

## Job Satisfaction among Doctors at Jinnah Hospital, Lahore

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### ABSTRACT

**Background:** A doctor's profession is mentally, physically and emotionally grueling. Job satisfaction is an important factor in a doctor's profession and it forms the basis of a doctor's dedication, his attitude towards his patients and his quality of work. Dissatisfaction with their jobs is more likely to result in patient negligence. The focus of this study is to assess the satisfaction of the doctors and the factors which affect the satisfaction levels among the doctors working in different medical and surgical fields of Jinnah Hospital, Lahore.

**Aim:** To investigate the job satisfaction level among doctors working in Jinnah Hospital, Lahore.

**Methods:** A questionnaire was given to the doctors working at Jinnah Hospital, Lahore, willing to fill in the information in a cross-sectional (non-analytical) research study, carried out from October 2016 to November 2016. A total of 200 questionnaires were filled in the due time. Questions included satisfaction with respect to working hours, income, designation, working environment and work load.

**Results:** Out of 200 respondents majority were male i.e., 104(52%) and the remaining 96(48%) were females. Overall 34% doctors were dissatisfied with their jobs and 27.5% were satisfied. Both genders were almost equally dissatisfied with their working hours. Differences were seen in the job satisfaction levels of doctors working in different specialties. With respect to satisfaction with pay according to working hours, majority of the doctors were dissatisfied. Main factors contributing to dissatisfaction are frustration with current salary packages, resources provided and government's promotion policies.

**Conclusion:** Job satisfaction level was found to be lower than dissatisfaction level among the doctors working in Jinnah Hospital, Lahore, although the majority was neutral with respect to job satisfaction.

**Keywords:** Job satisfaction, cross-sectional study, job prospects, working hours

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### INTRODUCTION

Job satisfaction is a way to measure the performance of an individual at the place of work which is affected by various factors which may be external or internal<sup>1</sup>. There is no strong consensus among researchers that increased job satisfaction always improves performance but in fact may decrease it<sup>1</sup>. However, according to Khaula Atif's research of 2015, dissatisfaction of doctors may lead to patient's negligence<sup>2</sup>. Therefore, it is essential to study the various factors affecting a doctor's job satisfaction level. These factors include relationship with supervisor, work environment, problems with colleagues, service structure, income, job security, professional autonomy, long working hours etc.

With the passage of time, studies showed varied results about job satisfaction and its main factors. Norwegian Study conducted in 1994-2002 showed increased satisfaction level with time and general practitioners and psychiatrists were found to be most satisfied<sup>3</sup>. In 1997-2001, a US study did not show any definite rise or fall in satisfaction level but practice environment, autonomy and market level changes were strongly related to satisfaction level<sup>4</sup>. In England, research showed that job dissatisfaction

resulted in increased desire among doctors to quit. Long working hours, ethnic minority and practice in urban and deprived populations also led to job dissatisfaction<sup>5</sup>. A Canadian study in 2000 concluded that current medical students and residents were highly dissatisfied with their job and career prospects<sup>6</sup>. In a Turkish study conducted in 2006, emotional exhaustion and depersonalization were the strongest causes of job dissatisfaction. Longer working hours and fewer vacations were also related factors<sup>7</sup>. In contrast, in Iran, doctors were found overall satisfied due to their co-workers, nature of job and task requirement<sup>8</sup>. Similarly, majority of the doctors were found satisfied in India<sup>9</sup>.

In Pakistan a number of studies have been conducted on this topic and each one showed different results. In 2007, a study conducted in Bahawalpur showed that the doctors were dissatisfied with their jobs due to service structure and low income<sup>10</sup>. In 2009, a research in Rawalpindi showed majority of doctors were satisfied with their jobs but doctors serving in basic sciences were more satisfied than those in clinical side<sup>11</sup>, while a study in Khyber Pakhtunkhwa showed that doctors in both public and private setups were dissatisfied because of salary, fringe benefits and colleague help<sup>1</sup>. In 2012, a research in Hyderabad showed majority was dissatisfied (76%) due to work environment, pay and work load. Doctors working on higher designations

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showed higher levels of satisfaction<sup>12</sup>. In 2013, a research in Islamabad concluded 60% participants were dissatisfied, mainly about the public care they provide and professional opportunities available to them<sup>13</sup>. In 2015, a research in Lahore showed that job satisfaction was dependent upon age group, education, service years and income per month<sup>2</sup>. Some additional factors which affect job satisfaction are nepotism, political influences<sup>13</sup> and lack of security and safety measures<sup>14</sup>.

The objective of the study is to investigate the job satisfaction level among doctors working in different specialities in Jinnah Hospital, Lahore

### MATERIALS AND METHODS

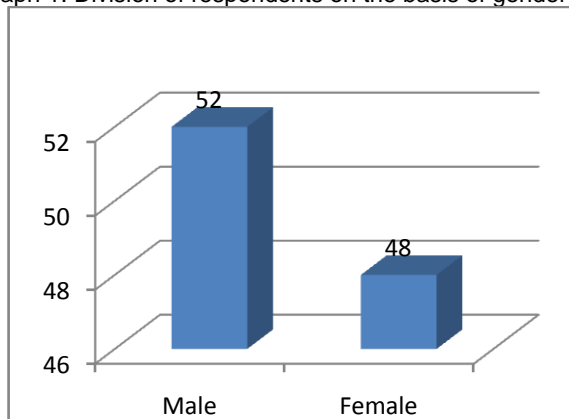
It is a cross-sectional (non-analytical) research study conducted at Jinnah Hospital, Lahore during two months period from October to November 2016. Sample size was 200 subjects (200 Doctors working in Jinnah Hospital Lahore). Non-probability (convenient) Sampling technique was used. Doctors currently working in 10 selected specialities of medicine and surgery from house officers to professors were included. Medical students and Paramedical staff working at Jinnah Hospital Lahore were excluded. Job satisfaction among doctors taking part in survey is the dependant variable (dependent variable). Age, sex, designation, speciality and level of satisfaction are the independent variables.

**Data collection procedure:** According to our inclusion criteria, after informed consent and a promise of confidentiality, the data was collected by randomly distributing self-designed questionnaire among male and female doctors working in Jinnah Hospital, Lahore that were willing to take part in the research.

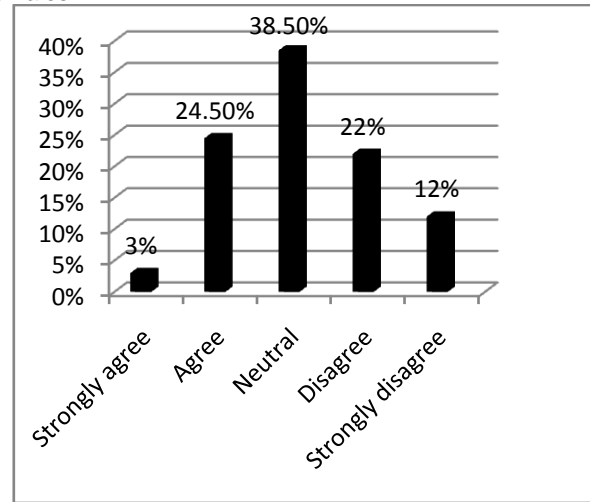
**Data analysis procedure:** Data was entered using SPSS version 17.0 and analysed.

### RESULTS

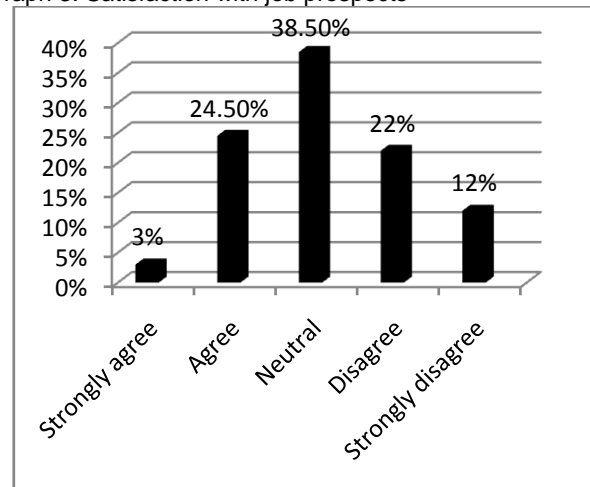
Graph 1: Division of respondents on the basis of gender



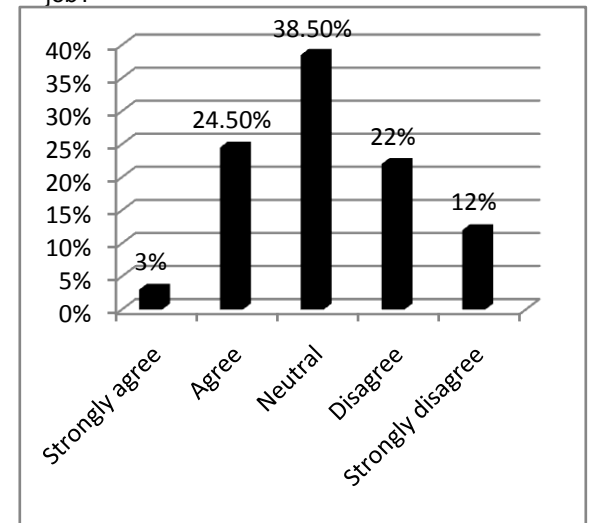
Graph 2: Satisfaction with working hours among males and females



Graph 3: Satisfaction with job prospects



Graph 4: Overall job satisfaction, are you satisfied with your job?



## Job Satisfaction among Doctors at Jinnah Hospital, Lahore

Table 1: Satisfaction with working hours among males and females Gender of Doctor (\*Are you satisfied with your working hours?)

Gender		Are you satisfied with your working hours?					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Male	Count	5	27	15	29	28	104
	% of Total	2.5%	13.5%	7.5%	14.5%	14.0%	52.0%
Female	Count	5	22	10	30	29	96
	% of Total	2.5%	11.0%	5.0%	15.0%	14.5%	48.0%
Total	Count	10	49	25	59	57	200
	% of Total	5.0%	24.5%	12.5%	29.5%	28.5%	100.0%

Table 2: Speciality versus job satisfaction Speciality of Doctor \* Overall, are you satisfied with your job? Crosstabulation

Speciality		Overall, are you satisfied with your job?					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
General Medicine	Count	2	6	5	6	4	23
	% within Speciality of Doctor	8.7%	26.1%	21.7%	26.1%	17.4%	100.0%
Pulmonology	Count	1	6	11	1	1	20
	% within Speciality of Doctor	5.0%	30.0%	55.0%	5.0%	5.0%	100.0%
Dermatology	Count	0	3	11	3	3	20
	% within Speciality of Doctor	.0%	15.0%	55.0%	15.0%	15.0%	100.0%
Pediatrics	Count	0	5	9	5	6	25
	% within Speciality of Doctor	.0%	20.0%	36.0%	20.0%	24.0%	100.0%
Nephrology	Count	1	3	6	7	2	19
	% within Speciality of Doctor	5.3%	15.8%	31.6%	36.8%	10.5%	100.0%
General Surgery	Count	0	3	9	5	3	20
	% within Speciality of Doctor	0%	15.0%	45.0%	25.0%	15.0%	100.0%
Cardiac Surgery	Count	0	7	6	4	0	17
	% within Speciality of Doctor	.0%	41.2%	35.3%	23.5%	.0%	100.0%
Neurology	Count	1	8	5	3	3	20
	% within Speciality of Doctor	5.0%	40.0%	25.0%	15.0%	15.0%	100.0%
Gyne&Obs	Count	1	2	11	6	0	20
	% within Speciality of Doctor	5.0%	10.0%	55.0%	30.0%	.0%	100.0%
ENT	Count	0	6	4	4	2	16
	% within Speciality of Doctor	.0%	37.5%	25.0%	25.0%	12.5%	100.0%
Total	Count	6	49	77	44	24	200
	% within Speciality of Doctor	3.0%	24.5%	38.5%	22.0%	12.0%	100.0%

Table 3: Designation versus satisfaction with pay in accordance of working hours (Designation of Doctor \* Is your pay satisfactory in accordance with your working hours? Crosstabulation)

Designation		Is your pay satisfactory in accordance with your working hours?					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
House officer	Count	2	3	14	30	58	107
	% within Speciality of Doctor	1.9%	2.8%	13.1%	28.0%	54.2%	100%
Postgraduate resident	Count	2	2	8	14	46	72
	% within Speciality of Doctor	2.8%	2.8%	11.1%	19.4%	63.9%	100%
Medical Officer	Count	0	1	0	1	8	10
	% within Speciality of Doctor	.0%	10.0%	.0%	10.0%	80.0%	100%
Registrar	Count	0	2	0	0	2	4
	% within Speciality of Doctor	.0%	50.0%	.0%	.0%	50.0%	100%
Senior Registrar	Count	0	0	0	2	1	3
	% within Speciality of Doctor	.0%	.0%	.0%	66.7%	33.3%	100.0%
Associate Professor	Count	0	0	1	1	0	2
	% within Speciality of Doctor	.0%	.0%	50.0%	50.0%	.0%	100.0%
Professor	Count	0	0	0	1	1	2
	% within Speciality of Doctor	.0%	.0%	.0%	50.0%	50.0%	100.0%
Total	Count	4	8	23	49	116	200
	% within Speciality of Doctor	2.0%	4.0%	11.5%	24.5%	58.0%	100%

A total of 200 doctors of Jinnah Hospital, Lahore were requested to fill the questionnaires for this research. All the forms were luckily filled with interest and diligence. Hence the dropouts remain zero and turn-out is a 100%.

Out of these 200, majority were male i.e. 104(52%) and the remaining 96(48%) were females (Graph 1). In response to question about satisfaction with working hours among doctors, 28.5% doctors strongly disagreed and only 5% strongly agreed while

12.5% were neutral (Table 2a). Both males and females showed same results with 14.5% females and 14% males strongly dissatisfied and 2.5% females and 2.5% males being strongly satisfied with their working hours (Graph 2).

When the job satisfaction among doctors working in different specialities was compared, different results were obtained for each specialty. In General Medicine 34.8% were satisfied with their jobs (8.7% strongly agree and 26.1% agree with job satisfaction), 43.5% were not satisfied with their jobs (17.4% disagree and 26.1% strongly disagree with job satisfaction) while 21.7% remained neutral. For Pulmonology, 35% were satisfied, 10% dissatisfied while 55% remained neutral. In Dermatology, 15% doctors were satisfied, 30% dissatisfied while 55% remained neutral. 20% doctors in Pediatrics were satisfied, 44% dissatisfied while 36% remained neutral. For Nephrology, 21.1% were satisfied, 47.3% dissatisfied and 31.6% remained neutral. General Surgery showed that 15% doctors were satisfied, 40% dissatisfied while 45% remained neutral. In Cardiac Surgery 41.2% doctors were satisfied, 23.5% dissatisfied while 35.3% remained neutral. 45% doctors in Neurology were satisfied, 30% dissatisfied and 25% remained neutral. Doctors in Gynae and obs showed to be 15% satisfied, 30% were dissatisfied while 55% remained neutral. In ENT 37.5% doctors were satisfied, 37.5% were dissatisfied and 25% remained neutral (Table 3)

With respect to satisfaction with pay according to working hours, a marked difference was seen among doctors of different designations: 58 out of 107 house officers responded strongly disagree (54.2%); among post graduate residents, 46 out of 72 were highly dissatisfied (63.9%); 8 out of 10 medical officers responded strongly disagree (80%); 2 out of 4 registrars choose strongly disagree (50%); 1 out of 3 senior registrars strongly disagreed (33.3%); out of 2 associate professors, one chose disagree while the other one remained neutral and out of 2 professors, one professor disagreed while the other strongly disagreed. Overall, 58% doctors were highly dissatisfied with their pay in accordance to working hours while 2% were highly satisfied (Table 2).

In response to satisfaction with job prospects, 25% strongly disagreed, 18% disagreed, 34.50% doctors remained neutral, 20.50% agreed, and 2% strongly agreed (Graph 3).

When asked about the vital question regarding overall satisfaction with their jobs, 38.50% doctors chose neutral, 24.50% agreed, 22% disagreed, 12% strongly disagreed and 3% strongly agreed (Graph 4).

## DISCUSSION

Being a doctor is not an easy task. It is demanding, difficult and stressing but every doctor has to maintain a balance between his stress and his job requirement. Our study focused on mental wellbeing of doctors working in Jinnah Hospital, Lahore and assessing their satisfaction or rather dissatisfaction with their jobs. Conducted research concluded that every specialty has its own specific results. Dissatisfaction from job was higher among doctors working in nephrology (47.3%), pediatrics (44%) and general medicine (43.5%), while increased satisfaction with job was seen in doctors working in neurology (45%) and cardiac surgery (41.2%). In pulmonology, dermatology, general surgery and Gynae and Obs mostly doctors remained neutral towards job satisfaction. These results indicate that every specialty has its own variable factors, its own workload and working environment as well as facilities available for conduction of assigned task which affect satisfaction of doctors working in those departments. Previous studies conducted on doctors also showed varied level of job satisfaction in doctors working in different specialties<sup>[3][15]</sup>. So work needs to be done on specialty level to bring satisfaction to its employed doctors.

Working hours is an important factor related to any job and more so for doctors as their job requires well rested mind in coordination with well rested body and for that they require well balanced work schedule. When asked about satisfaction with working hours, 58% doctors were dissatisfied (29.5% doctors disagreed and 28.5% doctors strongly disagreed with satisfaction towards working hours). This level of dissatisfaction was almost equal in both genders with male doctors 28.5% dissatisfied and female doctors 29.5% dissatisfied. This shows that doctors are compelled to work for long hours without appropriate resting period and it may lead to inefficiency in treatment of patients. In a previous study, job dissatisfaction was seen as one of the few important factors associated with intention to quit in doctors and longer reported working hours were related to job dissatisfaction<sup>5,18</sup>. Higher scores of emotional exhaustion and depersonalization and lower scores of satisfaction were reported by physicians with higher number of shifts and less leisure time in another study<sup>7,19,20</sup>.

With working hours comes the issue of pay according to those working hours. Our study found that doctors at every designation were dissatisfied with their pay according to their working hours. In another study, variable job satisfaction levels were seen in doctors of different designations and professors were found to be highly satisfied<sup>14</sup>. It was also seen that a large number of doctors were

dissatisfied with their pay and amount of work they do<sup>15</sup>, doctors working in clinical sciences also showed dissatisfaction and it was due to income and working hours<sup>11,17</sup>. 56% of doctors weren't satisfied with their income in study conducted in Bahawalpur<sup>10</sup>, doctors were also found dissatisfied with their pay, in both public and private sectors of Peshawar<sup>1</sup>. Another research reported low level of satisfaction for working environment and work load<sup>14</sup> and higher level of stress in nurses and physicians which was related to underpayment<sup>16</sup>.

Another important factor towards job satisfaction is job prospects. 43% of doctors were dissatisfied with their job prospects and it is an alarming situation. In a previous study, 92% doctors were found dissatisfied with their career prospects in Pakistan<sup>10</sup>. This factor also leads to increased envy towards jobs abroad and many doctors aspire to work there despite being away from their families.

Some other studies showed different factors which contribute to job satisfaction. One study showed that overall doctors were satisfied with their jobs but they reported dissatisfaction towards salaries, benefits, working conditions, recognition, promotion and job security<sup>[8]</sup>. Job satisfaction was also found directly proportional to age, education, service years and income<sup>2</sup>.

## CONCLUSION

1. Job satisfaction level was found to be lower than dissatisfaction level among the doctors working in Jinnah Hospital, Lahore, although the majority was neutral with respect to job satisfaction.
2. Of the individual factors relating to job satisfaction accessed, majority of the doctors working in Jinnah Hospital, Lahore were frustrated with their current salary packages, resources provided, government's promotion policies, service structure and had no hopes for better job prospects.
3. Both genders were almost equally dissatisfied with their income in accordance with working hrs.

## RECOMMENDATIONS

In Pakistan, health system doesn't give much thought to satisfaction of doctors but it focuses on satisfaction and service provision to its patients and that is one important reason for frustration seen in doctors. Our health ministry should focus on requirements of each department and work schedule should be improved. Income package should include fringe benefits and yearly bonuses as well. The Government should improve its policies towards doctors, offer better positions and packages and appreciate them for their hard work. Better working circumstances will lead to stoppage of brain drain to other countries.

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