



JOB SATISFACTION; AMONG DOCTORS WORKING IN PUBLIC AND PRIVATE TERTIARY CARE HOSPITALS OF LAHORE

Dr. Farah Deebea¹, Dr. Rabia Arshed Usmani², Dr. Mahwish Akhtar³, Dr. Taskeen Zahra⁴,
Dr. Hafsa Rasool⁵

1,2,3,4,5

Department of Public Health Practice,
Institute Of Public Health, Lahore.

Correspondence address:

Dr. Rabia Arshed Usmani
Professor and Head,
Department of Public Health
Practice, IPH.
43, Sher Shah block , Garden
Town ,Lahore.
faryal_lhr@hotmail.com

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ABSTRACT... Background: Doctor's profession has been among one of the most attractive profession in Pakistan Society, but doctors are getting increasingly dissatisfied with their jobs in our region as unfortunately job satisfaction has still not received the proper consideration from policy makers. **Objectives:** To determine the level of satisfaction with various job characteristics and compare the characteristics of doctors with level of job satisfaction among doctors working in public and private sector teaching hospitals. **Study Design:** Cross sectional study. **Period:** July 2014 to August 2014. **Setting:** Public sector (Jinnah Hospital Lahore) and a private sector (Fatima Memorial Hospital) Lahore. **Methods:** A total of 308 medical officers, 154 from each hospital were included through simple random sampling. They were interviewed regarding their socio demographic and work related characteristics and satisfaction level regarding various job characteristics, using a structured, pretested questionnaire. The job satisfaction was rated on the basis of a three point liker scale with scores ranging from 1 – 33 and scores ≥ 25 were considered as satisfied. All the data was entered and analyzed using SPSS version 17.0. **Results:** Among the total study respondents, majority 212 (68.8%) doctor were dissatisfied with their jobs while high level of satisfaction was seen only regarding timeliness of pay 92.9% and job safety 98%. On comparing characteristics of doctors with job satisfaction, it was seen that age, gender, marital status, number of family members, total family income, work experience and nature of job was not significantly related with satisfaction while doctors working in private hospital were more satisfied with their job as compared to doctors working in government hospital and this result was statistically significant ($P = 0.000$) **Conclusion:** Satisfaction level of doctors especially working in public hospitals was low as compared to doctors working in private sector. There is need to address the reasons of dis-satisfaction and formulate strategies to eliminate these issues.

Key words: Job satisfaction, public and private hospital, job characteristics

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INTRODUCTION

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.¹ A person can be satisfied with one aspect of his or her job, like pay and dissatisfied with another aspect such as supervision.² Career satisfaction among physicians should be paid great attention because they have a great impact on patient rated quality of care, physician work efficiency and at the same time on health-care costs.³⁻⁶

Recent Evidence suggests that physicians are becoming less satisfied with their jobs. A recent

international study revealed that 49% of doctors believe they're not fairly compensated. This percentage increases to 54% among primary care physicians.⁷ Pakistani doctors are also increasingly getting dissatisfied with their jobs as unfortunately, in our region, job satisfaction has still not received the proper consideration from policy makers. About 80 doctors including 15 surgeons leave the country every year due to meager remuneration, inadequate resources of professional development and an overall discouragement of health profession in Pakistan.⁸ The aim of this study was to determine the level of satisfaction regarding individual job characteristics, overall job

satisfaction and compare the characteristic with overall level of job satisfaction of doctors working in public and private sector teaching hospitals.

MATERIALS AND METHODS

This cross sectional study was conducted from July 2014 to August 2014 in two tertiary care teaching hospitals viz. Public sector Jinnah Hospital Lahore and Private sector Fatima Memorial Hospital Lahore. Written Permission was obtained from hospital administration before conducting the study. A total of 308 medical officers and post-graduate trainees from seven major departments of each hospital were included in the study. About 154 doctors were recruited from each hospital and twenty two doctors from each department using simple random sampling technique. If any of selected doctor was absent during interview days, another doctor from same department, fulfilling the inclusion criteria was interviewed. Information was obtained regarding sociodemographic detail and satisfaction regarding various work related characteristics and noted in a semi-structured questionnaire. Data was entered and analyzed using SPSS version 17. The level of satisfaction was calculated for each of the 11 work related characteristic based on respondent's answers and scoring was done on three points Likert scale (1=dissatisfied, 2=somewhat satisfied, 3=satisfied). The scores of all items were summed up to categorize broadly into satisfied (total score of 25 or more) and dissatisfied (total score of less than 25) and comparison was done with job characteristics. Chi square test was applied taking $p < 0.05$ as statistically significant.

RESULTS

Job satisfaction is a worker's sense of achievement and success in the job and is directly linked to productivity as well as to personal well being. This study was carried out to determine and compare job satisfaction and work related characteristics in doctors working in public and private sector hospital in Lahore.

Table I shows the level of satisfaction of doctors with individual job characteristics which depicts that majority of doctors were highly satisfied with

only 2 characteristics i.e. timeliness of pay 286 (92.9%) and job safety 302 (98%). However, major proportion of doctors reported somewhat satisfaction or dissatisfaction with job dimensions like work load, amount of pay, cooperation of hospital, guidance provided by senior, working environment, personal security at workplace, pleasure with job, career making opportunities and facilities at work place. Regarding overall job satisfaction, it was found on the basis of the total score that majority 212 (68.8%) doctors were dissatisfied and only 96 (31.1%) doctors were satisfied with their job.

Table II shows relationship of characteristics of doctors with job satisfaction. It can be seen that job satisfaction was more in doctors working in private hospital 91 (94.8%) as compared to the public hospital 5 (5.2%) and this difference was statistically significant ($p = 0.000$). It was also seen that majority of the doctors with age less than 30 years (36.9%), females (34.5%), unmarried (68.6%), family members less than 4 (47.2%), family income less than 50,000 PKR (33.3%), and total work experience of less than 5 years (34.9%) were satisfied with their job. However, relationship of age, gender, marital status, number of family members, total family income, work experience and nature of job with overall level of job satisfaction was not statistically significant.

DISCUSSION

Job satisfaction is a crucial determinant of quality of health care provided by the physicians and results from complex interactions between on-the-job experience, organizational environment, and motivation.^{9,10} An important finding of this study was that majority 68.8% of the doctors were dissatisfied with their job while only 31.1% showed job satisfaction. Moreover, it was seen in this study that 'high satisfaction' was seen in only two job characteristics i.e. timeliness of pay and job safety as majority of the doctors in this study were permanent employees. Dissatisfaction and somewhat satisfaction was seen maximum regarding personal security at the work place followed by amount of pay, facilities at work place, cooperation of hospital management, guidance provided

JOB CHARACTERISTICS	LEVEL OF SATISFACTION					
	Highly Satisfied		Somewhat Satisfied		Not Satisfied	
	No.	%	No.	%	No.	%
Work Load	24	7.8	238	77.3	46	14.9
Amount of pay	17	5.8	205	66.6	86	27.9
Timeliness of pay	286	92.9	19	6.2	3	1.0
Cooperation of hospital management	24	7.8	215	69.8	69	22.4
Guidance provided by seniors	87	28.2	181	58.8	40	13.0
Working environment	41	13.3	232	75.3	35	11.4
Job safety	302	98.0	3	1.0	3	1.0
Personal security at workplace	1	0.3	181	58.8	126	40.9
Pleasure with job	47	15.3	211	68.5	50	16.2
Career making opportunities	99	32.1	176	57.2	33	10.7
Facilities at work place	1	0.3	234	76.0	73	23.7

Table-I. Level of satisfaction of doctors with job characteristics (n=308)

*Scoring for Level of satisfaction: Highly satisfied = 3 , Somewhat satisfied = 2 ,
Not satisfied = 1

CHARACTERISTIC	JOB SATISFACTION*				TOTAL	
	Satisfied (n=96)		Dissatisfied (n=212)		No.	%
	No.	%	No.	%		
Age						
<30 years	45	36.9	77	63.1	122	39.6
>30 years	51	27.4	135	72.5	186	60.4
Gender						
Male	48	28.4	121	71.6	169	54.9
Female	48	34.5	91	65.5	139	45.1
Marital Status						
Married	61	23.7	196	76.3	257	83.4
Unmarried	35	68.6	16	31.4	51	16.6
Number of total family members						
<4	50	47.2	56	52.8	106	34.4
>4	46	22.8	156	77.2	202	65.6
Total Family Income						
<50,000 PKR	4	33.3	8	66.7	12	3.6
>50,000 PKR	92	31.1	204	68.9	296	96.4
Type of Hospital**						
Public	5	3.2	149	96.8	154	50.0
Private	91	59.1	63	40.9	154	50.0
Total work experience						
≤5 years	89	34.9	166	65.1	255	82.8
>5 years	7	13.2	46	86.8	53	17.2
Nature of job						
Permanent	68	25.8	195	74.2	263	85.4
Contract	28	62.2	17	37.8	45	14.6

Table-II. Characteristics of doctors in relation to job satisfaction (n=308)

*job satisfaction = Sum of score of each individual job characteristic.

Total Score ≥ 25 taken as satisfied and score < 25 as dissatisfied.

** p value = 0.000

by the senior, working environment, pleasure with job and career making opportunities. Studies conducted in Hyderabad, Rawalpindi, Islamabad and Karachi also showed similar results in which 23.8%, 43.9%, 41% and 32% of the doctors were satisfied with their jobs respectively.^{11,14} Sultana et al¹² found that only 44% of doctors were satisfied with the work load and 66.6% showed satisfaction with working environment whereas satisfaction with working environment was even low 51% in study conducted by Kumar and colleagues.¹³ Doctors working in Karachi also showed dissatisfaction with working hours, career opportunity and work load along with the amount of pay given to them.¹⁴ A study conducted at Bahawalpur showed that 56% doctors were not satisfied with the level of their income and 92% of all the doctors were neither satisfied with the present service structure nor with the career prospects in Pakistan.¹⁵ However, the study conducted by Qamar et al in different hospitals of Peshawar showed a higher job satisfaction 70.8% but the sample size of the study is quite less as compared to the sample size used in this study.¹⁶ Thus it can be seen that majority of the doctors all over in Pakistan showed a high level dissatisfaction with their job and job characteristics.

On comparing these figures with the job satisfaction in other countries, it was seen that similar levels of job satisfaction were seen in health workers of Uganda in which only 48.7% showed satisfaction while dissatisfaction was highest regarding working conditions and compensation.¹⁷

Similarly, German and Swiss physicians also showed dissatisfaction regarding hours of working, working condition and income.^{18,19} It was found that five job characteristics were given highest importance overall regarding job satisfaction i.e. good working relationship and physical conditions, training opportunities, tools to use skill in job and opportunity to advance.¹⁰ Income status, motivation by managers and colleague, stable job along with superior subordinate communication are also found to be major determinants of job satisfaction in various studies.²⁰⁻²³ Thus job satisfaction is found to be multidimensional

and the current study showed a high proportion of dissatisfaction in all these job related aspects which resulted in overall job dissatisfaction. However, higher job satisfaction rates were found in studies conducted in developed countries like Canada and USA physicians in which overall job satisfaction was reported by 75.5%, 74% and 81% of the doctors respectively.²⁴⁻²⁶ While the mean score of job satisfaction scale were quite high in British, Australian and Lithuanian medical practitioners showing a wide variation from the present study.²⁷⁻²⁹

On comparing the sociodemographic and work related characteristic of the doctors with level of satisfaction it was found that doctors above the age of 30 years, having less than 4 total members of family, work experience of less than five years and having a permanent job were more satisfied with their jobs. Similar trends were seen in a survey conducted in UK which showed that young doctors were less satisfied with their jobs as compared to the old doctors.³⁰ Moreover, it was seen that only few of the doctors having a total family income of less than 50,000 PKR per month was satisfied with their job. This further supports the finding that amount of pay is a major determinant of job satisfaction. Another important aspect highlighted by this study was high level of dissatisfaction in doctors working in public sector as compared to the private sector. These findings are also consistent with many other studies in which it was found that doctors working in private hospitals were more satisfied than public hospitals.^{10,16} No difference between public- and private-sector workers in overall Satisfaction was noted in Uganda but morale was higher in the private sector.¹⁷ The reason behind this is considered to be the multitier organizational setup of the public sector running on shoulders of many subdivision with problems in coordination while private sector although divided but have a closely coordinated working structure.²⁰ Thus the doctors working in Pakistan shows quite similar picture all over in various studies regarding job satisfaction and a larger study is needed to be conducted on a more wider scale across the country to determine satisfaction with a greater external validity.

CONCLUSION

The results of this study show dissatisfaction with job among doctors working in public and private hospitals thus an improvement in job conditions and characteristics especially the working environment, safety, work load and pay scale can lead to better satisfaction and motivation in the doctors.




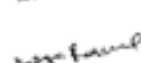
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AUTHORSHIP AND CONTRIBUTION DECLARATION

Sr. #	Author-s Full Name	Contribution to the paper	Author=s Signature
1	Dr. Farah Deeba	Data interpretation, Final approval	
2	Dr. Rabia Arshad Usmani	Data Analysis	
3	Dr. Mehwish Akhtar	Writing, Preparation	
4	Dr. Taskeen Zahra	Manuscript editing	
5	Dr. Hafsa Rasool	Literature search, Data collection	