

CHAPTER 7: DISCUSSION

Job satisfaction is the degree of favorableness with which the employees view their work. It is an issue that affects the lives of all workers including health professionals and is also a factor that determines whether an employee will remain in a position or seek work elsewhere. Furthermore, job satisfaction can influence the quality of work produced ¹⁰². More over satisfied employees tend to be more creative and committed to their employers. Recent studies have shown direct relation between staff satisfaction and patient satisfaction ⁶³.

DOCTORS

In our study we found that gender was not significantly associated with job satisfaction level which is supported by the previous literature by ^{48,59,79,85} and not supported by Frank, Malik, Pas, Sami and Ameneh study et al ^{14,12,45,65,76,87,88,93,97}.

The results of our study revealed satisfaction level was found to be statistically significantly associated with age. These findings are consistent with other studies which showed that older doctors are more generally satisfied with their jobs than younger doctors ^{9,23,59,87,93}. This could be explained by the fact that young doctors have greater demands and expectations from their career than older ones. As age advances the person gets adapted to the environment or achieves to his/her satisfaction level.

The association between experience and satisfaction level was not found to be statistically significant.

In this study association between marital and satisfaction level was not found to be statistically significant which is similar to findings of Ibrahim ⁵⁹.

The association between Job status and Satisfaction level was not found to be statistically significant.

The results of this study revealed that level of satisfaction among doctors working in government and private sector was significantly varying with ability utilization. These findings are consistent with other studies by Ilona⁶⁰. Yemeni doctors also felt satisfied with the opportunity to use abilities at their work place⁹³.

In this study we found that level of satisfaction among doctors working in government and private sector was significantly varying with prospects of advancement in the job. This is supported by various other studies^{22,46,76}. But these findings are not in concordance with Falkenberg study. Since the study by Falkenberg mainly focused on junior physicians, It might be possible that occupational groups at different levels of hospital hierarchy receive different degrees of benefits⁴¹.

This viewpoint may well explain why pay not contributed to respondents' current level of job satisfaction. This may be true in this study too but differs from the Ilona, Fiona study. This study showed physicians highest dissatisfaction with compensation^{9,42,60,93,97}.

According to Spector, the highly satisfying variables are found to be supervision, nature of work, co-workers, and communication¹⁰⁰. In this study we found that level of satisfaction among doctors working in government and private sector was significantly varying with the co-workers. Other studies have also shown that relation with co workers influences level of job satisfaction^{9,42,60,93,97}.

In this study we found that level of satisfaction among doctors working in government and private sector was significantly varying with level of independence they get while carrying out their duties which is supported by the results of Sami study⁹³.

Each category of staff has distinct responsibilities. Therefore, it is expected that different sources of satisfaction will motivate doctors, nurses, and other health care personnel. Compared with other positions, the work of physicians was characterized by a higher

degree of independence in work planning and decision making; however, this entailed a higher degree of responsibility which is consistent with the previous study ^{15,39}.

This study showed level of satisfaction among doctors working in government and private sector was significantly varying with social status which is similar with the results of Ilona study ⁶⁰.

Relationships with superiors significantly affected physicians satisfaction with their job. The immediate superior's being adequately informed of the physician's work and being available to talk about the problems encountered by the physician in his/her work was significant factor with respect to job satisfaction. Furthermore, having a leader who knows the work situation and gives feedback about the work was seen as important. The nearest superior for doctors is usually a more senior specialist or a clinical manager. Similarly, findings from other studies indicate that positive feedback and acknowledgement of work done are factors that increase a physician's job satisfaction, whereas indifference by superiors may lead to feelings of dissatisfaction in their subordinates ^{15,22,30,39,46,49,53,56,66}.

This study showed level of satisfaction among doctors working in government and private sector was significantly varying with authority, scope of creativity, moral value, chances of recognition, sense of Security, prospects of social service, supportive supervision (technical), variety in nature of work and working conditions.

This study showed level of satisfaction among doctors working in government and private sector was not significantly varying with achievement, level of activity, company policies, responsibility and social status,.

NURSES

in this study we found that gender and satisfaction level was not found to be statistically significant. A number of nursing studies support the notion that there is no significance between gender and satisfaction level ^{6,7,91}. Other studies found relationship between gender and employees' satisfaction and their intention to leave ^{43,51,70,86,104}.

In this study nurses varied widely in their ages and years of experience. There was no association between either of these two variables and job satisfaction scores which is similar to other studies ²⁸. These findings are similar to Irvine and Evans (1995) meta – analysis results, which also did not find that age or work experience predicted job satisfaction ⁶¹. But these results differs from a recent study of public health nurses ³⁵ and studies by Lu , Aiken , Siu, Tourangeau, and Chan ^{5,29,71,99,105}.

In this study we found education and satisfaction level was not statistically significant which is contradictive by Mahmoud AL-Hussami. Mahmoud AL-Hussami, revealed that a positive correlation existed between the dependent variable, job satisfaction of nurses and the independent variables: level of education ⁷⁵.

Majority of the nurses are married which is quite similar from the results from Huntley's (1995) study of nurses in rural and remote hospitals in New South Wales, Australia ⁵⁸. The association between marital status and satisfaction level was not found to be statistically significant which differs from the previous literature ⁷⁷.

Majority of the nurses are permanent. The association between nature of appointment and satisfaction level was not found to be statistically significant.

In this study the level of satisfaction among nurses working in government and private sector was significantly varying with chances of career advancement. This finding is consistent with other studies that have shown that the opportunity or personal and professional growth of nurses is one of the best predictors of job satisfaction and organizational commitment ^{6,74,108}. Taormina et al demonstrated that nurses who feel that

their hospital supports their careers will be better able to endure the strains of their job and their profession¹⁰³. In a study done at Los Angeles, the prospects for promotion and career development are found to be linked with nurses' job satisfaction, with 0.148 being the path coefficient²⁶. Positive perceptions of career development opportunities are a stronger predictor of commitment to nursing and job satisfaction²⁵.

In this study the level of satisfaction among nurses working in government and private sector was statistically significant with level of authority.

In this study we found the level of satisfaction among nurses working in government and private sector was statistically significant with sense of achievement. This finding is consistent with other studies that have shown that the achievement of nurses is one of the best predictors of job satisfaction and organizational commitment^{6,74,108}.

In this study we found that level of satisfaction among nurses working in government and private sector was significantly varying with level of activity

The result of this study revealed that the level of satisfaction among nurses working in government and private sector was statistically significant with company policies which is supported by Muhammad study⁸³.

In this study we found that level of satisfaction among nurses working in government and private sector was significantly varying with compensation received from their employers which is supported by a study in Australia reveals that with regard to remuneration, it was apparent that nurses report dissatisfaction with pay rates. It further says that length of employment can influence nurses' perceptions of the adequacy of remuneration. This finding is important as it was the newly employed nurses who are most dissatisfied⁵² and differs with Sathasivam⁹⁴, Chu study findings which reveals that remuneration is not the main factor related to job satisfaction³¹. This may be due to increments being mainly based on seniority and not on performance. Canadian researchers provide evidence that

while there is a correlation between job satisfaction and economic factors, the correlation was weak¹³.

Cavanagh (1992) found that the fact that salary was only weakly associated with job satisfaction fuels the debate about this variable. Many conflicting findings have been reported in the literature²⁷. Munro (1983) found that pay was not a highly regarded feature of work⁸⁴. A study carried out in Ireland reveals that pay have contributed least to job satisfaction³⁶. In the present study too, remuneration is weakly associated with job satisfaction. It is evident from the literature that pay is an important factor in job satisfaction. Yet, research findings have demonstrated small correlations between pay and job satisfaction^{36,47}. They suggest: 'Money seems to be so central to our thinking in relation to our jobs that it leads one to be suspicious about research findings, which report money as being of relatively low importance. The reason for the difference between actual and reported importance of money might well be due to people distorting their replies to questionnaires. It may well be for example that many individuals do not think it 'proper' to admit that their main motivation for working is financial, rather than for the intrinsic interest of the job itself.' Nurse's perceived level of satisfaction with compensation is also at moderate level⁸³.

The most important sources of satisfaction for lower and middle level workers are relationships with co-workers and supervisors^{8,49}. Those nurses who are satisfied with their "colleagues and fallsow workers" felt equal with other health professionals in the working team^{2,77}.

In this study too we found that level of satisfaction among nurses working in government and private sector was significantly varying with co-workers. Communication patterns and relationships with co-workers are fundamental toward life, and have a strong effect on how nurses carry out and feel about their work, and the quality of care achieved^{19,33}. Nurse's perceived level of satisfaction with co-workers is relatively at higher level⁸³.

The findings of the present study also indicated that level of satisfaction among nurses working in government and private sector was significantly varying with scope of creativity which differs from Charlotte study. Charlotte study shows routinization impacted negatively on the job satisfaction of the respondents. However, much of a nurse's job inherently contains routine activities. As such, it would probably be difficult, but not impossible, to provide opportunities for creativity at the target hospital ³⁰.

In this study we found that level of satisfaction among nurses working in government and private sector was significantly varying with independence. Muhammad Masroor Alam, 2010 also found that nurse's perceived the lowest satisfaction with the non availability of the independence in thought and action ⁸³.

The result of this study revealed that the level of satisfaction among nurses working in government and private sector was statistically significant with chances of recognition which is consistent with the findings by H. Lu and study in Taiwan ^{57,73}. People can develop devotion to their profession if they think that the profession is valuable ¹¹. Additionally, the Chinese government's recognition of nursing as an independent profession and the development of university degree nursing programmes have undoubtedly facilitated an increasing professional status ⁶⁸. Increased academic activities such as seminars or workshops also enhance nurses' engagement in their professional roles and influence their attitude towards the nursing profession, which in turn can promote a stronger professional commitment ⁷². Those nurses who are satisfied with "job recognition for good work" would choose the same profession again and they wish for their child to follow a nursing career ⁷⁷.

Nurses, in some respects, embody the absolute moral worth of the person who gives unselfish and devoted care and in return receives a high regard in society. The result of this study revealed that the level of satisfaction among nurses working in government and private sector was statistically significant with carrying out moral values. In Mainland

China nurses are often referred to as ‘White Angels’ for their contributions to human health with nurses’ work during the period of the outbreak of Severe Acute Respiratory Syndrome (SARS) in 2003 reaffirming the value and importance of the nursing profession ⁶⁹.

Nursing managers must allow nurses latitude to decide what is relevant in order to achieve the objectives of the treatment plans of their patients, because nurses value the work itself as much as recognition, status, and job security ⁴⁹.

The result of this study revealed that the level of satisfaction among nurses working in government and private sector was statistically significant with supervision (human relations) and supervision (technical) which is similar with study done in Papua New Guinea ⁹². Studies of nurse burnout within magnet hospitals in the United States concluded that professional development, cooperation with medical staff and managerial support are highly important for nurses ⁴⁹.

Staff feedback of nurses from supervisors and colleagues is simple, cheap and effective and should never be understated or trivialized as a strategy to overcome job satisfaction issues. Performance appraisals, informal and formal meetings, communication books, newsletters and their like, are all useful tools to support staff feedback in busy work environments and are all capable of improving staff satisfaction ²⁸.

In this study we found that level of satisfaction among doctors working in government and private sector was significantly varying with type of working conditions which is supported by previous studies ^{30,64,67,80,81,94}.

The result of this study revealed that the level of satisfaction among nurses working in government and private sector was statistically significant with responsibility, social status, security, social service, variety.

The result of this study revealed that the level of satisfaction among nurses working in government and private sector was not statistically significant with ability utilization.

LABORATORY TECHNICIANS

The result of this study revealed that the level of satisfaction among laboratory technicians and gender, education, experience, marital status, job status and type of institution was not statistically significant.

In this study we found that level of satisfaction among laboratory technicians and age was statistically significant.

The result of this study revealed that the level of satisfaction among laboratory technicians working in government and private sector was statistically significant with ability utilization, advancement, authority, compensation, co-workers, independence, responsibility, security, social service, supervision (human relations), supervision (technical), variety, working conditions.

In this study we found that level of satisfaction among employees working in government and private sector was not significantly varying with achievement, activity, company policies, creativity, moral value, social status, general satisfaction and type of institution was not found to be statistically significant.

The findings of the present study indicated that level of satisfaction among employees working in government and private sector was significantly varying with recognition. This is consistent with previous study by Alderfer⁸.

ADMINISTRATIVE STAFF

The result of this study revealed that the level of satisfaction among administrative staff and gender, age, education, experience, marital status, job status and type of institution was not statistically significant.

The result of this study revealed that the level of satisfaction among laboratory technicians working in government and private sector was statistically significant with

ability utilization, achievement, advancement, authority, company policies, co-workers, creativity, independence, moral value, recognition, responsibility, security, supervision (technical), variety, working.

In this study we found that level of satisfaction among employees working in government and private sector was not significantly varying with activity, compensation, social service, social status, supervision (human relations), general satisfaction.

The findings of the present study indicated that level of satisfaction among employees working in government and private sector was significantly varying with Recognition. This is consistent with previous study by Alderfer ⁸.

Employees

In this study we found age, education, experience and satisfaction level of health workers was not statistically significant our finding is in concordance with the findings of Jayasuriya ⁹² Though other researchers have concluded that employees' job satisfaction generally and in health-care organizations is shown to be correlated with age, gender, marital status, number of children, educational level and work experience (years)^{6,10,21,31,40,55,74,82,96}.

The result of this study revealed that the level of satisfaction among health workers and gender, designation, marital status was not statistically significant. This finding is similar with the results of primary health care givers ⁶² and contradictive by previous literature^{6,10,21,31,40,55,74,82,96}.

In this study we found that level of satisfaction among employees and job status was statistically significant.

The findings of the present study indicated that level of satisfaction among employees working in government and private sector was significantly varying with ability utilization, activity, authority, company policies and practices, compensation, creativity,

independence, moral value, responsibility, social service, variety, working conditions, general satisfaction.

Creativity is more in private hospitals than in government hospitals because of latest technologies used, maintenance of equipments are well provided in private hospitals. These facilities lack in government hospitals, . In government hospitals if staff demands some latest equipments a lot of paper work needs to be done. The undue legal formalities and allocation of funds for the purchase takes long time.

In private hospitals the employees are free to consult with the management about their problems, innovations regarding the methods of performing the job. They are confident that the top management is trying its level best to achieve the organizational goals as well as individual goals of employees. In government hospitals employees have no authority to contribute to the innovative changes as the hierarchy is rigid.

Working conditions are better in private hospitals than in government hospitals. Usually, private hospitals are centrally air conditioned building, clean working environment.

In this study we found that level of satisfaction among employees working in government and private sector was not significantly varying with achievement.

In this study the level of satisfaction among health workers working in government and private sector was significantly varying with advancement which is consistent with the findings of Ali Mohammad study which showed promotion opportunities are significant predictor of job satisfaction and organizational commitment among study participants. The greater the chances are for advancement within the organization, the higher it is likely to be the level of job satisfaction expressed by the employee ¹⁰.

Unfair promotion policies perceived by employees may negatively impact their job satisfaction. It is therefore, recommended that managers provide equal promotion

opportunities for employees. Employees are most satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects and opportunities for increased responsibility. Management should put in place localization programmes and initiatives that would promote employees to key positions, and increase their involvement in decision making.

The result of this study revealed that the level of satisfaction among health workers working in government and private sector was statistically significant with co-worker^{4,37,44,78,101}.

Competition for better salary because of ill defined organizational policies are more in private sector than in government. This leads to poor interpersonal relationship among workers.

In this study we found that level of satisfaction among health workers working in government and private sector was significantly varying with Recognition which is consistent with the findings of Ali Mohammad study. Recognition is highly important, especially for employees who are in direct contact with patients, families, peers and other health-care team members. Recognition from managers for good performance is vital in increasing job satisfaction and is central to boosting commitment^{4,10,37,44,78,101}.

Recognition is more in private hospitals as the management appraises the employees through rewards but in government hospitals if any challenging work is accomplished by someone the management does not take into account.

The findings of the present study indicated that level of satisfaction among employees working in government and private sector was significantly varying with security. This is consistent with previous study in Ethiopia³.

The result of this study revealed that the level of satisfaction among health workers working in government and private sector was statistically significant with social status which is supported by the previous literature ^{4,37,44,78,101}.

In this study we found that level of satisfaction among employees working in government and private sector was not significantly varying with supervision which is consistent by the previous study that showed lack of supportive supervision has been shown to negatively affect health workers and decrease their motivation to work and also their attitude towards clients ⁷⁸. In private hospitals seniors contribute in guiding and watching the juniors regarding handling of instruments, proper care of patients, diagnosis and treatment of illness, the medicine with quantity and quality to be administered. In government hospitals there is lack of support from juniors as well as seniors. They do not discuss the case with each other and thus do not contribute to the learning process.

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