

A COMPARATIVE STUDY OF THE LEVEL OF JOB  
SATISFACTION AMONG RESIDENT DOCTORS &  
NURSES WORKING AT A TERTIARY CARE TEACHING  
HOSPITAL OF JAMMU & KASHMIR

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**Abstract**

**Background:** The issue of job satisfaction among resident doctors and nurses can never be ignored because of their significant role in maintaining the basic purpose of the hospitals and health care delivery system. Knowing the level of satisfaction with their job facets is important in forming strategies for retaining them in an organization. Based on this assumption, the focus of this study was to assess the level of job satisfaction among resident doctors and nurses.

**Material and Methods:** A cross sectional study was for assessing level of job satisfaction of resident doctors and nurses was conducted at Sher-I-Kashmir Institute of Medical Sciences Srinagar (J&K) administering a pre-structured questionnaire by simple random sampling methodology.

**Results:** The level Job satisfaction among resident doctors (38.8%) was lower than that of nurses (68.1%). Most of the resident doctors and nurses were satisfied with interpersonal relationship

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with colleagues, patients, seniors and subordinates. Few resident doctors were satisfied with their salary (6.5%), workload (9.1%), and number of working hours (9.5%) whereas majority of nurses were satisfied with their salaries (100%), and working hours (53.9%).

**Conclusions:** The level of job satisfaction among resident doctors and nurses in present study was 38.8% and 68.1% respectively. Majority (61%) of resident doctors have low level of job satisfaction indicating urgency of human resource management strategies to improve their contentment to contain brain drain.

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

## Introduction

Organization comprises of people who are interested to work in those organization as well as the services where they get more satisfaction. Job satisfaction is good for not only employees but employers too as cost of training and recruiting are more than cost of retaining the employees. Job satisfaction is an important issue in health care services as it is one of the important factors in attracting and retaining human resource for a successful healthcare delivery system. 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 [1]. It is impossible to identify the universal meaning or definition of job satisfaction. Robbins et al. [2] define job satisfaction as "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. Howard [3] defines Job satisfaction as the "positive personal perception toward work or work experiences" whereas Kreitner et al [4] defines it as an "affective and emotional response to various facets of one's job". 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]. Job satisfaction results from the perception that one's job fulfils or allows the fulfillment of one's own important job values, providing and to a degree that those values are congruent with one's needs [8]. It is a very popular social-psychological- managerial term and has been measured both globally (i.e. overall satisfaction) and dimensionally (e.g. salary, interpersonal relations, professional opportunities and organizational practices) [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]. In a healthcare setting, employee satisfaction has been found to be positively related to quality of service and patient satisfaction [12].

The issue of job satisfaction among resident doctors and nurses can never be ignored because of their significant role in maintaining the basic purpose of the hospitals and health care delivery system. Knowing which facets of job they are satisfied or dissatisfied with is important in forming policies and strategies for retaining them in an organization. Few studies have been conducted in India to assess the comparative level of job satisfaction among doctors & nurses in India. We could not find any data regarding the level of job satisfaction among doctors or nurses in Jammu & Kashmir state. Based on this assumption, the focus of this study was to assess comparative level of job satisfaction among resident doctors and nurses working at a multi speciality tertiary care teaching hospital of Jammu and Kashmir.

### **Materials and Methods**

A cross-sectional study was conducted for a period of four months between 1<sup>st</sup> February to 31<sup>st</sup> May 2013 at Sher-I-Kashmir Institute of Medical Sciences Srinagar which is the only public sector multi speciality tertiary care teaching hospital in Jammu & Kashmir. The 532 resident doctors and 496 nurses working in Sher-I-Kashmir Institute of Medical Sciences Srinagar were

the subject of the study. The nurses working on supervisory posts and doctors working as teaching faculty & doing internship were 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, etc) of the subjects under study and section 'B' consisted of fifteen multiple-choice questions related to Job satisfaction items (salary, opportunities for growth & career, nature of the work, workplace environment, work load, work relationships, working hours, job 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. Identical questionnaire were distributed among fifty percent (266 out of 532 resident doctors and 248 out of 496 nurses) of the subjects under study by simple random method to ensure a good sample size. The participants were required to indicate their agreement or disagreement by responding in the affirmative or negative. They 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. The data was collected from subjects after two weeks. Two reminders, with an interval of two weeks, was given to the non-respondents. The complete questionnaire forms received were analyzed using descriptive statistics and conclusions drawn.

## Results

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The response rate among resident doctors and nurses was 86.84% and 97.98% respectively [Table 1]. Results of demographic characteristics showed that the average age was 28.8 years (range of 24 to 40). Similarly, the average age among nurses was 38.8 years (range 24 to 55). Most (76.2%) of the resident doctors under study were between age of 26 to 30 years of age and majority (49%) of the nurses were of more than 35 years of age. Most (87.9%) of resident doctors under study were males whereas most (92.6%) of the nurses were females. Majority (66.2%) of the resident doctors under study were unmarried whereas most (72.8%) of the nurses were married [Table 2]. Out of maximum expected score of 3465 only 1346 score was achieved which amounts to 38.8% of job satisfaction level among resident doctors. Among nurses, out of maximum expected score of 3645 only 2481 score was achieved which indicates a job satisfaction level of 68.1% among the nurses. Majority of the resident doctors and nurses were satisfied with interpersonal relationship with colleagues (97.8% Vs 97.9%), patients (67.9% Vs 93.4%), seniors (65.8% Vs 93.8%) and subordinates (56.7% Vs 97.9%). Most of the resident doctors and nurses do not intend to leave their profession (77.1% Vs 85.5%). Contrasting picture was obtained among resident doctors and nurses regarding satisfaction with salary (6.5% Vs 100%), workload (9.1% Vs 23.5%), and working hours (9.5% Vs 53.9%), working environment (20.8% Vs 7%). Most of the Nurses (81.5%) do not intend to leave their present institution whereas only one third (31.2%) of the resident doctors want to continue their services in their present institution [Table 3]. Majority (61%) of the resident doctors had low level of satisfaction whereas most of the nurses had average (53.1%) to high (46.9%) level of satisfaction [Table 4].

## Discussion

Perceived over qualification has a negative effect on job satisfaction [13]. In our study the overall job satisfaction level among resident doctors and nurses was 38.8% and 68.1%

respectively, which is possibly due to their qualifications. Obviously, the common factors contributing towards job satisfaction of resident doctors and nurses in the present study was their interpersonal relationship with colleagues, patients, seniors and subordinates. Our findings also suggest that most of the resident doctors and nurses at SKIMS don't intend to leave their profession but most of the resident doctors intend to leave SKIMS if they get better opportunities elsewhere. This may be due to limited job opportunities in Jammu & Kashmir. The resident doctors and nurses differed regarding their satisfaction with the salary, workload and number of working hours, which may be because of the higher expectation of resident doctors who are more qualified than nurses.

Our results are in agreement with a study conducted by Chaudhury and Banerjee [14] that concluded that overall there was a low level of job satisfaction among the medical officers. Our findings are also in agreement with a similar study conducted in the teaching hospitals of Karachi, which reported that 68% of the doctors working were not satisfied with their jobs [15]. Another similar study conducted in Bahawalpur (Pakistan) found 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 [16]. Current study is also in agreement with another study conducted by Chopra and Singh [17] in India that found that the percentages of doctors who were moderately satisfied, just satisfied and not at all satisfied were 30%, 40% and 27.5% respectively.

However, the results of our study are in contrast to a study by Madaan [18] that concluded that 69.5% of doctors were satisfied with their jobs in the teaching tertiary health care center. A study in Al-Madinah Al-Munawwara by Al Juhani and Kishk [19] found job dissatisfaction among nurses (67.1%) was more than physicians (52.4%) which is in contrast to our finding that may be due to different settings and working environment. Another study in Turkey, Kuwait by

Al-Eisa et al [20] have also shown that nearly 2/3rd of their working population of doctors is content with their work place which is also not in agreement with our present study. A cross-sectional study by Sameer-ur-Rehman et al. [21], claimed that 75.6% residents were satisfied with their jobs which is also not in agreement with our study.

The earlier studies and our present study point to the fact that it is not easy to assign one factor as the sole determinant of satisfaction/dissatisfaction with the job and different human resource management policies and strategies are required for retaining the resident doctors and nurses. Various human resource management strategies [22] like setting new challenges, matching employees abilities with responsibilities, inculcating positive thinking, cultivating and motivating them through recognition, inspiring them with rewards, using proper management style, providing conducive environment, providing a good salary package with compensation for work overload and overtime, exploring the economic conditions and priorities of every employee through proper communication channel so that the increments and other financial rewards should meet the employees expectations, job enrichment, designing jobs that motivate, enabling task identity, improving task significance, increasing autonomy, communicating feedback, and providing opportunities to balance their personal and professional lives are required to improve job satisfaction among resident doctors and nurses which may contain the brain drain . Improving job satisfaction among resident doctors and nurses will ultimately leads to the vibrant growth of the hospital by keeping the experienced, trained, talented & skilled resident doctors and nurses with the hospital to achieve competitive environment in today's globally competitive & dynamic era.

## Conclusion

The overall job satisfaction level among resident doctors and nurses in present study was 38.8% and 68.1% respectively. Low level of job satisfaction was observed in majority (61%) of the resident doctors whereas average to high level of job satisfaction was observed in nurses. This indicates urgency of various human resource management strategies and policies to improve the job contentment among resident doctors and nurses to check brain drain to foreign countries and to avoid further human resource for health shortage in the country in general and state in particular.

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**Table 1. Response rate among residents and nurses**

| Resident doctors (n=266) |       |                |       | Nurses (n=248) |       |                |      |
|--------------------------|-------|----------------|-------|----------------|-------|----------------|------|
| Responders               |       | Non Responders |       | Responders     |       | Non Responders |      |
| n                        | %     | n              | %     | n              | %     | n              | %    |
| 231                      | 86.84 | 35             | 13.16 | 243            | 97.98 | 5              | 2.02 |

**Table 2. Demographic characteristics of resident doctors and nurses**

| Characteristic |           | Resident doctor (n=266) |      | Nurses (n=243) |      |
|----------------|-----------|-------------------------|------|----------------|------|
|                |           | n                       | %    | n              | %    |
| Age (Years)    | <26       | 13                      | 5.6  | 21             | 8.6  |
|                | 26-30     | 176                     | 76.2 | 49             | 20.2 |
|                | 31-35     | 29                      | 12.6 | 54             | 22.2 |
|                | >35       | 13                      | 5.6  | 119            | 49   |
| Gender         | Male      | 203                     | 87.9 | 18             | 7.4  |
|                | Female    | 28                      | 12.1 | 225            | 92.6 |
| Marital status | Married   | 78                      | 33.8 | 177            | 72.8 |
|                | Unmarried | 153                     | 66.2 | 66             | 27.2 |

**Table 3. Satisfaction with job characteristics**

| Characteristic | Resident doctors |      | Nurses  |      |
|----------------|------------------|------|---------|------|
|                | (n=231)          |      | (n=243) |      |
|                | Score            | %    | Score   | %    |
| Salary         | 15               | 6.5  | 243     | 100  |
| Opportunities  | 55               | 23.8 | 109     | 44.9 |

|                                  |      |      |      |      |
|----------------------------------|------|------|------|------|
| Nature of the work               | 83   | 35.9 | 223  | 91.8 |
| Work load                        | 21   | 9.1  | 57   | 23.5 |
| Number of working hours          | 22   | 9.5  | 131  | 53.9 |
| Working environment              | 48   | 20.8 | 17   | 7    |
| Relationship with seniors        | 152  | 65.8 | 228  | 93.8 |
| Relationship with colleagues     | 226  | 97.8 | 238  | 97.9 |
| Relationship with subordinates   | 131  | 56.7 | 238  | 97.9 |
| Relationship with patients       | 157  | 67.9 | 227  | 93.4 |
| Job security                     | 42   | 18.2 | 112  | 46.1 |
| Equipment facility               | 64   | 27.7 | 82   | 33.7 |
| Research facility                | 80   | 34.6 | 170  | 70   |
| No intention to leave profession | 178  | 77.1 | 208  | 85.6 |
| No intention to leave SKIMS      | 72   | 31.2 | 198  | 81.5 |
| Total                            | 1346 | 38.8 | 2481 | 68.1 |

**Table 4.** Level of job satisfaction

|                             |   | Level of satisfaction |                         |                     |
|-----------------------------|---|-----------------------|-------------------------|---------------------|
|                             |   | Low<br>(Score <6)     | Average<br>(Score 6-10) | High<br>(Score >10) |
| Resident Doctors<br>(n=231) | n | 141                   | 61                      | 29                  |
|                             | % | 61                    | 26.4                    | 12.6                |

|                   |   |   |      |      |
|-------------------|---|---|------|------|
| Nurses<br>(n=243) | n | 0 | 129  | 114  |
|                   | % | 0 | 53.1 | 46.9 |

