

## Original Article

# LEVEL OF JOB SATISFACTION IN HEALTHCARE PROFESSIONALS WORKING AT KHYBER TEACHING HOSPITAL PESHAWAR, PAKISTAN

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### ABSTRACT

**Background:** An effectively working institution depends on its skilled, motivated and well supported employees which are determined by said workers' working conditions, circumstances and environment. This is especially true for doctors and nurses whose work performance is closely linked to patient safety and quality patient care. Job satisfaction is defined by how employees feel about different aspects of their jobs. Different factors are involved in job satisfaction in different settings.

**Material and Methods:** It was a cross sectional study conducted in Khyber Teaching Hospital Peshawar involving health care Personnel's selected through Non probability quota sampling technique. Total 335 health care Personnel's were interviewed using structured questionnaire. Data was analyzed using SPSS version 20.

**Results:** Overall, 73.6% of participants were satisfied with the different factors of their working conditions. The results of the study revealed the major factors were Support from senior colleague (83.3%), Amount of hours health care workers work (82.7%), salary and vacation time (82.4%), On Job Training (76.1%). Other factors were presence of feedback system, involvement in decision making, good use of skills, promotion and job security.

**Conclusion:** The overall satisfaction level was high. Support from seniors, Salary and vacation time, Promotion in job and colleagues support is important motivators for job satisfaction.

**Key Words:** Job satisfaction, Health personnel, Working environment

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## INTRODUCTION

Approximately 59 million healthcare personnel worldwide work collaboratively to cater to the public's health needs.<sup>1</sup> Around the time of The Great Depression (early 1930's) was the first instant of research into job satisfaction.<sup>2</sup> Many insights and information regarding job satisfaction arose after this time, notably the four theories of job satisfaction: Maslow's needs hierarchy theory, Herzberg's motivator-hygiene theory, the Job Characteristics Model, and the dispositional approach.<sup>3</sup>

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Simply put, job satisfaction is defined by how employees feel about their jobs and different aspects of their jobs.<sup>4</sup> Competitive pay, good human resource, a nice working environment, opportunities for personal and professional growth, a less workload are the factors contributing towards job satisfaction. Supervision, recognition, autonomy on the job, job security, career advancement act further to improve job satisfaction.<sup>5,6</sup> Job satisfaction is important to an organization in terms of its positive relationship with individual performance, employee relations, physical and mental health and satisfaction.<sup>7</sup> Thus, more satisfied employees tend to be more creative and productive.<sup>8</sup> Presence of highly productive and motivated personnel increases quality of service.<sup>9</sup> About the

healthcare field, the job satisfaction of healthcare workers has a positive association with patients' satisfaction.<sup>10,11</sup> There is relative shortage of healthcare workers globally.<sup>12,13</sup> WHO has predicted that, as the population of the world increases, there will be a decline of about 18 million skilled healthcare staff by 2035.<sup>14</sup>

According to the Pakistan Medical Commission, there are currently 281,072 doctors in Pakistan, which is severely lacking for a country with a population of 211.7 million.<sup>15</sup> The background factors triggering this shortage of healthcare staff being fewer people enrolling in health related fields, change of profession, irrational distribution of human resources and feeling of insecurity with their jobs.<sup>16</sup>

To determine factors contributing to job dissatisfaction among healthcare personnel. Limited work has been done especially in Khyber Pakhtunkhwa province to know about the common factors for job dissatisfaction. This study will help to know about the insight of the issue.

## MATERIAL AND METHODS

It was a Cross sectional descriptive study conducted in Khyber Teaching Hospital Peshawar after taking approval from ethical board of Khyber Medical College. Total 335

health care Personnel's were interviewed selected through non probability quota sampling technique. Twenty wards were chosen from the hospital: Surgery 4 units, Medicine 4 units, Eye 2 units, ENT 2 units, Gynecology 3 units, Pediatrics 3 units, Pulmonology and Cardiology. Data was collected using a structured questionnaires designed. Data was analyzed using SPSS version 20 and Microsoft Excel (2018). Those healthcare professionals currently employed by the hospital i-e doctors, nurses and paramedics who consent to participate in the study were included. In contrast, those healthcare professionals who were currently enrolled post graduate training or near to their retirement were excluded from the study.

## RESULTS

There were 355 participants in this study. The mean age of the participants was 28 years with a standard deviation of 6.89 years. There were 127 ( 37.91%) Males and 208 (62.08 %) Females. Data collected through the structured questionnaire were analyzed in the following table. Only the responses of strongly agree and agree (not neutral) were classified as satisfied following Herzberg's motivator-hygiene theory.

Level of job satisfaction based on different variables						
	Strongly Agree	Agree	Satisfied %	Neutral	Disagree	Strongly Disagree
I am satisfied with my <b>Salary</b> for the work that I do	46	122	82.4%	30	73	64
The chance of <b>promotion</b> is very high	53	106	47.5%	66	85	25
My job provides me with additional <b>training/education</b>	92	163	76.1%	35	41	04
I have <b>job security</b> in my place of work	57	126	54.6%	38	69	45
I feel I can get <b>vacation time</b> easily	106	170	82.4%	26	24	09
My workplace has an adequate <b>feedback process</b> in place	74	160	69.8%	66	27	08
The amount of <b>hours</b> I work play an important part in my satisfaction at work	88	189	82.7%	39	15	04
I believe I get good <b>Support</b> from my senior colleagues at work	129	150	83.3%	19	25	12
I feel I am involved in <b>decision making</b> at my place of work	89	144	69.5%	48	39	15
My job makes <b>good use of my skills and abilities</b>	104	161	79.1%	32	31	07
My <b>colleagues create an environment</b> that allows me to work to the best of my ability	115	161	82.4%	27	24	08
Overall Satisfaction			73.6%			

## DISCUSSION

The study's results showed that the variable relationships had the highest fraction of satisfied healthcare workers (73.6%), which has been seen in other studies worldwide.<sup>17,19</sup> The results of the study revealed that healthcare personnel were satisfied with the variable personal satisfaction; this variable was an amalgamation of the individual's satisfaction with the recognition they get for the effort they put in, the extent to which their skills are used in their job, how involved they feel in decision making and whether or not they have a variety of tasks to perform in the workplace.

Yaseen corroborated these results.<sup>20</sup> From the study's results, 82.4% of individuals were satisfied with their Salary and advancement in career. More specifically, the majority of healthcare personnel's were satisfied with their Salary, and 82.4% believed it was an important factor to their satisfaction at their workplace. Rahman et al corroborated this finding, reporting that 64.4% of Ayub Teaching Hospital Abbottabad nurses were satisfied with their salaries.<sup>21</sup> In regards to job security, 54.6% of individuals in the study were satisfied with it and 84.2% of them believed it was an important factor to their job satisfaction; meaning overall, most healthcare professionals were satisfied with their job security and believed it was important in their job satisfaction. These results were supported by Eiche et al.<sup>19</sup> From the study results, the number of individuals that believed being promoted at work was feasible was 47.5% and 89.3% believed that being promoted was an important factor to their satisfaction. These results were mirrored in international studies such as Fogarty et al.<sup>20</sup> Additionally, Hamid et al. reported that nurses from private and public sector hospitals desired promotion but the private hospital provided more growth based on performance.<sup>21</sup>

The study results revealed 76.1% of individuals believed they received additional training and 79.7% believed additional

training was important to their job satisfaction. This was validated by results from Rahman et al. where a majority (56.5%) of nurses in Ayub Teaching Hospital agreed that the hospital provided them with some training. Overall, 73.6% of participants were satisfied with their working conditions and believed it was an important factor in their satisfaction at work, meaning a majority of individuals was satisfied with their working conditions.

## CONCLUSION

The overall satisfaction level was high. 73.6% of participants were satisfied with the different factors of their working conditions. The major factors were Support from senior colleagues, Amount of hours health care workers work, Salary and vacation time, On Job Training. Other factors were presence of a feedback system, involvement in decision-making, good use of skills, promotion and job security.

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**Conflict of interest:** None

## AUTHOR'S CONTRIBUTION

HMK: Data analysis and proposal development

JH: Proposal development and data analysis

AAA: Data collection and manuscript writing

NK: Data entry and manuscript writing

ZW: Data analysis and interpretation

MA: Data collection and data analysis

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