

A comparative study on factors causing job dissatisfaction among serving doctors at teaching hospitals of Hyderabad, Pakistan

Aijaz Ahmed Sohag¹, Samina Memon²,
Mahmood-ur-Rahman³, Masood Hussain Rao⁴

ABSTRACT

Objective: To determine the main factors of job dissatisfaction among doctors serving in teaching hospitals of Hyderabad, Pakistan.

Methodology: One public sector teaching hospital, i.e., Liaquat University of Medical and Health Sciences Jamshoro and one private teaching hospital, i.e., ISRA University Hospital Hyderabad was selected as study places. Doctors working on contract, part time or having service less than one year were excluded. A pre- tested mailing questionnaire was sent to each one and their response was analyzed on SPSS version 15.

Results: Out of 300 questionnaires, 248 were received correctly. Among the respondents, 76.2% doctors were found to be completely dissatisfied with their jobs. Whereas, the mean score for satisfaction characteristics were lowest for working environment (2.12 ± 0.07), Pay & Perks (2.13 ± 0.08) and work load (2.14 ± 0.08). Only the category of Professor showed total satisfaction being 67%, while qualification wise analysis showed none of the degree holders was totally satisfied.

Conclusion: On the basis of this study, showing dissatisfaction of hospital doctors towards job conditions, it is suggested to improve job conditions/characteristics with emphasis on the improvements in working environment, pay scale & work load.

KEY WORDS: Working environment, Job satisfaction.

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1. Dr. Aijaz Ahmed Sohag,
Department of Community Health Sciences,
Dewan Medical & Dental College, Karachi, Pakistan.
2. Dr. Samina Memon,
Dept. of Gynaecology and Obstetric, Liaquat University of
Medical Health Sciences, Jamshoro, Pakistan.
3. Dr. Mahmood-ur-Rahman,
Department of Community Medicine,
Army Medical College, Rawalpindi, Pakistan.
4. Masood Hussain Rao,
Senior Research Officer, PMRC Research Center,
Dow University of Health Sciences, Karachi, Pakistan.

Correspondence:

Dr. Aijaz Ahmed Sohag,
AF 4/3 Army Flats, Jacob Lines, Saddar, Karachi - Pakistan.
E-mail: aijazsohag@hotmail.com

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INTRODUCTION

The attitude and feelings of the people towards their work has a direct bearing and reference to 'job satisfaction'. Positive attitude towards the job signifies job satisfaction and vice versa.¹ Job satisfaction does not depend on any particular aspect of the job. The level of job satisfaction is affected by intrinsic and extrinsic factors, the quality of supervision, social relationships with the work groups and the degree to which individuals succeed or fail in their work.² It also refers to the extent to which an individual's needs are satisfied. In medical profession, the level of job satisfaction of health care workers and doctors directly affect their attitudes towards the patients and colleagues.

In an earlier study³ Job satisfaction was defined as an attitudinal variable that represents 'the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Employees who perceived that their needs were not fulfilled, they express dissatisfaction toward the job. Unsatisfied with job will lead them to think about quitting.

It has been noted in previous studies that majority (68%) of the doctors were not satisfied with their jobs.⁴ Key factors that affect job satisfaction are attributed to career opportunities, job influence, and team work and job challenge.⁵ The quality of medical care provided to the patients is largely dependent on doctor's job satisfaction.⁶⁻⁸ In this regard the working conditions of doctors play important role while over work and extended working hours are other reasons that affect doctor's level of job satisfactions.⁹ In the light of above reported studies, the present research was carried out to ascertain main factors of job dissatisfaction among doctors

working in two of the teaching hospitals (Public & Private) in Hyderabad, Pakistan.

METHODOLOGY

A cross sectional study was conducted at LUMHS hospital Jamshoro (Public Sector) and ISRA University hospital (Private Sector) Hyderabad, being major hospitals catering the needs of Hyderabad city and interior Sindh population. The study commenced in March'2008 and continued for about six months. Total number of doctors in two hospitals under study was 522 (including both genders) as per official data available in these organizations. A semi structured questionnaire (Appendix 1) prepared by using "Lickert Scale" was sent to 247 doctors through a courier service. The questionnaire comprised of two parts, the first part of questionnaire was deliberated to enumerate the demographic factors. The other part of questionnaire included questions of different parameters of job dissatisfaction levels (Not satisfied, Partially Satisfied, Satisfied and Totally Satisfied) along with job characteristics like pay/ perks, promotion, safety and security, autonomy, peer relation etc. All necessary precautionary measures were adopted while carrying out this survey including assurance of confidentiality to all respondents with a consent form which was collected with the filled questionnaire.

Inclusion Criteria: Doctors with regular and confirmed services, working in these hospitals were approached for the study.

Exclusion Criteria: Doctors working on contract, part time or having service less than one year were excluded.

APPENDIX 1 QUESTIONNAIRE

Human Resource Management

I. General Information

1. Name of Hospital: _____
2. Hospital's Category :
☐ Public ☐ Private
3. Address: _____
4. Telephone (Residence/Office): _____
5. Mobile: _____
6. Email address : _____
7. Respondent's Name: _____
8. Gender:
☐ Male ☐ Female
9. Academic/Professional Qualification:
☐ MBBS/BDS ☐ MCPS/PGD
☐ MPhil/FCPS
10. Designation:
☐ Registrar ☐ Senior Registrar ☐ Assistant Professor
☐ Associate Professor ☐ Professor

I. Satisfaction to level of Income (Take Home Salary)

Are you satisfied with your level of income (Take home Salary) from your institution? Please encircle the number that most closely reflects your answer to the questions given below as per following scale: Not Satisfied = 1, Partially Satisfied = 2, Satisfied = 3, Totally Satisfied=4

With Respect To Your Designation				
Level of Income (Take Home Salary)	1	2	3	4
With Respect To Your Qualification				
Level of Income (Take Home Salary)	1	2	3	4

II. Job Satisfaction Characteristics:

Characteristics	Not Satisfied	Partially Satisfied	Satisfied	Totally Satisfied
Working Environment	1	2	3	4
Pay & Perks	1	2	3	4
Work Load	1	2	3	4
Existing Service structure	1	2	3	4
Job prospects	1	2	3	4
Safety & Security	1	2	3	4
Appreciation/ Commendation	1	2	3	4
Peer relationship	1	2	3	4
Training and Development	1	2	3	4
Discretion and Autonomy	1	2	3	4

Table-I: Demographic data of the sample group participated in the study.

Demographic Characteristics	Categories	Percentage
Gender	Male	140 (56%)
	Female	108 (44%)
Marital Status	Single	40 (16%)
	Married	208 (84%)
Designation	Registrar	129 (52%)
	Senior Registrar	31 (12%)
	Assistant Professor	39 (16%)
	Associate Professor	22 (9%)
	Professor	27 (11%)
Academic Qualification	MBBS/BDS	97 (39%)
	MCPS/P.G.D	58 (23%)
	M.Phil./FCPS	93 (38%)
Total		248

Permission for the conduct of study was also obtained from the ethical committee of both the institutions. For the collection of data, all tiers of teaching cadres viz Professors, Associate Professors, Assistant Professors, Senior Registrars, and Registrars/Medical Officers were given proportionate and adequate representations in the study. Initially 300 doctors were approached to form a sample. The questionnaire were sent in March 2008 and in order to get maximum response, two reminders were sent with due intervals. Over all 252 doctors responded, however, four of the responses were incomplete and hence had to be dropped. Finally 248 questioners with complete answers/replies were analyzed. The questionnaire were supported to elicit job satisfaction with respect to various parameters viz service career, income, working environment, quality of work life etc. SPSS (Statistical Package for Social Sciences) version 15 was used for the purpose of data analysis.

RESULTS

The study was conducted on 248 doctors of different categories. Out of these 130 were posted as Medical officers/Registrar, followed by 31 Senior Registrars, 39 Assistant Professors, 22 Associate Professors and 27 Professors including both males & females (Table-I).

The demographic results shown in Table-I demonstrate that our data included 10% greater number of male doctors than female. Additionally, out of the total 284 respondent 84% of them were married. The highest numbers of respondent are working on the post of Registrar (52% of the total) and the lowest numbers of respondent are working on the post of Associate Professor (9% of

Table-II: Comparison of Responses for Various Job Satisfaction Levels (Designation wise).

Designation	Not satisfied	Partially satisfied	Satisfied	Fully satisfied	Total
Registrar	53	43	24	9	129
Senior Registrar	18	9	4	-	31
Asst Professor	4	-	31	4	39
Associate Professor	-	4	9	9	22
Professor	-	-	9	18	27
Total	75	56	77	40	248

the total). On the other hand the highest numbers of respondent are qualified as MBBS/BDS & M.Phil./FCP 39% & 38% of the total, respectively (Table-I). The MCPS/PGD qualifications were found less among respondent doctors being 23% of the total.

The results regarding job satisfaction levels showed a difference in the satisfaction levels of respondents with respect to their designations, as shown in Table-II. The highest number of respondents who are not satisfied, i.e., 130 with respect to their designation belongs to the post of Registrar/Medical Officers. While the highest number of respondents who are fully satisfied, i.e., 18 (qualification wise) belongs to the post of Professor.

The results regarding job satisfaction levels with respect to qualification also showed difference among respondents as shown in Table-III. The highest number of respondents who are "not satisfied", i.e., 97 belongs to the MBBS/BDS degree holders. However, none of the respondents, out of 248, are "fully satisfied" with respect to their qualifications (Table-III).

The cumulative analysis of results regarding the total responses in individual job satisfaction levels (calculated as percent of total number of respondents) irrespective to their individual designations and qualification has been compared in Fig.1.

Accordingly, the highest cumulative response (31% of the total respondents) was obtained for "satisfied" level for all designations (Fig.1). Similarly, the highest cumulative response (76% of the total

Table-III: Comparison of Responses for Various Job Satisfaction Levels (Qualification wise).

Academic/ Professional Qualification	Not satisfied	Partially satisfied	Satisfied	Fully satisfied	Total
MBBS/BDS	70	18	9	-	97
MCPS/P.G.D	49	9	-	-	58
M.Phil/FCPS	70	18	5	-	93
Total	189	45	14	-	248

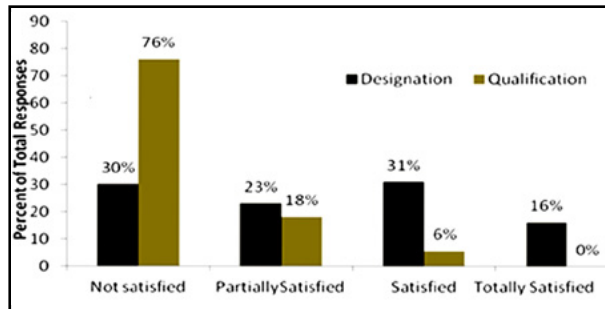


Fig.1: Comparison of job satisfaction levels of hospital doctors determined between designation and qualification wise responses.

respondents) was obtained for “not satisfied” level for all qualifications. This cumulative response as “fully satisfied” was recorded lowest 16% for all designations and 0% for all qualifications as shown in Fig.1.

Another comparison presented in Fig.2 demonstrates Professors in highest percentages (67% of the total Professors) who are “fully satisfied” with their income level. The statistical analysis of the data regarding comparison of job satisfaction levels between respondents with respect to their designation and qualification has been presented in Table-IV. This statistical analysis indicates that the calculated “F” values are significantly different between all levels of job satisfaction both designation and qualification wise. The multiple comparison tabulated above indicates that the difference in the number of responses obtained on qualification basis for individual job satisfaction level are all statistically significant which is not true designation wise.

The results regarding mean scores of various characteristics of job obtained from responses of doctors irrespective of their qualification and designation has been presented in Fig.3.

According to these results the job satisfaction was lowest around mean score of 2 out of 4 (maximum) for “working environment”, “pay & perks” and “work load”. However, the job characteristics

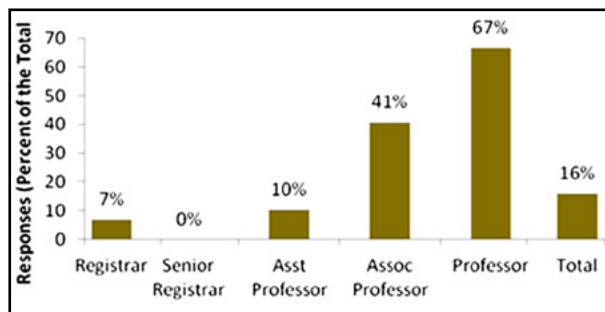


Fig.2: Comparison of total job satisfaction designation wise among hospital doctors.

Table-IV: Comparison Between Satisfaction Levels.

Satisfaction Levels	Designation wise		Qualification wise	
	F	Sig.	F	Sig.
Not Satisfied	62.158	0.000	688.433	0.000
Partially Satisfied	31.178	0.000	133.898	0.000
Satisfied	139.944	0.000	27.000	0.000
Totally Satisfied	92.938	0.000	**	**

** There was no response for this level.

like “service structure”, “job prospects”, “appreciation/commendation by superiors”, “peer relationship” and “training development” demonstrated mean score above 2.5 to 3 out of 4. These results also showed maximum mean score of 3.31 for a job characteristic called “discretion and autonomy”.

DISCUSSION

In the light of demographic results (Table-I) presented in this study, the most important aspect is the availability of high number of doctors at junior posts of Registrar/Medical Officer than senior one as professor. Additionally, the qualifications of MCPS/PGD are less among doctors. It indicates that job satisfaction level which was mostly found as “not satisfied” is probably either related with delayed promotions or non-availability of facilities for the improvement of qualifications. A similar conclusion was also reported by other workers who found these parameters related with non-satisfaction to job¹⁰⁻¹² for school psychologists.

The above suggestion also gets confirmation if the results presented in Table II and III are specifically analyzed on the basis of designation and qualification both. Accordingly, it is clear that doctors working on lowest posts of Registrar/Medical Officer and with lowest qualifications of MBBS/BDS

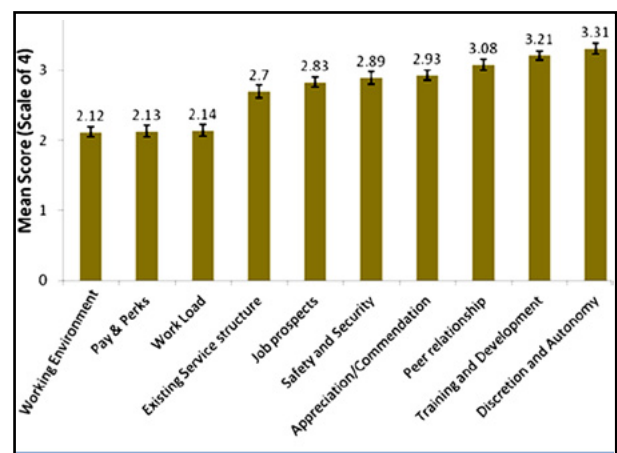


Fig.3: Mean score obtained for various characteristics of job (Questionnaires based on Lickert scale).

are highest in number who responded "not satisfied" with the job. But actually, the matter is neither designation nor qualification it is actually referring to the job conditions or characteristics available for these lower posts or qualifications of doctors.

This point of view further strengthens in the light of results presented in Table-IV regarding job satisfaction levels. From this table it is clear that all of these levels differ with each other statistically and significantly (Table-IV), among hospital doctors, both designation and qualification wise. It confirms that generally satisfaction to job is not a matter of designation or qualification. It depends upon job conditions in which an individual doctor is working. Our confirmation has also been supported by a study done by Brown et al¹³ who worked on job satisfaction of school psychologists.

As far as specifically the "full satisfaction" level is concerned, when responses were obtained with respect to qualification, none of the doctor responded to "full satisfaction" (Table-III & Fig.1). It means that the doctors, who have earned their qualification by undergoing financial and job stress, expect better job conditions and salary which is not available in these hospitals. While, "full satisfaction" level has been observed designation wise for the post of Professor, who are probably well off because of their peak designation related salary and supplementary income from private practice (Table-II). In this connection, Lucas¹⁴ has also demonstrated positive relationship between pay and job satisfaction.

From the discussion above the most important points that emerged from this study are the job conditions or characteristics which influence the job satisfaction level of the doctors. In this connection, the results presented in Fig.3, demonstrates the statistical comparison of mean scores for various job characteristics. However, with slight variation, this study agrees with the results of another study carried out earlier on similar issues.¹⁵

Accordingly, it has been observed that the adverse "working condition/environment" was the main cause besides "pay & perks" and "work load" showing least mean score. However, in comparison with above three characteristics, significantly better mean score was obtained for "existing service structure", "job prospects", "Appreciation/Commendation by superiors", "Training and Development opportunities" and "Peer's relationships" (Fig.3).

It has been reported earlier that different attractions regarding job satisfaction in terms of financial gain motivates doctors at tertiary care hospital especially as it characterized by high degree of inde-

pendence in work planning and decision making. Further, inadequate resources at doctor's disposal might be one of the factors causing 'dissatisfaction'.^{16,17} The views were supported in studies carried out in South East Asia region¹⁸ where doctors are having restrictions for essential resources at their disposal by hospital authorities. Similar studies carried out in Ireland, also found that the sleep disturbances and conflicts arising from high work load are the reason for dissatisfaction and it results in downsizing. But such downsizing may also be due to recession, that a country is facing.¹⁹

However some of the earlier studies have attributed the reason of dissatisfaction to increased work load, job insecurity, non-recognition of performance and stressful environment.²⁰ Identical views were noticed in studies carried out in China, causing dissatisfaction among different cadres of doctors working in teaching hospitals.^{21,22}

One of the possible reasons for job dissatisfaction in our study may be that emphasis is not laid on training and development of hospital doctors. Especially doctors with less service to their credit are not developed and trained to keep them update with current trends of medical technologies used for Medicare. Additionally they do not get due respect. And an act of indiscriminate behavior is often witnessed, leaving them in discontent, non-motivated and dissatisfied.²³

On the contrary few studies have concluded the happiness and level of satisfaction among doctors working in teaching hospital. They found themselves secure and owed their happiness to their working environment.^{24,25} They have the understanding of living with resource constraint environment and coping with stressful conditions.

However, some other factors were also seen as discontentment and dissatisfaction in doctors' community. Lack of security and safety measures,²⁶ have been indicated especially for those doctors who are working in medico-legal and emergency departments. Additionally, high incidence of abduction and torture in work premises is also noticed. Doctors belonging to particular sectors either lingual or political are being targeted. These are some of the reasons that lead majority of doctors towards leaving their own motherland. To some it is brain drain of young desperate medics. A study in this respect was carried out with different views to ascertain reasons of brain drain other than merely on security reasons, as to why our young medical graduate wants to give up the comfort of home and loved ones in exchange for living amongst stran-

gers.^{27,28} The reasons may be belief of young doctors and their parents that training system of the west is superior, high tech and more merit-based, besides avenues of super-specialization exists very much in foreign countries.

On the basis of above findings and discussion, regarding various job characteristics, it is suggested that in the hospitals where this study was conducted, the doctors generally need better "working environment" with balanced "work load" and "pay/perks" for satisfaction with job. Obviously, these three characteristics are mostly related to lower posts and lower qualification focused in this study. Therefore, it can be concluded that job satisfaction is specifically the matter of better job conditions irrespective of qualification and designation that are generally related to satisfaction levels. Therefore, working environment, pay/perks and work load are the important factors for dissatisfaction towards job.

CONCLUSION

A significant portion of doctors working in hospitals, were found to be dissatisfied. Factors like work load (average number of night shift per month), pay and perks, conducive working environment, job security, insolent behavior, undue interference, personal protection due to law and order situation and biased attitude etc, are some of causes of their uneasiness. Further studies are needed to explore more relevant and cogent reasons of dissatisfaction and ways and means to curb them. It is hoped that these findings will offer some clues for health authorities to keep their physicians and surgeon's resource motivated and stable.

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