



# JOB SATISFACTION OF PHYSICIANS AND TEACHERS; REGULAR VERSUS CONTRACT BASIS JOBS.

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## INTRODUCTION

Job satisfaction is the discrepancy among people's expectations and wants related to the job, and what is really offered to them.<sup>1</sup> Lock defined job satisfaction as a positive state originating from the appraisal of someone's work or work experiences. It is variable depending upon certain factors. Positive changes in working groups, supervision, incentives, and the work itself can increase the productivity and the quality of services in organizations.<sup>2</sup> Job satisfaction is very important not only for employees but also for the success of the organization<sup>3</sup> because if an employee is not satisfied with his job, he or she would lack loyalty to the organization and may search for other jobs.<sup>4</sup>

The level of Job satisfaction varies as the job itself varies. Stress related to job, personality characteristics and style of communication have been seen to be weakly related to job satisfaction, while recruitment and selection procedures, organizational policy and strategy, and nature of

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**ABSTRACT... Objectives:** To determine the level of job satisfaction of physicians and teachers having regular jobs and those having contract based jobs and to compare level of job satisfaction between these types of jobs and between the two professions. **Study design:** Cross sectional study. **Duration and place of study:** This study was conducted with teachers and physicians recruited at different schools, colleges and hospitals of Faisalabad in six months from October, 2008 to March 2009. **Subjects and methods:** A sample of 200 participants, 100 physicians (50 regular and 50 on contract basis) from public hospitals and 100 teachers (50 regular and 50 on contract) from public schools and colleges was drawn through purposive convenient sampling technique. **Result:** In overall profession wise analysis teachers scored higher on job satisfaction scale (m=131.98) than physicians (m=126.98). Personals having regular jobs had lower job satisfaction (m=128.52) than professionals have contract jobs (m=130.45). **Conclusion:** Contract based jobs carry higher levels of job satisfaction for employees than the regular based jobs.

**Key words:** Job satisfaction, Contract job, Regular job

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work have been seen be having strong impact on job satisfaction of bankers.<sup>5</sup> An other study found that years of service, feedback on job tasks, and involvement in training programs are major determinants of job satisfaction.<sup>6</sup>

Job satisfaction was seen as positively related to income and employment in a medical school but negatively associated with more than 50 work-hours per-week, being a full-owner of the practice, greater reliance on managed care revenue, and uncontrollable lifestyle.<sup>7</sup> A study found that relationship between certain factors like pay, co workers, supervision, promotion, and job in general determines overall job satisfaction of teachers at higher secondary level.<sup>8</sup> Physician job satisfaction is driven by the quality of patient care.<sup>9</sup>

Physicians are usually reported to be highly satisfied with their jobs in developed countries.<sup>10</sup> Older doctors have been found to be more satisfied than younger doctors but gender differences are not significant in job satisfaction.<sup>7,12</sup> In developing

countries picture has been different. Job satisfaction seems to be a conflict of interest for doctors. In Ethiopia, more than half of the doctors were found dissatisfied for lack of motivation, inadequate salary, in sufficient training opportunities, and inadequate number of human resource. Less than half of the doctors (41 %) were satisfied for the reasons like gratification and feeling of helping others. The quality of patient care has been one of the determinants of job satisfaction in medical profession.<sup>13</sup> Primary care physicians are least satisfied.<sup>14</sup> Job satisfaction also differs as the nature of psychological contract with organization changes.<sup>15</sup>

The Govt. of Punjab adopted contract employment as a human resource policy in 1997. Further Govt. of Punjab launched the Contract Appointment Policy in 2004, in which department are authorized to recruit individuals on fixed term contracts. Contract employees are present in almost all sectors but largest share is provided by education & health sectors. Where there were 62.46 % and 14.11% of the total employees were at contract basis at the end of June, 2009, in education and health, respectively. A cross sectional research is designed to study the effect of contract as a determinant of job satisfaction in these two professions. The main objective of present study is to compare the level of job satisfaction among physicians and teachers. The other objective is to examine the effect of type of job (contract or regular) on level of job satisfaction. A regular job is defined as a government employment on a regular pay scale that is subjected to serve the organization till the age of 60 years with allied benefits during the tenure of job, on retirement and after it; while contract job is defined as a government employment for a fixed period of time (usually one year) which is not subjected to the benefits at the end of service tenure or after it.

## MATERIALS AND METHODS

### Participants

A sample of 200 individual (100 doctors and 100 teachers) fulfilling the criteria of inclusion and exclusion were drawn from hospitals and schools of Faisalabad through stratified sampling technique.

In each 100 teachers and physicians 50 were on regular jobs and 50 were on contract jobs).

### Inclusion criterion

Physicians and teachers between age 25 to 59 years, working at public hospitals and schools/colleges either on contract or regular basis as per operational definition discussed above.

### Exclusion criterion

Physicians and teachers were excluded on following criterion;

- Who are re employed after retirement
- Working on honorary or ad hoc basis
- Who are doing a job for training purpose for example house officers, post graduate trainees, and research associates
- Who are providing their services on visiting basis.

### Instruments

Data were collected by using informed consent form, socio demographic information form and a job satisfaction scale. Job satisfaction survey was developed by Paul Spector in 1994.<sup>24</sup> It is a standardized questionnaire consisting of 36 items measuring job satisfaction on nine different facets including pay, chances for promotion, supervision, working conditions, co-employees, job status, job interests, benefits and job description etc. Statements are followed by a six point scale scored as follows; 1=disagree very much 2=disagree moderately 3=disagree slightly 4=agree slightly 5=agree moderately 6=agree very much. Score range is 36-216 and cut off point is 126.

### Procedure

Approval was obtained from the ethical review committee of the institute. Raters were recruited from psychologists working in Department of Psychiatry and Behavioral Sciences, PMC, DHQ Hospital Faisalabad. They were trained in taking bio data and administration of Job Satisfaction survey (JSS). Raters approached the teachers and doctors at different schools, colleges and hospitals situated in Faisalabad and nearby regions to carry out task during the period of six months from October, 2008 to March 2009. Informed consent was acquired from the participants. Booklets

containing instruments were administered individually to the participants with the permission of authorities. After collecting the data, scales were scored and entered to SPSS to analyze with means and standard deviations.

**RESULTS**

In overall profession wise analysis teachers scored higher on Job Satisfaction Survey with a mean of 131.98 than physicians who obtained a mean of 126.98 (see table-I). On the other hand participants having regular type of job showed lower job satisfaction obtaining mean of 128.52 than their contract basis counterparts who obtained a mean of 130.45 (see table-I).

Further analysis showed that married physicians and single teachers achieved higher mean values  $m=127.94$  &  $m=134.82$  respectively than single physicians and married teachers  $m=125.65$  &  $m=131.27$  respectively on job satisfaction scale. In gender wise analysis, male physicians  $m=127.06$  and female teachers  $m=132.93$  were found to be more satisfied as compared to female physicians  $m=125.25$  and male teachers  $m=131.35$  (see table-II). Participants living in joint family system scored higher,  $m=131.43$  &  $133.2$  respectively, than their counterparts living in nuclear families,  $m=124.61$  &  $m=131.71$  respectively. Physicians who are living in their own houses scored lower,  $m=127.94$  as compared with teachers,  $m=131.78$  (See table-II).

Married participants on both kind of jobs (regular and contract) scored higher,  $m=128.64$  and  $m=131$ , as compare with single counterparts,  $m=126.8$  and  $130.31$ . Females both on regular

and contract based jobs scored higher,  $m=130.41$  and  $m=132.88$ , than males,  $m=127.62$  and  $m=129.82$ . Regular employees who are living in joint family system and contract based employees who are living in nuclear families were more satisfied,  $m=131.02$  and  $m=134.21$  respectively, than regular employees living in nuclear family system and contract based employees living in joint family system,  $m=126.43$  and  $m=129.51$  respectively. Regular physicians and teachers living in rented houses scored higher,  $m=131.23$  than those living in their personal houses, ( $m=127.87$ . Contract employees in both professions living on rent scored lesser,  $m=120.4$ , as compared with those living in their own house,  $m=132.13$  (see table-II).

**DISCUSSION**

Results showed that Regular type of job had lower job satisfaction then professionals having contract jobs. These findings are supported by previous researches.<sup>7,10</sup> Researchers explain that temporary status of the job reduces the perceptions of job security and participative decision making, which had deleterious effects on job strain in turn enhancing job satisfaction.<sup>16</sup> Some researchers say that contract employment has more emphasis on economic elements than their permanent counterparts, who's emphasis is more on the commitment to the organization. That may increase their perception of job satisfaction<sup>15</sup> and decrease job satisfaction of regular employees who work on relational contract with their organization which usually remains unfulfilled.<sup>20</sup> Researches also suggested that the interaction between job insecurity and type of job may be effecting job satisfaction and organizational commitment.<sup>6</sup>

| Job Satisfaction as per Profession / nature of job |          |        |       | Overall |       |
|--|----------|--------|-------|---------|-------|
|  |          | Mean   | SD    | Mean    | SD    |
| PHYSICIANS   | Contract | 127.27 | 18.91 | 126.98  | 16.65 |
|  | Regular  | 126.7  | 14.24 |         |       |
|  |          | Mean   | SD    | Mean    | SD    |
| TEACHERS   | Contract | 133.64 | 13.48 | 131.98  | 13.14 |
|  | Regular  | 130.33 | 12.71 |         |       |

Table-I

| Job Satisfaction (Profession/sociodemographic factors wise) |                |         |        |       | Overall |       |
|---|----------------|---------|--------|-------|---------|-------|
|   |                |         | Mean   | SD    | Mean    | SD    |
| PHYSICIANS  | Marital Status | Single  | 125.65 | 16.09 | 126.98  | 16.65 |
|   |                | Married | 127.94 | 17.11 |         |       |
|   | Gender         | Male    | 127.06 | 16.93 |         |       |
|   |                | Female  | 125.25 | 9.06  |         |       |
|   | Family System  | Nucleus | 124.61 | 17.07 |         |       |
|   |                | Joint   | 131.43 | 16.37 |         |       |
|   | Type of House  | Rented  | 125    | 20.54 |         |       |
|   |                | Own     | 127.94 | 16.94 |         |       |
| Job Satisfaction  |                |         |        |       | Overall |       |
|   |                |         | Mean   | SD    | Mean    | SD    |
| TEACHERS  | Marital Status | Single  | 134.82 | 14.11 | 131.98  | 13.14 |
|   |                | Married | 131.27 | 12.78 |         |       |
|   | Gender         | Male    | 131.35 | 12.34 |         |       |
|   |                | Female  | 132.93 | 13.97 |         |       |
|   | Family System  | Nucleus | 131.71 | 11.98 |         |       |
|   |                | Joint   | 133.2  | 15.12 |         |       |
|   | Type of House  | Rented  | 132    | 9.11  |         |       |
|   |                | Own     | 131.78 | 19.98 |         |       |

Table-II

In further findings teachers were more satisfied as compared with physicians. Reason of teacher’s satisfaction might be prevailing problem of joblessness in society for young graduates in face of the fact that they do not undergo intensive professional training and yet obtained jobs. Contrastingly the job of physicians is more demanding and stressful including their day and night duties especially in case of young physicians; they also had undergone extensive and intensive studies and training that is about 6 years at least to get a job in 17 scale, in presence of the fact that up till recent there were no special pay packages for them. In places where pay packages are reason able, physicians were found to be satisfied with their jobs as reported by previous researches<sup>7,12</sup> Previous studies show that where above mentioned factors were playing, job satisfaction was considerably low.<sup>13,14</sup>

Overall females were more satisfied with their jobs than males. And it could be because our society does not expect much from females in financial aspect since it is considered to be the liability

of males. Again the money aspect seems to be working here in maintaining job satisfaction; this has long been confirmed by other researches<sup>7,12,13</sup>

Another reason may be the unpreferred work schedule of permanent employees. Since a research find out that due to preferred work schedule contract workers showed higher job satisfaction than permanent workers<sup>22</sup> (Thomas). Other researchers have also hinted at such characteristics of job as determinants of job satisfaction.<sup>7,13,14</sup>

**CONCLUSION**

Overall it is concluded that nature of psychological contract plays more important role in the job satisfaction of employees. Employees who have transactional contract (contract jobs) were seemingly more satisfied than those who have relational contract (regular jobs). On the other hand economic factors seem to be related to job satisfaction.

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“Forget what hurt you,  
but never forget what is tuaght you.”

Unknown



**AUTHORSHIP AND CONTRIBUTION DECLARATION**

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