

# A Study of Job Satisfaction in Municipal Doctors

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**Abstract:** The aim of the study was to assess job satisfaction among Permanent working Municipal Doctors of different specialties and to compare the level of satisfaction between these three groups of professionals (HOD, Associate Professor, and Lecturer). Primary data was collected through well designed and structured Questionnaire. Data collected by randomly distributive questionnaire. Twenty close ended Complex grid questions were used. 45 Subjects were assessed and Face to face questionnaire and interview was administered personally. The sample population showed greater percentage of Females i.e 62% than Males i.e 38%. The calculated data suggested that the score of job satisfaction of Married employees was higher than the Unmarried ones. Work environment factors like Finance, leave facilities, independence at work, rapport with team mates, training programs at work place, and recognition from seniors and no threat to job all shows higher satisfaction. The level of satisfaction when comparing designation with finance in cross tabulation table, the Associate Professors are highly satisfied with 67%. Head of the department with 40% and Lecturer with 20%. Thus there is a positive relationship in designation and job satisfaction. Higher is the position, greater is the satisfaction level.

**Index Terms:** HOD, Associate Professor, Lecturer

## I. INTRODUCTION

It is perhaps one of the most intelligible notions that Human beings act for Satisfaction and nothing else than that. The word "SATISFACTION" originates from Latin, Satis means "Enough" and Facere means "To do". Thus the word literally means "To do enough". **Job satisfaction** or **Employee satisfaction** has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

Work is the means of maintaining a certain standards of living, a certain level of existence and also achieving some higher levels of standard. Work is something to do. It provides satisfaction from all level of needs. This shows that it is central to workers development and total life adjustment and that work provides a situation for satisfying needs. Job satisfaction has been a major area of interest for academicians, managers, employers and various other people involved in various sectors of industry and organization. Sense of inner fulfillment and pride achieved when performing a particular job.

## Factors

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert).

Study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices.

Mood and emotions at work are related to job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. Some research suggests moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced. It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction.

Job satisfaction is an important component of Doctors' lives that can impact on patient safety, productivity and performance, quality of care, retention and turnover, commitment to the organization and the profession. Little is known about job satisfaction in early career and how it varies for different groups of Doctors.

Jyoti (1983) conducted a research work and it was hypothesized that (i) there would be a positive relationship between achievement, motivation and job satisfaction and (ii) high and low achieving supervisors would differ significantly with regards to job satisfaction. The results supports hypothesis no.1 but not hypothesis no.2. Finding indicates that no true relationship between high and low achievement with regard to job satisfaction. Although many studies have been conducted to find out the level of job satisfaction among doctors, yet very few have been conducted in India, especially in the recent past. Job satisfaction is also important to the future recruitment of new doctors and retention of the existing doctors, in addition to the productivity and quality of the services provided by the doctors, who are an essential and integral component of our medical care system.

## Objectives of the study

The aim of the study is to assess job satisfaction among Permanent working Municipal Doctors of different specialties' and to compare the level of satisfaction between these three groups of professionals (HOD, Associate Professor, Lecturer) with the purpose of making recommendation for improvement to Organization. Viewing Job satisfaction phenomenon, this study aims to provide how Factors influence the outcomes particularly focusing on two core themes.

## II. METHODOLOGY

Universe/ Frame: Total Population - 225 Permanent Employed Doctors

Sample Size: 20% from the Total Population  
Total - 45 Subjects

Research Design: Quantitative Research Method

Sampling Procedure: Probability Sampling –  
Simple Random Sampling.

| Group  |                          | Inclusive criteria            |
|--------|--------------------------|-------------------------------|
| Junior | Lecturers- 15            | more than 1yr of Experience   |
| Senior | Associate Professor - 15 | more than 2 yrs of Experience |
| Senior | Head of Department - 15  | more than 2 yrs of Experience |

Data collection Tool: Primary data was collected through well designed and structured Questionnaire....

Data collected by randomly distributive questionnaire.

Complex grid questions was used- 20 close ended questions.

The questions covered- Primary determinants of job satisfaction (Motivators) and Primary determinants of job dissatisfaction (Hygienes). Respondents filled in the questionnaire on their own with diverse demographic characteristics such as age, marital status and years of experience.

Criteria was completed questions and relevant answers with an assurance that confidentiality and anonymity would be maintained.

Data collection Techniques:

Interview

Questionnaire was given personally.

Face to face questionnaire was administered.

Primary data collection was done.

## III. RESULTS AND DISCUSSION

For the success of any organization job satisfaction is of vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities. The organization cannot achieve its goals and targets unless its workforce who constitutes the organization is satisfied with its job, were as the not satisfied employees are the biggest liabilities in the organization .Job satisfaction plays an important role for the happiness and prosperity of the individuals and the organization that has employed them.

While the Literature indicates common issues across the world, it is possible that different issues have greater significance in different countries. The Literature suggests that Doctors are experiencing increasing level of work related stress over time and increased level of work related stress are associated with lower levels of satisfaction with reward packages and working conditions. The sample population showed greater percentage of Females i.e 62% than Males i.e 38%. It can be observed by looking at the Figures there were male and female employees and the effect of Gender on the score of job satisfaction. After starting position minor difference was observed in score of job satisfaction. The score of job satisfaction of female employees was higher than the male employees as denoted in Fig 2. Perhaps it is due to the greater stress on greater financial needs that leads to dissatisfaction with one's job.

The calculated data suggested that the score of job satisfaction of Married employees was higher than the Unmarried ones. That means married employees of Municipal Corporation have higher job satisfaction than the unmarried employees of Municipal Corporation. This indicates that though they are married they still continue the job. This means the marital status affected the score of job satisfaction of Doctors of Municipal Corporation.

|                    |                            | FINANCIAL                   |                  |                      | TOTAL                |                |
|--------------------|----------------------------|-----------------------------|------------------|----------------------|----------------------|----------------|
|                    |                            |                             | Highly satisfied | Moderately satisfied | Average satisfaction |                |
| <b>DESIGNATION</b> | <b>Lectures</b>            | <b>count</b>                | <b>3.00</b>      | <b>10.00</b>         | <b>2.00</b>          | <b>15</b>      |
|                    |                            | <b>% within DESIGNATION</b> | <b>20.00</b>     | <b>66.67</b>         | <b>13.33</b>         | <b>100</b>     |
|                    |                            | <b>% within FINANCIAL</b>   | <b>15.79</b>     | <b>47.62</b>         | <b>40.00</b>         | <b>33.3333</b> |
|                    | <b>Associate Professor</b> | <b>count</b>                | <b>10.00</b>     | <b>3.00</b>          | <b>2.00</b>          | <b>15</b>      |
|                    |                            | <b>% within DESIGNATION</b> | <b>66.67</b>     | <b>20.00</b>         | <b>13.33</b>         | <b>100</b>     |
|                    |                            | <b>% within FINANCIAL</b>   | <b>52.63</b>     | <b>14.29</b>         | <b>40.00</b>         | <b>33.333</b>  |
|                    | <b>HOD</b>                 | <b>count</b>                | <b>6.00</b>      | <b>8.00</b>          | <b>1.00</b>          | <b>15</b>      |
|                    |                            | <b>% within DESIGNATION</b> | <b>40.00</b>     | <b>53.33</b>         | <b>6.67</b>          | <b>100</b>     |
|                    |                            | <b>% within FINANCIAL</b>   | <b>31.58</b>     | <b>38.10</b>         | <b>20.00</b>         | <b>33.3333</b> |
| <b>TOTAL</b>       |                            | <b>count</b>                | <b>19.00</b>     | <b>21.00</b>         | <b>5.00</b>          | <b>45</b>      |
|                    |                            | <b>% within DESIGNATION</b> | <b>42.22</b>     | <b>46.67</b>         | <b>11.11</b>         | <b>100</b>     |
|                    |                            | <b>% within FINANCIAL</b>   | <b>100.00</b>    | <b>100.00</b>        | <b>100</b>           | <b>100</b>     |

Figure 1: Designation and Financial Cross Tabulation

The above analysis indicates that cross tabulation between Designation and Financial, Associate Professor are highly satisfied with 67% then HOD with 40% and Lecturer with 20%.

It is seen from the Fig 1 that there are three types of age groups and the effect of age on score of job satisfaction. 36% were from 31 to 40 years, 42% were from 41 to 50 years and 22% from more than 50 years of age. There was a vast difference found in the score of job satisfaction between the employees. The above analysis makes it clear that the age affects the score of job satisfaction.

|                    |                            | INDEPENDENCE AT WORK         |                  |                      |                  | TOTAL              |                    |
|--------------------|----------------------------|------------------------------|------------------|----------------------|------------------|--------------------|--------------------|
|                    |                            |                              | Highly satisfied | Moderately satisfied | Low satisfaction | No satisfaction    |                    |
| <b>DESIGNATION</b> | <b>Lectures</b>            | <b>count</b>                 | <b>5.00</b>      | <b>6.00</b>          | <b>3.00</b>      | <b>1</b>           | <b>15</b>          |
|                    |                            | <b>% within DESIGNATION</b>  | <b>33.33</b>     | <b>40.00</b>         | <b>20.00</b>     | <b>6.666666667</b> | <b>100</b>         |
|                    |                            | <b>% within INDEPENDENCE</b> | <b>27.78</b>     | <b>30.00</b>         | <b>60.00</b>     | <b>50</b>          | <b>33.33333333</b> |
|                    | <b>Associate Professor</b> | <b>count</b>                 | <b>5.00</b>      | <b>8.00</b>          | <b>1.00</b>      | <b>1</b>           | <b>15</b>          |
|                    |                            | <b>% within DESIGNATION</b>  | <b>33.33</b>     | <b>53.33</b>         | <b>6.67</b>      | <b>6.666666667</b> | <b>100</b>         |
|                    |                            | <b>% within INDEPENDENCE</b> | <b>27.78</b>     | <b>40.00</b>         | <b>20.00</b>     | <b>50</b>          | <b>33.33333333</b> |
|                    | <b>HOD</b>                 | <b>count</b>                 | <b>8.00</b>      | <b>6.00</b>          | <b>1.00</b>      | <b>0</b>           | <b>15</b>          |
|                    |                            | <b>% within DESIGNATION</b>  | <b>53.33</b>     | <b>40</b>            | <b>6.67</b>      | <b>0</b>           | <b>100</b>         |
|                    |                            | <b>% within INDEPENDENCE</b> | <b>44.44</b>     | <b>30.00</b>         | <b>20.00</b>     | <b>0</b>           | <b>33.33333333</b> |
| <b>TOTAL</b>       |                            | <b>count</b>                 | <b>18.00</b>     | <b>20.00</b>         | <b>5.00</b>      | <b>2</b>           | <b>45</b>          |
|                    |                            | <b>% within DESIGNATION</b>  | <b>40.00</b>     | <b>44.44</b>         | <b>11.11</b>     | <b>4.444444444</b> | <b>100</b>         |
|                    |                            | <b>% within INDEPENDENCE</b> | <b>100.00</b>    | <b>100.00</b>        | <b>100.00</b>    | <b>100.00</b>      | <b>100</b>         |

Figure 2: Designation and Independence at Work Cross Tabulation

The above analysis indicates that cross tabulation between Designation and Independence at work, Head of the department are highly satisfied with 54 % then Associate Professor with 34% and Lecturer with 34%.

It was observed that employees who were having experience between 1 to 10 years were 38%, 11 to 20 years were 36%, 21 to 30 years were 22% and 31 to 40 years with 5%. . The maximum and minimum percentage was 38% and 5%. There is difference in length of services. Experience and length of services affect the level of job satisfaction. Similar findings were seen in the Study by Mechteld R.M. Visser in (2003) levels of job stress and job satisfaction among medical specialists.

Work environment and working conditions are factors that have a modest effect on job satisfaction. If working conditions are good – clean, attractive surroundings- employees find it easier to carry out their job. Most people do not give working conditions a great deal of thought unless they are extremely bad. Work environment factors like Finance, benefits (leave facilities), and independence at work, rapport with team mates, training programs at work place, recognition from seniors and no threat to job all shows higher satisfaction. The level of satisfaction when comparing designation with finance in cross tabulation Figure, the Associate Professors are highly satisfied with 67%, Head of the department with 40% and Lecturer with 20%.

When comparing Designation and Independence at work in cross tabulation Figure the Head of the department is highly satisfied with 54%. Associate Professors with 34% and Lecturer with also 34%. Thus there is a positive relationship between designation and job satisfaction. Higher is the position, greater is the satisfaction level. The level of satisfaction is higher in HOD, than in Associate Professors and then Lecturers.

Thus from the above findings we can conclude that there is a positive relationship between work environment and job satisfaction. There is a close relationship between Work experience and job satisfaction. It was observed that 54% employees feel their work as challenging and interesting. 40% employees feel pleasure in the work and gets motivated and gives their best. 38% considers organization as a most important factor in their life and 51% contributes to their personal well being. 78% has chosen Doctor Profession as their personal choice. Hence there is a positive relationship between Work environment and job satisfaction. Same findings were observed in the study Blegen 1993& Knoop 1995 they found that organizational commitment was related to overall job satisfaction ( $r=0.64$ ) satisfaction with work.

In the study 38 to 40% agrees that the Cleanliness and Hygiene in the hospital is not good and they are not satisfied. Rest rate is average or it needs improvement. 60% of populations are not satisfied with the state of quarters in the organization. Better administrative support and availability of resources and services could help as well. If time is freed up for more crucial and rewarding tasks, particularly patient care, the negative consequences on perceived quality of work may decrease. Reward and support can also be realized by providing more systematic, preferably positive feedback. Overall it can be concluded that the Hospital enjoys a high level of job satisfaction among permanent working Doctors. However few areas can be improved upon to further enhance the level of job satisfaction among the employees.

## SUMMARY AND CONCLUSION

The following conclusion can be drawn from the data analysis carried out:-

Majority of the Doctors are satisfied and has a positive attitude towards the job. They are highly satisfied with regard to Salary, Remuneration, Leave facilities, Rapport with team mates, Doctor Profession most of them have chosen this profession to serve the sick. Majority of the Doctors felt that they are working in a good organization and considers their work as challenging and interesting. Their interpersonal relationship and rapport with the team mates and superiors colleagues is cordial to a great extent. They felt that their work is recognized by the department and were happy with the benefits being provided by the organization. However few areas such as canteen, grievance handling procedures can be improved upon to further enhance the level of job satisfaction among the Doctors.

Overall it can be concluded that there is a high level of job satisfaction among Municipal Working Doctors. Most of the employees of Municipal Corporation were satisfied with their job. In today's scenario the importance of human behaviour is increasing day to day. Municipal Corporation can enhance the job satisfaction of employees by taking some step in aptly direction. For this administrative wing and political wing both have to try. Employees of the Municipal Corporations have many questions as well as they are facing problems from management. There is a need to give the attention on solution of employees questions whenever it arises.

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