapter four explains about the results and discussion, and chapter five includes the summary of major findings, conclusion and recommendations.

Chapter- 2

LITERATURE REVIEW

Ever notice that once we've been doing things for a while, our curiosity fades? Some people loose the joy in their work. Some continue in their roles in order to maintain their comfortable salaries and secure benefits long after they have mentally quit. Others presume a job change is the only way to get back that long-lost enthusiasm (Harrington 2004:13).

The above scenario captures the essence of the problem facing many organizations today. Motivation! While other employees might be motivated to come to work, others are not. It then becomes management's challenge to deal with employee inertia.

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration (Pinder 1998:11).

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Herzberg's Two-Factor Theory of Motivation

Motivators	
Achievement	Specific successes, such as the successful completion of a job, solutions to problems, vindication, and seeing the results of your work.
Recognition	Any act of recognition, be it notice or praise. A distinction can be made between situations where concrete rewards are given along with acts of recognition and those in which they are not.
Growth or the possibility of growth	Changes in job situation where the possibilities for professional growth increase. Besides new vistas opened up by promotion, they include increased opportunities in the existing situation for learning and practicing new skills.
Advancement	Actual changes which enhance position or status at work.
Responsibility	Being given real responsibility, matched with the necessary authority to discharge it properly.
The Work itself	The actual doing of the job, or phases of it.

Source: Chandan (2001), Management Theory and Practice: P. 232-233, New Delhi, VIKAS Publishing House)

Hygiene Factors	
Company policy and administration	Availability of clearly defined policies, especially those relating to people, adequacy of organization and management.
Supervision – technical	Accessibility, competence and fairness of your superior.
Interpersonal relations	The relations with supervisors, subordinates and colleagues, the quality of social life at work.
Salary	The total compensation package, such as wages, salary, pension, company car and other financially related benefits.
Status	A person's position or rank in relation to others, symbolized by title, parking space, car, size of office,

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	furnishings.
Job security	Freedom from insecurity, such as loss of position or loss of employment altogether.
Personal life	The effect of a person's work on family life, e.g. stress, unsocial hours or moving house.
Working conditions	The physical conditions in which you work, the amount of work, facilities available, ventilation, tools, space, noise and other environmental aspects.

Source: Chandan (2001), Management Theory and Practice: P. 251-253, New Delhi,VIKAS Publishing House)

Herzberg's Two-Factor theory of motivation is an environmental motivation theory which emphasizes factors in the environment that contribute to the behavior. It seems natural to believe that people who are generally satisfied with their job will be more dedicated to their work and perform it well, as compared to those people who are dissatisfied with their jobs. If this logic seems justified then it would be useful to isolate those factors and conditions that produce satisfaction and those that produce dissatisfaction.

Herzberg called these two categories factors as hygiene or maintenance factors and Motivation factors (Motivators).

The hygiene factors do not motivate people. They simply prevent dissatisfaction and maintain status quo. They produce no growth but prevent loss. The absence of these factors leads to job dissatisfaction. The elimination of dissatisfaction does not mean satisfaction and these factors simply maintain a "zero level of motivation." These factors are primarily extrinsic in nature and environment-oriented and relate to job context rather than job content.

Motivational factors are related to the nature of work itself (job content), and are intrinsic to the job itself. These factors have a positive influence on morale, satisfaction, efficiency, and higher productivity. (Chandan 2001: 251-252).

Motivation is basic tool to decide the fate of organization with the creation of job satisfaction among the workers of organization (Garry Dessler 2004: 345)

METHODS FOR MOTIVATING EMPLOYEES

Managers have found many ways to motivate their employees to perform to the best of their abilities. The purpose of this part is to identify the most effective ways to motivate employees.

The specific areas to be discussed are financial and non- financial motivation.

Financial rewards are common in the business world today. Most experts agree that money is not the best motivator. The motivational effect of most financial rewards does not last very long.

However, the absence of financial motivators is a powerful demotivator, which cannot be ignored. Therefore, financial rewards are absolutely necessary in order to successfully motivate employees. Effective motivation of employees goes beyond the financial compensation for work. Some of the most well-known companies in the world have realized the benefits of appealing to their employees' drives to work intelligently and to be recognized. Most motivators lead directly to the empowerment and enabling of employees to perform well. Employee motivation can be improved when a company focuses on the following: goal setting, communication, autonomy, responsibility, and flexibility.

In order for managers and business executives to succeed in today's business world, they must become effective motivators. Effective motivation is only achieved by using both financial and non- financial motivational tools.

Financial Motivation

The most common types of financial rewards discussed in this part are salary increases, profit sharing, incentive travel, and paid time-off.

Salary increases: As has been mentioned, the absence of salary increases or bonuses can be a strong de- motivator, primarily because people use money as a scorecard to measure their achievement. Money is also an indicator to the person of how important he or she is perceived to be within the organization. The absence of salary increases or bonuses to some employees would indicate that they are not valued within the organization.

The economy has been in a constant decline for the last few years. As the economy continues to suffer, companies are facing the challenges of giving raises or bonuses. In

recent years, most employees are willing to give up a raise if it means they could avoid being laid-off.

In a year when money is not available for bonuses and raises, companies can make wise use of recognition programs and team rewards. "But companies cannot adopt a 'products only' policy for long. Experts say one year is the limit" (Cummings 2002:11). If employees go for more than one year without receiving a raise or a bonus, their productivity is likely to decline, and valuable employees may be tempted to look for other employment, which can be costly in rehiring expenses.

Profit-sharing: Profit sharing can be a great way to motivate company staff because it benefits both the employee and the employer. This is a win-win situation for both.

Incentive travel: Who would say no to an all-expenses paid luxury holiday? Another effective way to financially motivate employees is with incentive travel. Many times when employees are rewarded with cash bonuses or pay raises, the money is used to pay off debt or everyday types of financial expenses. While money for everyday expenses is good, the added appeal of incentive travel, as a bonus or reward, is that employees would probably never buy something like it for themselves.

Incentive travel is a management tool used to motivate and recognize participants for increased levels of performance in support of company objectives. In short, it is almost a way of bribing employees to work harder. And there is evidence it works exceedingly well.

Paid time-off: Paid time away from work is one of the most common types of financial rewards used to motivate employees. The amount of paid time-off can vary from an extended lunch to multiple days off at the same time.

Non-Financial Motivation

Effective motivation of employees goes beyond the financial compensation for work, and some of the most well-known companies in the world have realized the benefits of appealing to their employees' drive to work intelligently and to be recognized. Most motivators lead directly to the empowerment and enabling of people to perform well. Productivity can be improved when a company focuses on the following: goal setting, communication, autonomy, responsibility, and flexibility.

Goal-setting. A prime motivator for people is the achievement of objectives and the recognition of peers. Achievement is the successful execution of a task to reach a desired end.

Whether employees are working to fasten a bolt to an engine block or developing a competition

study, the successful accomplishment of that task represents a piece of the company's mission.

Setting goals is a good way to define an employees' purpose in a company and helps to set a standard for them to gauge their success. Managers can then focus on the success of the individual by illustrating his or her performance in comparison to the goal, either with public or private recognition. In this way, the organization develops an atmosphere of attainment against measurable objectives and becomes energized with each win.

Communication: The flow of information in a company can be a powerful tool in motivating its workforce. Communication of clearly stated goals and paths to achievement is the best way to begin developing employee talent.

Employees want their company and team to succeed; and when management uses the input to help them be productive, a sense of empowerment and ownership of the process develops. The open communication also gives a measure of control over their work environment and allows for the improvement of each individual working situation.

Communication also gives rise to trust between the supervisors and their staff. Trust enables management to give autonomy and to encourage independence, and that trust builds a strong sense of community for the employee.

Concerning communication, the flow of information in a company can be a powerful tool in motivating its workforce. Communication of clearly stated goals and paths to achievement is the best way to begin developing employee talent.

Registering and acting on the communication of employees also gives a powerful message about their value to the company and management. Employees want their company and team to succeed; and when management uses the input to help them be productive, a sense of empowerment and ownership of the process develops. The open communication also gives a measure of control over their work environment and allows for the improvement of each individual working situation.

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The reward employees receive for communicating is not always what managers might view as an award. As Matejka says, ". . . giving an employee something pleasant is not the only way to reward. You are also rewarding (making life more pleasant) when you take something away that the employee dislikes" . Enhancing the work life, thereby compensating the employee for the communication, is a way to build rapport and loyalty. When the work environment is pleasant, the employee's satisfaction and motivation increase.

Communication also gives rise to trust between the supervisors and their staff. Trust enables management to give autonomy and to encourage independence, and that trust builds a strong sense of community for the employee (Nelson 1997: 23).

Autonomy: As the workplace has evolved, the thoughts on worker autonomy have changed as well.

Autonomy is giving the employee the impetus to do what needs to be done at that moment in the larger context of business. It is a break from the fundamental 'job definition' structure. It allows employees to act independently to fix problems, improve procedures, or enhance interactions.

Independence, when coupled with good communication, motivates the worker to think about the best interests of the company and further motivates by giving the freedom to act in any given situation. Good managers will define the outcomes but avoid narrowing the task into steps for the employee. Autonomy is also a major driving factor in the effectiveness of an organization. An organization that is concerned with everyone's role in achieving overall objectives is more adaptable and flexible. Employees will take responsibility for achieving goals in a broader context and will have less rigidity in the interpretation of job roles. The lack of rigidity will enable problems to be dealt with more efficiently and will give greater satisfaction and empowerment to each employee. An effective and productive organization is the major insurer of employee retention, satisfaction, and motivation.

Autonomy is a major driving factor in the effectiveness of an organization. An Organization that is concerned with everyone's role in achieving overall objectives is more adaptable and flexible. Employees will take responsibility for achieving goals in a broader context and will have less rigidity in the interpretation of job roles. The lack of rigidity will enable problems to be dealt with more efficiently and will give greater

satisfaction and empowerment to each employee. An effective and productive organization is the major insurer of employee retention, satisfaction, and motivation. (Coffman & Molina 2002: 45).

Responsibility: Employees place a 'worthwhile job' above every other employment concern, including money. Responsibility for the success or failure of a project is a large part of creating job worth. When employees are given the tools and autonomy to do a certain project, or work in a particular role, they are motivated to perform brilliantly because they are accountable for that particular function. Responsibility for a project will also give a good employee the opportunity to display talent and creativity in solving a problem or completing a task.

Flexibility: One of the aims of companies should be flexibility with employees. During the 1990's, companies realized tremendous productivity gains by demonstrating flexibility in the work environment. Schedule and organizational flexibility allow employees to balance home and work more effectively and cause productivity and morale gains as well (Nelson 1997: 156-160).

Continuous learning at work is often the foundation up on which worker motivation is built. Managers, faced with the need to provide improved services and higher quality products and to manage high-tech flexible manufacturing and service plants require highly trained and self-motivated employees. As the result, more companies recognize today what many organizations have known for years: motivating workers to do a better job and to use their heads goes hand in hand with training. As one recent report put it, "it is powerful combination: workers who equip themselves (through training) to be competitive and employers who provide them with challenging." (Dessler 1994 435-436).

Successfully applied motivational methods are capable enough in retaining employees in the organization. Motivated employees stay long in the organization if the readiness of management is according to organization's demand. Motivation is number one issue to be the part of organization's strategy. This is mainly because the success and failure of every organization's strategy. This is mainly because the success and failure of every organization is on the hands of human resource__ this resource must be motivated and retained in the organization (Chandan 2001: 232-233).

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Employee Turnover

Employee turnover is inflow and outflow of manpower in the organization. Organizations with high employees' turnover will face a great problem in realizing their visions. Since human resource is number one resource in bringing prosperity, organizations should invest much on their human resource. Motivational methods that are scientifically identified and applied pave the way to minimize employee's turnover (Plunket and Attner1994: 324).

Flexible manager is the one providing opportunity to his employees to work outside (exposure) in order to have the experience other similar organization. This in turn motivates people of organization since individuals are outstretching their talent. And also avoiding irrelevant interventions in the duties of subordinates will boost the morale of employees (Autonomy is an activity that everyone wants to enjoy). There must be also a clear development path in the organization which should be vividly mentioned in organization's legislation. Employees' turnover can be minimized in many ways based on the nature of organizations (Mora 1990: 123-124)

According to Robert Henry, additional responsibility and training must be used to reduce turnover, but managers should be brilliant in watching the effects of external environment since it is beyond the control of organizations, and also the cost issue is another important thing to be understood. (Daft 1999:145).

JOB SATISFACTION

Job satisfaction is important technique used to motivate the employees to work harder. It had often been said that "A HAPPY EMPLOYEE IS APRODUCTIVE EMPLOYEE." A happy employee is, generally, that employee who is satisfied with his job. Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well being. Though it is a debatable point as to which one is the cause and which the effect is, but these are correlated to each other. In simple words, job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job highly. A few definitions of job satisfaction are quoted as follows:

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According to E.A. Locke, "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."

According to Field man and Arnold, "Job satisfaction will be defined as the amount of overall positive affect or (feelings) that individuals have towards their jobs."

According to Andrew Erin, "Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction. "

According to Keith Davis and Newstrom, "Job satisfaction is the set of favorable or unfavorable feelings with which employees view their work."

We can say that job satisfaction is a result of employee's perception of how well their job provides those things which are viewed as important. In organizational field, job satisfaction is considered the most important and frequently studied attitude (Fisher, 1996: 156).

The employees' turnover reflects dissatisfaction prevailing among the employees of the organization. If the employees are motivated and satisfied, turnover will be low since employees get what they need. (Kazmier and Leonard 1994:266)

Job satisfaction is truly achieved through the application of different motivational mechanisms and in many cases the job itself plays an important role. In contemporary management, motivation has a great impact on employees' job satisfaction. (Dubrin 1998:265).

Management of every organization must invest much on human resource by creating conducive working environment that motivates people. Job satisfaction, which is directly influenced by motivational activities of the organization, is critically important to have a prosperous future (Lunkaster 2001:94).

Factors Influencing Job Satisfaction

There are a number of factors that influence job satisfaction. A number of research studies have been conducted in order to establish some of the causes that result in job satisfaction. These studies have revealed consistent correlations of certain variables with the job satisfaction. Some of the factors which affect job satisfaction are:

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A) Organizational Factors

1. Salaries and Wages: -

Wages and salaries play a significant role in influencing job satisfaction. This is basically because of a few basic reasons. Firstly, money is an important instrument in fulfilling one's needs. Money also satisfies the first level needs of Maslow's model of satisfaction. Secondly, employees often see money as a reflection of the management's concern for them. Thirdly, it is considered a symbol of achievement since higher pay reflects higher degree of contribution towards organizational operations. Non monetary benefits are also important, but they are not as influential. One reason for that is that most of the employees do not even know how much they are receiving in benefits. Moreover, a few tend to under value their benefits because they do not realize their monetary value. The employees, generally, want a pay system which is simple, fair and in line with their expectations.

2. Promotion Chances: -

Promotional chances considerably affect the job satisfaction because of the following reasons: Firstly, Promotion indicates an employee's worth to the organization which is highly morale boosting. This is particularly true in case of high level jobs. Secondly, Employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied. Thirdly, Promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.

3. Company Policies: -

Organizational structure and policies also play an important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature. Organizational policies also govern the human behavior in the organizations. These policies can generate positive or negative feelings towards the organization. Liberal and fair policies usually result in more job satisfactions. Strict policies will create dissatisfaction among the employees because they feel that they are

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not being treated fairly and may feel constrained. Thus, a democratic organizational structure with fair and liberal policies is associated with high job satisfaction.

B) Work Environmental Factors

The work environmental factors include the following important factors:

1. Supervision: -

Supervision is a moderately important source of job satisfaction. There are two dimensions of supervisory 'styles which affect the job satisfaction: First is Employee Centeredness. Whenever the supervisor is friendly and supportive of the workers there is job satisfaction. In this style, the supervisor takes personal interest in employee's welfare. Second is Participation. The superiors, who allow their subordinates to participate in decisions that affect their own jobs, help in creating an environment which is highly conducive to job satisfaction.

2. Work Group: -

The nature of the work group or team will have effect on job satisfaction in the following ways:

(i) A friendly and co-operative group provides opportunities to the group members to interact with each other. It serves as a source of support, comfort, advice and assistance to the individual group members. If on the other hand, the people are difficult to get along with, the work group will have a negative impact on job satisfaction.

(ii) The work group will be even a stronger source of satisfaction when members have similar attitudes and values. In such a group, there will be less friction on day to day basis.

(iii) Smaller groups provide greater opportunity for building mutual trust and understanding as compared to larger groups. Thus, the group size and quality of interpersonal relations within the group play a significant role in worker's satisfaction.

3. Working Conditions: -

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Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction. While the desirable working conditions are taken for granted and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction. Simply because they lead to physical discomfort and physical danger.

C) Work itself

The content of the work itself plays a major role in determining the job satisfaction. Some of the aspects of the work which affect job satisfaction are:

i) Job Scope:-

It provides the amount of responsibility, work pace and feedback. The higher the level of these factors, higher the job scope and higher the level of satisfaction.

ii) Variety.

A moderate amount of variety is very effective. Excessive variety produces confusion and stress and a too little variety causes monotony and fatigues which are dissatisfies.

iii) Lack of Autonomy and Freedom: -

Lack of autonomy and freedom over work methods and work pace can create helplessness and dissatisfaction. Employees do not like it when their every step and every action is determined by their supervisor.

iv) Role Ambiguity and Role Conflict: -

Role ambiguity and role conflict also lead to confusion and job dissatisfaction because employees do not know exactly what their task is and what is expected of them.

v) Interesting Work:-

A work which is very interesting the challenging and provides status will be providing satisfaction to the employees as compared to work which is boring and monotonous.

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D) Personal Factors

Personal attributes of the individuals also play a very important role as to whether they are satisfied at the job or not. Pessimists and people with negative attitudes will complain about everything including the job. They will always find something wrong in every job to complain about. Some of the important personal factors are:

1. Age and Seniority: -

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

2. Tenure: -

Employees with longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs.

3. Personality: -

Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, and maturity, and decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction. This type of satisfaction comes from within the person and is a function of his personality (Bolton, 2001: 344-3490.

Chapter -3

RESEARCH METHODOLOGY

3.1. Description of the study area

The study was conducted at Hawassa College of Health Sciences & comprises respondent who are generally expected to provide relevant data and information that help student researcher to achieve the objectives mentioned earlier.

3.2: Data Sources

The respondents, for this study, were selected by convenience sampling technique that can be the representative of the total population from the following major groups:

- ➢ Non-managerial Employees of the organization in different work areas like academic, administrative, and technical assistants.
- ➢ Managerial employees of the college.

The primary source was collected from both non-managerial and managerial employees of the college. And also, student researcher used secondary sources of data like books.

Convenience sampling technique is used when

- ➢ there is shortage of time
- ➢ there is significant homogeneity among the population
- ➢ the researcher has ample knowledge about the population
- ➢ its easy application is another important thing

All in all, this sampling technique is preferred because it is fast, inexpensive, easy and the subjects are readily available.

3.3: Sampling Design

In Hawassa College of Health Sciences, there are total of 230 employees including managerial employees. The college's staffs are classified as academic, administrative and technical assistants. Management members of the college are represented from these three categories of employees. Therefore, there are managers and non-managers in each category.

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Out of 230 employees, 120 samples that were assumed to be representative were selected using convenience sampling technique. 80 0f them were the academic employees from which 12 were the management members. 30 of them were from administrative from which 5 were management members, and 10 of them from technical assistants. Therefore, from total sample taken, 103 of them were non-managerial employees, and 17 of them were managerial employees.

The plan was to collect data from 120 individuals which were 52% of the total population. Out of 120 questionnaires distributed to the sample population, 100 of them were successfully returned. 20 questionnaires distributed were not returned. All management members replied their response fully. The rational for the distribution of large number of questionnaire to academic employees was that most of complaints on employees' motivation emanate from this category, and the core job of the college is performed by these employees.

3.4: Data Collection Instruments

The data collection tool mainly comprises questionnaires which has got numerous advantages over other approaches. Firstly, the respondents will have enough time to think over the questions and give adequate answers. Second the relevance and accuracy that is provided if the researcher uses it. A questionnaire is relevant if there is no unnecessary information collected and if the information that is needed to solve the stated problem is obtained. Accuracy means that the information is reliable and valid. The questionnaire used in this research was structured along with both closed and open-ended questions. The student researcher also tried to use personal observation while collecting data through questionnaire. Data was collected by the student researcher himself by distributing questionnaire to each group of respondents for 15 days.

3.5: Method of Data Analysis

The student researcher analyzed data using descriptive statistics such as, Bar graphs and Percentages. The student researcher used MS Excel as important statistical tool to analyze data collected and organized. Data analyzed in line with the objectives set. Each statistical instrument used is supported by useful interpretations and important

relationships made among the data, especially data from non-managers and managers was analyzed separately.

Chapter -4:

RESULTS AND DISCUSSION

This is the crucial part of the study that all the planned activities are expected to be shown scientifically with clear justifications, sources, and important interpretations.

Two important sections are found in this chapter. The first section explains the characteristics of sample used by the student researcher in order to analyze data comfortably, and the second section explains all the data related to objectives of the study from which important findings, conclusion and recommendations originated.

4.1. Sample characteristics

A) Age

A bigger percentage (26%) of respondents were between the ages of 26 and 30 years, followed by 25% between the ages of 31 and 35 years; 20% of respondents fell between 36 and 40, 15% were between the ages 21 and 25 and 10% were between 41 and 45 years old. Only 4% of subjects were above 45 years of age.

Figure 4.1: Age distribution of sample
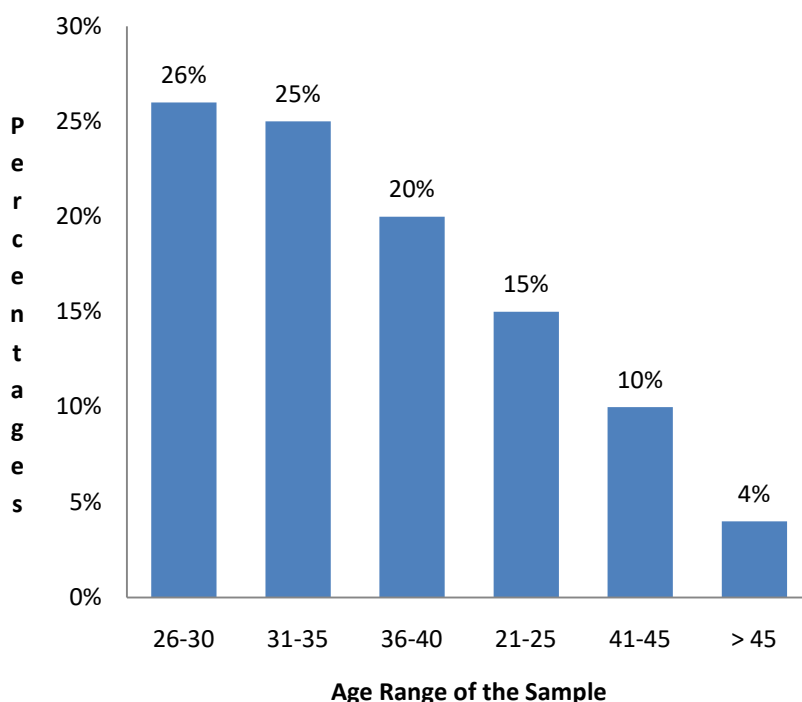
B) Gender

Of the 100 respondents, 35% were female and 65% were males.

Figure 4.2: Gender distribution of sample
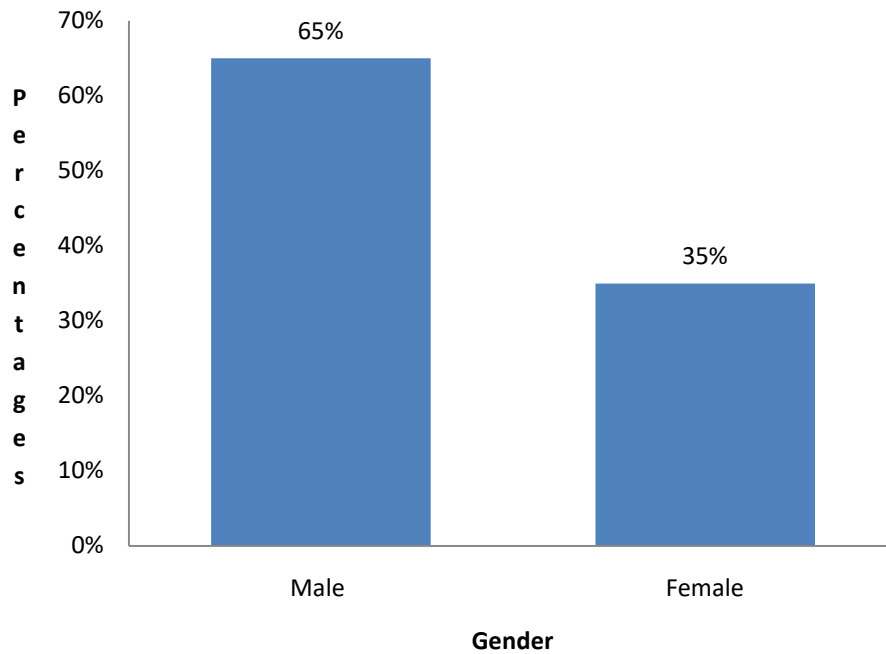
C) Marital Status

The majority of respondents were married or living together (45%), followed by Single (41%). 9% were divorced or separated while another 5% were widowed.
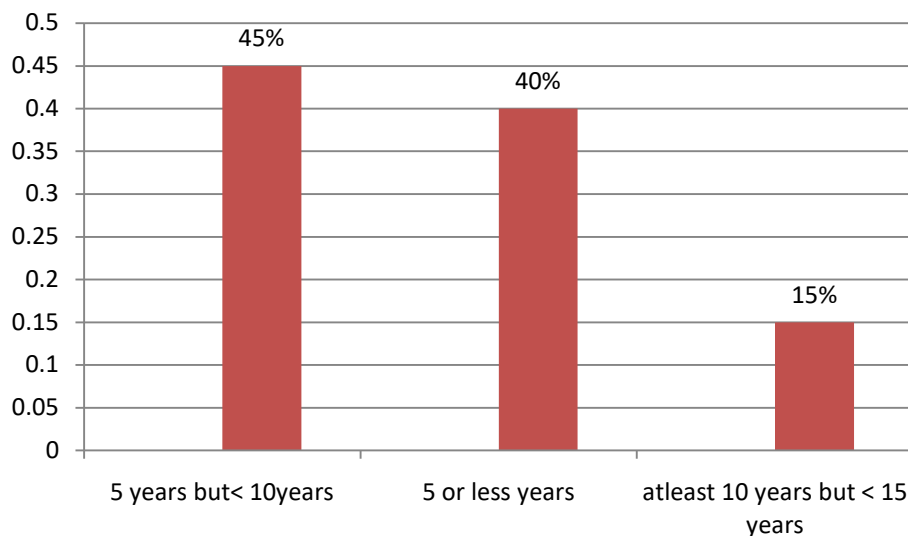
Figure 4.3: Marital status of sample
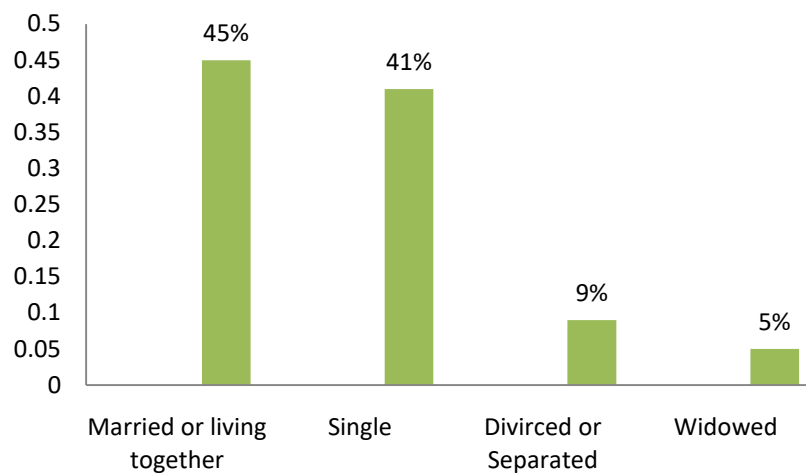
D) Work Experience

The majority of the workers (45%) in the sample had more than 5 years but less than 10 years work experience with Hawassa College of Health Sciences. 40% had 5 or less years . 15% had at least 10 years but less than 15 years work experience.

Figure 4.4: Work Experience of Sample

E) Education

The majority of respondents (40%) had first Degree; 25% had grade post graduate Degree; 20% had post school Diploma/Certificate; 10% had completed grade 12; 5% had completed grade 11.

Figure 4.5: Educational levels of Sample
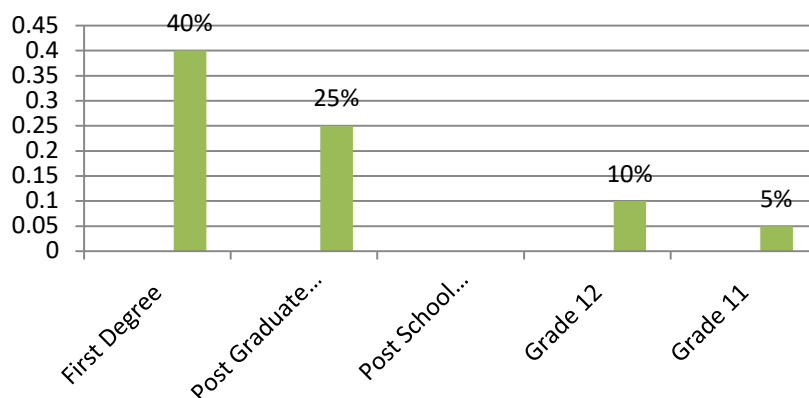
Majority of sample is from the academic category. 65% of the respondents have the qualification of first degree and above which implies that this study clearly incorporated the main actors of the college that perform the core activity of the college which is teaching-learning process.

F) Position

83% of the sample was non-managers. 17% were managers or occupied positions of authority over others.

Figure 4.6: Position distribution of sample
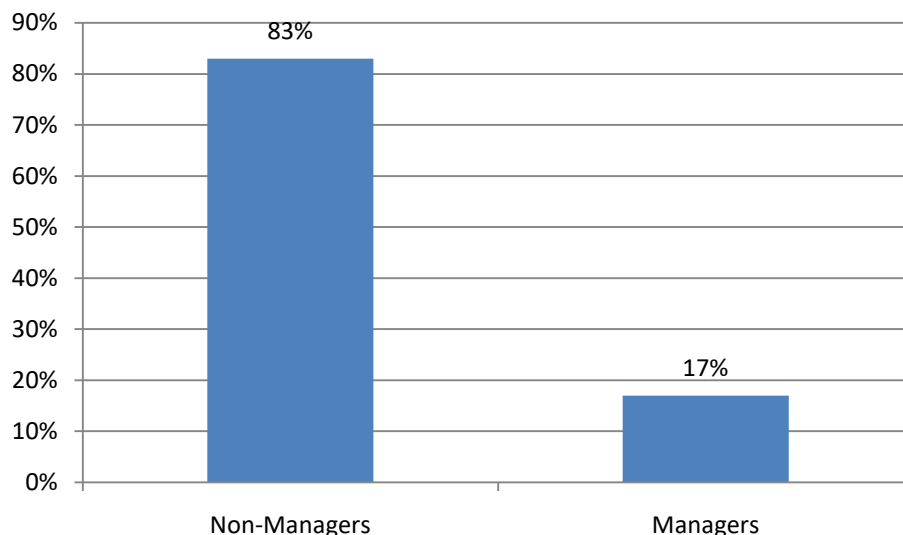
G) Salary

The majority of respondents (55%) fell under the salary range from 3820__4605 Birr/month; 21%of respondents had the salary level between 1233__1740 Birr/month, 20% 0f respondents had the salary level from 2250-2685, while only 4% had the salary of above 4605 Birr/month.

Figure 4.7: Salary Range of sample
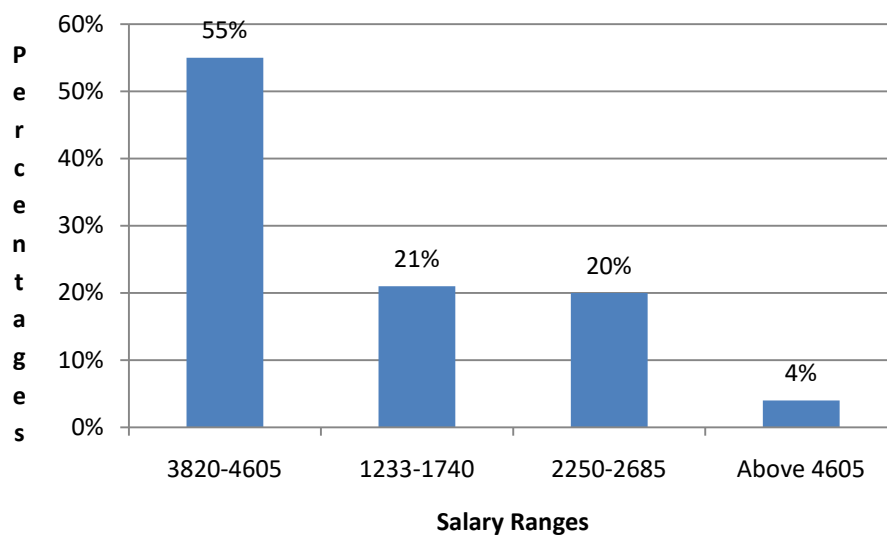
4.2.   Analysis of Data Collected

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The data collected with the help of questionnaire analyzed according to the objective of study. Explanation was made citing the important literatures mentioned in chapter 2. The specific objectives of the project were the bench mark of data analysis.

As it was mentioned in chapter 3, the student researcher distributed the questionnaire to 120 respondents of different categories of employees in order to meet the objective of this project. 100 of them were successfully returned.

One of the objectives of the study was to analyze the need for motivation. According to the data gathered from collected questionnaire, motivation is very important thing to the organization.

Motivation is basic tool to decide the fate of organization with the creation of job satisfaction among the workers of organization (Dessler 2004: 345)

The respondents clearly mentioned the reason why motivation is needed. From 100 questionnaires collected 100% of respondents replied that motivation is needed in the College.

Figure 4.8: Reasons for the Need of Motivation
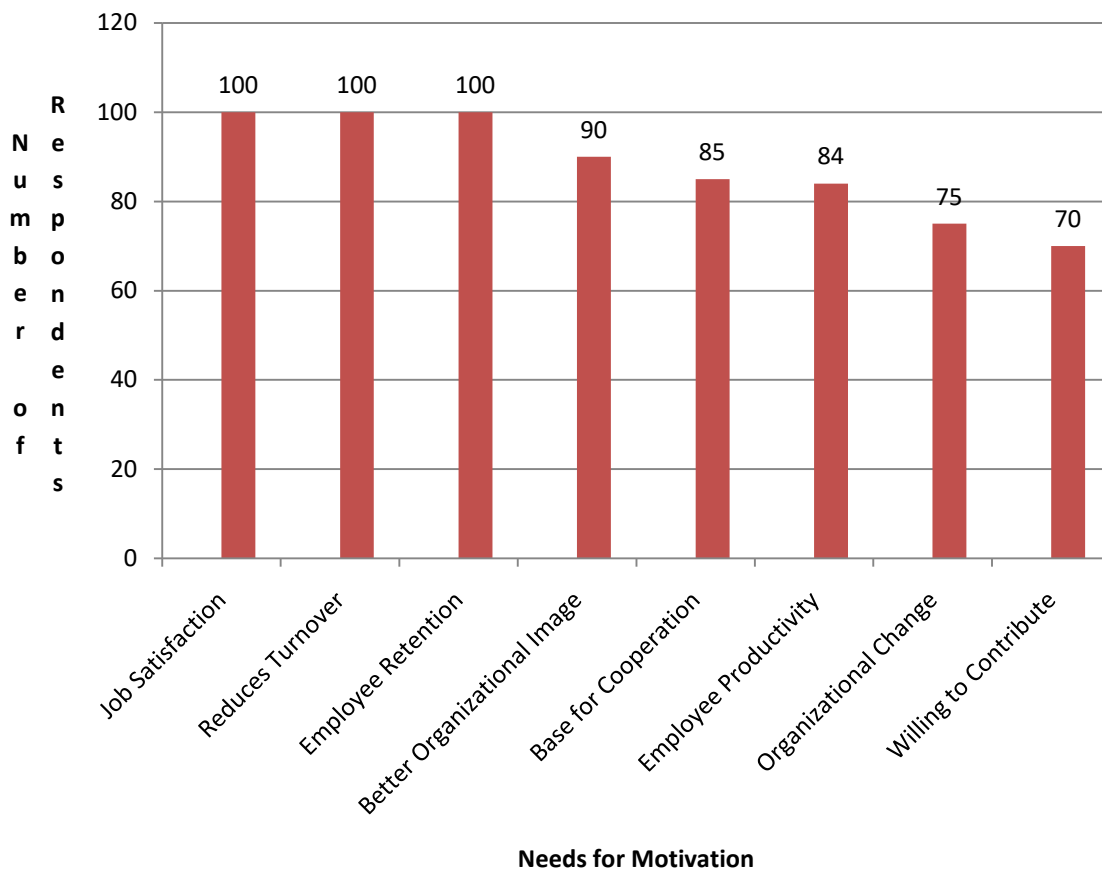
According to figure 4.8 above, employee motivation is need for various reasons. From the questionnaire collected, all the respondents (100%) replied that employee motivation is needed for job satisfaction, reducing turnover, and retaining employees in the college followed by motivation is needed for better organizational image which was 90% of the respondents. 85% of the response also explained that motivation is needed for concentrating on goals and cooperation among the employees of the college followed by 84% of response which is motivation is needed for boosting employees productivity. The other reasons mentioned by the respondents were that motivation is needed to let the employees accept organizational change and to increase willingness to contribute that took 75% and 70% of responses, respectively.

Therefore, employees' motivation is needed for the following reasons:

1. Creating job satisfaction
2. Reducing employee turnover

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3. Retaining employees in the college

4. Letting employees concentrate on goals

5. Boosting employees productivity

6. Accepting organizational change

7. Increasing the willingness to contribute

8. Creating cooperation among the employees of the college

9. Building good image of the college

The critical point that student researcher realized that all the respondents requested to fill questionnaire agreed that employee motivation is needed in the college___ no response against this idea was heard. That means the respondents selected from the total population of Hawassa college of Health Sciences entirely agreed up on the point that employees' motivation is needed in the college. The point that should be mentioned here is that management members of the college, they were 17 in number, responded similar answers and their reactions were analyzed together with the response of other respondents.

Analyzing various motivational methods used in the College was the next important target of the study. Hawassa College of Health Sciences, as among the health science college in Southern Ethiopia since 1980 Gregorian calendar, has been trying its level best in order to motivate its employees. The college has its own vision that is expected to be realized in 2020 Gregorian calendar. The vision can be realized only when the college invests much on its man power. Of course, much was done to move towards the vision though there is distant road to be gone in this regard.

The questionnaire distributed was properly collected in which the respondents replied their own regarding different motivational methods used in the college. From 100 respondents, 80 of them that means 80% of respondents (both non-managerial and managerial individuals) replied that there are motivational methods in the college followed by 20 respondents that means 20% of respondents who replied that there are no significant motivational methods in the college to satisfy its employees. From 80 respondents that assured the existence of motivational methods in the college, 17 of them were managerial employees, and 63 were non managerial employees.

Figure 4.9: Motivational Methods according to Non-Managerial employees
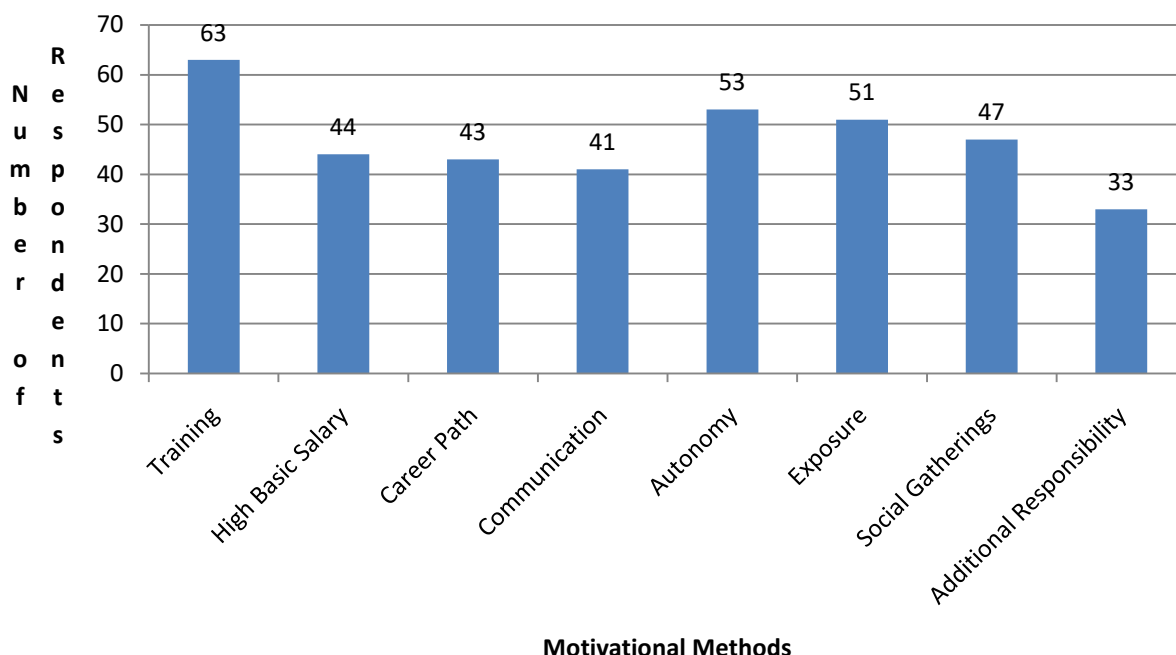
According to figure 4.9 above, the respondents (non_ managerial), 63 in number from the total sample taken, replied that the dominant motivational method in the college is training which is both short-term and long-term. Though it is inclined much to the academic staff of the college, training is the biggest motivational method in the college. The staffs are let their further education like post school diploma/certificate, first and second Degrees. Further education chance existing in the college is part of long-term training. Moreover, short-term training intended to improve the capacity of employees of the college is commonly found. From 63 respondents, all replied that training is the dominant motivational method in the college.

Continuous learning at work is often the foundation up on which worker motivation is built. Managers, faced with the need to provide improved services and higher quality products and to manage high-tech flexible manufacturing and service plants require highly trained and self-motivated employees. As the result, more companies recognize today what many organizations have known for years: motivating workers to do a better job and to use their heads goes hand in hand with training. As one recent report put it, "it is powerful combination: workers who equip themselves (through training) to be

competitive and employers who provide them with challenging." (Gary Dessler 1994 435-436)

According to the responses collected from 63 individuals, all responded that training is the number one motivational tool in the college. All agreed that training is the greatest motivational method being practiced in the college.

Autonomy, exposure and social gatherings are next important motivational methods in the college taking the share of 84%, 85%, and 81% responses, respectively.

Autonomy is giving the employee the impetus to do what needs to be done at that moment in the larger context of business. It is a break from the fundamental 'job definition' structure. It allows employees to act independently to fix problems, improve procedures, or enhance interactions.

Independence, when coupled with good communication, motivates the worker to think about the best interests of the company and further motivates by giving the freedom to act in any given situation. Good managers will define the outcomes but avoid narrowing the task into steps for the employee .Managers, trusting the employee to perform the job that he or she has been given to do, allow them to use talent and ingenuity to accomplish that task. An employee that is engaged in the decision- making process feels motivated to ensure the project is done according to business objectives.

Autonomy is also a major driving factor in the effectiveness of an organization. An organization that is concerned with everyone's role in achieving overall objectives is more adaptable and flexible. Employees will take responsibility for achieving goals in a broader context and will have less rigidity in the interpretation of job roles. The lack of rigidity will enable problems to be dealt with more efficiently and will give greater satisfaction and empowerment to each employee. An effective and productive organization is the major insurer of employee retention, satisfaction, and motivation. (Coffman & Gonzalez- Molina 2002: 45).

Exposure is the chance given to the employee in order to show his ability to the outside community. In this, employee is sent other similar organization to share his skill, and then he will be rewarded for what done. That motivates employees and creates fabulous job satisfaction among the workers of the organization. (Daniel Katz and Robert L. Kahn 1997: 336). In Hawassa College of Health Sciences, the academic staffs have the chance

to do this__ they share their experience in both governmental and private organizations including conducting researches , and they will be rewarded for what they performed, this in turn motivates them let them be loyal to the college.

Communication, high basic salary, and career path were also among important motivational methods in the college taking the share of 73%, 70%, and 68% responses, respectively.

Concerning communication, the flow of information in a company can be a powerful tool in motivating its workforce. Communication of clearly stated goals and paths to achievement is the best way to begin developing employee talent.

Registering and acting on the communication of employees also gives a powerful

message about their value to the company and management . Employees want their company and team to succeed; and when management uses the input to help them be productive, a sense of empowerment and ownership of the process develops. The open communication also gives a measure of control over their work environment and allows for the improvement of each individual working situation.

The reward employees receive for communicating is not always what managers might view as an award. As Matejka says, ". . . giving an employee something pleasant is not the only way to reward. You are also rewarding (making life more pleasant) when you take something away that the employee dislikes" . Enhancing the work life, thereby compensating the employee for the communication, is a way to build rapport and loyalty. When the work environment is pleasant, the employee's satisfaction and motivation increase.

Communication also gives rise to trust between the supervisors and their staff. Trust enables management to give autonomy and to encourage independence, and that trust builds a strong sense of community for the employee (Nelson 1997: 23).

According to response of managerial employees, 17 in number, the motivational methods found in the college are similar to the response of non-managerial employees. Figure 4.10 explain this fact.

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Figure 4.10: Motivational Methods according to Managerial Employees
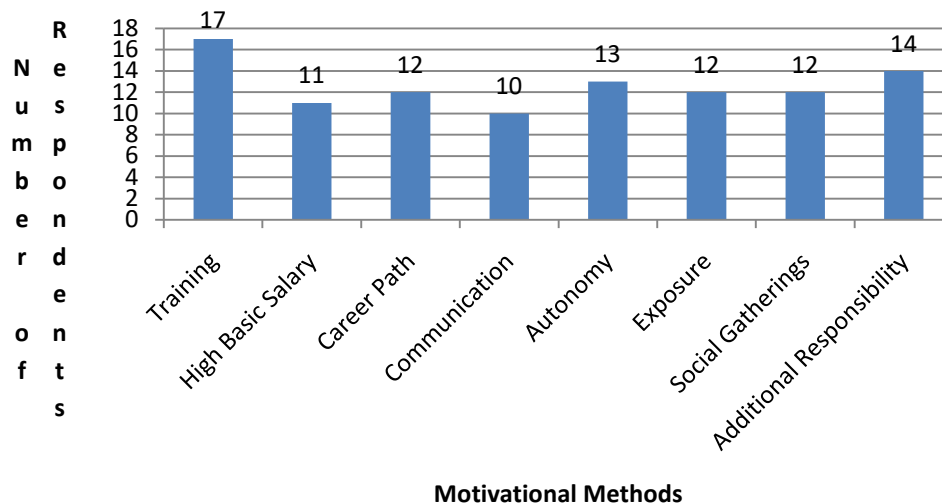
According to figure 4.10, training is the dominant motivational method in the college. This shows that the data collected from both managers and non-managers had similar view on dominant motivational method in the college.

Additional responsibility and Autonomy were also among the main motivational methods mentioned by managers of the college followed by exposure, social gatherings, and career path. High basic salary and communication were also among the motivational methods mentioned by the managers of the college.

The other area of investigation by the student researcher was that whether the motivational methods mentioned are satisfactorily used in the college. From 100 respondents, 60 of them (60%) of the respondents agreed that they are relatively satisfactory though there are problems associated with them. 40 of them (40%) of respondents refused this. They replied that motivational methods are not satisfactorily used in the college.

Motivational methods to be practiced by the organization should be satisfying the interests of large part of the community of that organization. The most important thing is that motivational methods must be identified scientifically, because all organizations may not follow the same motivational methods. The existence of motivational methods in the organization is an independent issue; the application of these methods satisfactorily with clear investigation of interest of organization's people is another issue. Whatever the case may be, satisfactorily applied motivational methods create job satisfaction and let employees remain in the organization (Gary Dessler:.235).

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Hawassa College of Health Sciences has been using different motivational methods. Even though several methods are found, the response of its employees showed that still these methods are not satisfactory.

The reasons provided by those respondents whose share was 60% of response were that motivational methods are satisfactorily used in that they are clearly identified as necessary methods by the college; the methods are taken as tools deciding the fate of the college, which took 83% (50 0f 60),and 92% (55of 60) of the total response, respectively. Moreover, two important reasons were added by the respondents which were the application of motivational methods in all categories of employees, and the methods are continuously used in the college, for which 44 of 60(73%), and 46 of 60 (77%) responded, respectively.

Figure 4.11: Reasons given to satisfactory usage of Motivational methods in the college by non-managerial employees
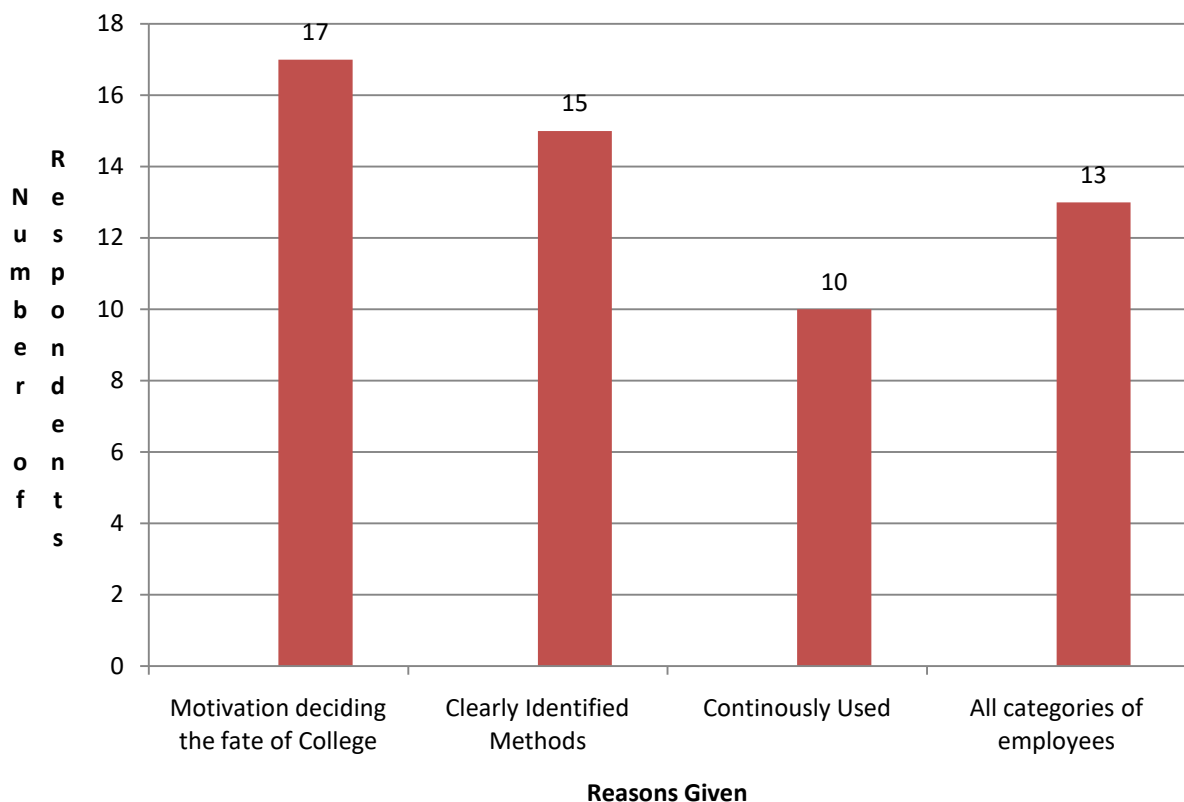

According to the data collected from 17 management members of the college, motivational methods are satisfactorily used in the college. All management members replied on this point.

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Figure 4.12: Reasons given to satisfactory usage of Motivational methods in the college by managerial employees
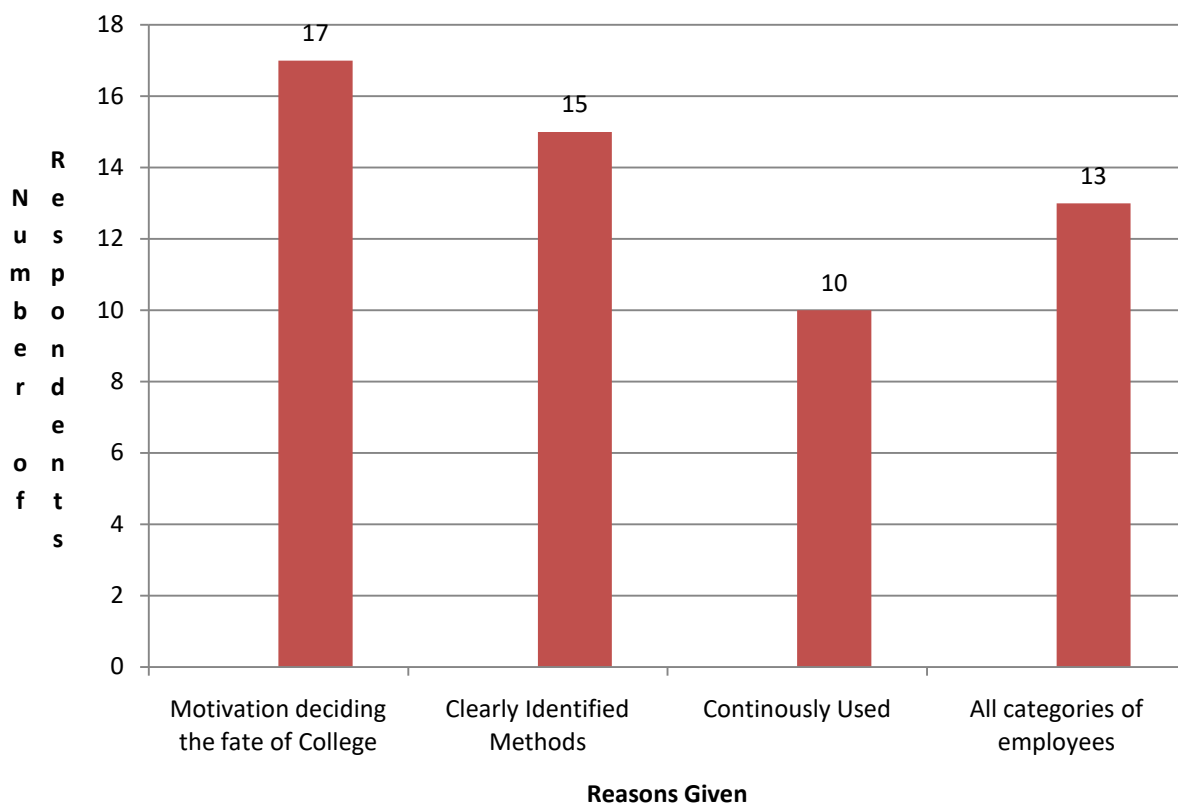
The responses of managerial employees of the college shows that motivational methods are satisfactorily used in the college in that all of them (100%) replied that motivation decides the fate of the college, and also the methods are clearly identified by the college (this means that the motivational methods being used in the college are the right methods to motivate the employees of the college), this took the 88% of response of them. Again, managers replied that motivational methods are continuously used, and include all categories of employees. Here, there is relationship between the response of managers and non-managers regarding the satisfactory usage of motivational methods.

According to the response of those refused that motivational methods are not satisfactory in the college, the following reasons were given.

Figure 4.13: Reasons Given

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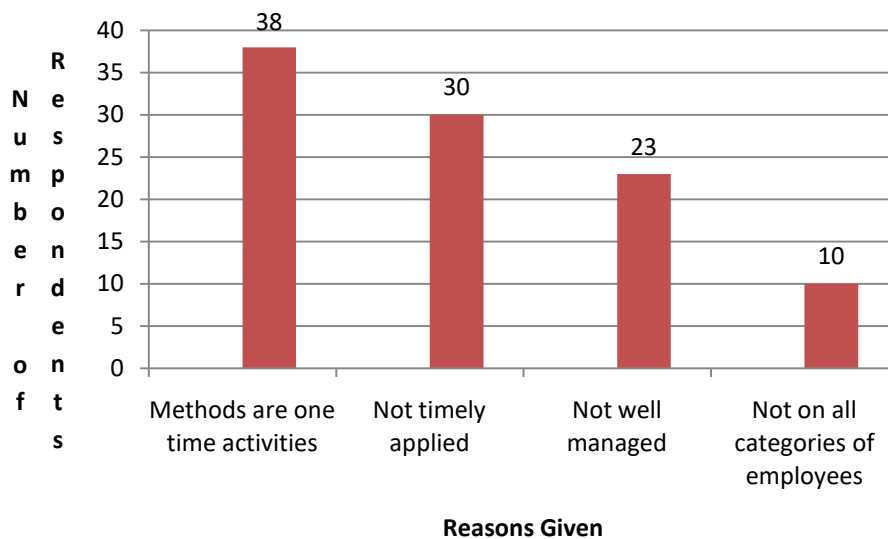
Reasons Given

According to figure 4.13, the major reason given by the respondents was methods are one time activities with 95% (38 0f 40) of response share. They are not consistently applied. The other reasons were methods are not applied in all categories of workers with 25% (10 of 40) of response, not timely applied with 75% (30 of 40)of response, and not well managed with objective parameters with 58% (23 of 40) of response.

Again, those respondents especially the management members of the college replied that these motivational methods are preferred because of the following reasons. The management members to whom the questionnaire was distributed and collected were 17 in number. All agreed that the methods are preferred for the reasons mentioned below:

1. Motivational methods are capable of retaining employees in the college,
2. The methods are manageable in nature,
3. The methods are capable of boosting employees moral,
4. The methods help the college to have satisfied employees.

Employee Retention

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One of the important areas of investigation by the student researcher was analyzing whether the motivational methods used by the college could retain employees to stay long in the college.

Successfully applied motivational methods are capable enough in retaining employees in the organization. Motivated employees stay long in the organization if the readiness of management is according to organization's demand. Motivation is number one issue to be the part of organization's strategy. This is mainly because the success and failure of every organization's strategy.   This is mainly because the success and failure of every organization is on the hands of human resource__ this resource must be motivated and retained in the organization (Chandan 2001: 232-233).

To this issue (motivational methods and their capability of retaining employees in the college), 40 non-managerial individuals responded in the collected questionnaire. According to their response, motivational methods are capable of retaining college's employees. They forwarded their justifications for the point.

Figure 4.14: Justifications given by non-managerial employees
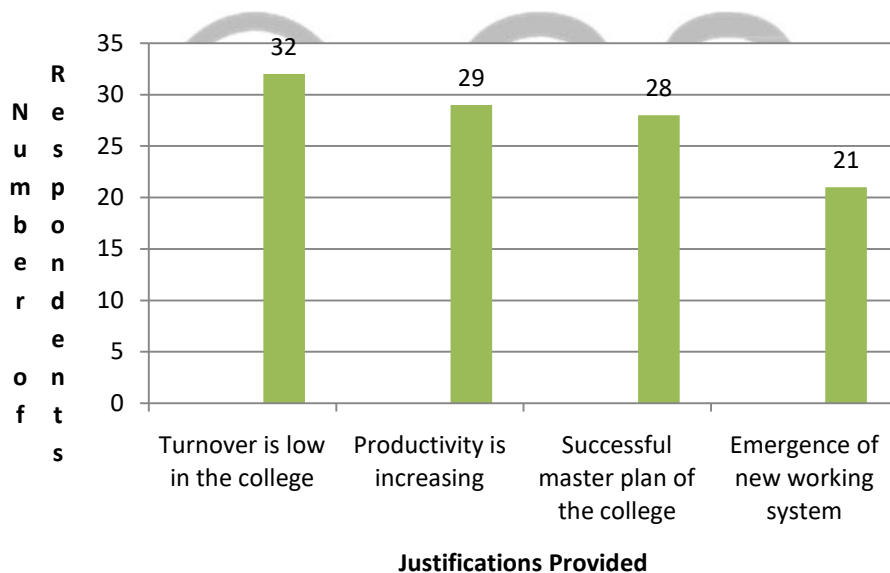
According to figure 4.14, the major justification given for the capability of motivational methods in retaining employees in the college was low turnover which took 80% (32of40) of the response.

The employees' turnover reflects dissatisfaction prevailing among the employees of the organization. If the employees are motivated and satisfied, turnover will be low since employees get what they need. (Kazmier and Leonard J. 1994:266)

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According to the respondents, motivational methods used in the college could retain employees which are reflected in terms of low turnover, which means, turnover is low because employees could stay long in the college.

The other justifications given by the respondents were increasing productivity, emergence of new working system, and the master plan of the college has been implemented successfully, which took the share of 73%, 58%, and 70% responses, respectively.

Increasing productivity explains that the admitted students of the college could successfully complete their learning with minimum academic dismissals. The experienced staff could stay long and this successful achievement could be gained. Because of Business Process Reengineering, new working systems could be emerged. Since the staffs are well experienced, the college did not incur much cost to familiarize the system to its employees.

Moreover, the master plan of the college could be implemented well because of the existence of experienced staffs.

All managerial employees, 17 in number, also replied their response to this point. According to them, motivational methods used in the college are capable of retaining employees. Their justifications were similar to that of non-managerial employees though some of non-managerial employees did not reply to this point.

Figure 4.15: Justifications given by managerial employees
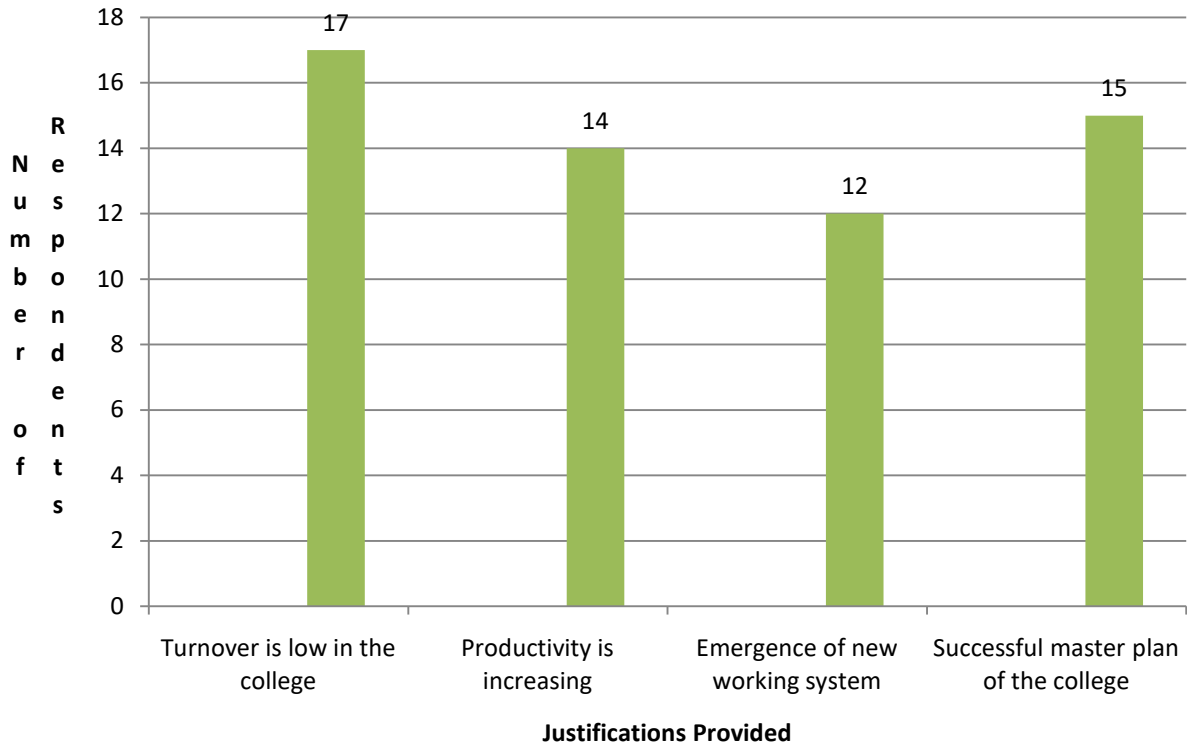
According to   figure 4.15, all managerial employees agreed that the existing motivational methods are capable of retaining employees in the college in that turnover is low as non-managerial employees forwarded the same. The next important justification of management members was the college's master plan is successfully implemented every year because retained experienced staffs. This represents 88% of their response followed by increased productivity with 82% of their response. Moreover, new working system has been emerged and implemented in the college, according to them. It was very difficult to do this if there had not been retained employees in the college.

Here also, both mangers and non-managers have similar response in capability of motivational methods in retaining employees in the college.
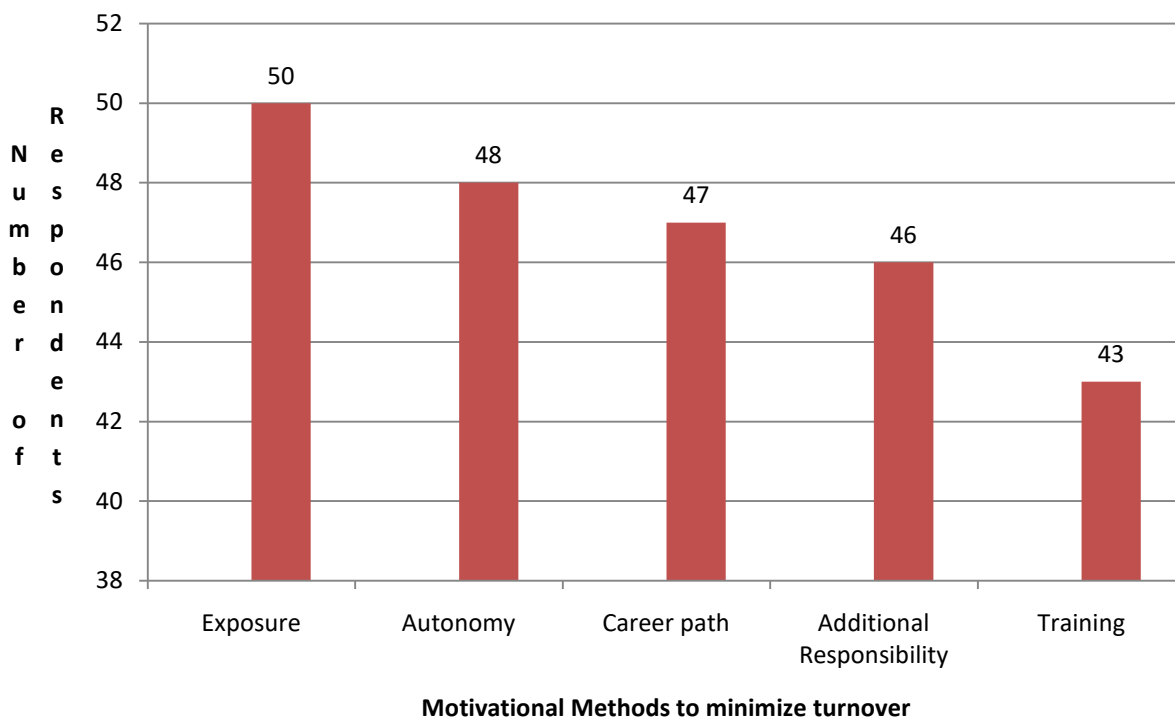
Employee Turnover

It was again among the major targets to be achieved in this study. Employee turnover is inflow and outflow of manpower in the organization. Organizations with high employees' turnover will face a great problem in realizing their visions. Since human resource is number one resource in bringing prosperity, organizations should invest much

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on their human resource. Motivational methods that are scientifically identified and applied pave the way to minimize employee's turnover (Plunket and Attner1994: 324).

To the questionnaire distributed by the student researcher, 52 non-managerial respondents replied on motivational methods which minimize employees' turnover.

Figure 4.16: Motivational methods that minimize employees' turnover according to non-managerial employees

Motivational Methods to minimize turnover

According to the response from 52 respondents shown in figure 4.16 above, there are several motivational methods which minimize the employees' turnover. Exposure, Autonomy, and career path are the major motivational methods in minimizing employees' turnover which took 96%, 92%, and 90% of the response, respectively.

Flexible manager is the one providing opportunity to his employees to work outside (exposure) in order to have the experience other similar organization. This in turn motivates people of organization since individuals are outstretching their talent. And also avoiding irrelevant interventions in the duties of subordinates will boost the morale of employees (Autonomy is an activity that everyone wants to enjoy). There must be also a clear development path in the organization which should be vividly mentioned in organization's legislation. Employees' turnover can be minimized in many ways based on the nature of organizations (Mora 1990: 123-124).

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Additional responsibility and training were also among the methods mentioned as methods to minimize employees' turnover with 88% and 83% of response share, respectively.

According to Robert Henry, additional responsibility and training must be used to reduce turnover, but managers should be brilliant in watching the effects of external environment since it is beyond the control of organizations, and also the cost issue is another important thing to be understood. (Daft 1999:145).

More importantly, management members whose number was 17 also replied their own on types of motivational methods which minimize employees' turnover.

Figure 4.17: Motivational methods that minimize employees' turnover according to managerial employees
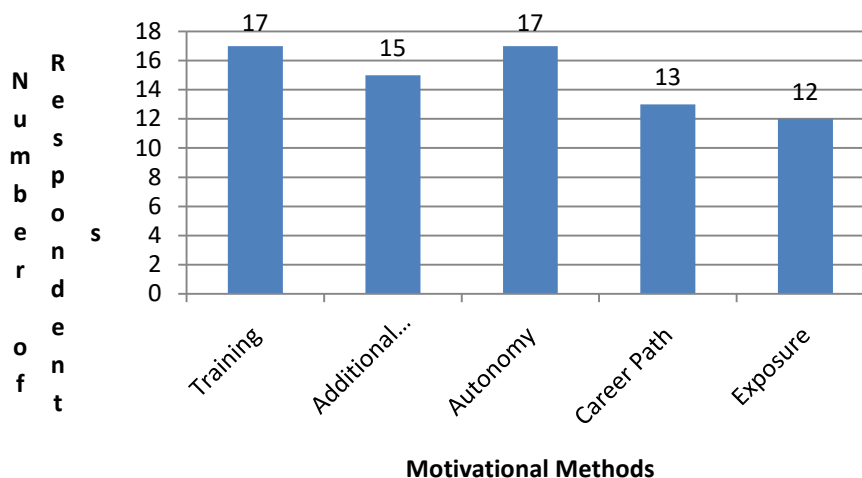
For managers of the college, number one motivational methods in minimizing employees' turnover are training and autonomy. All managers (100%) replied the same in this point followed by additional responsibility as the second motivational method to minimize employees' turnover with 88% of their response. Moreover, career path and exposure were also among the responses of managers as motivational method minimizing employees' turnover with 76% and 71% of their response, respectively. Though both managers and non-managers agreed on the same motivational methods that minimize employees' turnover, they differ in prioritizing these methods.

For managers, the methods to minimize turnover are ordered as follows:

      1. Training and autonomy

      2. Additional responsibility

      3. Career path

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4. Exposure

But, non-manager's responses are sequenced as follows:

1. Exposure

2. Autonomy

3. Career path

4. Additional Responsibility

5. Training

Job Satisfaction

Job satisfaction is the key issue that this study investigated. The student researcher collected the responses of 72 respondents on this point. From 100 questionnaire collected, 72 respondents (72%) replied that they are satisfied with jobs while 28 respondents (28%) replied that they feel dissatisfaction.

Job satisfaction is truly achieved through the application of different motivational mechanisms and in many cases the job itself plays an important role. In contemporary management, motivation has a great impact on employees' job satisfaction. (Dubrin 1998:265).

Management of every organization must invest much on human resource by creating conducive working environment that motivates people. Job satisfaction, which is directly influenced by motivational activities of the organization, is critically important to have a prosperous future (Lunkaster 2001:94).

According to the responses collected from 72 non-managerial respondents, job satisfaction, which is created through motivation, has several importance to the organization.

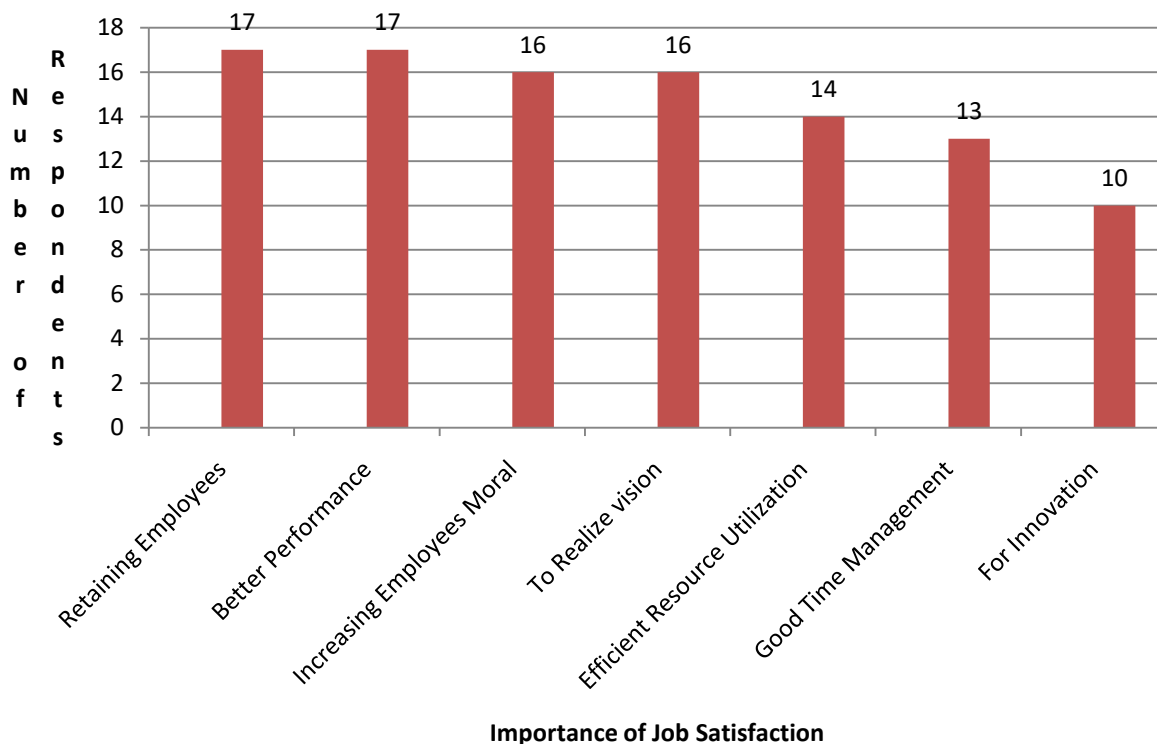According to figure 4.18, job satisfaction is important for:

1. Retaining employees in the college

2. Increasing employee moral

3. Efficient resource utilization

4. Better performance

5. Good time management

6. For innovation

7. To realize vision

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Figure 4.18: Importance of Job Satisfaction according to non-managerial employees

Imortance of Job Satisfaction
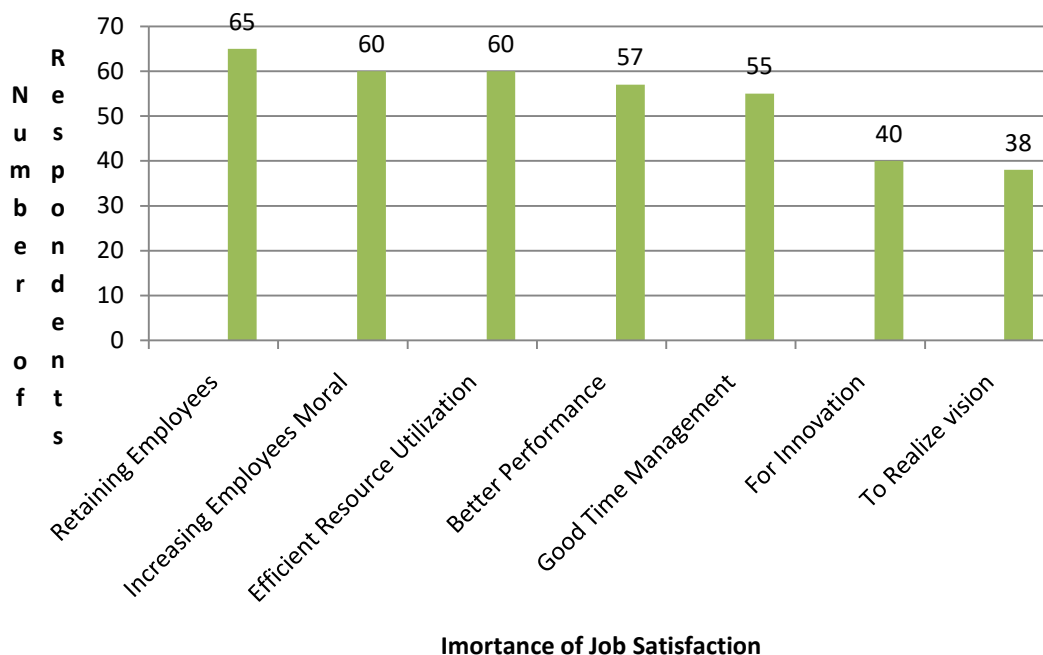
The managerial employees also replied their own in importance of job satisfaction. All management members of the college replied that job satisfaction is important to the following reasons, as non-managerial employees did.

Figure 4.19: Importance of Job Satisfaction according to managerial employees

**Importance of Job Satisfaction**

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According to the data collected from managers of the college, job satisfaction is important to:

1. Retain Employees
2. Increase Employees Moral
3. Efficient Resource Utilization
4. Better Performance
5. Good Time Management
6. Innovation
7. Realize vision

From the collected questionnaire, the student researcher also gathered the data on whether the employees of the college are satisfied with their jobs. 100 respondents (in all questionnaire collected) replied in this point. According to the response, 55 non-managerial, and 17 managerial respondents or 72% of the total data collected replied that they are satisfied with their job. The rest 28 (28%) respondents replied that they are dissatisfied in their jobs. Here all managers replied the same that they are satisfied with their jobs.

Each group of respondents listed their own factors causing satisfaction and dissatisfaction.

Figure 4.20: Motivational Factors of College's Employees according to non-managers

Motivational Factors
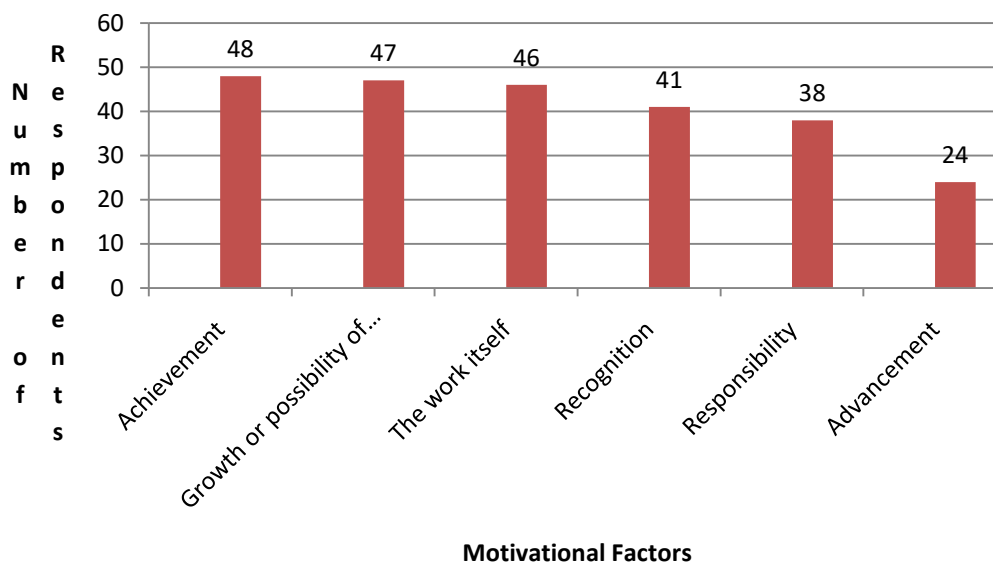
According to figure 4.20, the non-managerial respondents replied that they are satisfied with their job because of motivational factors like achievement (48 of 55), growth or possibility of growth (47 of 55), and the work itself (46 of 55). Moreover, recognition (41 of 55), responsibility (38 of 55), and advancement (24 of 55) were among the motivational factors mentioned by the respondents. This shows that motivation has a great impact on employees' job satisfaction.

According to manager's data collected, motivators mentioned are similar to that of non-managerial workers. As mentioned by non-managerial workers, achievement, growth or possibility of growth, the work itself, recognition, responsibility, and advancement were also replied by managers as motivators. All managers responded to this point as explained in figure 4.21 below.

Figure 4.21: Motivational Factors of College's Employees according to managers

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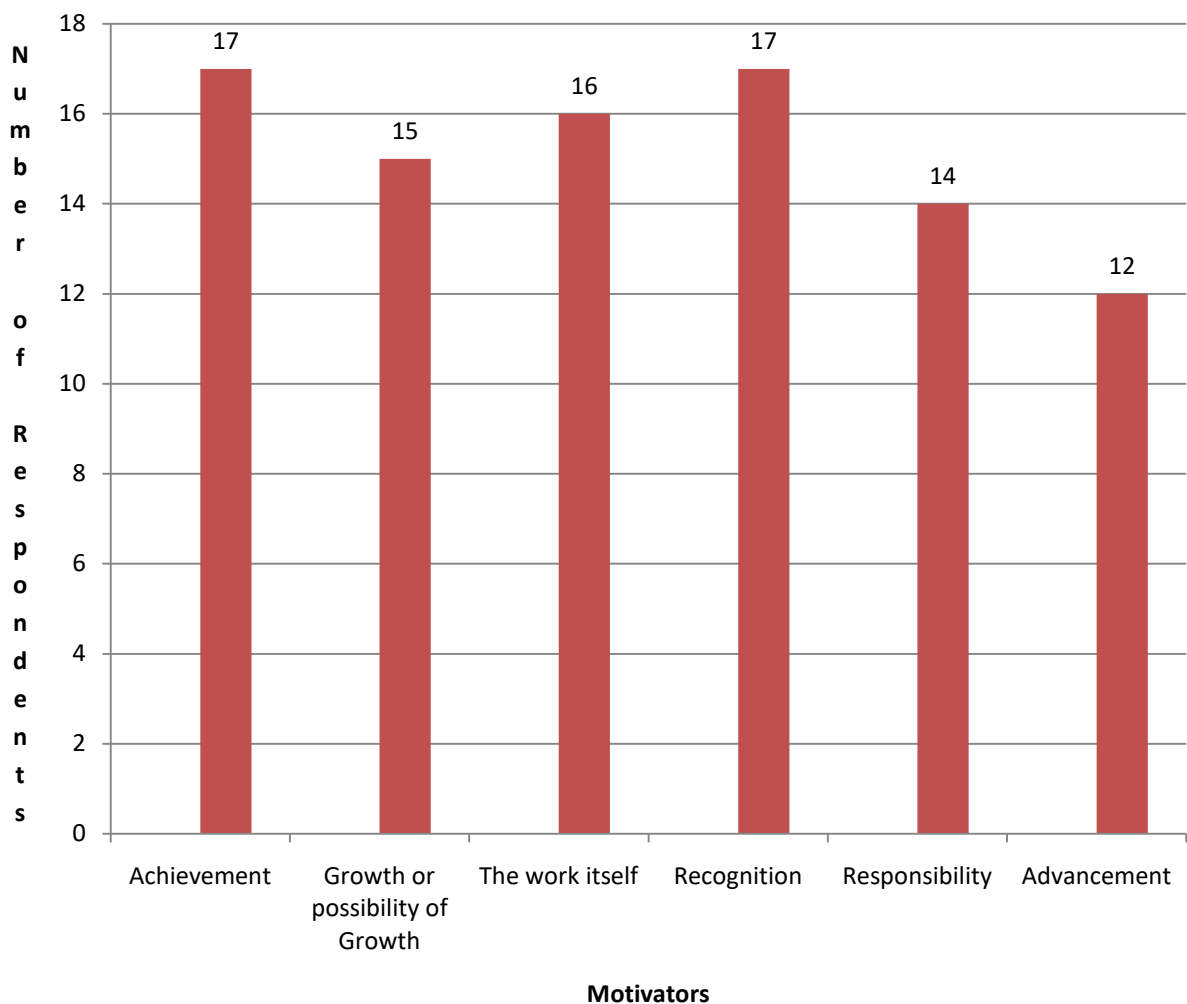
From the data collected, 28 respondents replied that they are dissatisfied with their jobs.

Figure 4.22: Factors causing dissatisfaction
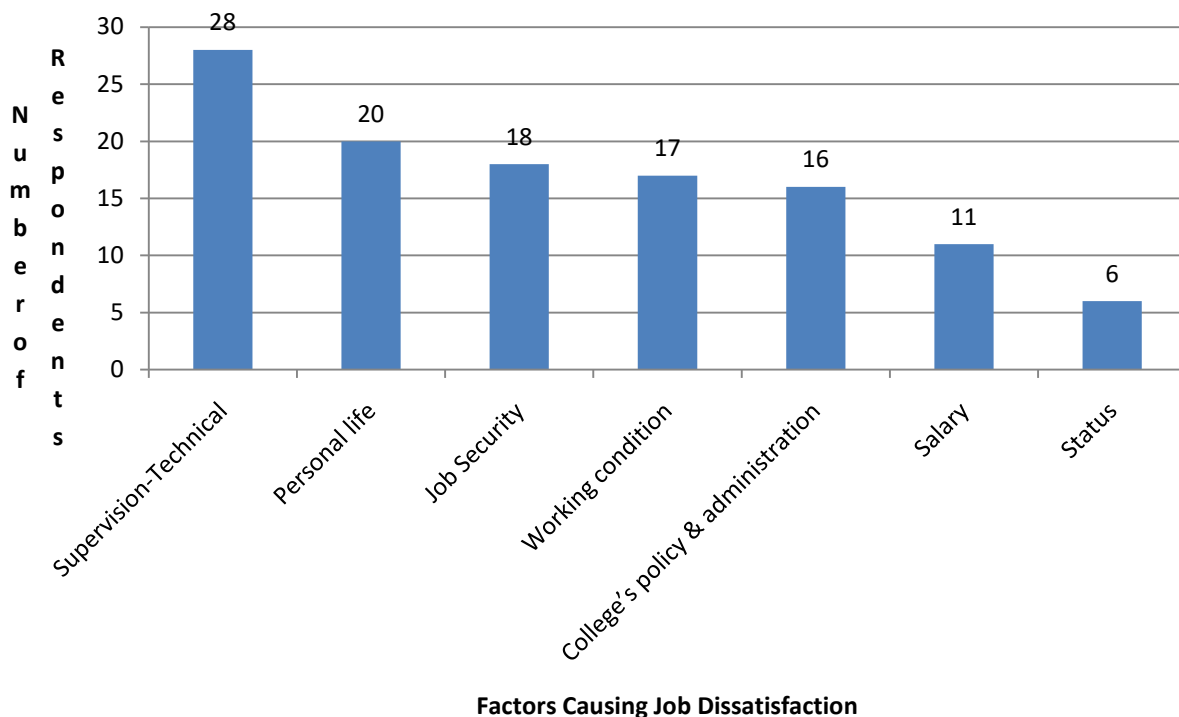
Factors Causing Job Dissatisfaction

Supervision-technical, personal life, job security, working condition, college's policy and administration, salary, and status were factors causing dissatisfaction, according to non-managerial employees of the college. Supervision- technical mentioned as the biggest factor here.

Chapter -5

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1: Summary of Major Findings

Motivation plays an important role in satisfying employees of the organization. Motivation clearly has an impact or influence on employees' job satisfaction. Moreover, motivation can also be taken as an important tool in reducing employees turnover,

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retaining employees in the organization, letting employees concentrate on goals, boosting employees productivity, letting employees accept organizational change, increasing willingness of employees to contribute, becoming base for cooperation, and good for better organizational image. Therefore, motivation affects many of employees' activities.

Different methods are found in the college which paves the way to motivate people of that college. This research projected identified these methods such as training, high basic salary, career path, communication, autonomy, exposure, social gatherings, and additional responsibility. Training is dominant motivational method. It can be both short-term and long-term. These motivational methods have their own influence according to their nature, and people perceive them differently. This means that the best method for one person cannot be the best for another. In Hawassa College of Health Sciences, these methods are satisfactorily used reducing the labor turnover and retaining employees in the college.

For satisfactory application of these motivational methods, the justifications given were that these motivational methods are recognized methods by the college; they are capable of deciding the fate of the college, they are applied in all categories of employees, and they are continuously used.

Moreover, these motivational methods are preferred because of several reasons, according to the data collected especially from management members of the college. These are motivational methods are capable of retaining employees in the college, the methods are manageable in nature, the methods are capable of boosting employees moral, and the methods help the college to have satisfied employees.

Furthermore, these motivational methods help college to retain its employees. Because of these methods, turnover is low in the college, productivity of employees is increasing, new working system is emerging, and master plan of the college is successfully implemented.

Job satisfaction, which is achieved through motivation, is important for various reasons such as retaining employees in the college, increasing employee morale, efficient resource utilization, better performance, good time management, for innovation, and to realize vision.

Herzberg's factors which are taken as motivators are the satisfiers to the employees of Hawassa College of Health Sciences. These are achievement, growth or possibility of growth, the work itself, recognition, responsibility, advancement.

On the other hand, there are factors called as dissatisfies by Herzberg. These factors are the source of dissatisfaction to the employees of Hawassa College of Health Sciences. They are supervision-technical, personal life, job security, working condition, college's policy & administration, salary, and status.

 Employees perform well in the college because they are satisfied with their jobs thanks to different motivational methods. And also, Hertzberg's motivational factors play an important in satisfying the employees of the college.

Some employees feel dissatisfaction in the college because they are not satisfied with motivational methods used by the college. In addition to this, Herzberg's hygiene factors have an important impact on them.

Also, conducting exit interview is not common in Hawassa College of Health Sciences.

5.2: Conclusion

In Hawassa College of Health Sciences, motivation is needed and considered as an important tool to create job satisfaction, reducing employees turn over, letting employees concentrate on goals, boosting employees productivity, making employees accept organizational change, increasing the willingness of employees to contribute, becoming base for cooperation, and building better image.

Different motivational methods were identified by this study. Training is the dominant one in motivating employees of the college. High basic salary, exposure, career path, communication, autonomy, additional responsibility, and social gatherings were among motivational methods. From these motivational methods, exposure, autonomy, career path, additional responsibility, and training were mentioned as the best methods in minimizing turnover or retaining employees in the college.

The study also revealed that job satisfaction has several importance to the employees of Hawassa College of Health Sciences such as employees' retention, increasing employees'

morale, efficient resource utilization, better employees' performance, good time management, for innovation, and realizing vision.

The study also revealed both motivators and hygiene factors in the College. As motivators, achievement, growth or possibility of growth, the work itself, recognition, responsibility, and advancement were identified. On the other hand, the study also revealed the so called hygiene factors such as supervision-technical, personal life, job security, working conditions, college's policy and administration, salary, and status. The impact of these factors could be known if conducting exit interview was common in the college.

5.3: Recommendations

The study recommended the following points:

Hawassa College of Health Sciences knows that motivation is needed for its future. This is appreciable and the college should keep on doing this.

Though there are different motivational methods in the college, they are not accepted by some group of employees. The College should work hard on this making these methods acceptable and discuss much with its employees.

Training is the dominant motivational method in the college. Once training opportunity ceases to exist, employees feel dissatisfaction and may leave the college. Therefore, the College should work hard in having several dominant motivational methods or making existing methods the dominant ones.

Factors mentioned as motivators should be applied carefully, and much should be done in minimizing the effects of hygiene factors. Especially, the College's Legislation, which is the guiding document, should be revised and important experiences of similar organizations should be incorporated.

The College should conduct exit interview when an employee leave the College.

Supervision-technical was mentioned as the biggest factor for dissatisfaction. The College should do more here to make supervision transparent and educational.

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