

JOB SATISFICATION AND PERFORMANCE: A COMPARATIVE STUDY OF PRIVATE AND PUBLIC SECTOR HOSPITALS

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Abstract

Job satisfaction is a measure to gauge the performance of an individual at the work place. There are different methods to measure the satisfaction level. One of them is the collection of response on extrinsic or intrinsic factors or both from doctor through questionnaires. However, this study focus only on measuring the effect of extrinsic factors on the level of job satisfaction and performance, The present study was planned to judge the job satisfaction level of Khyber Pakhtoonkhawah province of Pakistan. Total of 113 doctors from public and private hospitals of Peshawar were questioned. The questionnaire included questions on the areas such as; pay, work load, leadership, communication, work place cooperation, promotion policy and native station, burden of job, interference and overall satisfaction from the job.

Key words: Job satisfactions, extrinsic factors, Doctors, Peshawar, Khyber Pakhtoonkhawah, Pakistan

Satisfaction of a person from the job is regarded as one's feelings or state-of-mind regarding the nature of the work. There is no strong acceptance among researchers that increased job satisfaction produces improvement in the performance, but in fact, improved job satisfaction can sometimes decrease the performance. Therefore, according to Locke (1976) Job satisfaction is a state of feeling while performing the duty. Job satisfaction is influenced by a variety of factors e.g. the nature of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment of their work etc. Some of the employees become dissatisfied due to long working hours and get exhausted because of over work. On the other hand, some become satisfied by just knowing that

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they are helping the others. Job satisfaction or otherwise of a person can be judged by various parameters. There are varying levels of satisfaction which are based on salary, promotion, allied benefits etc. Job satisfaction is a multidimensional phenomenon, as most of the organizations have taken into consideration the issues related to work and life and they have been trying their best to take care of their employees by separating work from life. (Arches, 1991 & Adams *et al.*, 1996). It is important to know that there are different kinds of factors which influence overall job satisfaction of a worker. The level of satisfaction from the job of a person is a combination of the effect of intrinsic and extrinsic factors.

It is important to note that job satisfaction has a tenuous correlation to the performance of a person. (Judge *et al.*, 2001). Further, it has been found that the satisfaction and performance of an individual depends on the nature of job, which is multidimensional. Job dissatisfaction also has some relationship with the desire to quit from the workplace and is also an indicator of the satisfaction of an individual from the job. (Wada *et al.*, 2009). Some research has shown that desire to leave the duty place can be related to the performance (Krishan & Singh, 2010). In short the satisfaction and productivity may be influenced by a number of factors that's why it is narrated that a happy worker is a more productive. The personality of the head of the institution may have some influence on the performance of subordinates (Bowling, 2007). The relationship between job satisfaction and performance is the result of interaction of the personality of heads and subordinate, so the level indicates how much an individual is satisfied with the job. Job satisfaction is linked with other factors like design, aims, performance and nature of job. Other influencing factors on satisfaction are the style, culture, involvement and empowerment of employees and autonomy in work.

When one looks at the work-life level of a medical professional, it becomes very obvious that the duty performance of such persons have enormous effects on their private life (Scholarios and Marks, 2004). Where as Ramsay (1999) says that the doctor has no emotions and is fully committed to the work. His / her work and non work activities can not be separated from one another and are intermingled (Blod & Wolfe, 1960 and Piotrkowski, 1979). Job insecurity may have negative effects on out come of an individual (Larsons *et al.*, 1994, Fingegold *et al.*, 2002). The role and impact on physicians' health, sickness, and working conditions was noticed by (Aasland *et al.*, 1997 & Halvorsen *et al.*, 2003). A study on Norwegian doctors' was done and it was found that the personality may not have an impact on the job performance. Whereas in contrary (Kinzl *et al* (2005) has reported that businessmen have better job performance because of social interaction. It all depends on the type of job and personality and quality of work. One who has no social interaction wit others will probably be less satisfied from job and will exhibit lower performance (Shetty & Bhattacharya, 2007).

The dissatisfaction of doctors from job has a direct effect on medical care (Hass *et al.*, 2000, Dimatteo *et al.*, 1993) which can lead to reduction in the quality of treatment. The low level of satisfaction and high stress are not good for doctors as these conditions may lead to various affect and reduce quality and quantity of performance (Kaur *et al.*, 2009, Janus *et al.*, 2007). According to a recent survey on the doctors in U.S. dissatisfaction from job was noted more amongst in all ages irrespective of their income. A tendency of increasing dissatisfaction (45%) was observed (61%). The welfare of the workers by an organization is considered to be good for workers and they try to produce best results (Christina, 1996, Scholarios & Marks, 2004). This phenomenon is very important while handling the professional workers (Scandura., 1997). When we look at the commitment of a doctor (Ramsay, 1999), it is very hard to separate work from non-work activities. Blood and Wolfe (1960) and Piotrkowski (1979) say that duty and life are mixed for a professional (Spreitzer, 2002) and many other factors like turnover and absenteeism (Scandura & Lankau, 1997 and Dex & Scheible, 1999). Negative attitude about work, emotional state adversely affect organizations with low out come (Wright & Cropanzano, 1998).

There is no denying the literature that the issue of job satisfaction of medical practitioners/physicians has long been in debate throughout the world but the issue remained dormant in the countries like Pakistan. Therefore, a dire need was felt to study and gauge the relationship between job satisfaction and performance among the doctors of public and private hospitals.

Research Question / Hypotheses:

Foregoing in view, the study was aimed to observe and compare the level of Job Satisfaction among doctors of the public and private hospitals and to find out relationship between Job Satisfaction and doctors' performance. The research was de-limited to the hospitals of Peshawar district of the province of KPK, Pakistan with focus on the following hypotheses.

Hypotheses of the research were based on the presupposition that there is a significant correlation amongst Job satisfaction, performance and the extrinsic factors like pay, work conditions, Operating conditions, Co-workers, Nature of work, Communication and leadership style.

Research methodology:

The research was a kind of survey based on primary responses by the doctors of all the Public and Private Hospital / Clinics as shown in the table No.1 below. The District Headquarter Hospitals (DHQ) and Military Hospitals (CMH/MH) were considered as public sector hospitals and randomly picked four hospital/clinics of the city were considered as private hospital. A total of six hospitals were used as model hospitals from public and private sector for the purpose of this research and of which 113 Doctors were requested to fill the desired questionnaire.

Table no.1: List of the Public and Private Hospital

Sr. #	PESHAWAR BASED HOSPITALS		NO DOCTORS	OF
	PUBLIC HOSPITAL	PRIVATE HOSPITAL		
1	CMH		22	
2	DHQ		37	
3		UMER CLINIC		16
4		KHYBER HOSPITAL		21
5		HEALTH CARE		11
6		HEART HOSPITAL		06
	TOTAL:		59	54

A self-designated questionnaire covering the desired areas of the study regarding job satisfaction was prepared (see Annexure-A). To have data from all the brackets of life, the said questionnaire was randomly distributed in the doctors of the hospital under study, on the basis of age, gender, and geographical distribution. Questions were revolving around the prevalence of extrinsic factors of job satisfaction and their directional impact on the performance of doctors. The extrinsic factors include:

- Pay package
- Working conditions
- Promotion policies
- Role of the Hospital Administration
- Cooperation from the colleagues
- Communication among staff members
- Interferences from the stake holders.

Data Analyses

TABLE-1: THE DETAILS OF GENDER, AGE GROUP AND RESPONSES OF THE DOCTORS OF PUBLIC AND PRIVATE HOSPITALS OF PESHAWAR

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CATEGORY		PUBLIC HOSPITALS		PRIVATE HOSPITALS		TOTAL PAPANULATION	
MALE		36		21		57	
FEMALE		23		33		56	
TOTAL:		59		54		113	
BELOW 40 YEARS		33		30		63	
ABOVE 40 YEARS		26		24		50	
TOTAL:		59		54		113	
RESPONSE ON EXTRINSIC FACTORS							
Sr. #	DESCRIPTION	PUBLIC HOSPITAL (n=59)		PRIVATE HOSPITAL (n=54)		TOTAL POPULATION (n=113)	
1	Satisfied from the Pay	43N	72.58%	48 N	88.89%	91 N	80.53%
2	Satisfied from the Work Place	38 N	64.41%	39 N	72.22%	77 N	68.14%
3	Fringe Benefits increase performance	46 Y	77.97%	33 Y	61.11%	79 Y	69.91%
4	Role of Working Condition on performance	51 Y	86.44%	29 Y	53.70%	80 Y	70.80%

5	Are Hospital Conditions satisfactory?	21 N	35.59%	39 N	72.22%	60 N	53.10%
6	Does Colleague's Help increase performance?	42 Y	71.19%	27 Y	50%	69 Y	61.06%
7	Does Co-operation increase performance?	39 Y	66.10%	26 Y	48.15%	65 Y	57.52%

Y= Yes N = No

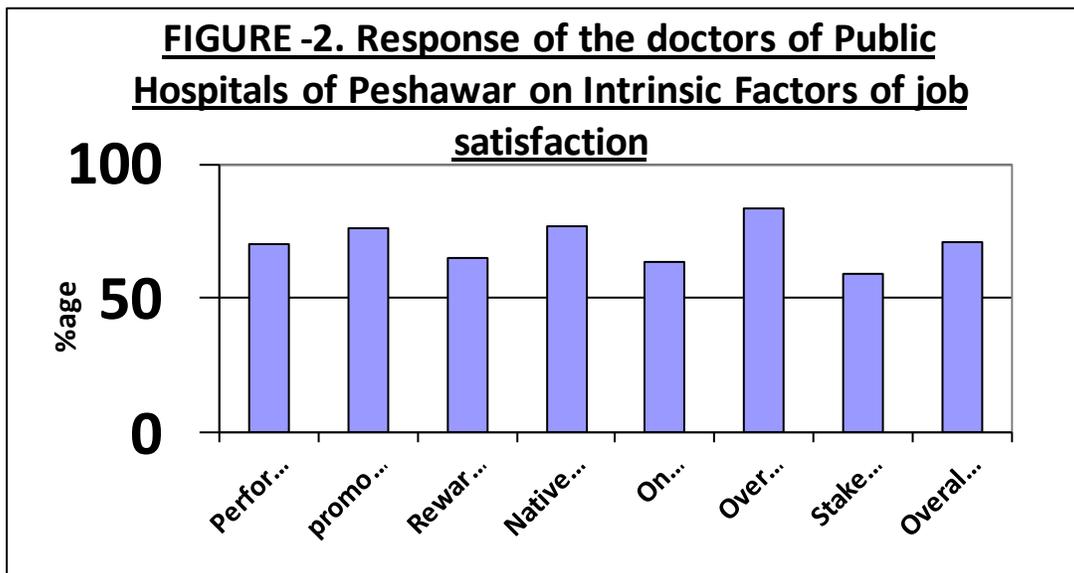
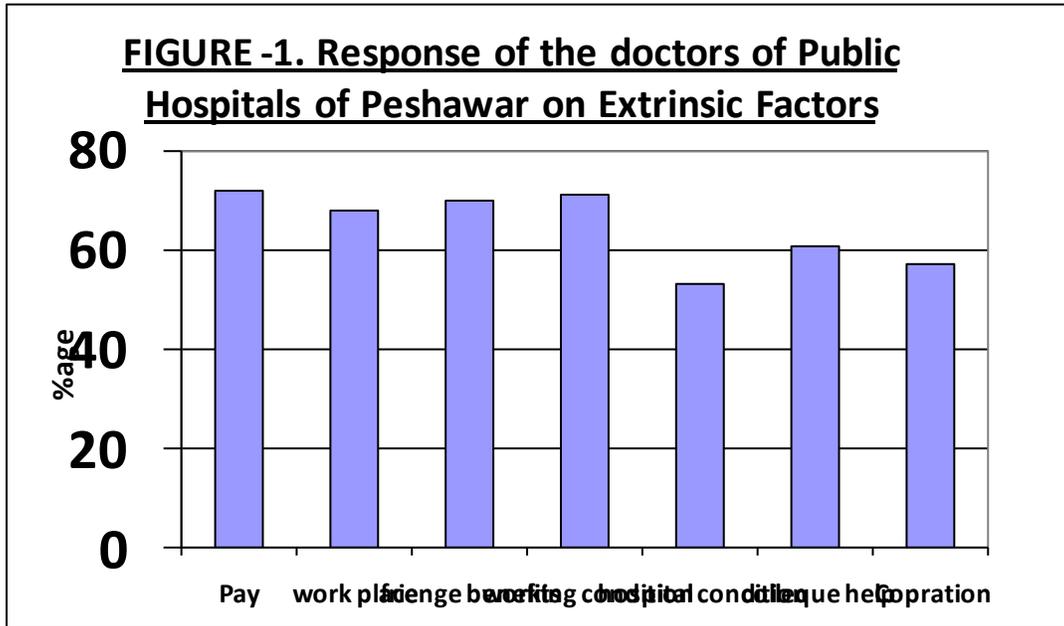
TABLE-2: THE DETAILS OF GENDER, AGE GROUP AND RESPONSES OF THE DOCTORS OF PUBLIC AND PRIVATE HOSPITALS OF PESHAWAR

CATEGORY	PUBLIC HOSPITALS	PRIVATE HOSPITALS	TOTAL PAPULATION
MALE	36	21	57
FEMALE	23	33	56
TOTAL:	59	54	113
BELOW 40 YEARS	33	30	63
ABOVE 40 YEARS	26	24	50
TOTAL:	59	54	113

RESPONSE ON INTRINSIC FACTORS

Sr. #	DESCRIPTION	PUBLIC HOSPITAL (n=59)		PRIVATE HOSPITAL (n=54)		TOTAL POPULATION (n=113)	
8	Does Promotion enhances Performance?	44 Y	74.58%	35 Y	94.81%	79 Y	69.91%
9	Do you agree with the present Promotion Policy	51 N	86.44%	35 N	64.81%	86 N	76.11%
10	Are Reward/Award helpful in increasing job satisfaction	39 Y	72.22%	35 Y	64.81%	74 Y	65.49%
11	Does Posting at Native Station enhance performance?	44 Y	74.58%	43 Y	79.63%	87 Y	76.99%
12	Is On Call Duty done haply	26 Y	44.07%	46 Y	85.19%	72 Y	63.72%
13	Are doctors of your hospital over Burdened?	46 Y	77.97%	49 Y	90.74%	95 Y	84.08%

14	Is there any Interference by Stake Holder	37 Y	62.71%	30 Y	55.56%	67 Y	59.29%
15	Are you Overall Satisfied from your job?	38 Y	64.41%	42 Y	77.78%	80 Y	70.80%



Findings

The research finds that following Extrinsic Factors has influence on the Job satisfaction of doctors and intern at their job performance.

The Level of Satisfaction from Pay: The pay of the doctors working in the public hospitals of Peshawar is not satisfactory in view of 72.58% doctors (43 out of 59). Whereas more dissatisfaction, 88.89%, from their present pay was found in the doctors of private hospitals.

Role of Working Place and Hospital Conditions: A majority of the doctors belonging to both of the public and private hospitals (80/113, 70.80 %) was of the opinion that the overall working conditions of their hospitals are inadequate. Private doctors were found more concerned in this regard, their level of dissatisfaction was at the rate of 72.22% (39/54) against 64.41% dissatisfaction in the doctors of the public hospital (38/59). On the other side, the doctors exhibited an opposite response regarding their view about the role of hospital condition on the performance. Fifty one doctors out of 59, with a ratio of 86.44 %, and 29 out of 54, showing the percentage of 53.70 of public and private hospital doctors respectively were of the opinion that the hospital condition has some role on the performance and job satisfaction.

Effects of Fringe Benefits: A total of 79 (69.91%) out of 113 were in the favour that the fringe benefits increase the performance of a doctor. Of them 46 of 59 (77.97%) were from public hospital & 33 of 54 (61.11%) from private hospitals.

Role Of Colleague Help and Cooperation: While considering the help and cooperation extended from the colleagues while performing the duty, a high ratio of positive response was observed in the doctors from public hospital (71.19% and 66.10%) as compared to 50.00% and 48.15% amongst the private doctors. However, the findings were self contradictory regardless of the fact that doctors working in public sector hospitals were overwhelmingly of the notion that the help and co-operation from co-peers contributes significantly to elevating the job satisfaction level of the doctor. However, the dichotomy in their contention and the reality is evident from the ground facts. Their endorsement of opinion in favour of colleague's co-operation towards job satisfaction sounds unreal in juxtaposition to their practical attitude and approach to avoid volunteer extension of helping hand to the colleagues until it is formally requested.

Role Promotion Policy: Most of the doctors of both categories responded positively to the opinion that rapid promotion has some positive role on the performance of the duty and satisfaction of doctor from the job. They also expressed their concern that the present policy for promotion of the doctors

of public sector hospitals and the procedure existing in the private hospital is not up to the mark. There must be rationalization of the policy to the existing socio-economic conditions.

Overall Satisfaction: Research indicated that the doctor's profession in itself is a potent source of job stress, which in turn, demonstrates that it contributes significantly towards mounting dissatisfaction associated with the profession the findings of research exhibited that the satisfaction level of private and public sector doctor's is negative. 78.78 % and 64 % of the private and public sector doctor's respectively, expressed their contention that their profession plays significant role to derail their satisfaction level. The salient feature of the finding is that approximately 5 % of the doctor's expressed their dejection in categorical terms by saying that if given a chance to select a profession, they would not opt to become doctor.

Interference from Stake Holders: This type of interference sometimes causes hindrance in performing duty. The response of the doctors in this regard was that they are sometimes influenced. Its level was comparatively high in public hospitals (approx 63%) than in private hospital with the rate of approx 55%, with the overall ratio of 59.29%.

Recommendations

To improve the noble profession and to elevate the existing standard up to global standard following suggestion are made.

- The pay of doctors of govt, at least of provincial, hospital should be revised and indexed in conformity with galloping inflationary trends.
- Pay of the private hospital doctors should be made compatible with Govt hospital doctors.
- There should be regular and sufficient recruitment of doctor, this will reduced their burden of duty, which will also reduce a patent source of job stress.
- The hygienic condition should be standardized, especially of private and generally of provincial hospital, military hospital, although need, but to less extend.
- Doctors should be facilitated by posting then at their native station, or comparatively near stations to their homes. If possible and their livelihood should be made compatible by providing fringe benefits like, residence, concession in travelling and utility charges especially to the doctors of the private hospital.

Conclusion

Job satisfaction has been a sort of personal assessment. There are no fix parameters to measure this level materially; different types of barometers have been devised to gauge the satisfaction level which

is different for different jobs depending on the type of the job being performed by an individual. Satisfaction and its level has been found variable which is governed by different matters like personality of a person, salary, working condition, allied benefits, relationship with the colleagues, the degree of freedom to take and implement the decisions and to complete their assigned work, etc. The factors negatively influencing the satisfaction includes, pressure of the job and interference from non professional. Satisfaction may be the feelings or state-of-mind of a person regarding the nature of work being done. Does increased job satisfaction improves the performance is a controversial debate. Some researchers say that satisfaction can sometimes decrease the performance. For example, one could sit around all day and do nothing. That also may make them more satisfied with their work, but their performance certainly didn't improve. Job satisfaction also reflects how much an individual is concerned with the job. The happier people have been reported to be more satisfied from their job. The satisfaction is related to motivation, job design, aims and methods of job. Other factors of satisfaction include the management style, involvement of the employee, empowerment and autonomy at work place. Job satisfaction is a very important attribute which is frequently measured by organizations.

Annexure-A

**QUESTIONNAIRE FOR DOCTORS
JOB SATISFACTION & PERFORMANCE**

PERSONAL INFORMATION

1. Name: _____
2. Age: _____ Gender: _____
4. Name of the Institute from where you passed MBBS: _____
5. Service period (in years): _____
6. Name of the present Hospital you are serving at : _____
7. Is it a teaching hospital? _____

NOTE: Please put a (TICK) for your answer of Yes/No and encircle your strength of response from 1-5.

Q1. Are you satisfied form the pay your are getting?

Yes	No
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1	2	3	4	5
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If above is yes, then to what extent

Low	Med	High
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Q2. After how much service you got 1st promotion (years)? _____

Q3. Do you think the present promotion policy is adequate?

Yes	No
-----	----

1	2	3	4	5
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Q4. Do you think the rapid promotion will satisfy you and enhance your performance?

Yes	No
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1	2	3	4	5
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Q5. Under what kind of environment you would prefer to work in?

1. Independent
2. Under supervision
3. If under supervision to what extent.

Routine	Average	strict
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Q6. Do you think fringe benefits increase the performance?

Yes	No
-----	----

1	2	3	4	5
---	---	---	---	---

Q7. Are you satisfied from the working condition of your hospital?

Yes	No
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1	2	3	4	5
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Q8. In your opinion, does the working condition play some role in

Yes	No
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performance?

If yes, to what level?

Low	Med	High
-----	-----	------

Q9. What role, rewards have on performance?

- Always negative

Yes	No
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- Always positive

Yes	No
-----	----
- Has no role

Yes	No
-----	----

- Variable

Yes	No
-----	----

Q10. How many of your colleagues help you in dispensing your duty?

No	Minutely	On request	Voluntary
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Q11. Is there any role of cooperation from colleagues on performance?

Yes	No	1	2	3	4	5
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Q12. Are the doctors of your hospital over burdened?

Yes	No
-----	----

If yes, to what extent?

Low	Med	High
-----	-----	------

Q13. Does posting at native city play any role in enhancing performance?

No	Positive	Negative
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Q14. Do you perform “on call duty” happily?

Yes	No	1	2	3	4	5
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Q15. Is your duty influenced by someone? If yes, then by whom.

Yes	No
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- a. Your senior

Yes	No
-----	----
- b. Politician

Yes	No
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- c. Government

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officials

Yes	No	1	2	3	4	5
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Q16. By and large, are you satisfied from your job.

Suppose, you are asked once again to choose a profession, will you select this profession again?

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