

AN ASSESSMENT OF THE LEVEL OF JOB SATISFACTION  
AMONG RESIDENT DOCTORS WORKING AT A MULTI  
SPECIALITY TERTIARY CARE TEACHING HOSPITAL OF  
NORTH INDIA

Yudhvir Singh Kotwal, Post Graduate\*

Ghulam Hassan Yattoo, Assistant Professor\*

Abdul Hakim, Senior Resident\*

Rehana Khurshid, Senior Resident\*

---

**Abstract**

**Background:** Brain drain is one of the causes of shortage of doctors in India and knowing which facets of resident doctor's job provide satisfaction and which dissatisfy them is important in forming strategies for retaining them in country. Based on this assumption, the focus of this study was to assess the level of job satisfaction among resident doctors working at Sher-i-Kashmir Institute of Medical Sciences Srinagar (J&K), India.

**Material and Methods:** A cross sectional study was conducted between 1<sup>st</sup> February 2013 to 31<sup>st</sup> March 2013 at Sher-I-Kashmir Institute of Medical Sciences Srinagar using a pre-structured questionnaire to determine the level of job satisfaction among resident doctors. Descriptive statistics were utilized to analyze the data.

**Results:** The general level of job satisfaction in resident doctors was 38.8%. Most (61%) of them had low level of job satisfaction, some (26.4%) had average level of job satisfaction, and only few (12.6%) had high level of job satisfaction. Most of the resident doctors were satisfied

---

\* Department of Hospital Administration, Sher-i-Kashmir Institute of Medical Sciences, Srinagar, Jammu & Kashmir, India- 190010

with their interpersonal relationships with colleagues (97.8%), patients (67.9%), seniors (65.8%), and subordinates (56.7%) but least were satisfied with their salary (6.5%), workload (9.1%) and working hours (9.5%).

**Conclusions:** The general level of job satisfaction among the resident doctors working in a multispecialty tertiary care teaching hospital was low (38.8%) mainly due to low salaries, increased work load and increased working hours.

**Keywords:** cross-sectional study; job satisfaction; resident doctors

## Introduction

Job satisfaction is the feeling a worker has about his job [1]. It is the degree to which people like their jobs [2]. It is some times defined as an affective and emotional response to various facets of one's job [3]. It denotes the difference between the rewards employees receive and the reward they believe they should receive. The higher this discrepancy, the lower will be the job satisfaction [4]. In the absence of a single causal theory, the prevailing view is that job satisfaction is jointly determined by characteristics of the individual and by characteristics of the job and work organization [5, 6, 7]. Some of the factors contributing to high levels of employee satisfaction have been identified as: supportive colleagues, supportive working conditions, mentally challenging work and equitable rewards [8]. In healthcare setting, greater physician satisfaction is associated with appropriate prescribing practices, patient adherence and greater patient satisfaction [9, 10]. Various studies have established that dissatisfaction with one's job may result in higher employee turnover, absenteeism, tardiness and grievances. Improved job satisfaction, on the other hand, results in increased productivity [11]. Few studies have been undertaken to assess the level of satisfaction among resident doctors. Therefore, knowing which parts of job resident are satisfied or dissatisfied with is important in forming strategies for retaining them in the country and obtaining maximum output from them. Based on this background, the present study was carried out to assess the level of job satisfaction among resident doctors working at Sher-I-Kashmir Institute of Medical Sciences Srinagar (J&K), India.

## Materials and Methods

A cross sectional study was conducted between 1<sup>st</sup> February 2013 to 31<sup>st</sup> March 2013 at Sher-I-Kashmir Institute of Medical Sciences Srinagar to determine the level of Job satisfaction among resident doctors working at a multi speciality tertiary care teaching hospital. Sher-I-Kashmir Institute of Medical Sciences Srinagar. The subjects of the study were the 425 resident doctors (160 Senior Residents, 35 Junior Residents and 272 Post Graduate) working at Sher-i-Kashmir Institute of Medical Sciences, Srinagar which is the only multispecialty tertiary care teaching of Jammu & Kashmir. All the other doctors including teaching faculty was excluded from the study. An English language, pre-structured self-administered questionnaire containing a set of questions developed with the help of literature review was used as a tool to collect data. The pre-structured questionnaire used in the study consisted of two sections, namely section 'A' and 'B'. The section 'A' consisted of questions seeking the socio-demographic data (age, gender, marital status, designation etc.) of the subjects under study and section 'B' consisted of fifteen questions related to job satisfaction items (salary, opportunities for growth & career, nature of the work, workplace environment, work load, work relationships, etc.) with affirmative and negative options. A scoring system was developed to estimate the level of knowledge in which a score of 'one' and 'zero' was awarded for affirmative and negative reply respectively. The total score of section 'B' was 15. For the purpose of this study a score of < 6, 6-10, and >10 was considered as low, average and high satisfaction respectively. The questionnaires were distributed among all the 425 resident doctors working in Sher-i-Kashmir Institute of Medical Sciences Srinagar who were required to indicate their agreement or disagreement by responding in the affirmative or negative. Participants were informed about the study objective, procedure and the purpose for which data was being collected. Absolute confidentiality of data was assured to the participants and ensured by personally distributing and collecting the distributed questionnaire after two weeks. Two reminders, with an interval of two weeks, were given to the non-respondents. Descriptive statistics were used to analyze the results and conclusions were drawn.

## Results

Out of 300 distributed questionnaire forms, only 231 complete questionnaires were received from resident doctors which constitutes about 77% response rate [Fig 1]. Results of demographic characteristics showed that average age of the residents under study was 28.8 years with maximum age of 40 years and minimum age of 24 years. Most (76.2%) of resident doctors who responded were in age group of 26-30 years, 87.9% were males, 66.2% were married, 74.4% were MBBS, and 69.3% were postgraduates [Table 1]. A total score of 1346 was obtained out of maximum expected score of 3465 (231 residents x 15 items) which that indicated that the general job satisfaction level of the resident doctors was 38.8% [Fig 2]. Most of the resident doctors were satisfied with their interpersonal relationships with colleagues (97.8%), patients (67.9%), seniors (65.8%), and subordinates (56.7%). About three fourth (77.1%) of the residents don't intend to leave their medical profession. Resident doctors were least satisfied with salary (6.5%), workload (9.1%) and working hours (9.5%) [Table 2]. Most (61%) of them had low level of job satisfaction, some (26.4%) had average level of job satisfaction, and only few (12.6%) had high level of job satisfaction [Table 3]. The results showed that irrespective of age, gender, marital status, qualification or designation most of the resident doctors had a low satisfaction level, some have an average level of satisfaction and negligible had high level of satisfaction [Table 4].

## Discussion

Studies have concluded that job satisfaction is a multi-dimensional phenomenon where it is not easy to assign one factor as the sole determinant of satisfaction/dissatisfaction with the job [12]. In our study the general job satisfaction level of the resident doctors was 38.8%. The most important factors contributing towards job satisfaction of resident doctors in the present study was their interpersonal relationships with colleagues (97.8%), patients (67.9%), seniors (65.8%), and subordinates (56.7%). This study also concludes that the most important factors contributing towards job dissatisfaction were salary (6.5%), workload (9.1%) and working hours (9.5%). This indicates that interpersonal relationships contribute a lot in the job satisfaction of the resident doctors where as low salary, increased workload and increased number of working hours contributes in their dissatisfaction. Our findings also suggest that most of the residents like their do not want to leave their medical profession (77.1%) but they can leave the Institute if they get

better options [Table 2]. Our results agree with that of a similar study conducted in teaching hospitals of Karachi which reported that 68% of the doctors working were not satisfied with their jobs [13]. Another similar study concluded that most of the doctors in all ranks and with different qualifications were not found satisfied with their job due to lack of proper service structure and low salaries [14]. A study by Chopra and Singh [15] in India found that the percentages of doctors who were moderately satisfied, just satisfied and not at all satisfied were 12 (30%), 16 (40%) and 11 (27.5%) respectively which is also in agreement with our study. However there are other studies which are in contrast to our study. A study by Madaan N (2008) in the teaching tertiary health care center in Delhi concluded that 69.5% of doctors were satisfied with their jobs [16]. Another study conducted in 1998 on Norwegian [17] doctors challenged the general impression of unhappy doctors as a general and worldwide phenomenon and claimed that most Norwegian doctors are happy and seem to have enjoyed an increasing level of life and job satisfaction rather than a decline over the last decade. Similar study in Turkey, Kuwait [18] has also shown that nearly 2/3rd of their working population of doctors is content with their work place. Although it is difficult to generalize that doctors are satisfied or dissatisfied but their satisfaction depends upon a number of factors known and unknown, internal or external. So far our study is concerned it is suggested that the grievance of the resident doctors must redressed and their opinion must be taken into consideration before a decision is taken with regard to their salary, work load and working hours. To stop brain drain it will be in the interest of the country to enhance the salaries, reduce the work load and decrease the duration of working time for resident doctors in this institute.

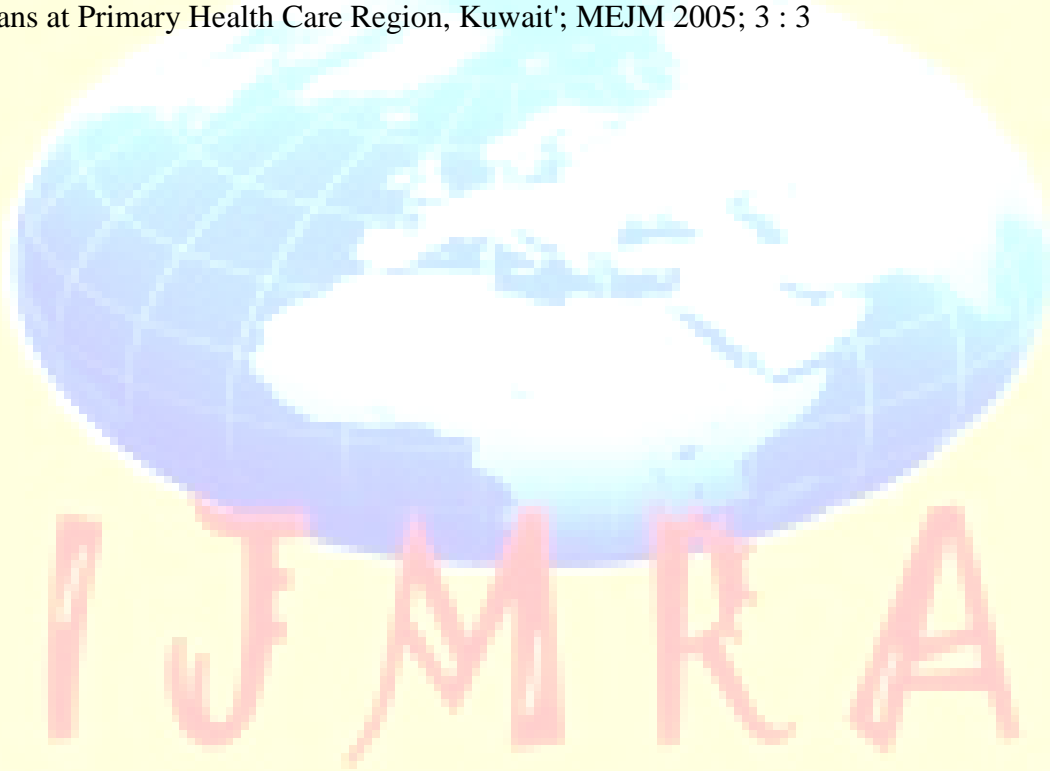
### Conclusion

The general level of job satisfaction in resident doctors was 38.8%. Most (61%) of them had low level of job satisfaction, some (26.4%) had average level of job satisfaction, and only few (12.6%) had high level of job satisfaction. Most of the resident doctors were satisfied with their interpersonal relationships with colleagues (97.8%), patients (67.9%), seniors (65.8%), and subordinates (56.7%) but least were satisfied with their salary (6.5%), workload (9.1%) and working hours (9.5%). About three fourth (77.1%) of the residents do not intend to leave their medical profession.

## References

1. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). The measurement of satisfaction in work and retirement. Chicago: Rand McNally.
2. Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. Thousand Oaks, CA: Sage Publications, Inc.
3. Krietner, R., Kinicki, A. & Buelens, M. (2002). Organizational Behaviour. Second Edition. Berkshire: McGraw-Hill.
4. Robbins, S. (2003). Organizational behaviour. Tenth Edition. New York: Prentice-Hall.
5. Seashore, S.E., and T.D. Taber. Job satisfaction indicators and their correlates. In Albert D. Biderman and Thomas F. Drury (eds.), Measuring Work Quality for Social Reporting, Chap. 5. New York: Sage, 1976.
6. Kahn, R.L. The meaning of work. In A. Campbell and P.E. Converse (eds.), The Human Meaning of Social Change, pp. 159-203. New York: Sage, 1972.
7. Locke, E. The nature and causes of job satisfaction. In M.D. Dunnette (ed.), Handbook of Industrial and Organizational Psychology, pp. 1297-1349. Chicago: Rand McNally, 1976.
8. Locke, E. (1983). The nature and causes of job satisfaction. In Handbook of Industrial and Organizational Psychology. New York: J.Wiley & Sons.
9. Buchbinder SB, Wilson M, Melick CF, Powe NR. Estimates of costs of primary care physician turnover. Am J Manag Care. 1999; 5: 1431-8.
10. Haas JS, Cook EF, Puopolo AL, Burstin HR, Cleary PD, Brennan TA. Is the professional satisfaction of general internists associated with patient satisfaction?. J Gen Intern Med. 2000; 15: 122-8.
11. White, A.W. (2000). Job satisfaction and professional development of health information, administration faculty. Journal of Allied Health, Vol. 29: 129-137.
12. Chaudhury S, Banerjee A. Correlates of Job Satisfaction in Medical Officers. MJAFI 2004; 60 (4) : 329-332
13. Khuwaja AK, Qureshi R, Andrades M, Fatmi Z, Khuwaja NK. Comparison of job satisfaction and stress among male and female doctors in teaching hospitals of Karachi. J Ayub Med Coll Abbottabad 2004; 16(1): 23-27.

14. Ghazali SSA, Shah IA, Zaidi SAA, Tahir MH. Job satisfaction among doctors working at teaching hospital of Bahawalpur, Pakistan. J Ayub Med Coll Abbottabad 2007; 19(3): 42-45.
15. Chopra G, Singh G. A study of job satisfaction among doctors in ESI corporation, Delhi. Hospital Administration 1992;29:30-6.
16. Madaan N. Job Satisfaction among Doctors in a Tertiary Care Teaching Hospital. JK Science 2008; 10 (2): 81-83.
17. Nylenna M, Gulbrandsen P, Ford R, et al. 'Unhappy doctors? A longitudinal study of life and job satisfaction among Norwegian doctors 1994-2002' . A survey report.
18. Al-Eisa I S, Al-Muttar M S, Al-Abduljalil H K. 'Job satisfaction of Primary Health Care Physicians at Primary Health Care Region, Kuwait'; MEJM 2005; 3 : 3



**TABLES**

**Table 1. Showing demographic characteristics**

Characteristic		Frequency	Percent
Age (Years)	<26	13	5.6
	26-30	176	76.2
	31-35	29	12.6
	>35	13	5.6
Gender	Male	203	87.9
	Female	28	12.1
Marital status	Married	78	33.8
	Unmarried	153	66.2
Qualification	MBBS	172	74.4
	MD/ MS/ PG Diploma	41	17.8
	DM/MCh/PhD	18	7.8
Designation	Junior Resident	12	5.2
	Post Graduate	160	69.3
	Senior Resident	59	25.5



**Table 2. Showing satisfaction with job characteristics**

Characteristic	Resident doctors satisfied	
	n	%
Satisfaction with salary	15	6.5
Satisfaction with the opportunities	55	23.8
Satisfaction with the nature of the work	83	35.9
Satisfaction with the work load	21	9.1
Satisfaction with number of working hours	22	9.5
Satisfaction with working environment	48	20.8
Satisfaction with the relationship with seniors	152	65.8
Satisfaction with the relationship with colleagues	226	97.8
Satisfaction with the relationship with subordinates	131	56.7
Satisfaction with the relationship with patients	157	67.9
Satisfaction with the job security	42	18.2
Satisfaction with the equipment facility	64	27.7
Satisfaction with the Research facility	80	34.6
Don't intend to leave medical profession	178	77.1
Don't intend to leave SKIMS	72	31.2

**Table 3. Showing level of job satisfaction**

	Level of satisfaction		
	Low (Score <6)	Average (Score 6-10)	High (Score >11)
n	141	61	29
%	61	26.4	12.6

**Table 4. Showing association of characteristics with the level of job satisfaction**

Characteristic		Level of satisfaction					
		Low		Average		High	
		(Score <6)		(Score 6-10)		(Score >11)	
		n	%	n	%	n	%
Age (Years)	<26	7	3	5	2.2	1	0.4
	26-30	113	48.9	53	22.9	10	8.7
	31-35	25	10.8	4	1.7	0	0
	>35	9	3.9	4	1.7	0	0
Chi square=7.537, df=11, p-value=0.7545							
Gender	Male	123	38.3	51	23.4	29	12.6
	Female	18	7.8	10	4.3	0	0
Chi square=5.100, df=5, p-value=0.4038							
Marital status	Married	49	21.2	17	7.4	12	5.2
	Unmarried	92	39.8	49	21.2	12	5.2
Chi square=4.782, df=5, p-value=0.4431							
Qualification	MBBS	98	42.4	53	22.9	21	9.1
	MD/MS/ PG Diploma	34	14.7	5	2.2	2	0.9
	DM/ MCh /PhD	9	3.9	5	2.2	4	1.7
Chi square=11.628, df=8, p-value=0.1686							
Designation	Junior Resident	4	1.7	5	2.2	3	1.3
	Post Graduate	96	41.6	43	18.6	21	9.1
	Senior Resident	41	17.7	13	5.6	5	2.2
Chi square=6.031, df=8, p-value=0.6438							

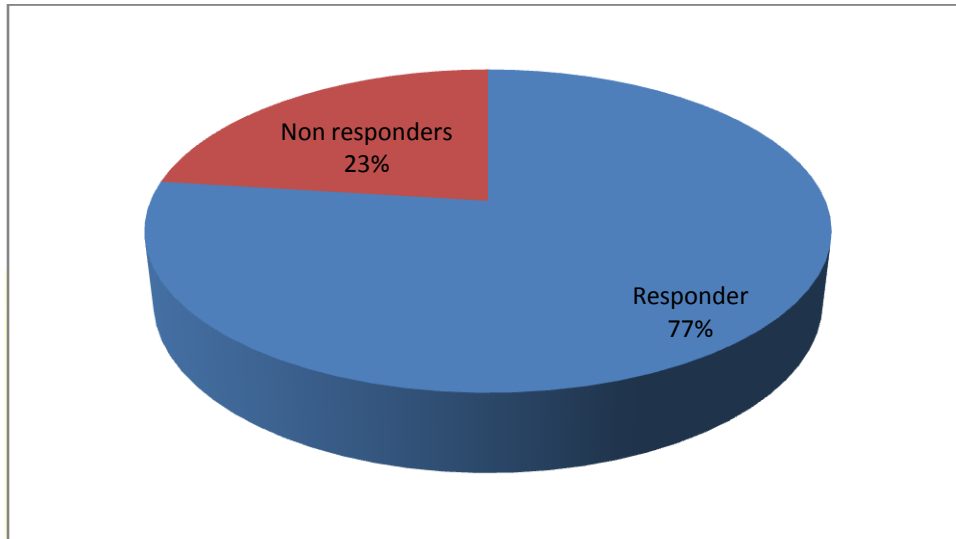


Fig 1. Showing response rate of resident doctors

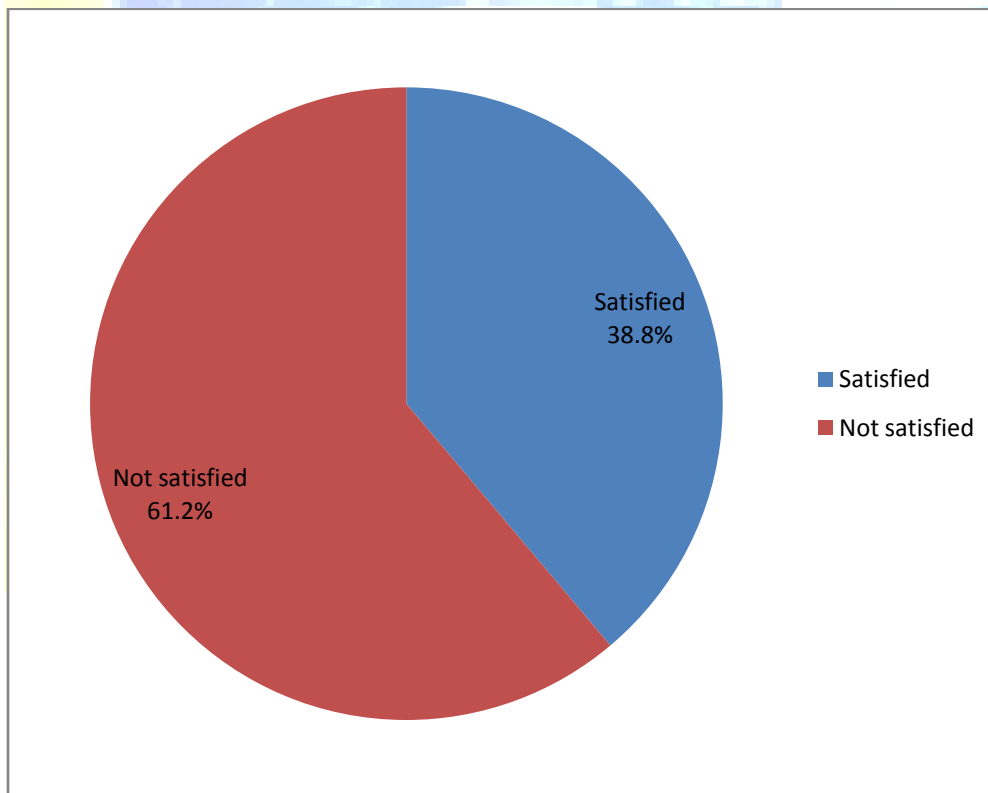


Fig 2. Showing general level of job satisfaction among resident doctors.