

## Job Satisfaction among the Healthcare Professionals of Combined Military Hospitals of Bangladesh

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### Abstract

**Introduction:** Job satisfaction is a cognitive, affective and evaluative reaction towards a job. It is closely linked to an individual's behaviour in the work place. Health Care Professionals of Combined Military Hospitals face diverse stressful situations while accomplishing their professional commitments. They often concede job satisfaction as a stressor stemming to their work place.

**Objectives:** To find out the Job Satisfaction level among the Healthcare Professionals of CMH in Bangladesh.

**Materials and Methods:** A total of 574 respondents were selected from five CMHs using simple random sampling considering doctors, nurses, paramedic medical assistants and technologists as the study population. The level of job satisfaction was elucidated by certain parameters and occupational stress was measured by Health Professions Stress Inventory.

**Results:** A high proportion of respondents were found to be satisfied or highly satisfied in regards to work prospects (61.4%), people they worked with (86.5%), physical working conditions (79.4%), the way their department was run (80.7%), the way their abilities were used (78.2%) and their interest and skill involved in their job (77.4%). On the contrary, a marginal majority (56.7%) were dissatisfied in regards to their salary. 32.4% were found to be not at all worried about losing their job and more than a half (60.8%) mentioned that they feel fairly secured financially for the next 10 years. A significant relationship has been found between job satisfaction and stress ( $p < 0.05$ ).

**Conclusion:** Professional uniqueness contributes significantly to job satisfaction. Particular improvements in working life can be materialized through scientific planning, maintenance and optimization, valuation of human resources and necessary organizational support.

**Key-words:** Job Satisfaction, Occupational Stress, Healthcare Professionals, Combined Military Hospitals.

### Introduction

Job satisfaction is a cognitive, affective and evaluative reaction towards a job. It is an emotional response; hence cannot be seen but only be inferred. It is closely linked to an individual's

behaviour in the work place; their sense of achievement and success on the job. Job satisfaction has a close relationship with motivation and activity<sup>1-3</sup>. It is impacted by job design, jobs that are rich in positive behavioural elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction. Organizational stress is negatively and significantly related with job satisfaction<sup>2</sup>. Perceived organizational support can lessen the stress level of the employees, thereby indirectly affecting job satisfaction. Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness<sup>4-8</sup>.

There are a variety of factors that can influence an individual's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within an organization, the quality of the working conditions, leadership and social relationships, opportunities, advancement and the job itself. It is a key ingredient that leads to recognition and achievement of organizational goal; thereafter lead to a feeling of fulfilment<sup>3,8,9</sup>. Doctors and nurses are the most vulnerable professional groups to occupational stress, as they often encounter stressful situations due to the special demands of their profession. High level of stress is believed to affect the physical and mental health of the health care professionals<sup>10-13</sup>. Combined Military Hospitals provide healthcare to the Armed Forces personnel and their families. As this profession is very sensitive and bears high level of accountability, the doctors, nurses and paramedics face diverse stressful situations while accomplishing their professional commitments. They often admit job satisfaction as a stressor stemming to their workplace. Under such context the current study was designed to assess the parameters of job satisfaction and its significance as a stressor among the health care professionals working in CMHs.

### Material and Methods

This cross sectional study was carried out from July to December 2017. For the purpose of the study four categories of health care professionals: Doctor, Nurse, Paramedic Medical Assistant (PMA) and Paramedic Medical Technologist (PMT) which includes Intensive Care Assistant (ICA), Operation Theatre Assistant (OTA), Laboratory Technician, Special Treatment Assistant (STA), Dental Technician,

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Dispenser, Physiotherapist, Radiographer, Sanitary Assistants and Psychiatric Medical Assistants were considered as study population. A total of 574 respondents were selected from five CMH's (Dhaka, Chattogram, Jashore, Bogura and Rangpur. Care was taken to ensure proportional representativeness with the ratio of 1.5: 1: 3.5: 3 for the doctors (97), nurses (65), PMAs (222) and PMTs (190) respectively using simple random sampling. CMH Dhaka and Chattogram were judgmentally selected as they are larger hospitals. CMH Jashore was randomly selected between Jashore and Cumilla. Among the other CMH's, Bogura and Rangpur were randomly selected. A pretested self-administered questionnaire was used.

The level of job satisfaction was elucidated by the parameters of salary, work prospects, people work with, physical working condition, and the way department is run, use of ability, interest and skill involved in the job, job security and financial security. These factors were categorized by using a four point Likert scale namely 'very satisfied' to 'very dissatisfied', 'not at all' to 'extremely worried' and 'secure' to 'insecure'<sup>11,14,15</sup>. Stress was measured by Health Professions Stress Inventory (HPSI) adapted from Alan P Wolfgang, 1998 which comprises 31 items ranging 0 (never) to 4 (very often) that reflects stressful situations frequently encountered by professionals working in the healthcare industry. Higher scores indicate higher levels of job stress with a total score ranging 0-12416. The extent of stress was categorized by using a five point Likert scale 'Not at all stressful (0-0.09)', 'Mildly stressful (0.10-1.00)', 'Moderately stressful (1.10-2.00)', 'Very stressful (2.10-3.00)' and 'Extremely stressful (3.10-4.00)'. The different degrees of stress- not at all to moderately stressful were further grouped as 'Low' stress and very to extremely stressful were grouped as 'High' stress<sup>15,17,18</sup>. Obtained data were analysed by SPSS-21.0 for Windows. Univariate and bivariate analysis was carried out using both descriptive and inferential statistics. ANOVA with Post-hoc test, Chi-square test of independence and Fisher's exact test was done to explore association and statistically significant difference. Confidentiality about the participants was strictly maintained.

**Results**

In general, 41.1% health care professionals were in the age group of 26-35 years followed by 35.5% in the age group of 36-45 years (Table-I). The mean work hour per week for doctors, nurses, PMAs and PMTs were 63.25(±18.95), 55.70(±9.72), 89.58(±17.44) and 80.58(±16.12) hours respectively (p<0.05) (Table-II). Table-III provided information about the parameters of job satisfaction among the health care professionals. A high proportion of respondents were found to be satisfied or highly satisfied in regards to work prospects (61.4%), people they worked with (86.5%), physical working conditions (79.4%), the way their department was run (80.7%), the way their abilities were used (78.2) and their interest and skill involved in their job (77.4%). On the contrary a marginal majority (56.7%) were dissatisfied in regards to their salary. A greater proportion of the respondents admitted that they were mild to moderately worried (51.8%) about losing their job, on the other hand 32.4% were found to be not at all worried. But 15.8% respondents were

identified as very or extremely worried about losing their job (Figure-1). More than a half (60.8%) mentioned that they feel fairly secured financially for the next 10 years (Figure-2). About 77.5% (402) were found to be 'moderately stressful'. Whereas it was identified that 20.7% (107) respondents were found to be 'very stressful' and 0.8% (04) as 'extremely stressful' (Figure-3). Around 78.6% (407) healthcare professionals were in 'low work stress'; whereas 21.4% (111) were in 'high work stress' category. Statistically significant relationship has been found between job satisfaction and stress (p<0.001) (Table-IV).

**Table-I:** Distribution of respondents by age and occupation (n=518)

Occupation	Age groups (in years)				Mean ± SD
	16-25	26-35	36-45	46-62	
Doctor (94)	01 (1.1)	43 (45.7)	29 (30.9)	21 (22.3)	38.23±7.69
Nurse (64)	14 (21.9)	27 (42.2)	21 (32.8)	02 (3.1)	32.60±7.10
PMA (192)	39 (20.3)	91 (47.4)	60 (31.2)	02 (1.0)	32.28±6.78
PMT (168)	37 (22.0)	52 (31.0)	74 (44.0)	05 (3.0)	32.94±8.20
Total (518)	91 (17.6)	213 (41.1)	184 (35.5)	30 (5.8)	33.62±7.76

\*Percentage in parenthesis

**Table-II:** Comparison of work hours per week of the respondents by occupational group (n=518)

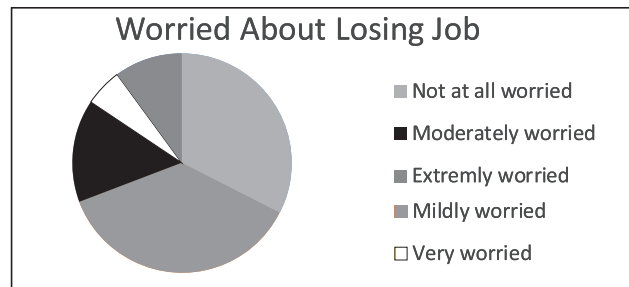
Occupation	Work hour per week					Mean ± SD	Statistics
	≤48 hrs	49-60 hrs	61-72 hrs	73-84 hrs	≥85 hrs		
Doctor (94)	22(23.4)	29 (30.9)	18(19.1)	12(12.8)	13(13.8)	63.25 ± 18.95	χ <sup>2</sup> =288.81 df=12 p<0.001
Nurse(64)	13(20.3)	41(64.1)	08(12.5)	01(1.6)	01(1.6)	55.70 ± 9.72	
PMA(192)	00(0.0)	08(4.2)	24(12.5)	63(32.8)	97(50.5)	89.58 ± 17.44	
PMT(168)	02(1.2)	13(7.7)	53(31.5)	55(32.7)	45(26.8)	80.58 ± 16.12	
Total(518)	37(7.1)	91(17.6)	103(19.9)	131(25.3)	156(30.1)	77.70±20.62	

\*Percentage in parenthesis

**Table-III:** Distribution of respondent's job satisfaction related information (n=518)

Job satisfaction	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Total
Usual Salary	04(0.8)	220(42.5)	224(43.2)	70(13.5)	518(100)
Work prospects	13(2.5)	305(58.9)	153(29.5)	47(9.1)	518(100)
The people work with	64(12.4)	384(74.1)	55(10.6)	15 (02.9)	518(100)
Physical working conditions	48(9.3)	363(70.1)	85(16.4)	22(4.2)	518(100)
The way the department run	55(10.6)	363(70.1)	78(15.1)	22(4.2)	518(100)
The way your abilities are used	56(10.8)	349(67.4)	89(17.2)	24(4.6)	518(100)
The interest and skill involved in your job	54(10.4)	347(67.0)	96(18.5)	21(4.1)	518(100)

\*Percentage in parenthesis



**Figure-1:** Distribution of respondents' job security related information (n=518)

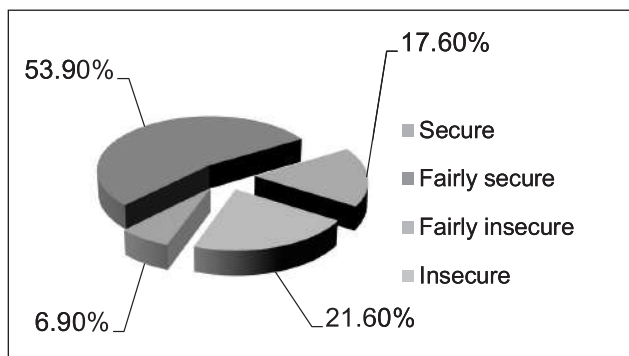


Figure-2: Distribution of respondents by financial security (n=518)

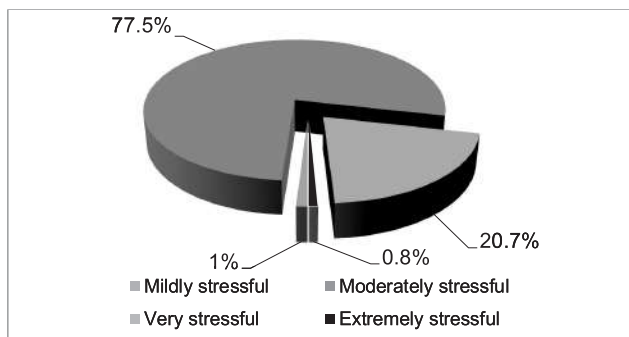


Figure-3: Distribution of respondents by occupational stress measured with HPSI (n=518)

Table-IV: Association between respondents' occupational stress and job satisfaction (n=518)

Job satisfaction	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Total	Statistics
<b>Usual salary</b>						
Low work stress	03(75.0)	200(90.9)	177(79.0)	27(38.6)	407(78.6)	$\chi^2=86.465$ df=3 p<0.001
High work stress	01(25.0)	20(9.1)	47(21.0)	43(61.4)	111(21.4)	
<b>Work prospects</b>						
Low work stress	12(92.3)	269(88.2)	114(74.5)	12(25.5)	407(78.6)	$\chi^2=98.270$ df=3 p<0.001
High work stress	01(7.7)	36(11.8)	39(25.5)	35(74.5)	111(21.4)	
<b>People work with.</b>						
Low work stress	51(79.7)	331(86.23)	25(45.5)	00(0.0)	407(78.6)	$\chi^2=104.13$ df=3 p<0.001
High work stress	13(20.3)	53(13.8)	30(54.5)	15(100.0)	111(21.4)	
<b>Physical working conditions.</b>						
Low work stress	42(87.5)	310(85.4)	54(63.5)	01(4.5)	407(78.6)	$\chi^2=95.351$ df=3 p<0.001
High work stress	06(12.5)	53(14.6)	31(36.5)	21(95.5)	111(21.4)	
<b>The way department run.</b>						
Low work stress	48(87.3)	311(85.7)	44(56.4)	04(18.2)	407(78.6)	$\chi^2=83.757$ df=3 p<0.001
High work stress	07(12.7)	52(14.3)	34(43.6)	18(81.8)	111(21.4)	
<b>The way abilities are used.</b>						
Low work stress	48(85.7)	303(86.8)	50(56.2)	06(25.0)	407(78.6)	$\chi^2=83.211$ df=3 p<0.001
High work stress	08(14.3)	46(13.2)	39(43.8)	18(75.0)	111(21.4)	
<b>The interest and skill involved in job.</b>						
Low work stress	45(83.3)	292(84.1)	65(67.7)	05(23.8)	407(78.6)	$\chi^2=51.273$ df=3 p<0.001
High work stress	09(16.7)	55(15.9)	31(32.3)	16(76.2)	111(21.4)	

\*Percentage in parenthesis

## Discussion

A set of variables were general exploration to rate the job satisfaction of the respondents. A high proportion of respondents were found to be satisfied or highly satisfied in regards to work prospects (61.4%), people they worked with (86.5%), physical working conditions (79.4%), the way their department was run (80.7%), the way their abilities were used (78.2) and their interest and skill involved in their job (77.4%). A marginal majority (56.7%) were dissatisfied or very dissatisfied in regards to their salary. A study by Mathews<sup>19</sup> in 2013 revealed that only 7% of the nurses of Kerala were satisfied with the pay. Similarly, 60% of the nurses of Maharashtra were not satisfied with their existing salary and benefits, 66% of the nurses were interested in training for new skills and 60% desired more training for their present job<sup>20</sup>. Whereas most nurses in the USA were satisfied with their jobs, with 29% highly satisfied and 64% generally satisfied with only 7% dissatisfied<sup>21</sup>. In general, nurses of West Greece reported the most unfavourable psychosocial environment in terms of job satisfaction. A strong negative relationship has been found between nurses' occupational stress and job satisfaction and it has also been reported that growing occupational stress results in increasing turnover rate and causes more and more nurses to leave the nursing profession<sup>22</sup>. A low level of satisfaction was found in Icelandic nurses in regards to salary and opportunities for promotion<sup>23</sup>. Around 60% pharmacists of Bangladesh and Northern Ireland reported a moderate level of job satisfaction in comparison to 90% consultant pharmacists of North Carolina<sup>24-26</sup>.

In the current study, it was observed that higher the level of dissatisfaction in regards to the parameters of job satisfaction higher was the prevalence of stress (p<0.05). More than one-third of pharmacy technicians in North Carolina were often/frequently stressed because of lack of job advancement opportunities, and 60% because of inadequate pay<sup>26</sup>. The working condition (67.9%) was found as a source of job stress among Malaysian nurses<sup>27</sup>. Organizational stress was negatively and significantly related to job satisfaction. It could be concluded that health professionals of the regional countries were less satisfied with their pay and benefits in comparison to Europe and United States<sup>6</sup>. A greater proportion of the respondents admitted that they were not at all to moderately worried (84.2%) about losing their job in the present study. Higher the proportion of feeling worried about losing their job higher was the prevalence of stress (p<0.05). Kane observed among the nurses in Maharashtra that most of them have a permanent employment status; therefore, the stress of job insecurity does not affect them<sup>20</sup>. Many researchers have established job security as a mediator of job satisfaction; absence of which initiates stress<sup>28-30</sup>. The most consistent and significant stressors that distinguished physicians were working for long hours and threat of job loss<sup>31</sup>.

## Conclusion

Professional uniqueness contributes significantly to job satisfaction with the origination of stress. Both the issues subsidise to the performance of individual as well as the organization. It was outlined that particular improvements in work-life can be materialized through scientific planning, maintenance and optimization, valuation of human resources and necessary organizational support. It is eminent to ensure job satisfaction among the employees with the aim of achieving organizational goal.

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