

# Measuring job satisfaction and impact of demographic characteristics among Doctors of Teaching Hospitals

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**Abstract**— If job satisfaction is there in employees, work done by these employees is usually of better quality in comparison where the employees are not satisfied with their job. So this study to assess job satisfaction and influence of demographic variables on job satisfaction, this study was carried out on 105 doctors of teaching hospitals. Questionnaire method of data collection was adopted. Job satisfaction was measured by six domains: Organizational functioning, Interpersonal relationship, Financial incentives, Non-financial incentives, Physical facilities and Working conditions. Study observed that over all, doctors were moderately satisfied with their job. Domains such as Interpersonal relationship and Working conditions, doctors were highly satisfied, whereas rest of the domains: Organizational functioning, Financial incentives, Non-financial incentives, and Physical facilities doctors were moderately satisfied. It is important to note that even though overall satisfaction is moderate, there were few components, where doctors were highly satisfied were - Communication system between patients and doctors, Involvement in decision making in the department, Rules and regulations of the institution, relationship between the department colleagues and other department colleagues, Provision for leave encashment, reward given for research work, workload of clinical aspect and workload of teaching aspect. Age and sex both shown significant association on level of satisfaction where as experience, designation and marital status of the doctors have not shown significant association.

**Key words:** Job satisfaction, Doctors, Patient care

## I. INTRODUCTION

Job satisfaction is a complex function and is the degree to which individuals feel positive or negative about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Job satisfaction is motivational and leads to positive employment relationships and high levels of individual job performance.<sup>1</sup> Present Health care sector comprising of hospitals, medical devices, clinical trials, telemedicine, medical tourism, health insurance and medical equipment, where as Health care is a service provided by a coordinated group of doctors, nurses, paramedical staffs, technicians, supportive and administrative staffs to the people suffering from physical, mental and social ailments. The level of care to the patients depends on the skill and clinical acumen of the doctors and his team as well as equipment and infrastructure facilities.<sup>2</sup> It is highly essential for the hospitals to have modern equipments; infrastructure and good physical facilities to provide quality medical care to the patients so as to make patient comfortable and satisfied with the care provided. Patient satisfaction is an important measure of the quality of care provided by health care organizations. It is not only important for gaining insights into the perception of the patient's on the delivery of the health care service, but also a key outcome of patient care. But for a patient his care and

getting recovered is most important, so he looks for health care personnel's involved in the patient care rather than other technical aspects. Patient may not be able to understand the modern equipments, complex technical and medical aspects of care. Patient care, which is patient's priority, includes the service, behavior and performance of the staff in general and doctors in specific. In absence of adequacy of this factor excellent facilities are not likely to produce the desired results.<sup>3</sup>

Doctor's performance includes timeliness of the initiation of the treatment, regular evaluation, availability, communication, explanation given regarding tests, health advice given, is very important aspect, which influence the patient satisfaction.<sup>3</sup> Several studies proved that Doctors performance and behavior in the organization is related to job satisfaction, where in if the employee is satisfied with his job, organization can expect better performance from him.<sup>4,5</sup> The World Health Organization has rightly pointed out that hospitals should not be viewed only as medical organizations but also as social organizations. Thus, in addition to meeting the needs of patients, the hospital must also develop a social environment in which individual employees and employee groups can satisfy their needs and desires to serve the best interest of the organization and the patients. Low level of job satisfaction among doctors may affect doctor-patient relationships and may compromise quality of care.

Doctors Job satisfaction is important because it contributes to the quality of health care. Previous studies indicated that greater doctor satisfaction is associated with appropriate prescribing practices, patient adherence, and greater patient satisfaction. Doctor satisfaction also results in fewer turnovers, which contributes to patients' continuity of care, patient satisfaction and retention, lower administrative costs of recruiting and replacing doctors. Dissatisfied doctors also may have more costly practice styles, generating more outpatient procedures and referrals. Because of these associations, provider satisfaction is regarded as 1 of the 4 critical outcomes of health care, along with health status, patient satisfaction and cost. Job satisfaction influences a doctor's life satisfaction also. If the doctors employed in a hospital are well cared and understood, if their needs are met, then these are the people who will be a source of strength that can take the hospital to great heights of achievement.

Hence, the present study is an effort to study the following objectives:

- To assess the extent of job satisfaction among doctors
- To find out association of demographic variables on job satisfaction.

## II. METHODOLOGY

A cross-sectional, descriptive study was carried out on 105 doctors of teaching hospitals of Mangalore (Karnataka) India to assess the job satisfaction in them and influence of demographic variables on their job satisfaction.

Samples of size was calculated 100 subjects at 20% relative allowable error and 95% confidence limit assuming level of job satisfaction 50% in doctors. So for the study purpose 105 doctors associated with teaching hospitals were included in the study.

A questionnaire (explained under measure) method of data collection was adopted to collect the data related to the objectives under study. All the 105 doctors were interrogated as per pre-designed and pre-tested questionnaire.

**Measure:** Structured questionnaire was prepared and administered on doctors who were attached to teaching hospitals. Total 105 questionnaires were received back duly filled, which comprises a response rate of 55% of total questionnaires distributed. Questionnaire consisted of two parts: Part 1: Demographic variables, Part 2 consisted of questions related to six factors of job satisfaction. Factors (domains) were - Organizational functioning, Interpersonal relationship, financial incentives, Non-financial incentives, Physical facilities and working conditions. Total of 35 questions (components) were included to measure job satisfaction under 6 domains. To test the reliability, pilot study was conducted and Cronback alpha was obtained. Out of 35 items, we had to omit 11 items to improve the reliability coefficient Cronback Alpha of job satisfaction items. Satisfaction on Organizational functioning was measured by 5 items, Interpersonal relationship by 3 items, Financial incentive by 6 items, Non-financial incentive and physical facilities by 3 items each and working condition by 6 items with Cronback alpha ranging from 0.812 to 0.911. All the 24 items were measured by means of 5 point Likert scale (Likert R., 1932). High score indicates high level of satisfaction. Interpretation will be drawn based on the mean value - highly satisfied if mean value greater than 4, moderately satisfied if greater than 3 and dissatisfied if less than 3

**Statistical analysis:** Data obtained was entered into Microsoft Excel 2007 worksheet and analyzed as per objective of this study. Assessment of the level of satisfaction was done by Mean and standard deviation (SD). Demographic data were analyzed by frequency and percentage. Chi square test was used to infer the association between the demographic variables and level of satisfaction. Analysis was carried out using Statistical Software Primer version 6.

### III. RESULTS

#### 3.1 Bio-demographic distribution:

In the present study majority (48%) of the doctors were of above 40 years of age and 36% of them were of the age of 31 - 40yrs and less percentage (16%) of them belong to below 30 yrs of age. It is interesting to observe that majority (58%) of the doctors had more than 6yrs of experience and very few (11%) had experience below 2yrs. 41 percent of them were Associate Professors, 38 percent were Assistant Professors and 21 percent of them were Professors. Out of 105 doctors, married were 78% and Female to Male ratio in the study was 0.5: 1.(Fig 1).

#### 3.2 Assessment of Job satisfaction:

The present study measures job satisfaction, which includes six domains, they are - Organizational functioning, Interpersonal relationship, Financial incentives, Non-financial incentives, Physical facilities and working conditions. Every item of the domains is assessed based on mean  $\pm$  SD. Over all level of satisfaction was obtained by averaging the summative score of components of the respective domain.

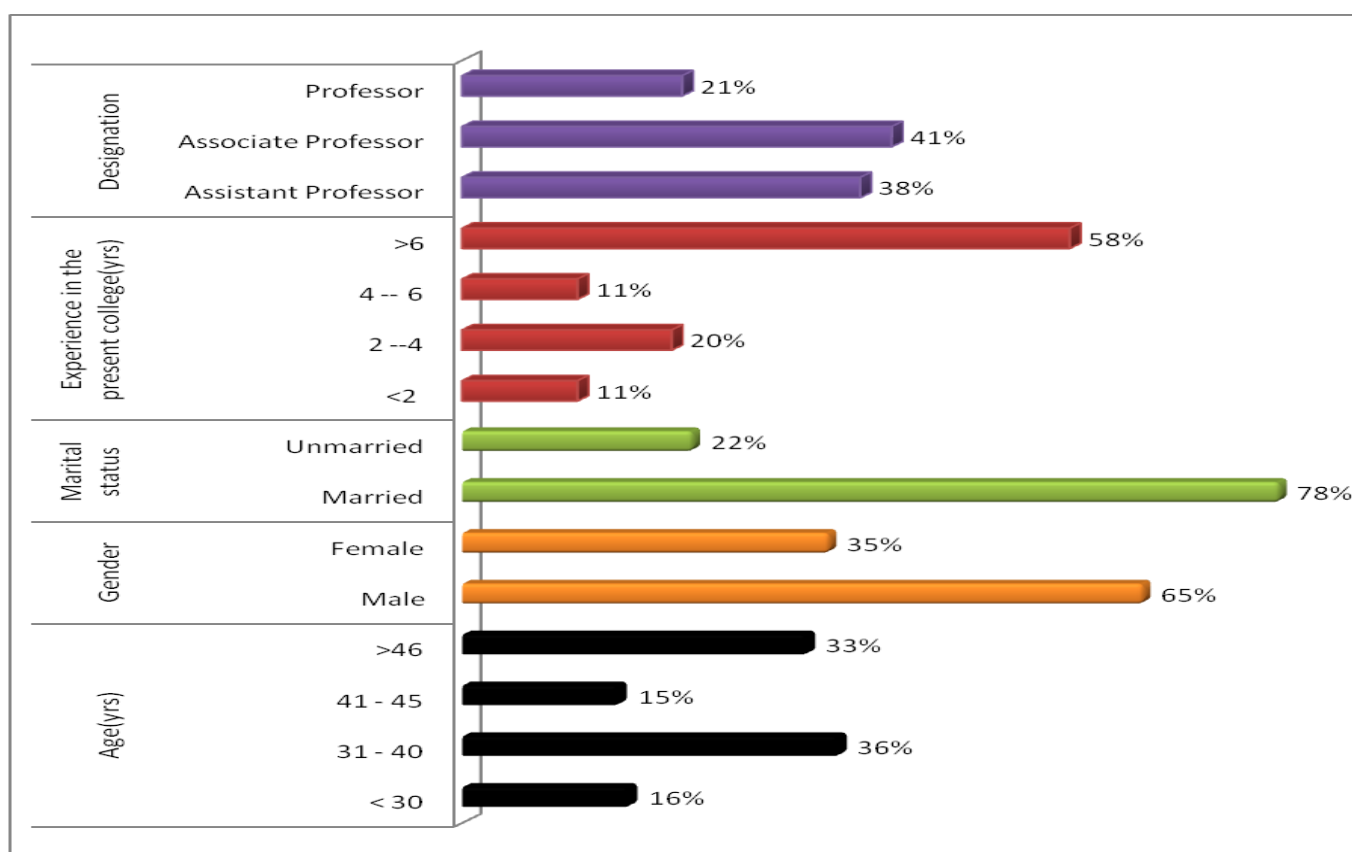
##### 3.2.1 Organizational functioning:

Over all level of satisfaction towards organizational functioning was moderate with mean  $\pm$  SD,  $3.94 \pm 1.03$ . But doctors were highly satisfied with the components such as Communication system between patients and doctors, Involvement in decision making in the department and Rules and regulations of the institution, with  $4.42 \pm 0.80$ ,  $4.27 \pm 1.00$ , and  $4.03 \pm 0.98$  respectively. Doctors were moderately satisfied with their communication with management ( $3.7 \pm 1.13$ ) and involving them in decision making in the institution ( $3.30 \pm 0.22$ ). (Table 1)

### 3.2.2 Interpersonal relationship:

This domain consists of 3 components - Interaction with colleagues, Interaction with other departments and handling of grievance. Level of satisfaction in an Interpersonal relationship domain was high mean and SD ( $4.22 \pm 0.79$ ). But in one of the components of this domain – handling of Grievance, doctors were moderately satisfied. In other two components, relationship between the department colleagues and other department colleagues, doctors were highly satisfied with mean and SD  $4.6 \pm 0.70$  and  $4.48 \pm 0.77$  respectively. (Table 1)

**Figure-1**  
**Bio-demographic Distribution of doctors**



### 3.2.3 Financial incentives:

This domain consists of six components such as salary, Increment, leave benefits, leave encashment, medical benefits and other benefits such as provident fund, gratuity, and dearness allowance. Doctors were moderately satisfied with the salary ( $3.82 \pm 1.18$ ), Annual increment ( $3.6 \pm 1.35$ ), Leave benefit ( $3.67 \pm 1.22$ ), Medical Benefit ( $3.22 \pm 1.18$ ) and other benefits such as provident fund, gratuity and dearness allowance ( $3.37 \pm 1.37$ ). Where as they very highly satisfied towards Provision for leave encashment ( $4.07 \pm 0.08$ ). Over all, doctors were moderately satisfied with financial aspect of the job ( $3.62 \pm 1.26$ ). (Table 1)

Table 1  
Domains and their Components wise Satisfaction of Doctors

| S. No. | Various Domains and their Components                                       | Mean | SD   | Mean % |
|--------|----------------------------------------------------------------------------|------|------|--------|
| 1      | <b>Organizational function</b>                                             |      |      |        |
|        | Rules & regulations of the institution                                     | 4.03 | 0.98 | 80.67  |
|        | Communication system between management & doctors                          | 3.70 | 1.13 | 74.00  |
|        | Communication system between patients & doctors                            | 4.42 | 0.80 | 88.33  |
|        | Involvement in decision making in the dept                                 | 4.27 | 1.00 | 85.33  |
|        | Involvement in the decision making in the institution                      | 3.30 | 1.22 | 66.00  |
|        | Over all on organizational functioning                                     | 3.94 | 1.03 | 78.87  |
| 2      | <b>Interpersonal relationship domain</b>                                   |      |      |        |
|        | Interaction with colleagues in the dept                                    | 4.60 | 0.70 | 92.00  |
|        | Interaction with other departments.                                        | 4.48 | 0.77 | 89.67  |
|        | Grievance conveyed                                                         | 3.58 | 1.05 | 71.67  |
|        | Over all on interpersonal relationship                                     | 4.22 | 0.79 | 84.44  |
| 3      | <b>Financial Incentives</b>                                                |      |      |        |
|        | Present salary                                                             | 3.82 | 1.18 | 76.33  |
|        | Annual increment                                                           | 3.60 | 1.35 | 72.00  |
|        | Other benefits like provident fund, gratuity, dearness allowance           | 3.37 | 1.37 | 67.33  |
|        | Leave benefit                                                              | 3.67 | 1.22 | 73.33  |
|        | Provision for leave encashment                                             | 4.07 | 0.08 | 81.33  |
|        | Medical benefit                                                            | 3.22 | 1.18 | 64.33  |
| 4      | <b>Non-Financial Incentives</b>                                            |      |      |        |
|        | Recognition towards good work by the superiors                             | 3.88 | 1.15 | 77.67  |
|        | Reward towards, if a paper is being published or presented (Research work) | 4.03 | 1.13 | 80.67  |
|        | Over all on non-financial incentives                                       | 3.96 | 1.14 | 79.17  |
| 5      | <b>Physical Facilities Domain</b>                                          |      |      |        |
|        | Basic facilities like toilet, washbasin, drinking water                    | 3.52 | 1.22 | 70.33  |
|        | Resting rooms facility                                                     | 3.15 | 1.38 | 63.00  |
|        | Over all on physical facilities                                            | 3.33 | 1.30 | 66.67  |
| 6      | <b>Working Condition Domain</b>                                            |      |      |        |
|        | Availability of equipment & instruments                                    | 3.78 | 1.17 | 75.67  |
|        | Workload with regard to clinical aspect                                    | 4.27 | 0.94 | 85.33  |
|        | Workload with regard to teaching aspect                                    | 4.18 | 1.1  | 83.67  |
|        | Fulfillment concerning duty                                                | 4.27 | 0.65 | 85.33  |
|        | Avenues for periodical up gradation of skills & knowledge                  | 3.82 | 1.13 | 76.33  |
|        | Service conditions of this institution.                                    | 3.97 | 1.03 | 79.33  |
|        | Over all on working conditions                                             | 4.04 | 0.76 | 80.94  |

**Mean(%) = mean x100/5**

### 3.2.4 Non-financial incentives:

This domain consists of two components – recognition by the superiors, reward for the research work. Doctors were moderately satisfied towards nonfinancial incentives ( $3.96 \pm 1.14$ ). But they were highly satisfied with reward given for research work ( $4.03 \pm 1.13$ ). Over all, doctors were moderately satisfied with non financial aspect of the job ( $3.962 \pm 1.14$ ) (Table 1)

### 3.2.5 Physical facilities:

Satisfaction towards Physical facilities measured based on two components, basic facilities provided to them, and resting room facility. Result showed that doctors were moderately satisfied with Physical facilities provided ( $3.33 \pm 1.3$ ). Further, moderate satisfaction level was observed for Basic facilities ( $3.52 \pm 1.22$ ) and resting room facilities ( $3.15 \pm 1.38$ ). (Table 1)

### 3.2.6 Working conditions: satisfaction:

This domain consist of six components such as availability of equipment and instruments, clinical work load, and teaching work load, fulfillment concerning duty, Periodical up gradation of skills and knowledge and service conditions. Result showed that doctors were highly satisfied with workload of clinical aspect ( $4.27 \pm 0.94$ ), workload of teaching aspect ( $4.18 \pm 1.1$ ), fulfillment towards duty ( $4.27 \pm 0.65$ ). But they were moderately satisfied with Availability of equipment & instruments ( $3.78 \pm 1.17$ ), avenues for periodical up gradation of skill and knowledge ( $3.82 \pm 1.13$ ), service condition ( $3.97 \pm 1.03$ ). Over all doctors were highly satisfied with working condition of the organization ( $4.04 \pm 0.76$ ) (Table 1)

### 3.2.7 Overall job satisfaction:

The six domains: Organizational functioning, Interpersonal relationship, financial incentives, non-financial incentives, physical facilities and working conditions, collectively measures over all job satisfaction. Result showed that out of six domains doctors were highly satisfied with interpersonal relationship ( $4.22 \pm 0.79$ ) and working conditions ( $4.04 \pm 0.76$ ). And they were moderately satisfied with Organizational functioning ( $3.94 \pm 1.03$ ), Financial incentives ( $3.62 \pm 1.26$ ), Non-financial incentives ( $3.96 \pm 1.14$ ), and Physical facilities ( $3.33 \pm 1.3$ ). Over all, Doctors were moderately satisfied with their job. ( $3.85 \pm 1.26$ ). (Table 2)

**Table 2:**  
**Overall Domain wise Job Satisfaction of Doctors**

| S. No. | Job Satisfaction Domains   | Mean | SD   | Mean (%) |
|--------|----------------------------|------|------|----------|
| 1      | Organizational functioning | 3.94 | 1.03 | 78.87    |
| 2      | Interpersonal relationship | 4.22 | 0.79 | 84.44    |
| 3      | Financial incentives       | 3.62 | 1.26 | 72.44    |
| 4      | Non-financial incentives   | 3.96 | 1.14 | 79.17    |
| 5      | Physical facilities        | 3.33 | 1.30 | 66.67    |
| 6      | Working conditions         | 4.04 | 0.76 | 80.94    |
| 7      | Overall Job satisfaction   | 3.85 | 1.05 | 77.03    |

Mean(%) = mean x100/5

### 3.3 Impact of demographic characteristics on job satisfaction:

In the age group 26 – 30yrs 44.4% were highly satisfied, 35% of the doctors in the age group 31– 40 years were highly satisfied, in the age group 41 – 45 yrs 25% of the doctors were highly satisfied and 66.7% of doctors of above 46yrs of age were highly satisfied. This variation in level of satisfaction as per age was found significant ( $p=0.015$ ). (Table 3)

Likewise the age, sex of doctors also has association with level of satisfaction. It was observed that 55.6% of male doctors were highly satisfied where as only 26.3% of female doctors were highly satisfied. So males were significantly ( $p<0.001$ ) more highly satisfied than females. (Table 3)

But unlike age and sex, marital status, experience and designation have no significant association with level of satisfaction ( $p>0.05$ ). (Table 3)

**Table 3**  
**Association of Demographic Variables with Level of Satisfaction**

| S. No | Demographic variable                   |                 | Moderately satisfied | Highly satisfied | Total   | Chi square value<br>P value LS                 |
|-------|----------------------------------------|-----------------|----------------------|------------------|---------|------------------------------------------------|
| 1     | Age(yrs)                               | 26 - 30         | 9(55.6)              | 7(44.4)          | 17(100) | $\chi^2_{(3)} = 10.4,$<br>$p=0.015,$ <b>S</b>  |
|       |                                        | 31 - 40         | 25(65)               | 13(35)           | 38(100) |                                                |
|       |                                        | 41 - 45         | 12(75)               | 4(25)            | 16(100) |                                                |
|       |                                        | >46             | 12(33.3)             | 23(66.7)         | 35(100) |                                                |
| 2     | Gender                                 | Male            | 30(44.4)             | 38(55.6)         | 68(100) | $\chi^2_{(1)} = 8.03,$<br>$p=0.004,$ <b>HS</b> |
|       |                                        | Female          | 27(73.7)             | 10(26.3)         | 37(100) |                                                |
| 3     | Marital status                         | Married         | 42(51.2)             | 40(48.8)         | 82(100) | $\chi^2_{(1)} = 1.41,$<br>$p=0.233,$ <b>NS</b> |
|       |                                        | Unmarried       | 15(66.7)             | 8(33.3)          | 23(100) |                                                |
| 4     | Experience in the present college(yrs) | <2              | 8(66.7)              | 4(33.3)          | 12(100) | $\chi^2_{(3)} = 1.25,$<br>$p=0.741,$ <b>NS</b> |
|       |                                        | 2 -4            | 10(45.5)             | 11(54.5)         | 21(100) |                                                |
|       |                                        | 4 - 6           | 6(50.0)              | 6(50.0)          | 12(100) |                                                |
|       |                                        | >6              | 34(56.3)             | 27(43.8)         | 61(100) |                                                |
| 5     | Designation                            | Asst. Professor | 20(50.0)             | 20(50.0)         | 40(100) | $\chi^2_{(2)} = 2.35,$<br>$p=0.307,$ <b>NS</b> |
|       |                                        | Associate Prof  | 28(64.7)             | 15(35.3)         | 43(100) |                                                |
|       |                                        | Professor       | 11(50.0)             | 11(50.0)         | 22(100) |                                                |

Sig = Significant, NS = Not Significant, HS = highly significant. Parenthesis represents percentage

## IV. DISCUSSION

Job satisfaction describes how content an individual is with his or her job. There are varieties of factors that can influence a person's level of job satisfaction; some of these factors include the organizational factor, interpersonal relationship, financial aspects, non financial aspects, working condition in the organization and facilities provided by the organization. Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors' such as productivity, organization commitment, absenteeism and turnover. The present study proves that over all, Doctors

were moderately satisfied with their job. Among the domains there are two domains out of six: Interpersonal relationship and working conditions, they were highly satisfied. The rest of the four factors: Organizational functioning, financial incentives, Non-financial incentives, and Physical facilities they were moderately satisfied.

When specific components in every domain considered, found that doctors were highly satisfied with Communication system between patients and doctors, Involvement in decision making in the department, Rules and regulations of the institution, relationship between the department colleagues and other department colleagues, Provision for leave encashment, reward given for research work, workload of clinical aspect, and workload of teaching aspect. There are few important areas where doctors were moderately satisfied are: salary, Annual increment, Leave benefit, recognition by the superiors, reward for the research work, avenues for periodical up gradation of skill and knowledge and Availability of equipment & instruments(resources). Al-Zaid and colleagues(1998)<sup>6</sup> also observed similar results in their study of 185 physicians, that physicians were dissatisfied with 3 factors: salary and promoting, relationship with superiors and availability of resources. They were satisfied with- work factors, job enthusiasm, relationship with hospital doctors, relationship with colleagues, and finally comfort at work. Even Bovier and associates (2003)<sup>7</sup> findings also consistent with the present study outcome. They studied Work satisfaction among a sample of Swiss physicians and reported that physicians were more satisfied with their current work situation: patient care, professional relations and The lowest satisfaction was found for work related burden and work related income and prestige. Laubach and Fishbeck(2007)<sup>8</sup> also reported that among physician, work conditions, superiors, hierarchy, transparency and participation in decision are very important variables for job satisfaction.

Demographic variables have significant roles to play in the job satisfaction of doctors in our various health care settings. Various researchers have shown the effects of demographic variables on job satisfaction of employees. The study of Tyler Ellison (1994)<sup>9</sup> found the effect of marital status on job satisfaction. They found out that married employees experience less job satisfaction than their single counterparts. In the same way, Clark, Oswald and Warr (1997)<sup>10</sup> illustrated that women are more satisfied with their jobs than men. Richardson and Burke (1993)<sup>11</sup> revealed that significant sex differences in demographic and situational variables. Cherniss (1980)<sup>12</sup> in a research carried out on young professionals that are new on the job expressed job dissatisfaction. Other authors<sup>13,14</sup> also made their observations well in resonance with the present study. Some of these results agree with the present study findings. In the present study Job satisfaction shown variation with Age and sex. Younger and older age group doctors were more satisfied with the job compared to the middle age group doctors. Interestingly, males found to be more satisfied compared to females, which disagrees with the fact that Clark, Oswald and Warr (1997)<sup>10</sup> observed. And job satisfaction did not show significant variation with experience, designation and marital status.

Madan et al<sup>15</sup> also studies job satisfaction in Doctors of teaching hospital of Jammu and Kashmir, India. They found that although 2/3rd of the responding doctors were happy with their jobs but would like to a raise in salary and the availability of greater opportunity to grow for a more fulfilling professional life. Doctors derive satisfaction from their work but are not very happy with their work environment.

Majority Effective health care delivery is absolutely hinged on the satisfaction of health care providers, especially doctors. They occupy important positions in all health care organization that seeks to reduced mortality and morbidity rate, therefore high premium is placed on job satisfaction of its entire workforce. Therefore, job satisfaction has become a critical challenge to all health care organizations.<sup>16</sup>

## CONCLUSION

The present study concludes that over all doctors were moderately satisfied with the job. Two among the six domains, Interpersonal relationship and Working conditions, they were highly satisfied. Rest of the four domains: Organizational functioning, Financial incentives, Non-financial incentives, and Physical facilities doctors were moderately satisfied. It is worth mentioning that some of the specific components - Communication system between patients and doctors, Involvement in decision making in the department, Rules and regulations of the institution, relationship between the department colleagues and other department colleagues, Provision for leave encashment, reward given for research work, workload of clinical aspect, workload of teaching aspect. There are some of the important aspects related job that Organizations need to pay attention, where doctors were moderately satisfied are salary, Annual increment, Leave benefit, recognition by the superiors, reward for the research work, avenues for periodical up gradation of skill and knowledge and Availability of equipment & instruments (resources). Age and sex shown significant impact on level of satisfaction where as experience, designation and marital status of doctors has not shown significant impact.

## CONFLICT OF INTEREST

None declared till now.

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