

JOB SATISFACTION OF EMPLOYEES WORKING IN KHYBER GIRLS MEDICAL COLLEGE PESHAWAR

Wajid Ali Akhunzada¹, Abid Hussain², Amer Abbas³, Nadia Hameed¹

ABSTRACT

Background: Job satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Lower job satisfaction leads to lower morale and mental stress. This adversely affects employee's personal health, adversely affect productivity. This discourages employee from doing their job well and may cause them to change jobs causing Institution loss of trained and valuable personnel.

Study Goals And Objectives: To assess the job satisfaction of all staff members teaching and supporting staff working in Khyber Girls Medical College Peshawar.

Materials and Methods: It was a cross sectional survey carried on all personal including doctors and support staff working in Khyber Girls Medical College Peshawar. Correspondence was sent to the Dean/ Principal Khyber Girls Medical College Peshawar and all Heads of departments working in HMC, seeking their cooperation. Job satisfaction survey (JSS) was used to measure job satisfaction. Informed consent form was attached with each JSS form.

Data collected by author and clinical Psychologists working in department of Psychiatry HMC, and analyzed by using SPSS 19.

Results: Job satisfaction survey (JSS) contains 36-items relating to different domains of job and organizational rules. For presenting the results of these 36- items we divided them, into 5- sets of questions grouped together representing each domain. These five groups were 1- Pay and benefits 2- Nature of the job, 3-work environment, 4-superiors competence and 5-communication between employees.

Discussion: It was found that the amplification of pleasant emotions increases job satisfaction. Mood and emotions at work are related to job satisfaction.

Recommendations/Implications: Gather employee feedback using a range of informal and formal mechanisms to understand where gaps exist, including annual and pulse surveys. Reinforce your commitment to change and use this knowledge to inform changes to approach, policy, and organizational design

Keywords: Job satisfaction survey employee, medical institution.

INTRODUCTION

Job satisfaction is essential to the success of any business. "Job satisfaction" or "employee satisfaction" has been defined in many different ways. Some believe it is simply how contented an individual is with his or her job. Locke (1976)¹ defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Judge and Hulin (2003)² have noted that job satisfaction includes multidimensional responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral

components. Job satisfaction can be defined as positive affect towards employment³ and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants, or expectations⁴. Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions. In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor, etc⁵.

The notion that satisfied employees will perform their work more effectively is the basis of many theories of performance, reward, job design and leadership⁶. Managers and lay people are thought to believe in what has been called the 'happy-productive worker hypothesis'⁴. A high rate of employee contentedness is directly related to a lower turnover rate. Lower job satisfaction leads to lower morale and mental stress. This adversely affects employee's personal health, adversely affect productivity. This discourages employee

¹ Department of Psychiatry and Behavioral Sciences, Hayatabad Medical Complex (HMC), Peshawar.

² Department of Pharmacology & Vice Principal, North West School of Medicine Hayatabad. Peshawar.

Address for correspondence:

Dr. Wajid Ali Akhunzada

Head Department of Psychiatry and Behavioral Sciences, Hayatabad Medical Complex (HMC), Peshawar.
Email- wajidpsy@hotmail.com

from doing their job well and may cause them to change jobs causing Institution loss of trained and valuable personnel. Job satisfaction is an attitude that relates to overall attitudes towards life, or life satisfaction⁶ as well as to service quality⁷.

For research on job satisfaction to be useful, it is imperative that job satisfaction scales are precise in measuring what they are designed to assess^{8,9} and the understanding of the nature and specificities of contextual job satisfaction is an important first step in defining adapted and efficient managerial policies¹⁰.

The present study was carried out to assess the job satisfaction of all staff members teaching and supporting staff working in Khyber Girls Medical College Peshawar.

MATERIALS AND METHODS

It was a cross sectional survey carried on all personal including doctors and support staff working in Khyber Girls Medical College Peshawar. Correspondence was sent to dean/principal Khyber Girls Medical College Peshawar and all Heads of departments working in HMC, seeking their cooperation. Approval was granted by the college ethical committee to carry out the present study. Job satisfaction survey (JSS) was used to measure job satisfaction. Informed consent form was attached with each JSS form. Data collected by author and clinical Psychologists working in department of Psychiatry and behavioral Sciences HMC, they were trained in the use of this instrument to facilitate the research process. Data was analyzed, using SPSS 21¹¹.

RESULTS

Job satisfaction survey (JSS) contains 36-items relating to different domains of job and organizational rules. For presenting the results of these 36- items we divided them, into 5- sets of questions grouped together representing each domain. These five groups were 1- Pay and benefits 2- Nature of the job, 3-work envi-

ronment, 4-superiors competence and 5-communication between employees. The results are as follows.

The table-1 related to pay and benefits shows that the question "I feel I am being paid a fair amount for the work I do" and the question "The benefits we receive are as good as most other organizations offer" were statistically significant with a p- value less than 0.05 (i.e. 0.0010 & 0.007 respectively). All the other items were statistically not significant.

Table -2 shows that the items, "when I do a good job, I receive the recognition for it that I should receive , I do not feel that the work I do is appreciated and there are few rewards for those who work here, were statistically significant. All the remaining questions responses were statistically not significant.

Table-3, which was related to work environment, shows that four items were statistically significant. These items were" There is really too little chance for promotion on my job, Many of our rules and procedures make doing a good job difficult, Those who do well on the job stand a fair chance of being promoted and People get ahead as fast here as they do in other places.

Only two items" My supervisor is unfair to me and my supervisor shows too little interest in the feelings of subordinates" with a P- value of 0.0001 and 0,012 respectively were statistically significant.

The question" I feel unappreciated by the organization when I think about what they pay me" with a P-value of 0.0001 and the question "I enjoy my coworkers" with a P-value of).0001, were statistically significant.

DISCUSSION

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction.¹² Mood and emotions at work are related to job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more

Table 1: Pay and Benefits

Question	Means difference	Std. error difference	DF	t	p
I feel I am being paid a fair amount for the work I do.	1.23	0.162	392	7.619	0.0001
I am not satisfied with the benefits I receive.	-0.3	0.192	392	-1.68	0.09
Raises are too few and far between.	-0.29	0.187	392	-1.6	0.11
The benefits we receive are as good as most other organizations offer.	0.502	0.186	392	2.705	0.007
The benefit package we have is equitable.	0.514	0.259	392	1.986	0.48
I feel satisfied with my chances for salary increases.	0.287	0.194	392	1.484	0.139
I don't feel my efforts are rewarded the way they should be.	-0.120	0.188	392	-0.639	0.523
I am satisfied with my chances for promotion.	0.166	0.183	392	0.633	0.527

Table 2: Nature of the job

Question	Means difference	Std. error difference	DF	t	p
When I do a good job, I receive the recognition for it that I should receive.	0.6280	0.194	392	3.233	0.001
I sometimes feel my job is meaningless.	-0.187	0.190	392	-0.984	0.326
I do not feel that the work I do is appreciated.	-0.471	0.173	392	-2.717	0.007
I like doing the things I do at work.	0.068	0.182	392	0.347	0.709
There are few rewards for those who work here.	1.334	0.183	392	7.283	0.0001
I have too much to do at work.	-0.291	0.180	392	-1.620	0.106
I have too much paperwork.	-0.236	0.176	392	-1.343	0.180

Table 3: Work Environment

Question	Means difference	Std. error difference	DF	t	p
There is really too little chance for promotion on my job.	-.0.865	0.186	392	-4.658	0.0001
Many of our rules and procedures make doing a good job difficult.	-0.392	0.177	392	-2.215	0.027
Those who do well on the job stand a fair chance of being promoted.	0.507	0.191	392	2.648	0.008
My efforts to do a good job are seldom blocked by red tape.	-0.425	0.173	392	-1.533	0.126
People get ahead as fast here as they do in other places.	1.298	0.153	392	8.456	0.0001
I often feel that I do not know what is going on with the organization.	0.066	0.175	392	0.377	0.708
There are benefits we do not have which we should have.	0.055	0.187	392	0.294	0.769

Table 4: Superiors Competence

Question	Means difference	Std. error difference	DF	t	p
My supervisor is quite competent in doing his/her job.	0.021	0.177	392	-0.188	0.906
My supervisor is unfair to me.	-0.745	-0.382	392	-4.031	0.0001
I find I have to work harder at my job because of the incompetence of people I work with.	-0.270	0.176	392	-1.533	0.126
My supervisor shows too little interest in the feelings of subordinates.	-0.456	0.180	392	-2.536	0.012
I like my supervisor.	-0.064	0.182	392	-0.348	0.728
There is too much bickering and fighting at work.	0.301	0.178	392	1.688	0.092
Work assignments are not fully explained.	0.178	0.181	392	0.986	0.325

Table 5: Communication between employees.

Question	Means difference	Std. error difference	DF	t	p
I like the people I work with.	0.106	0.176	392	0.603	0.547
Communications seem good within this organization.	0.306	0.198	392	1.549	0.122
The goals of this organization are not clear to me.	0.141	0.181	392	0.776	0.438
I feel unappreciated by the organization when I think about what they pay me.	-0.946	0.191	392	-4.939	0.0001
I enjoy my coworkers.	0.675	0.192	392	3.515	0.0001
I feel a sense of pride in doing my job.	0.271	0.192	392	-1.412	0.159
My job is enjoyable.	0.195	0.172	392	-1.133	0.258

intense, short-lived and have a clear object or cause.¹³ The table-1 related to pay and benefits show that the question “I feel I am being paid a fair amount for the work I do” and the question “The benefits we receive are as good as most other organizations offer” were statistically significant. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether or not they have an equitable relationship.^{14,15} For example, consider two employees who work the same job and receive the same pay and benefits. If one individual gets a pay raise for doing the same work as the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, both individuals get pay raises and new responsibilities, then the feeling of equity will be maintained.¹⁶

Table- 2- Nature of the job, Shows that the items, “when I do a good job, I receive the recognition for it that I should receive, I do not feel that the work I do is appreciated and there are few rewards for those who work here, were statistically significant. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities.¹⁷ These motivating factors are considered to be intrinsic to the job, or the work carried out.¹⁸

Table-3, which was related to work environment, shows that four items were statistically significant. These items were” There is really too little chance for promotion on my job, Many of our rules and procedures make doing a good job difficult, Those who do well on the job stand a fair chance of being promoted and People get ahead as fast here as they do in other places. A Watson Wyatt Worldwide study¹⁹ identified a positive outcome between a collegial and flexible work

environment and an increase in shareholder value. Suggesting, that employee satisfaction is directly related to financial gain. It is possible that successful workers enjoy working at successful companies, however, the Watson Wyatt Worldwide Human Capital Index study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices¹⁹

Only two items” My supervisor is unfair to me and my supervisor shows too little interest in the feelings of subordinates” with a P-value of 0.0001 and 0,012 respectively were statistically significant as shown on table – 4. The way in which subordinates perceive a supervisor’s behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional.²⁰ A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate.

The table-5 is about the communication between the employees. Only two items,” I feel unappreciated by the organization when I think about what they pay me” and the question “I enjoy my coworkers” were statistically significant. One of the most important aspects of an individual’s work in a modern organization concerns the management of communication demands that he or she encounters on the job²¹ Demands can be characterized as a communication load, which refers to “the rate and complexity of communication inputs an individual must process in a particular time frame.” Individuals in an organization can experience communication over-load and communication under- load which can affect their level of job satisfaction. According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is

unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.²¹

A majority of employees have been affected by symptoms of poor mental health. 77% say they have experienced symptoms of poor mental health at some point in their lives and 29% have been diagnosed with a mental health condition. 62% of employees attributed their symptoms of poor mental health to work or said that work was a contributing factor. The results from the open survey are even starker, with 84% having experienced physical, psychological or behavioral symptoms of poor mental health where work was a contributing factor²².

RECOMMENDATIONS

- 1: A gap may exist in your own institution/ business between leadership perception of support for employee mental health, and reality of employees' experience. Take action to identify the gaps and be clear that you are committed to resolving this.
- 2: Gather employee feedback using a range of informal and formal mechanisms to understand where gaps exist, including annual and pulse surveys. Reinforce your commitment to change and encourage participation in feedback.
- 3: Identify the issues in your workplace that may be impacting on employee mental wellbeing and use this knowledge to inform changes to approach, policy, and organizational design.
- 4: Provide employees with a clear wellbeing offering, starting at induction, and reinforced on a regular basis, including resources to support employee resilience and mental wellbeing.
- 5: Take a preventative approach to creating a work environment that promotes mental wellbeing, by adopting Business in the Community's Workwell model²² and the NICE Workplace Health Management Standards.²³

REFERENCES

1. Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp.1297-1349). Chicago: Rand McNally.
2. Judge, T. A., and Hulin, C. L. (1993), "Job Satisfaction as a Reflection of Disposition: A Multiple-Source Causal Analysis", *Organizational Behavior and Human Decision Processes*, 56: 388–421.
3. Mueller, Charles W., and McCloskey, Joanne C. (1990), "Nurses' Job Satisfaction: A Proposed Measure", *Nursing Research*, 39(2): 113-17.
4. Fisher, Cynthia D. (2003), "Why Do Lay People Believe That Satisfaction and Performance Are Correlat-

ed? Possible Sources of a Commonsense Theory", *Journal of Organizational Behavior*, 24(6): 753-77.

5. Shipton, Helen, West, Michael A., Dawson, Jeremy, et al (2006), "HRM as a Predictor of Innovation", *Human Resource Management Journal*, 16(1): 3-27.
6. Ilies, Remus, Wilson, Kelly Schwind and Wagner, David T. (2009), "The Spillover of Daily Job Satisfaction onto Employees' Family Lives: The Facilitating Role of Work-Family Integration", *Academy of Management Journal*, 52(1): 87-102.
7. Schneider, Benjamin, and Bowen, David E. (1985), "Employee and Customer Perceptions of Service in Banks: Replication and Extension", *Journal of Applied Psychology*, 70(3): 423-33.
8. Spector, P., ed. (1997) *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oak, CA: Sage.
9. Hirschfeld, Robert R. (2000), "Does Revising the Intrinsic and Extrinsic Subscales of the Minnesota Satisfaction Questionnaire Short Form Make a Difference?", *Educational and Psychological Measurement*, 60(2): 255-70.
10. Ferreira, J. A., Fernandes, R., Haase, R. F. and Santos, E. R. (2009), "Minnesota Satisfaction Questionnaire - Short Form: Estudo de Adaptação e Validação Para a População Portuguesa", *Psychologica*, 51: 251-81.
11. SPSS 21
12. S.,Morgan LM (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, vol 23, 947–962\
13. Weiss HM, Cropanzano R. (1996). Affective events theory: a theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior* 8: 1±74.
14. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp. 276-299). New York: Academic Press.
15. Walster, E. E. Berscheid and G. W. Walster. (1973). "New Directions in Equity Research." *Journal of Personality and Social Psychology*. pp. 151-176.
16. Huseman, R.; Hatfield, J.; Miles, E. (1987). "A New Perspective on Equity Theory: The Equity Sensitivity Construct". *Academy of Management Review*. 12 (2): 232–234. doi:10.5465/amr.1987.4307799.
17. Aristovnik, A.; Jaklič, K. (2013). "Job satisfaction of older workers as a factor of promoting labour market participation in the EU : the case of Slovenia". *Rev. Soc. Polit.*.20 (2): 123–148.
18. J. R. Hackman; G. R. Oldham (1976). "Motivation through design of work". *Organizational behaviour and human performance*. 16 (2): 250–279. doi:10.1016/0030-5073(76)90016-7.

19. How Employee Recognition Programmes Improve Retention CFO Insight Magazine, January 2013
20. Burgoon, J.K. Buller, D.B. and Woodall, W.G. (1996) Nonverbal Communication, New York: McGraw-Hill
21. Kraye, K.J.; Westbrook, L. (1986). "The relationship between communication load and job satisfaction". World Communication. 15: 85-99.
22. Workwell Model: <http://wellbeing.bitc.org.uk/issues/workwell-model>
23. NICE Workplace Health Management Standards: www.nice.org.uk/guidance/ng13.

ONLINE SUBMISSION OF MANUSCRIPT

It is mandatory to submit the manuscripts at the following website of KJMS. It is quick, convenient, cheap, requirement of HEC and Paperless.

Website: **www.kjms.com.pk**

The intending writers are expected to first register themselves on the website and follow the instructions on the website. Author agreement can be easily downloaded from our website. A duly signed author agreement must accompany initial submission of the manuscript.