



## Causes of job dissatisfaction among health workers in Zambia: A case study of Chongwe district hospital

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### Abstract

The retention of employees is becoming a major challenge in the Zambian Health Sector in this dynamic era of globalization and competition. Health workers are migrating due to greater opportunities.

Job dissatisfaction of employees is becoming a major challenge in the Zambian Health Sector in this dynamic era of globalisation and competition. Health workers are migrating due to greater opportunities in the private sector as well as abroad due to the economic status of the country and other factors influencing them. Management is finding it challenging to manage employee job satisfaction and it is due to this fact that keen interest was drawn by the researcher to carry out this study. The main aim of this study was to investigate on the factors affecting employee job satisfaction at Chongwe District Hospital, a Public Hospital. It further aims to provide recommendations to management on strategies that can assist to retain employees at the Hospital.

The main objective of this research was to evaluate the causes of job dissatisfaction among human resource for health at Chongwe District Hospital, Zambia. According to the hospital superintendent the hospital has been experiencing attrition from 2018 to date. This was a cross-sectional and institutional-based study. The target population included all the 120 health workers at Chongwe District Hospital. The study utilized stratified random sampling and a total of 42 respondents were included in the sample. The collection of data was done through open-ended questions through an interview guide and focus group discussions. Analysis of the results showed that the overall job dissatisfaction rate of health workforce at Chongwe District Hospital was 61.9% among the health workers surveyed. Nurses were among the categories with the highest job dissatisfaction rate of 75% followed by doctors at 60%. The next highest job dissatisfaction rate was revealed among the cadre of allied health professionals at the rate of 58%. Factors which were revealed to have notable relationship to job dissatisfaction following the thematic analysis were poor working conditions, lack of promotion, poor management, poor policies, low salaries, lack of motivation and the nature of work which rendered long working hours. Promotion and recognition had the lowest satisfaction rates of 7.1% and 14.2% respectively.

**Keywords:** Job dissatisfaction, health workers, health care delivery, quality of work life

### Introduction

This chapter provides a general overview of the study as an introductory segment. It highlights the importance of employee job satisfaction and further provides the research problem. In addition, the chapter describes the aim and objectives of the study, the research questions, the significance of the study and the scope and location of the research. Employees are the most vital resource that contributes effectively towards the attainment of goals and objectives of an organisation by utilising other resources to produce goods and services. Thus, it is a challenge for managers to keep those employees that are most valuable to an organisation. The growth in demand for skilled workers has increased due to globalisation and the liberalisation of trade in services.

### Background

Health work can be a source of satisfaction, but also dissatisfaction, with direct repercussions on health care and one's professional life. Currently, in addition to the increase in unemployment and underemployment, dissatisfaction is identified among those who continue to work (Shi *et al.*, 2014). Studies demonstrate factors that cause dissatisfaction in health work, as well as within Primary Health Care (PHC). Among these are: working in a place that was not their choice, work overload, violence (Munyewende, Rispel and Chirwa, 2014); conflicts in work relations, problems in

the organizational structure (Khamlub *et al.*, 2013); insufficient salaries, excessive workload, lack of a career plan (Shi *et al.*, 2014); situations that limit professional autonomy; and, problems in co-operation with co-workers (McCrae *et al.*, 2008; Korac *et al.*, 2010). This latter study concluded that physicians working in PHC were more satisfied than those working in the hospital.

People around the globe demand Universal Health Coverage (UHC) of good quality to ensure their access to healthcare services for disease prevention and cure, palliation, health promotion, and rehabilitation, as and when needed which are not a financial burden for users (Health financing for universal coverage, 2017). The dream of UHC can turn into reality through a well-functioning health system equipped with skilled workforce, as consumers of health system today are more aware of their rights; have higher expectations from their healthcare providers and demand improving standards of care as these customers know their satisfaction is the key to judging the quality of health services. This is why the health institutions of today emphasise more than ever to have an upgraded, well abreast with knowledge and skilled workforce which is satisfied with their jobs (Janicijevic *et al.*, 2013) <sup>[19]</sup>. These healthcare services providers are an integral block of an efficient and effective healthcare system and their worldwide shortage is an impediment to achievement of Sustainable Development Goals (SDGs), more so in the low and middle-income

countries. According to World Health Organization, by the year 2035 the health workforce shortage will reach up to 12.9 million (Gudeta, 2017) <sup>[14]</sup>.

Aazami *et al.* (2015) <sup>[1]</sup> argued that job satisfaction pertains to the employee's positive emotional reaction to target surroundings. According to the authors these positive emotional reactions are the result of worker's assessment as to what degree their needs are satisfied by their job surroundings. According to Abraham Maslow's theory of job satisfaction, employee's needs have a hierarchical nature. When an individual's certain needs are satisfied they no longer remain a motivation for the individual, and this activates the next level of needs depending on how much importance one gives to particular needs (Khan *et al.*, 2010). As stated in a study by Golshan *et al.* (2011) <sup>[13]</sup>, Herzberg in his motivation hygiene theory presented in 1959, stressed that factors which lead to job satisfaction are related to job content for example, the nature of work itself, the sense of accomplishment, recognition associated with the job, the responsibility that comes with a particular job and chances provided for further advancement and progress. The factors that cause job dissatisfaction on the other hand pertain to job context and he labelled them as hygiene factors such as employee's policies, salary, overall working conditions, and relationships with colleagues as well as supervisors. The theory also had some drawbacks which faced criticism. Vroom (1964) criticised the theory by stating that Herzberg overlooked the difference between recall of satisfying events and actual observation of motivated behaviour. In the expectancy theory presented by Vroom, the behaviour strategies were evaluated based on three variables namely link between effort and performance, link between performance and reward and temptation for the reward.

Al Maqbali (2015) <sup>[2]</sup> found out that the staff working in an organisation has a different perspective when enquired about job satisfaction and management holds a different view point. According to the results of the study the disparity between the viewpoints and beliefs of employees and employers negatively affects employees' performance and in turn can lead to their turnover.

A report regarding British nurses and their satisfaction revealed that the National Health Services (NHS) keeps on losing its nursing workforce to the non NHS market. The opportunities for career development and promotion are the biggest motivators behind this decision (Bhatnagar and Srivastava, 2012) <sup>[6]</sup>. In Serbia, a cross sectional study was carried out at nine rehabilitation centres involving doctors, nursing staff, speech therapists, occupational therapists, physiotherapists, psychologists, and social workers. Out of 170 healthcare workers 22.4 percent were satisfied with their jobs with doctors being more satisfied than the nursing staff. Causes of dissatisfaction as quoted in this study were work environment, job designs, lack of personal or clinical autonomy not being part of decision-making process. Most were not satisfied with the promotion opportunities provided at workplaces and felt that there were fewer chances for improving their education. The satisfying factors were personal relationship, politics related to the hospitals and the satisfaction of providing good quality services to the patients coming at these facilities (Butt *et al.*, 2012) <sup>[8]</sup>.

### 1. Historical Background of Chongwe District Hospital

Chongwe District Hospital is a first level government hospital situated in Chongwe and was built in the early 2014

though it started operating partially since the end of 2011. The hospital has been in existence for more than 10 years and has not had any studies conducted featuring job dissatisfaction. Given the importance of this subject, it was found significant to research on factors influencing job dissatisfaction in the public health sector, and specifically, Chongwe District Hospital which has a catchment area of about 125 000 people.

### Statement of the Problem

Job dissatisfaction has been found to have a negative impact on productivity and good performance of nursing staff, thereby affecting the output of nursing care. This in turn affect the quality of healthcare provision to the general population (Senek *et al.*, 2020). When employees are satisfied with their jobs, their work tends to be of higher quality than when they are dissatisfied. Based on recent studies, job dissatisfaction has become rampant in Zambia, this has affected productivity and delivery of healthcare services (). Job dissatisfaction ultimately affects patients who seek medical services. Studies have shown that the factors that affect job dissatisfaction are several, unique in nature and cannot be generalized to all health institutions. No studies were conducted at the Chongwe District Hospital to establish the factors that led to job dissatisfaction.

Job satisfaction among health workers at the Chongwe District Hospital has become a major concern as it is leading to brain drain of Nurses who are leaving the institution to join private hospitals and International NGOs for better salaries and conditions and conditions of service or what is termed as "greener pastures. Job dissatisfaction is what has led a lot of Nurses to live the Institution for private hospitals or to have two full time jobs as some cases may be. This has led the Hospital to use the same existing nurses to cover night and day shift in most cases and this has resulted in overworked nurses cover double shifts instead of the required three shifts, hence increased job dissatisfaction among the remaining health workers at the institution and therefore render poor service delivery. The poor staffing levels at the institution is forcing the remaining overworked health workers to shuttle between jobs.

### 1. Objectives of the research

#### Research Objectives

1. To determine if there is job dissatisfaction and the extent of employee job dissatisfaction among health workers at Chongwe District Hospital.
2. To identify the factors contributing to job dissatisfaction among health workers at Chongwe District Hospital.
3. To recommend measures to minimise job dissatisfaction among health workers at Chongwe District Hospital.

### 2. Significance of the study

The study findings would be of importance to the management in creating and facilitating the factors that promote job satisfaction among the workers and shun those that do not. Furthermore, organisations could use the findings as the direction of improvement in the work effectiveness that may lead to highly effective organisation in the future. This study will also contribute to the debate on key factors affecting employee job dissatisfaction given the unique features of the health sector in terms of work

practices, culture, employee attitudes towards work and economic environment. It is believed that this research will further shed more light on the importance of employee job satisfaction in the health sector because of its importance to the wellbeing of the population.

The study will furthermore be useful to HR managers by establishing the main factors that affect employee job satisfaction. Human resource managers could develop HR policies and procedures that aim to create an environment which supports employee job satisfaction. For the academicians, the findings of this research may be a significant source of secondary data for future references and research on this subject matter. For the employees, the findings may act as a basis for the negotiation of improved staff engagement and participation processes to achieve job satisfaction. Business managers will learn and appreciate the value of creating work environments that empower employees and making their jobs more rewarding. The study will increase the availability of information on employee job satisfaction specifically in the public sector in Zambia.

## Literature Review

This section presents both the theoretical and empirical literature pertaining to the study.

### 1. Empirical literature

This section presents scholarly works done about the causes of job dissatisfaction in the workplace. The discussion takes a funnel approach and starts by presenting the global perspective while narrowing down to regional and local perspectives.

#### 1.1. Global Empirical Studies

Senek *et al.* (2020) analysed data from a cross-sectional mixed-methods survey developed by the Royal College of Nursing and administered to the nursing workforce across all four UK nations, to explore the levels of dissatisfaction and de-moralisation- one of the predictors of nurses' intention to leave. The study carried out logistic regression analysis on available data in order to determine what impacts job dissatisfaction. In total, 1742 nurses responded to questions about working conditions on their last shift. The findings show that nearly two-thirds of respondents were de-moralised. Nurses were five times more likely (OR 5.08, 95% CI: 3.82–6.60) to feel de-moralised if they reported missed care. A perceived lack of support had nearly the same impact on the level of de-moralisation (OR 4.8, 95% CI: 3.67–6.38). These findings were reflected in the qualitative findings where RNs reported how staffing issues and failures in leadership left them feeling disempowered and de-moralised. A large proportion of nurses reported feeling dissatisfied and de-moralized.

#### 1.2. Expectancy Theory

The expectancy theory (Vroom, 1964) suggest that individuals are motivated to perform if they know that their extra performance is recognized and rewarded. The behaviour strategies were evaluated based on three variables namely effort and performance, link between performance and reward and temptation for the reward.

Al Maqbali (2015) <sup>[2]</sup> found out that the staff working in an organisation has a different perspective when enquired about job satisfaction and management holds a different viewpoint. According to the results of the study the disparity

between the viewpoints and beliefs of employees and employers negatively affects employees' performance and in turn can lead to their turnover.

## 2. Empirical literature

This section provided empirical studies done from other countries as well as from Zambia on the effect of training on employee performance. The literature will look at studies on the effect of training on employee performance conducted in other countries and the challenges they encounter. In the literature, it will be shown areas of continuous training strategies, improving training programs and effect of training policy on employee performance.

### 2.1. Global studies

Senek *et al.* (2020) analysed data from a cross-sectional mixed-methods survey developed by the Royal College of Nursing and administered to the nursing workforce across all four UK nations, to explore the levels of dissatisfaction and de-moralization- one of the predictors of nurses' intention to leave. The study carried out logistic regression analysis on available data in order to determine what impacts job dissatisfaction. In total, 1742 nurses responded to questions about working conditions on their last shift. The findings show that nearly two-thirds of respondents were de-moralised. Nurses were five times more likely (OR 5.08, 95% CI: 3.82–6.60) to feel de-moralised if they reported missed care. A perceived lack of support had nearly the same impact on the level of de-moralisation (OR 4.8, 95% CI: 3.67–6.38). These findings were reflected in the qualitative findings where RNs reported how staffing issues and failures in leadership left them feeling disempowered and de-moralised. A large proportion of nurses reported feeling dissatisfied and de-moralized.

### 2.2. African studies

A study by Soratto *et al.* (2018) investigated job dissatisfaction among health professionals working in the Family Health Strategy in Tunisia. The study findings demonstrate factors that cause dissatisfaction in health work, as well as within Primary Health Care (PHC). Among these are: Working in a place that was not their choice, work overload, violence; conflicts in work relations, problems in the organisational structure; insufficient salaries, excessive workload, lack of a career plan; situations that limit professional autonomy; and problems in co-operation with co-workers. The study concluded that physicians working in PHC were more satisfied than those working in the hospital. In this study, it was not known if such factors also existed in the Zambian health system.

Chan *et al.* (2020) <sup>[9]</sup> assessed the impact of work-related risk on nurses during the SARS outbreak in Hong Kong. Others have reported on the level of RNs work morale before the COVID-19 pandemic. During and post pandemic it is predicted that strain and work-related stress are much greater, as reported in previous health emergencies. For instance, during and following the severe acute respiratory syndrome (SARS) outbreak, Taiwanese RNs reported high levels of stress, even more so in moderate-risk areas than those working in high-risk areas. A cross-sectional survey reported that nearly 8% of the nurses thought they should not care for SARS patients and considered resignation, mainly due to increased work stress and perceived risk of fatality. These findings are important in view of the current

COVID-19 pandemic and any future impending outbreaks. Prior to the COVID-19 pandemic, UK RNs intentions to leave rates were reported to be between 30 and 50%. With the pandemic at hand, it was not clear how the Zambian health workers were showing dissatisfaction in their facilities hence this study.

Habtamu, Animut and Luel (2021) <sup>[15]</sup> examined job dissatisfaction among hospital nurses in Ethiopia. The study found that there were many factors that cause dissatisfaction in health work, as well as within Primary Health Care (PHC). The major ones included working in a place that was not their choice, work overload, conflicts in work relations and problems in the organisational structure. Others include insufficient salaries, excessive workload, lack of a career plan and growth situations that limit professional autonomy and, problems in co-operation with co-workers. Amongst the health workers, it was concluded that physicians working in PHC were more satisfied than those working in the hospital. It was then not clear if the Zambian health workers were also dissatisfied or not in their operations.

### 2.3. Zambian studies

In a study conducted by Makasa (2010), reasons advanced by health personnel that have migrated from the country are mostly economic better working conditions with higher wages and that of a search for a better working environment in a well-functioning health system. Other personal factors such as the need to live in a more developed country with better schools for children also play a role especially in the face of existing cultural and social beliefs of western countries having better lifestyles. Some nurses for example, are understood to be striving for a better life elsewhere, some for themselves and for personal gain, but many so that they could better support their families who are left behind. Doctors and nurses also desire and need better training, which a poor country like Zambia cannot satisfy. According to a study conducted by Charles, job dissatisfaction in the working environment is rather a phenomenon whose causes are difficult to establish. This is so because job dissatisfaction is not a universal attitude but rather differing from one person to another as individuals differ in both physical and psychological make-up. It was also argued that some employee's behaviours are not influenced by such factors but rather some form of appreciation not in monetary terms but rather affection. This calls for good interpersonal relations, therapy, or any other relevant form of communication. Some organizations pay very well but employees still register some form of dissatisfaction. In another study conducted by WHO stated that the Zambia's health sector is in great crisis. The Zambian government is continuously losing health service workers to both the private sector and other countries. The workers that leave the sector are mostly nurses. This greatly affects the country's health service delivery system creating a gap between quality delivery of services and mere delivery of services. Like in many other countries, health service workers in Zambia are greatly affected by the conditions of service they work under. Many nurses have since left the

country for job offers in other countries not because of the difference in the value of currency. These nurses find their alternative countries to be in a better position because their currency might be slightly higher than that of Zambia and as such these nurses get to earn slightly more (WHO, 2017).

A study was conducted by Gajewski, Mweemba and Cheelo (2017) <sup>[12]</sup> which looked at non-physician clinicians in rural Africa drawing lessons from the Medical Licentiate programme in Zambia. Whether providers were satisfied with their pay was also a strong determinant, explaining 20.6 percent of the explained variance in job satisfaction. In low-income countries, a strong association between job satisfaction and salary has resulted in increased compensation and thus has proven to be a key strategy in improving satisfaction. However, the study concluded that two-thirds of providers reported dissatisfaction with their current pay. Frequent salary delays especially in the public sector have resulted in providers seeking for alternative sources of income or skipping work. Thus, policymakers must attempt to meet the financial need of health-care providers to keep their satisfaction high. Since the study was conducted some four years ago, this study will provide current information on the dissatisfaction in Chongwe District.

Bbaala (2012) <sup>[5]</sup> investigated attrition in the health sector in Zambia. The study found that the provider cadre was also an important determinant, and years of clinical education had an inverse relationship with intention to stay. More educated providers (doctors, clinical officers, and registered nurses) appear much less likely to remain in their current jobs than enrolled midwives/nurses and nursing assistants. The study concluded that the efforts to retain doctors and/or other higher-educated providers should be designed to ensure a functional health-care workforce. From the study findings are based on the sample which not defined unlike this study. Therefore, this study will provide new evidence on the dissatisfaction in the health sector in Zambia.

### 3. Literature Gap

From the literature review, it can be noted that much research has been carried out in Zambia and different parts of the world on the factors which influence job satisfaction in various public and private health facilities. However, Chongwe District Hospital which has been in existence for more than 10 years has not had any study conducted featuring job dissatisfaction. Given the importance of this subject, it was found significant to research on factors influencing job dissatisfaction in the public health sector, and specifically, Chongwe District Hospital which has a catchment area of about 125 000 people.

### Conceptual framework

The conceptual framework provides a clear understanding of the study's independent and dependent variables. The dependent variable for this study will be employee dissatisfaction.

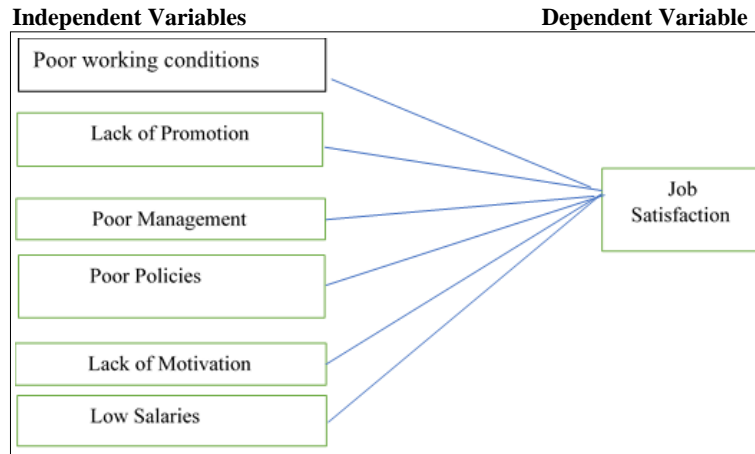


Fig 1

Over the years, there has been several studies conducted about employee job satisfaction and as a result, several theories or models have emerged. However, this study is anchored on Herzberg two-factor.

theory and Maslow’s Motivation theory because the theories directly deal with the factors that lead to employees’ job satisfaction and dissatisfaction. Further, these theories are also two of the most popular and cited theories on employee job satisfaction (Ogonda *et al.*, 2015).

More than that, organization growth is dependent on several factors, training of employee influences the overall organization performance (Anasazi, 2013). Continuous training has advantages of increasing employee morale and job satisfaction which in return increase performance; furthermore, a good, trained employee is more acquainted with job hence less supervision (Ouyang & fanglike, 2014). In addition, training bridges the gap of knowledge of deficiencies brought by about change in technology and working conditions (Gidey, 2016).

The dependent variable for this study was employee performance, while the independent variable will be types of training, method of training and effects of continuous training. Researchers own construct, (2022).

**Research Methodology**

This study used the qualitative to obtain and analyse the data, it helped to obtain in-depth information.

The qualitative method involved conducting semi structured interviews with employees to gather in depth information about their experience. The study employed a descriptive study design that provides a detailed evaluation of job dissatisfaction issues in the public healthcare sector, particularly Chongwe District Hospital. Descriptive research was an appropriate choice because it helped to inform the study of how the health facility was responding to job dissatisfaction for its health workers. The study also utilised a mixed methods approach in its analysis.

To ensure the validity and reliability of the study, various measures were taken, such as selecting a diverse sample of employees to participate in the study, using a structured approach to data collection and analysis, and ensuring confidentiality and anonymity of participants.

Overall, the research design of this study aimed to gather both objective and subjective data to generate a comprehensive understanding of the causes of job dissatisfaction.

According to Mugenda and Mugenda (2012), population refers to any group of institutions, people or objects that have common characteristics. The target population for this study constituted of 120 employees being the workforce at Chongwe District Hospital (MoH, 2020) made up of general nurses, midwives, paramedics, clinicians, pharmacists, and doctors. Of the total staff, there was one HR head, 10 doctors, 22 clinicians, 40 nurses, four Pharmacists, 41 support staff and two receptionists.

The study adopted a probability sampling technique called stratified random sampling to come up with the study respondents. The strata were formulated based on the various specialities of the health care service the different sections of the hospital offer. These encompassed the dental, maternity, the paediatric and the medical and surgery sections. This was to ensure that each section or department of the hospital was represented in the sample. In descriptive research, a sample size of 10-50% is acceptable (Mugenda and Mugenda, 2012).

Therefore, it was decided that 42 respondents were enough and appropriate for this study to represent all departments and categories of workers. The researcher endeavoured to collect data from all the study respondents through physical expedition at the study site. The 42 respondents comprised of Head of HR as key informant, doctors, clinicians, nurses, pharmacists, receptionists, and all the other support staff working at the hospital.

**1. Ethical consideration**

To adhere to research ethical considerations, the researcher sought permission from Chongwe District Hospital administration specifically HR to conduct research at the institution. Thereafter, consent was obtained from participants before they participated in the study and the researcher ensured that participation in the research was entirely voluntary. In addition, participants were assured that the study was intended to collect information purely for academic purposes and as such, all responses were treated with utmost confidentiality by not divulging information provided or allowing participants to write their names on questionnaires. This helped to minimise fears of victimisation and promoted honest in the way participants responded to questions aimed at analysing causes of job dissatisfaction in the Ministry of Health.

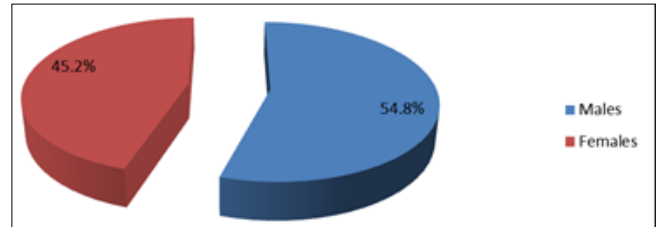
**Findings**

The information derived from the data that was collected through the administration of the questionnaires and interviews are described and analysed in this chapter showed moderate level of job satisfaction with freedom to make decisions pertaining to patient care having the highest score. Low scores were reported for factors such as the medical equipment and other resources available in the emergency department, coordination among the personnel, chance to participate in decisions pertaining to management and annual performance appraisal system based on fairness. In addition, low to moderate levels of satisfaction were reported due to violence between the healthcare workers and caregivers of patients (Roshanaei *et al.*, 2014).

A cross sectional study was conducted to assess job satisfaction among nurses who work in tertiary healthcare hospitals in the capital city of Pakistan. Results showed that 86 percent of the respondents were dissatisfied with their jobs; with factors namely poor working conditions, lack of privileges, respect in their places of work and time pressure being mainly responsible (Bahalkani *et al.*, 2011). In a study done on hospital nursing staff commitment in a public hospital of Pakistan, it was found out that there is positive relationship between the nursing staff commitment and work and physical environment (i.e., nurses are more committed and do their jobs more efficiently and have high satisfaction) if the above-mentioned variables are there in their hospitals (Butt *et al.*, 2012) [8]. Studies in other countries consider the dissatisfaction with workload, job instability, low wages, and the lack of defined job responsibilities (Buciuniene, BlazeVICIENE and Bliudziute, 2005; Ferrer and Benedicto, 2007; Teles *et al.*, 2014). Other studies indicate increase in the workload of health professionals working, which can result in physical exhaustion and illness, and contribute to professional dissatisfaction (Pires *et al.*, 2012; Trindade and Pires, 2013, 2014).

In developing countries like Zambia, many of the healthcare workers are not satisfied with their salaries or job incentives, and the quality of life they themselves or their families have. They believe that they lack opportunities to learn advanced technologies, have less chance of skills and career development, have poor working conditions, and are under political influences. These demotivated employees then in turn search for jobs in developed countries which have a higher pull force (Ngulube, 2010; Kaila, 2012; Kamwanga *et al.*, 2013) [20, 21]. The resources left behind in the countries facing brain drain are less skilled and dissatisfied with their current jobs. The Zambian studies addressing health professionals rarely include dissatisfaction in their approach, hence the need for the current study.

This study thus, aimed to investigate the factors causing employee dissatisfaction at Chongwe District Hospital in Zambia. It can be concluded that, the factors that cause employee dissatisfaction the at the hospital are: poor working conditions; lack of career growth; poor salary and incentives; poor management styles; in-conducive work environment, global and national economic conditions; lack of equipment and drugs; lack of motivation; and work overload



**Fig 2**

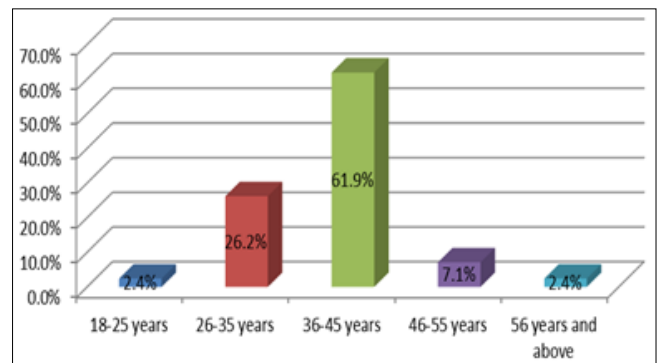
Respondents’ gender, age and education background all were taken into consideration in the domain of this study, basically to avoid any possibility of biasness which might be posed by the existed participants’ demographic characteristics. Below are the tabulated results.

**Gender of the respondents**

Tabulated findings presented in Figure 4.1 indicate that out of 42 respondents, 54.8% (23) were males while 45.2% (19) were females. This indicates that both genders were incorporated in the study proportionally, albeit males exceeded females. Nevertheless, gender biasness was checked.

**Respondents’ educational levels**

As indicated in Figure 4.3, 66.7% (28) of the respondents had a bachelor’s degree, 9.5% (4) had a diploma, 16.7% (7) held a postgraduate degree, 4.8% (2) had a tertiary certificate, and 2.4% had completed high school.



**Fig 3**

**1. Extent of Employee Job Dissatisfaction at Chongwe District Hospital**

The first objective sought to evaluate the extent of employee job dissatisfaction at Chongwe District Hospital. The table below shows that 61.9% (26) of the respondents argued that there was a high level of job dissatisfaction among the employees at Chongwe District Hospital and 38.1% (16) stated that there was a low level of job dissatisfaction at the hospital as tabulated in Table 1.

**Table 1: Level of job dissatisfaction**

Level	Frequency	Percentage
High	26	61.9
Low	16	38.1
Total	42	100

**Source:** Field data (2022)

One of the most common complaints among workers was a lack of balance between their jobs and lives. Many jobs require people to work long hours while they are lowly paid,

taking away from time with family or pursuing preferred activities. And the introduction of technologies was intended to make jobs easier and save labour, in some cases, this has made the situation worse. Being constantly connected to the workplace through cell phones and other mobile technology can lead to job stress that is inescapable. Also, competition and politics in an office or workplace setting also lead to high levels of stress, with job security undermined by the concern that management would replace one with someone else and workers are frustrated by the feeling that they were more knowledgeable than the people managing them and could do the job better than the current managers. Poor managers fail to consult and communicate with staff and employees, leading to disengagement in organisational communication and a feeling of resentment and alienation among workers. These are the possible reasons causing employee dissatisfaction at Chongwe District Hospital to be high because 61.9% (26) of the respondents argued that there was high level of job dissatisfaction among health workers.

### Conclusion

This study aimed to investigate the factor that contributes to employee dissatisfaction at the Chongwe District Hospital in Zambia. It can be concluded that, the factors that affect job satisfaction of employees at the hospital are poor working conditions; lack of career growth; poor salary and incentives; poor management styles; in-conducive work environment; job insecurity; global and national economic conditions; lack of equipment and drugs; lack of motivation; and work overload.

During the research it was confirmed that the health workers at Chongwe District Hospital were dissatisfied with their work due to numerous reasons.

### The following recommendations were made based on the findings of the study

Arising from the foregoing conclusions of the study on the causes of job dissatisfaction among health workers at the Chongwe District Hospital, the following recommendations were made:

1. The hospital management should ensure that they upgrade the employees who have acquired new qualifications, provide grounds for dialogue with employees by engaging them in some management meetings where their welfare is decided upon. This would enable them to become motivated and be satisfied with their nursing work.
2. Government should make modalities of employing more workers so that the deficit being experienced can be reduced so that healthcare worker-patient ratio can improve. If this can be achieved, the workers will have more time to attend to the patients and be effective in their execution of their duties.
3. The hospital management should also look for indicators which lead to job dissatisfaction like endless permissions, getting emergency leave, vacation and local leave applications and joining the non-governmental organisations or even leaving the country. These should make management to come up with necessary decisions on how best they can make nurses be satisfied unlike making them leave the profession and going to serve other countries.

4. The Ministry of Health should provide enough equipment and medical supplies to the health facilities so that health workers can be motivated to work and provide the right services to the patients. This will bring self-satisfaction for the service being provided.
5. The hospital management should also ensure that they involve healthcare workers in workshops and trainings so that all can have new knowledge in their line of duty. This motivates them to work hard and brings job satisfaction in due course.
6. Government should consider paying back the educational fees the health workers use when they go for advanced learning if they are not upgraded so that they can cushion the expenses they incurred in school. This will make them be bonded to the ministry and provide their services effectively to the patients.

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