

# Factors Influencing Job Satisfaction Among Healthcare Professionals At Tilganga Eye Centre, Kathmandu, Nepal

Nawaraj Chaulagain, Deepak Kumar Khadka

**Abstract:-** Relationships have been reported between job satisfaction, productivity, absenteeism and turnover among healthcare employees across the world and as such, it affects employees' organizational commitment and quality of healthcare services. The aim of the study was to determine the factors influencing job satisfaction among healthcare professionals at Tilganga Eye Centre. The cross sectional data from self-administered questionnaires were conducted among 75 participants. The results showed 76% of healthcare professionals were satisfied with their current jobs in overall job satisfaction at Tilganga Eye Centre. No association was found in between socio-demographic characteristics and job satisfaction. Variables such as responsibility, opportunity to develop, staff relations and patient care were significantly influencing factors for job satisfaction. In health service sector, healthcare professionals are satisfied not only with financial benefits but also with satisfaction that they draw from taking care of patients relations.

**Index Terms:-** Job Satisfaction, Healthcare Professionals, Influencing Factors, Eye Centre, Patient Care, Nepal.

## INTRODUCTION

Every healthcare professional is an integral to healthcare service delivery system. Healthcare organizations require a skilled and competent workforce today as a result of advancement in medical technology and the demand for more sophisticated patient care. Job satisfaction among healthcare professionals is increasingly being recognized as a measure that should be included in quality improvement programs. Low job satisfaction can result in increased staff turnover and absenteeism, which affects the efficiency of health services.

In many countries employers pay close attention to the subjective well-being of their employees and its impact on their jobs. In Denmark, several companies regularly conduct their own job satisfaction surveys and an employee satisfaction index has been computed for a number of European countries. The European Union has called the attention of member states to the quality aspects of work and highlighted the importance of improving job quality to promote employment and social inclusion<sup>[1]</sup>. The subject of job satisfaction is particularly relevant and of interest to public health practitioners due to the fact that organizational and employees' health and well-being rest a great deal on job satisfaction<sup>[2]</sup>. The evidence from researches points to specific determinants and correlations of job satisfaction and productivity. Dissatisfaction with one's job may result in higher employee turnover, absenteeism, slowness and grievances. Improved job satisfaction, on the other hand, results in increased productivity<sup>[3]</sup>.

Every individual has unique needs and desires those needs to be satisfied, which are related to the behaviour they exhibit, and these play a significant role in their preferences in different areas such as their workplace. Social, cultural and job factors all influence employees' behaviour<sup>[4]</sup>. Satisfied employees tend to be more productive and committed to their jobs<sup>[5]</sup>. In healthcare setting, employee satisfaction has been found to be positively related to quality of service and patient satisfaction<sup>[6]</sup>. Factors leading to satisfaction, describes as motivators, were promotional and personal growth opportunities, responsibility, achievement and recognition. These are factors that are intrinsically rewarding to the individual. Extrinsic factors, described as hygiene factors, leading to job dissatisfaction include pay, physical working conditions, job security, company policies, quality of supervision and relationship with others<sup>[7]</sup>. Factors contributing to high levels of employee satisfaction have been identified as: supportive colleagues, supportive working conditions, mentally challenging work and equitable rewards<sup>[8]</sup>. Job satisfaction is important in predicting systems stability, reduced turnover and worker motivation. If motivation is defined as the willingness to exert and maintain effort towards attaining organizational goals, then well-functioning systems should seek to boost factors such as morale and satisfaction, which predict motivation. Job satisfaction is a complex phenomenon that has been studied quite extensively. Various literature indicate that there is an association between job satisfaction and motivation, motivation is hard to define, but there is a positive correlation between job satisfaction, performance and motivation, whereby motivation encourages an employee, depending on their level of job satisfaction, to act in a certain manner<sup>[9]</sup>. Job satisfaction can be achieved when an employee becomes one with the organization, performs to the best of their ability and shows commitment; moreover, job satisfaction and performance are positively influenced by rewards<sup>[10]</sup>. Need for management to create an environment that encourages employee involvement and manages stress in the workplace are the factors influencing job satisfaction<sup>[11]</sup>. The level of job satisfaction across various groups may not be consistent, but could be related to a number of variables. This allows managers to predict which groups are likely to exhibit behaviour associated with dissatisfaction. Older employees are generally satisfied with their jobs although this may

- Mr. Chaulagain, N., has completed his Master degree in Public Administration from Kashamandap School of Public Affairs Management under the Faculty of Management, Purbanchal University, Nepal.  
Tel: +977-984 -130 -7736.  
E-mail: [nawaraj80@yahoo.com](mailto:nawaraj80@yahoo.com)

- Mr. Khadka, D. K., has completed his Master degree in Health Care Management from National Open College under the Faculty of Management Studies, Pokhara University, Nepal.  
Tel: +977-985-107-7453.  
E-mail: [deepak.khadka@mail-me.com](mailto:deepak.khadka@mail-me.com)

change as their chances of advancement get diminished and they face the reality of retirement. Management also tends to be satisfied with their jobs, probably due to better remuneration, better working conditions and job content<sup>[12]</sup>.

Overall job satisfaction is actually a combination of basic and extrinsic job satisfaction. Basic job satisfaction is when workers consider only the kind of work they do and the tasks that make up the job, while extrinsic job satisfaction is when workers considers the conditions of the work, such as but not limited to pay, co-workers, management style and communication. From the point of view of employees, job satisfaction may reflect benefits that people might be looking for when they take the job; these benefits are usually determined by the employer based on their strategy to be profitable and competitive in recruiting and retaining people. On the other hand job-related factors that affect satisfaction relate to employees' desire to use their skills and abilities to make a meaningful contribution and to be valued. From an organization's point of view, they employ people to perform specific tasks in order to achieve their business goals. When organizations finds people who fit their job requirements and are happy with what is being offered, then a win-win situation is created between the employer and the employee. Many organizational scholars have shown interest in why some people report being satisfied with their jobs, while others express lower levels of job satisfaction. However, not much is known about which factors influence job satisfaction among healthcare professionals.

## METHODS

Data for this study come from a cross-sectional survey using a self-administered questionnaire was conducted among all healthcare professionals; consultant ophthalmologists, medical officers and clinical assistants at Tilganga Eye Centre, a not-for-profit, community based, non-government organization delivering excellent eye care services<sup>[13]</sup>. The sample was grouped into two categories: Ophthalmologist & Medical Officers (n=32) comprised of doctors and all categories of clinical supervisors), and Clinical Assistants (n=60) comprised of all ophthalmic assistants, lab technicians and eye health workers. Since the total number of healthcare professionals currently working at centre were ninety-two. A structured self-administered questionnaire was used to collect the preliminary data. Likert-type scales ranging from 1 (strongly agree) to 5 (strongly disagree) with a value ranging from >4 (highly dissatisfied), 3-4 (not satisfied), 2-3(satisfied) and <2 (highly satisfied) comprising of 29 job satisfaction statements, were used to raise their factor influencing in job satisfaction with six key factors contributing for job satisfaction among healthcare professionals. These included general satisfaction, staff relations, time pressure, responsibility, opportunity to develop and patient care. These key influencing factors were derived from the literature<sup>[12]</sup> thus ensuring content validity and two items (personal growth and work routine motivation) from the instrument was asked in negative, which had potential to allow different interpretations. These items were subsequently reconstructed to improve clarity with reliability of the instrument. Questionnaires were personally distributed to all staffs by researcher addressing study objectives and misconceptions with ensuring confidentiality and voluntary withdrawal from the study. Data for individual variables were summarised using frequency distribution and focused on the central tendency (mean) and the dispersion (standard

deviation) with findings was presented in percentage. The relationships between respondents' socio-demographic characteristics and level of satisfaction were analysed using Pearson Chi-squared tests. All analysis was conducted in 95% confidence interval with allowing a margin of 5% error.

## RESULTS

Of the 83 questionnaires distributed, 75 were returned from respondents representing a response rate of 90.36%.

**TABLE 1: RESPONDENTS CHARACTERISTICS**

Response Rate		N (%)
Gender	Male	32 (42.67)
	Female	43(57.33)
Age	<35	56 (74.67)
	>35	19 (25.33)
Marital Status	Single	24(32)
	Married	51 (68)
Duration of Service	More than 5 years	40 (53.33)
	Less than 5 years	35 (46.67)
Level of Medical Education	Under Diploma	8 (10.67)
	Diploma	42 (56)
	Bachelor	9 (12)
	Master	16 (21.33)
Job Title	Officer & Above	26 (34.67)
	Clinical Assistants	49 (65.33)

As shown in Table 1, the age of the respondents was from 21 to 49 years with. Almost 57% of the respondents were female. Majority of the respondents represents the age group of 20-35 years (74.67%) with two-thirds (68%) of the respondents were married. In response to the level of education, 56% of the respondents obtained diploma and 33.33% had bachelor and above qualification in formal medical education. Sixty five percent of the respondents were currently working as an assistant (ophthalmic assistants, lab technicians, eye workers) while 34.67% were working as an ophthalmologist and medical officers (house officer, technologist, supervisor). Majority of the respondents, 53.33% have worked at Tilganga Eye Centre for more than five years and 46.67% respondents have worked for less than five years.

**TABLE 2: RELATIONSHIP BETWEEN RESPONDENT BIOGRAPHICS AND LEVEL OF JOB SATISFACTION**

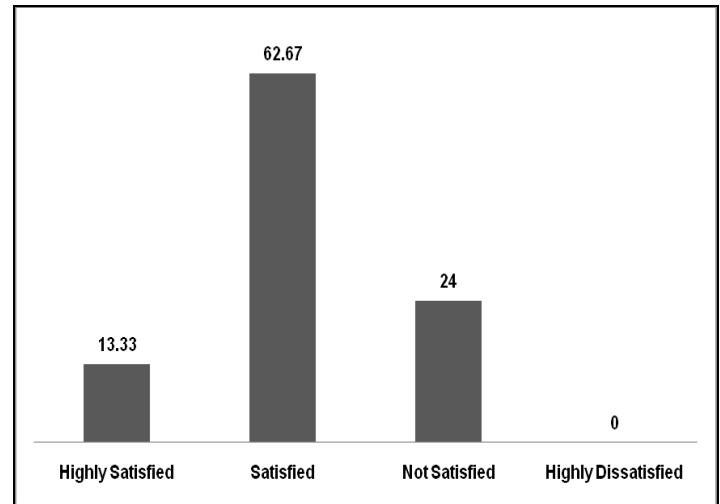
Biographics	Satisfied N (%)	Dissatisfied N (%)	Chi-square	Sig.
<b>Gender</b>				
Male	22 (68.75)	10 (31.25)	1.608	0.276
Female	35 (81.40)	8 (18.60)		
<b>Age</b>				
<35	41 (73.21)	15 (26.79)	0.940	0.535
>35	16 (84.21)	3 (15.79)		
<b>Marital Status</b>				
Single	16 (66.67)	8 (33.33)	1.686	0.249
Married	41 (80.39)	10 (19.61)		
<b>Duration of Service</b>				
More than 5 Years	28 (70)	12 (30)	1.692	0.279
Less than 5 Years	29 (82.86)	6 (17.14)		
<b>Level of Education</b>				
Under Diploma & Diploma	37 (74)	13 (26)	0.329	0.775
Bachelor & Above	20 (80)	5 (20)		
<b>Job Title</b>				
Clinical Assistants	35 (71.43)	14 (28.57)	1.619	0.262
Officer & Above	22 (84.62)	4 (15.38)		

An association between socio-demographic characteristics and level of satisfaction was tested by using Pearson's Chi-square analysis. As shown in Table 2, there is no relationship and no proportional difference between socio-demographic characteristics and level of job satisfaction among respondents as p value is >0.05 in all socio-demographic variables in 95% confidence interval. For regression analysis of job satisfaction, general satisfaction was used as a dependent variable and opportunity to develop, responsibility, patient care, time pressure and staff relation was used as an independent variables. Findings indicated in Table 3, that the overall general satisfaction and all individual components of job satisfaction had a high positive relationship

**TABLE 3: REGRESSION ANALYSIS OF JOB SATISFACTION**

Influencing Factors	Standardized Coefficients		Df	F	P-Value
	Beta	Std. Error			
Opportunity to Develop	0.351	0.067	3	27.744	0.000
Responsibility	0.370	0.075	2	24.379	0.000
Patient Care	0.122	0.062	1	3.916	0.052
Time Pressure	0.192	0.064	1	9.094	0.004
Staff Relations	0.308	0.076	2	16.228	0.000
<i>Dependent variable: general satisfaction</i>				$R^2 = 0.764$	

with each other. There is almost relationship between general satisfaction and patient care.



**Figure 1: Bar Chart shows the Overall Job Satisfaction Level of Respondents**

As shown in Figure 1, majority of the respondents were satisfied (n=47, 62.67%) with their current job that they perform at eye centre. Similarly, 13.33% (n=10) were highly satisfied and 24% (n=18) were not satisfied with their current jobs.

**DISCUSSIONS**

Results from this survey affirm the variables such as opportunity to develop, responsibility, patient care and staff relations have a significant influence on job satisfaction level. As this is not surprising that the findings from the two-factor theory of Herzberg and Mausner [7] lists the responsibility, achievement, recognition and opportunities to develop are the factors as motivators in satisfaction. Results from the study demonstrate the job dissatisfaction is related with hygiene factors which include salaries, quality of supervision and working conditions. The study showed 54.29% were satisfied, 18.48% of participants were not satisfied and 27.24% of participants were uncertain and satisfied in level of general job satisfaction. Overall uncertain and dissatisfaction among healthcare professionals at Tilganga Eye Centre is a cause for concern, given that job satisfaction has implications for the efficiency, effectiveness and sustainability of the organization. Survey findings indicate that more than two-third of the respondents was significantly satisfied with their current responsibility on job. Herzberg's two-factor theory suggests that essential work factors such as employee recognition and skills development may increase job satisfaction. Employees who have a greater sense of involvement in the workplace, and greater freedom have greater job satisfaction. The results also showed that the participants were satisfied with the relationship with co-workers and the level of patient care. These findings are consistent with the findings of Ramasodi [14] in South Africa, which found job satisfaction was associated with good interpersonal relationships and a feeling of being able to provide a good quality of care. Also similarity seen in dissatisfaction with routine work, lack of resources, time spent with each patient, doing non-clinical tasks and lack of involvement in decision-making. Dissatisfaction with the amount of time spent with patients expressed by healthcare

professionals may indicate concerns about autonomy. There is no association was found between socio-demographic characteristics and job satisfaction. The results showed general satisfaction and all the individual components of job satisfaction had a high positive relationship with opportunity to develop, staff relations and responsibility. In contrast, a moderate level of job satisfaction among healthcare professionals was indicated in this survey and majority of the respondents were satisfied in overall job satisfaction score. In overall, general satisfaction had a high positive relationship with other influencing factors of job satisfaction. There is almost relationship between general satisfaction and patient care. The fact is that the factors such as opportunity to develop, responsibility, patient care and staff relations have a significant influence on the level of job satisfaction among healthcare professional. It is important to note that the findings of this study have limited generalize facility and may need to be confirmed by further research. Findings presented in this study based upon purely subjective rating during the time of study and on a self assessment of respondents, which was not externally validated and might be influenced by the respondents' lack of knowledge with the subject matter. However numerous studies in different parts of the world such as South Africa, Malaysia, Kuwait and India do allow for direct comparison with the current study. With this limitation in mind, this study evaluated factors influencing job satisfaction among healthcare professionals at Tilganga Eye Centre and the findings highlighted overall level of satisfaction and dissatisfaction.

## CONCLUSION

In conclusion, satisfaction with one's job can affect not only motivation at work but also in career decisions, relationships with other and individual well-being. Those who work in a profession that is extremely demanding and sometimes unpredictable can be susceptible to feelings of uncertainty and reduced job satisfaction. Job satisfaction of healthcare professionals is integral to ensuring quality of care in healthcare setting. Dissatisfied healthcare professionals render poor quality and less efficient as there was no noticeable evidence of a positive correlation between job satisfaction and patient satisfaction. It provides the evidence of moderate level of job satisfaction among the healthcare professionals with factors such as opportunity to develop, responsibility, patient care and staff relations influence the level of job satisfaction at Tilganga Eye Centre. Job satisfaction has a strong correlation with job performance, it is necessary to strengthen relevant human resources polices, improving working conditions and compensation. Priority should be given to improved relationship between management and staff and increasing decision-making latitude with continuous job evaluations and monitoring of job satisfaction likely to increase overall job satisfaction among healthcare professionals and consequently have a positive effect on performance of individual, organization and quality of health care services.

## ACKNOWLEDGEMENTS

We would like to express our sincere appreciation to Assoc. Prof. Dr. Ram Chandra Pokharel, Faculty of Management, Purbanchal University, Nepal; Mr. Mohan Krishna Shrestha, Research Associate of Tilganga Eye Centre, Kathmandu, Nepal and Ms. Chetna Thapa, Program Coordinator of Kasthamandap School of Public Affairs Management, Kathmandu, Nepal, for their contribution in accomplishing this research. We would also like to express our gratitude to all staffs of Tilganga Eye Centre for their willingness to participate and support in providing necessary information to accomplish this research.

## REFERENCES

- [1] European Commission (2002). Employment Europe. Download on 15 June 2012 from <http://www.eurofound.europa.eu/eiro/2002/10/feature/eu0210204f.htm>.
- [2] Adams, A. & Bond, S. (2000). "Hospital nurses' job satisfaction: Individual and organizational characteristics", *Journal of Advanced Nursing*, 33: 536-543.
- [3] White, A.W. (2000). "Job satisfaction and professional development of health information, administration faculty," *Journal of Allied Health*, Vol. 29: 129-137.
- [4] Gibson, L.L., Donnelly, J.H. & Ivancevich, J.M. (2000) *Fundamentals of Management*, Chicago: Irwin.
- [5] Al-Hussami, M. (2008). "A study of nurses' job satisfaction: The relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership and level of education", *European Journal of Scientific Research*, Vol. 22, No2: 286-285.
- [6] Tzeng, H.M. (2002). "The influence of nurses' working motivation and job satisfaction on intention to quit: An empirical investigation in Taiwan." *International Journal of Nursing Studies*, Vol. 39: 867-878.
- [7] Robbins, S. (2003). *Organizational behaviour*. Tenth Edition. New York: Prentice-Hall.
- [8] Locke, E. (1983). The nature and causes of job satisfaction. In *Handbook of Industrial and Organizational Psychology*. New York: J.Wiley & Sons.
- [9] Hollyforde, S. & Whiddett, S. (2002). *The Motivation Handbook*. London: CIPD.
- [10] Wood, G., Yaacob, A., & Morris, D. (2004). "Attitude towards pay & promotion in the Malaysian higher education sector." *Employee Relations*, Vol.26, No. 2: 137-150.
- [11] Krietner, R., Kinicki, A. & Buelens, M. (2002). *Organizational Behaviour*. Second Edition. Berkshire: McGraw-Hill.
- [12] Greenberg, J., Baron, R.A. (1997). *Behaviour in organizations: understanding the human side of work*. 7th

Edition.Canada: Prentice-Hall.

- [13] Tilganga Eye Centre (2012). About us. Retrieved on 16 June 2012 from [www.tilganga.org](http://www.tilganga.org).
- [14] Ramasodi, J.M.B. (2010). Factors influencing job satisfaction among healthcare professionals at South Rand Hospital. Master Thesis, University of Limpopo, South Africa.
- [15] Ali-Mohammed, M.R. (2004). "Factors affecting employees' job satisfaction in public hospitals: Implications for recruitment and retention," *Journal of General Management*, Vol.34, No.4: 51-66.
- [16] Mathauer, I. & Imhoff, I. (2006). "*Health worker motivation in Africa: the role of nonfinancial incentives and human resource management tools.*" *Human Resources for Health*, vol.4, no.24, pp.1-17.