

## Job Satisfaction among Doctors -A Review and Comparative Study

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### ABSTRACT

Job satisfaction expresses the degree of agreement between the individual's expectations of the job and those offered by the job. Job satisfaction among doctors is a crucial issue because of patient relationships and time pressure associated with managing the medical care. This study examines and explores the factors that affect the doctor's job satisfaction. This article examines components that introduce job satisfaction in a very detailed way. The results of this study show a fundamental element of physician job satisfaction that may help policy-makers in developing the policies needed for the sustainable and higher health needs of national civilians.

### 1. Introduction

Job satisfaction has become an important issue for researchers. Employees should be treated fairly and with respect. Job satisfaction to a certain extent reflects the good treatment. Job satisfaction can also be seen as an indicator of emotional well-being. According to Locke (1976), job satisfaction is a self-reported positive emotional state resulting from an assessment of work or work experience. Mullins (1999) emphasizes the following factors that affect workers' job satisfaction: • Individual factors such as personality, education, intelligence / ability, age, marital status, direction of work, and so on. • Social factors such as relationships with colleagues, group work and norms, interactive opportunities and informal organization. • Cultural factors, such as potential attitudes, beliefs and values. • Organizational factors such as nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technical and work organization, supervisory and leadership style, management system and working conditions • Environmental factors such as economic, social, technical and governmental implications As a result, hospital managers are responsible for both staff and patients. From a hospital perspective, employee satisfaction and patient satisfaction are important. Patient satisfaction is one of the main outcomes of hospital patient quality. Job satisfaction is an important variable, especially in healthcare facilities. Overall growth and job satisfaction are important factors for long-term retention of hospital doctors. Therefore, job satisfaction has become an integral part of work motivation and dedication theory. Ensuring that your doctor's job satisfaction and motivation are important to the effective delivery of your health care and hospital doctor's job satisfaction is crucial. The health sector is labor-intensive and the quality of patient care services is directly related to staff satisfaction with the job, motivation and the task of preparing resources for use in the workplace. Job satisfaction of doctors is a crucial issue at a time when doctors are no longer as valued as they used to be. The consequences of physician dissatisfaction are overwhelming. It is understood that doctors are not satisfied with the work of patients with lower satisfaction, but also more susceptible to physical and mental illness. Unsatisfied doctors may also prevent future students

from entering the medical field. Given the critical role they play in determining the efficiency, effectiveness and sustainability of the health care system, it is important to understand how satisfied doctors are with organizations and other background variables. The doctor's job satisfaction survey has been conducted in many parts of the country. However, there are very few figures released in this part of the country. With this in mind, this study aimed to determine the level of job satisfaction of physicians.

### **Importance of Job Satisfaction among doctors**

Job satisfaction among doctors is a very important issue because factors such as patient relationships and time pressure are associated with managed care. Job satisfaction expresses the degree of agreement between the individual's expectations of the job and those offered by the job, as well as the most important issues that the current doctor is no longer placing as much emphasis on in the past. In the past decade, considerable changes have taken place in the doctors' work environment and in the way health care is practiced. Contemporary factors such as Internet-derived healthcare information, frequent medical malpractice litigation, diminished patient relationships, and time pressure associated with managing healthcare have been speculated to affect doctor job satisfaction. In a hospital environment, doctor satisfaction is positively correlated with service quality and patient satisfaction. Because of patient engagement and interaction with the patient, the doctor can directly influence the patient's satisfaction.

### **2. Objectives of the Study**

1. To identify the factors influencing Job Satisfaction and its importance among Doctors in Government Hospitals, Private Hospitals.
2. To review the related research work carried out in the past researches.
3. To Understand and compare different studies on Job Satisfaction.
4. To conclude and suggest policy maker to lacunas for the betterment of HR policies

### 3. Research Methodology

This study is carried out by using Primary data- 60 private and Govt. hospital doctors and secondary data listed in different databases of PubMed, Google Scholar, and Research Gate etc. Articles which are listed in the databases have been reviewed and compared.

### 4. Scope of the study

This is an attempt to compare and review the literature available through secondary data collected. Moreover, the job satisfaction level of only allopathic doctors in both private and government hospitals is considered here.

### 5. Review of Literature

**Meenakshi Sharma, Sonu Goel, Sharad Kumar Singh, Raman Sharama and Promad K Gupta (2014)** In terms of the determinants of job satisfaction and satisfaction, Indian physicians report that the pattern of high satisfaction is particularly similar to physicians' satisfaction with developed countries. The average doctor's low overall satisfaction score indicates that Indian physicians from work providers have low expectations. The nine components obtained in this study, as an important measure of satisfaction / dissatisfaction can be used not only by the health services system but also by other industries to assess the job satisfaction of their professionals. **Mohammad Sayed. A., & Akhtar N. 5 (2014)** The impact of perceived work-life balance and job satisfaction on healthcare employees' organizational commitment was studied. It is predicted that work-life balance will promote job satisfaction, resulting in long-term organizational commitment to employees. The results showed that respondents had moderate job-life balance, job satisfaction and organizational commitment. The authors conclude that work-life balance and job satisfaction are crucial to developing and strengthening the organizational commitment of healthcare workers. **Singh Rajkumar G. 6 (2013)** The hospital staff were studied to explore the factors that affect job satisfaction. The authors point out that the positive performance of employees in the organization is the result of his/here satisfying work experience. The study investigated the factors that affected the job satisfaction of private employees in Manipur, India. There is a significant correlation between employee's job satisfaction and relationship behaviour factors, salary and salary factors, and training and career growth factors. Salary and salary factors are the most important factors that are positively correlated with employee job satisfaction. **Elarabi.H. M., & Johari F. 7 (2013)** Study factors that affect job satisfaction and job performance, as well as the relationship between job satisfaction and job performance. The study identified four factors: work comfort, work pay, salaries, rewards, and assess their impact on job satisfaction of working medical staff in government hospitals in Libya. Employees and health workers are not satisfied with all the factors that affect job satisfaction, resulting in poor performance of the hospital. According to the study, the performance of hospital staff and the quality of medical services can be improved when employees are satisfied, and besides being well-paid and effectively motivated, managers can also be treated well. **Ramesh Kumar Miryala, and Shailaja Thangella (2012)** In the study of "Doctor's Job Satisfaction", six aspects were considered when

considering the appropriate response to the factors that contributed to doctor's job satisfaction: (1) human resource practices; (2) personal satisfaction; (3) Work and entitlement; (4) human resources policies, (5) pride and entertainment facilities; and (6) retirement benefits. Factor scores and weighted average indicate respondents' emphasis on these factors. Human resources practice has drawn great attention, followed by personal satisfaction. These perspectives may indicate that hospitals need human resource management to achieve sustainable and higher quality care and, ultimately, to improve their job satisfaction. **Sharma. M., et.al. 8 (2012)** Cross-sectional studies were conducted using a comprehensive set of customized questionnaires among Indian doctors to assess their job satisfaction and determine the factors that affected them. A total of 170 physicians were selected from two medical institutions using a multistage sampling method. 42 aspects of 15 aspects of job satisfaction were studied. The results of this study show that about 74% of doctors are satisfied with their work. Physical labor conditions, the freedom to choose the ideal way of working, the attitude of colleagues, the recognition of good work, the attitude of supervisors, the level of salaries, the ability to use, interdepartmental and departmental management, Job satisfaction was significantly related to the factors. According to the authors, the high level of satisfaction of Indian doctors is similar to that of doctors, especially in developed countries. **Bagheri S., et.al.9 (2012)** In their research, factors affecting job satisfaction were investigated from the perspective of employees working in the health system. Through eight focus group discussions discuss the factors that affect employee satisfaction with health systems. The factors identified in the literature review fall into four categories: structure and management, society, work itself, environment and welfare. The findings confirm the importance of hospital staff structure and management, social, job performance, environmental and welfare job satisfaction. **Shidaye R V, Divakar D S, Gourav Goel, Shidaye Rahul, (2011)** has conducted a study on "Influence on job satisfaction in Indian anesthesiologists; a cross section survey" His research shows that despite the high level of job satisfaction of anesthesiologists in India, they still need to be identified, which helps to reduce occupational stress and further enhance the work efficiency and job satisfaction of anesthetists. Authorities such as the Indian Society of Anesthesiologists may urge large-scale, multicentre research to set standards that relate to the number of weekly and weekly working hours, the amount of weekly customs duties, establish appropriate coercive measures and set standards for different clinical anesthesia management Agreement and guideline reasons, providing medical and legal protection. **Bhatnagar K., & Srivastava K.10 (2011)** conducted a study to develop scale and measure job satisfaction status of medical teacher. Projects related to job satisfaction have been generated with the help of closed and open questionnaires by medical professionals. The job satisfaction questionnaire was distributed to 245 faculty members working in health science institutions. In this study, we identified seven common factors that cover all the factors related to job satisfaction: the professional practice environment, personal attitudes to social support, working ability, welfare measures, job incentives, motivation and work enthusiasm. The results show that in the Likert Scale, the overall satisfaction of the departmental job

satisfaction or not. Most faculty think their job is important. Most dissatisfied with their work incentives, working conditions and job satisfaction. The authors emphasize the need to design a well-tailored job satisfaction tool for healthcare professionals in India. **Kaur S., et.al.12 (2011)** studied the job satisfaction and the various factors related with it among doctors in a tertiary hospital in Delhi. Data from 250 doctors was collected using a self-administered questionnaire. In this study, a considerable proportion of doctors were found dissatisfied with their average working hours and wages. Many employees think that their working environment is not good. There was a significant relationship between factors such as average daily working hours and monthly night shift, and dissatisfaction, Patrick and others. (2009) studied the relationship between job characteristics and job satisfaction of Russian doctors and found that male doctors were more satisfied than female doctors, while those working in general hospitals were more satisfied than hospital workers. Female physicians are more satisfied with their patients and colleagues than their male counterparts. Most doctors are not satisfied with administrative and time limits. **Nirupama Madaan,(2008)** in her study on "Job Satisfaction among Doctors in a tertiary care Teaching Hospital", It may be time for states to examine the work schedules of resident doctors and the salary structure of the medical team. A tired doctor can also become a nasty doctor. Research shows that the job content of this occupation is a powerful motivator; we recommend that all governments take advantage of this potential and improve the facilities at tertiary medical centres. **Mosadeghrad, et.al.14 (2008)** studied the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees in Isfahan, Iran. In the Job Satisfaction Scale, the three most satisfied respondents were: colleagues, nature of work, and job requirements. Respondents were the most dissatisfied with wages and benefits, working conditions, recognition, promotion and job security. The results show that job satisfaction is positively correlated with organizational commitment. This shows that those who are most satisfied with their work are also more concerned about medical services. The survey results show that highly satisfied employees have a high level of organizational commitment. Job satisfaction and commitment were significantly related to employee turnover intention. The results of this study show that management and supervision are important predictors of job satisfaction, organizational commitment and willingness to leave in the hospital. **Selebi C., & Minnar A. (2007)** conducted job satisfaction survey using the Minnesota Satisfaction Questionnaire among the nurses working in a specific public hospital South Africa. The results showed that all nurses were less satisfied with work incentives such as motivation, responsibility, opportunities for creation and innovation, independence and acceptance. Nurses are also less satisfied with work hygiene, i.e, workplace relationships, supervisor's decision skills, supervision, working conditions, policies, job security and pay. The survey shows some aspects that need to be considered in a nurse's human resources planning strategy. Hospital and Nursing Management need to re-examine nurses' remuneration, monitoring methods and relationships, and health policy implementation. **In a case study by Philp and Raju (2006)** among doctors and nurses of a multi-speciality private hospital, it was found that doctors are highly satisfied

with their jobs but nurses are just satisfied. However source wise analysis for job satisfaction of nurses revealed that they are not satisfied in salary which is one of the two most important sources out of the six considered in the study. **Bovier and Perneger (2003)**, in a survey More than 1,000 Swiss doctors found that patient care, professional relationships, intellectual stimulation and continuing medical education were powerful predictors of satisfaction, while workload, family, friends or leisure time, administrative burden and job-related income and prestige were Predictors of dissatisfaction. **Joshi (2001)** in his study of occupational proficiency and job satisfaction: A comparative study of public and private-sector organizations found that job satisfaction in private hospitals was no higher than in public (government) hospitals. He found significant differences in job satisfaction among managers, supervisors and staff in the private sector.

## 6. Research Gap

There are many differences in the literature regarding the sample size, demographics and tools used to assess the factors that affect job satisfaction. Therefore, more large-scale and unified research is needed in this area to explore the job satisfaction of hospitals. The hospital has the dual responsibility of taking care of patients and contributes to the development of the hospital.

Literature review shows that there are many factors that affect the job satisfaction of hospital staff. According to the literature review, not only wages, rewards and working conditions are important predictors, but other internal factors such as achievement, recognition, responsibility, personal growth opportunities are also important to job satisfaction. These factors are similar to Herzberg's motivation in the two factor theories and Maslow's self-esteem and self-actualization needs at the level of demand.

From the past literature, it can be seen that job satisfaction leads to job performance and organizational commitment, resulting in lower staff turnover. Specifically, where patients experience hospitals that are relevant to employee satisfaction, organizations should focus on the needs of hospital staff and create an environment that enhances job satisfaction and commitment.

## 7. Research Review Summary

There are six areas to consider when considering the factors that contribute to a doctor's job satisfaction: social needs and the selection process; human resource practices; work and pay; working hours and benefits; working conditions and human resource policies; pride and Entertainment facilities. Social needs have drawn great attention, followed by human resources practices. These perspectives may indicate that hospitals need human resource management to achieve sustainable and higher quality care and ultimately achieve job satisfaction with their physicians.

## 8. Analysis and Interpretation

Reliability test results of Questionnaire

**Table 1: Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded	0	.00
	Total	30	100.0

**Table 2: Reliability Statistics**

Cronbach's Alpha	N no of items
0.898	60

**Interpretation:** Cronbach's alpha is .89 which is greater than standard .80

**Table 3:Comparative Analysis between Govt. and Private Doctors**

Parameters	Government Doctors	Private Doctors
Working hours	Satisfactory	Not Satisfactory
HR Practices& Policies	Satisfactory	Satisfactory
Recognition& Promotion	Satisfactory	Satisfactory
Pay Band	Not satisfactory	Satisfactory
Work Life Balance	Satisfactory	Not Satisfactory
Personal Growth Opportunities	Not Satisfactory	Satisfactory

**Interpretation:** Govt. doctors are satisfied with working hours, HR practices, work life balance and Personal growth opportunities where as Pvt. Doctors are not satisfied with working hours and work life balance

**Table4: Major factors influencing Job satisfaction among Private Doctors**

Sr	Factors influencing Job Satisfaction	Strongly Agree(5)	Agree(4)	Neutral(3)	Diagree(2)	Strongly Disagree(1)	Mean
01	Facilities & Environment	8	13	4	3	2	22
01	Working Conditions	8	11	8	2	1	23
02	Economic Factors	5	10	10	3	2	21
03	Organizational System	5	10	6	7	2	20
04	Staff relations	5	15	5	4	1	22
05	Worklife balance	6	8	6	7	3	19
06	Welfare Measures	5	5	10	8	2	19
09	Time Pressure	3	9	7	8	3	18
10	Patient Care	5	12	8	3	2	21
11	Health care Standards	5	11	5	6	3	20

**Interpretation:** Mean scores of working conditions, facilities and staff relations significantly influence the job satisfaction. Time pressure, work life balance mean scores are low and they affecting the level of job satisfaction.

**Table 5: Major factors influencing Job satisfaction among Govt.Doctors**

Sr	Factors influencing Job Satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
01	Facilities & Environment	6	16	3	3	2	22
01	Working Conditions	6	13	6	3	2	22
02	Economic Factors	3	11	11	2	3	20
03	Organizational System	5	8	8	5	4	19
04	Staff relations	5	13	7	3	2	21
05	Worklife balance	7	14	5	2	2	22
06	Welfare Measures	5	8	8	6	3	19
09	Time Pressure	3	9	11	6	1	19
10	Patient Care	6	15	6	3	0	23
11	Health care Standards	4	14	7	3	2	21

**Interpretation:** Mean scores of patient care, working conditions and work life balance factors significantly influence job satisfaction. Organisational system, welfare measures and time pressure affecting the level of job satisfaction.

**9. Major Findings**

- Private doctors are not satisfied with working hours and work life balance
- Majority of the private doctors opined that having cordial relationship with staff will lead to satisfaction the work environment.
- Patient care and Environment facilities are important factors as far as private doctors with regard to job satisfaction
- Time pressure plays crucial role among private doctors.
- Work life balance is critical factor in managing profession among private doctors.
- Govt. doctors are not satisfied with personal growth and opportunities
- Majority of the Govt. doctors are not satisfied with organisational system.
- Majority of the Govt. doctors opined that Patient care is the most satisfying factor in their career.

- Health care standards are the one of the significant factor influencing job satisfaction among Govt. doctors.

## 10. Suggestions

- There is a need for overhauling the current organisation structure of the Govt. doctors working environment.
- It is utmost important to consider monetary and growth benefits for Govt. doctors. It is essential to consider these factors for attracting more and more MBBS students to Govt. sector.
- Private hospitals must draw a line between professional life and personal life; doctors need to be motivated by providing flexible work timings.

- Parity must be taken in to account while framing the pay scale fixations and revisions.

## 11. Conclusion

Contrary to common perception of medical profession being a noble profession where dedication and social service should be the motivation for their occupation. It is viewed as a job satisfaction is dependent upon various factors just like in other professions. The smooth functioning of a health care organization is significantly dependent on the performance of Doctors. Highly motivated doctors perform their jobs well and motivation to do so comes from their perception of the job being satisfactory. The present research had addressed research gaps identified and comparison among different factors which are influencing job satisfaction among doctors working in Government and Private Hospitals.

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