

The level of job satisfaction amongst doctors working in a trust hospital

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Abstract


Objective: To report the level of job satisfaction among doctors working in a trust hospital. **Summary of Background Data:** Job satisfaction is a complex function of a number of variables. A person may be satisfied with one or more aspects of his/her job but at the same time may be unhappy with other things related to the job. Although many studies have been conducted to find out the level of job satisfaction among doctors, yet very few have been conducted in India. This study is being conducted for the first time ever, in K.E.M Trust Hospital, Pune. **Methods:** Prospective review of questionnaire survey was carried out. The 7-Point Likert Scale for analyzing the data collected was used. After collection of data, calculation of the percentage of responses for each point on the Likert scale. **Results:** We reviewed 50 doctor's questionnaires and found that they were little dissatisfied with general work conditions, extremely dissatisfied with pay and promotion potential, very satisfied with work relationships and moderately satisfied not only with the opportunities to use skills but also with the training received. **Conclusion:** We report various motivators for the doctors like on-job training, interpersonal relationship etc. to keep them bounded to the organization and various dissatisfiers like salary, health schemes, facilities etc. making them vulnerable to quit the organization. **Keywords:** Job satisfaction, doctors, trust hospital.

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INTRODUCTION

Job satisfaction is a complex function of a number of variables. A person may be satisfied with one or more aspects of his/her job but at the same time may be unhappy with other things related to the job. For example, a doctor may be satisfied with his designation but may not be satisfied with the level of his income. Job satisfaction/dissatisfaction of a doctor affects his behaviour with co-workers, administration and particularly the patients. Quality of medical care and doctor-patient relationship is also dependent on the level of job satisfaction. The prevalence of dissatisfaction

among doctors has been given considerable importance in recent years as it affects patient satisfaction and can adversely influence patient behaviour (e.g., adherence to medical treatment), leading to a reduction in the quality of care. At the individual level, low level of job satisfaction and high level of job stress are threats to mental and physical health, quality of life, goal achievement and personal development. At the workplace, these conditions can lead to increased absenteeism, conflict and turnover; and reduced quality and quantity of work. Job satisfaction is also important for the future recruitment of new doctors and retention of the existing doctors, in addition to the productivity and quality of the services provided by the doctors, who are an essential and integral component of our medical care system. Although many studies have been conducted to find out the level of job satisfaction among doctors, yet very few have been conducted in India. It is being conducted for the first time ever, in this Trust hospital - K.E.M Hospital, Pune.

MATERIAL AND METHODS

The research option used was a questionnaire survey method; found to be the best keeping in mind the information regarding a successful and systematic project.

A cross-sectional study was conducted among the doctors of a trust hospital, using an English language, self-administered, anonymous questionnaire. Questionnaires were distributed by stratified random sampling in all the departments of the hospital; ensuring representation from residents as well as faculty of all the specialties. A total of 50 questionnaires were distributed i.e. A sample size of 50 doctors was studied. It consisted of all close-ended questions having a Likert scale for the participants to tick mark on. It contained two components:

- Socio demographic characteristics, consisting of questions regarding age, sex, duration of service and qualifications.
- The questionnaire was designed to elicit information about five parameters i.e. General Work Conditions, Pay and Promotion Potential, Work Relationships, Use of Skills and Abilities and Training Received.

Participants were informed about the study objectives and procedures and the purpose for which data was being collected and their consent was taken. Confidentiality of data was assured. Primarily, the data was collected from the doctors using a Structured Questionnaire. The doctors were explained that they had to tick their satisfaction level on the scale provided with respect to different areas for analysis as asked in the questionnaire. In the study, 'The 7-Point Likert Scale' for analyzing the data collected was used. The Likert Scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view. After collection of data, calculation of the percentage of responses for each point on the Likert scale.

RESULTS AND DISCUSSION

In our study, we observed that the doctors were little satisfied in relation to the number hours they work (24%), with an overall majority falling on positive side of the scale. In general, the feeling amongst the doctor is that more the number of hours they work, more should be the pay; which is not the case with each and every doctor. The doctors showed extreme dissatisfaction with sick leave and salaries received, accounting for an overall 78% and 56% respectively. Offering paid leaves to the doctors of the hospital can allow them to pay attention to their own health also at times. In spite of working in a trust hospital, they tend to compare their salaries with the doctors working in corporate hospitals that are present as well as the ones coming up in and around Pune. Salary is the most important part when it comes to doing a job. And hence, if one is not satisfied with the salary one takes home at the end of the day, one may not feel like giving his whole hearted efforts in the job. In such hospitals, the morale of the doctors is low. Loyalty and performance

should be rewarded. We also observed, that doctors were moderately satisfied with respect to punctuality of receipt of the salary on time (66%). This majority shows that the doctors are happy with the punctuality of the salary they receive, but are not contented with the amount they receive. The doctors were also happy with job security accounting 66% of the total, proving that doctors who have been associated with this organization for more years knows the hospital and its working. And hence, this development of a good job security adds value not only to the doctors but also to the organization as a whole. The doctors were also contented with cleanliness and hygiene in the work environment (90%). This demonstrates that the hospital does maintain a clean work environment and must keep doing so. This is because; no patient would want to get cured in a dirty setting. And definitely the highly Professional doctors would enjoy working in a spic-and-span work environment. The doctors participating in the study were divided on the subject of flexibility of scheduling. The extremely dissatisfied were junior doctors and little satisfied were senior doctors. Most number of people will adjust to the differences in their schedules because of seniors; but none of them will co-operate for the junior staff. This is done either out of respect or fear or one's own selfish need of climbing up the ladder. This is a well-known fact; and it implies here too. On the other hand, 86% doctors were satisfied with support received from their colleagues. There must exist a symbiotic, healthy and supportive relationship amongst doctors so that they can work as a team. With everyone's support, the organization can climb and reach the heights of success. It was also seen that the feeling of personal accomplishment was seen amongst doctors, making up to 84% of the total. When one gets a feeling of personal accomplishment, then one tends to do more work to obtain the same feeling again. The doctors were divided on satisfaction in relation to promotional opportunities. This difference is mainly because of the different years of association of doctors with the hospital organization. Senior doctors were not getting further promotions, for which they were unhappy. And junior doctors were hoping for promotions. A vast majority of them were also extremely dissatisfied with respect to the number of C.M.E's/conferences/seminars/workshops (62%) and also with health benefits (70%). This is mainly because none of the resident doctors were included in the Free Health Schemes of the hospital. In addition, there were hardly any seminars held and if held, then they were hardly allowed to attend. The doctors were moderately satisfied with teamwork, responsibility delegated, on-the-job training, status they get because of the organization and professionalism at work. These factors are very essential to keep the doctor content with the organization and

causes overall progress of the individual as well as of the organization in Toto. It was noted that doctors were extremely satisfied with communication with the seniors, sub-ordinates and interpersonal relationship (90%). Communication with direct seniors shall help the junior doctors to learn the proper protocols, solve their grievances and hence promote a healthy atmosphere. Symbiotic relationships amongst doctors helps in development and prosperity of the organization as a whole. But as far as commitment is concerned; 40% are not sure. As they may go to some other organization if they get a better pay with better housekeeping facilities; where they would not have a great workload and also get time and permission to attend seminars/workshops.

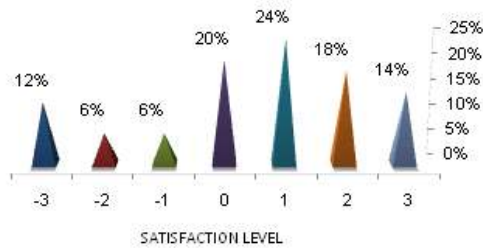


Figure 1: Work hours per week

Legend: -3, -2, -1, 0, 1, 2, 3

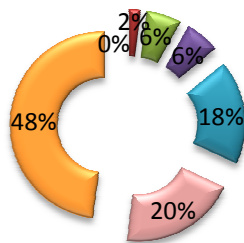


Figure 2: Support from other doctors

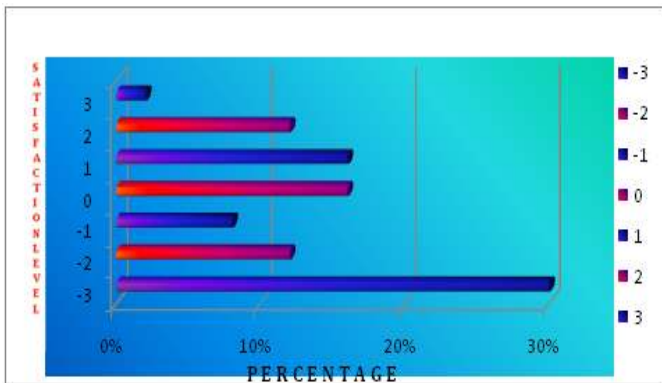


Figure 3: Salary received

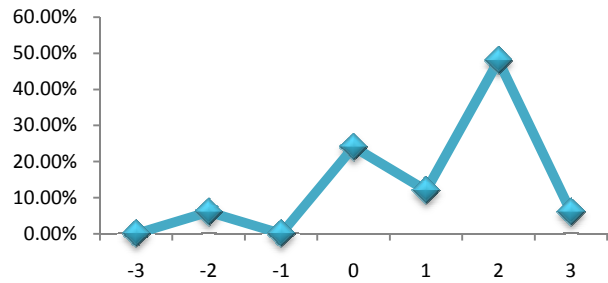


Figure 4: Job security

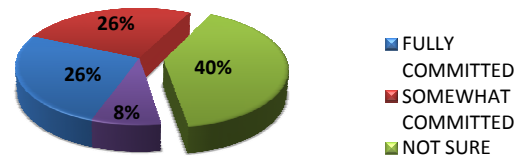


Figure 5: Commitment to a long term career in this hospital

CONCLUSION

The major factors for dissatisfaction are: (DISSATISFIERS):

- Inadequate facilities
- Paid vacation / sick leave
- Salary
- Administration
- Free Health Schemes / Benefits
- C.M.E's / Seminars / Workshops
- 'Bed-side' Teaching

The major factors for satisfaction are : (MOTIVATORS):

- Policies and Protocols
- Cleanliness / hygiene
- Job security
- Interpersonal relationships
- Teamwork
- Promotional opportunities
- 'On-The-Job' Training
- Status

RECOMMENDATIONS

The pay of the doctors is difficult to increase; but the organization should be sure that the salary they are offering is comparable to the other hospitals in the locality. To ensure longer retention of doctors in the organization, the bonuses offered must be increased with the level of seniority. The facilities provided should be

improved; i.e. e.g. resident quarters should be maintained; which is a strong reason for complaint among residents. There should be a provision in the rules of the hospital, for paid vacation / sick leave; for the genuine leave takers. Being a part of the staff of the organization; all of the doctors should be included in the Health Schemes / Benefits offered. The doctors have to maintain their level of knowledge up-to-date. For which, they must be allowed to attend seminars / C.M.E's regularly. 'Bed-side' Teaching is an essential part for all the junior doctors to mold themselves into good consultants of the future. Hence the consultants must be told to ensure that 'bed-side' clinics are conducted for them. Thus, the organization and doctors should strike a chord on multiple factors for achieving optimum level amongst doctors and for the overall growth of the doctor and the hospital.

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