

Factors Affecting Job Satisfaction among Medical Postgraduate Trainees in a Tertiary Hospital, Imphal, Manipur: A Mixed Method Study

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Abstract

Background: Doctors' dissatisfaction with their jobs can have significant public health implications as it may adversely affect the clinical management of patients and it may affect their health as well. **Objectives:** To assess job satisfaction and explore the perceived barriers and facilitators of job satisfaction among postgraduate trainees in a tertiary hospital, Imphal. **Materials and Methods:** A mixed-method study was conducted among postgraduate trainees. For the quantitative component, all the postgraduate trainees (430) enrolled in a tertiary hospital were included. For the qualitative part, participants were approached for in-depth interviews using purposive sampling till the saturation point was reached. Data was summarised in mean, standard deviation, and percentage. Chi-Square test and ANOVA, followed by Bonferroni for comparison were applied. Thematic analysis was done for qualitative data. **Results:** Overall, 89.1% of the participants were not satisfied with their jobs. Out of 405 respondents, 96 persons disagreed, and 42 persons strongly disagreed on being satisfied with their working hours. Participants were most satisfied in domains of teamwork, leadership, empowerment and participation. Among postgraduate trainees of different departments, PMR was the most satisfied and Obstetrics and Gynaecology was the least satisfied. **Conclusion:** Most participants experienced burnout due to increased working hours and lack of work-life balance. They also expressed the need for rewards and recognition.

Key Words: Job satisfaction; Mixed-method study; Postgraduate trainees

Key message: The identification of facilitators and barriers of job satisfaction will help in improving the quality of life of the doctors and help in improving the quality of care provided by them.

Introduction

Health sector is labour intensive where quality of patient care services are directly related to workers'

satisfaction with their job.¹ Doctors' dissatisfaction with their job can have a significant public health implication as it may adversely affect the clinical management of patients. It may affect their health

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as well.² The factors that impact job satisfaction are often categorized into extrinsic and intrinsic ones. Intrinsic factors are related to the work itself such as the ability to develop one's skills, sense of autonomy, success, achievement and control, whereas extrinsic factors are not directly related to work itself such as salary and relationship with colleagues.³ Compassion fatigue is a condition characterized by gradual lessening of compassion over time that health professionals experience due to frequent exposure to suffering throughout their work.⁴ Doctors were found to be least satisfied with their job on physical working conditions, workload, rate of pay and benefits, safety and security, professional growth, autonomy and adequate resources. Job satisfaction is linked to the productivity and quality of services provided by them, hence it becomes necessary to assess job satisfaction among doctors.⁵

Though several studies have been conducted on Job satisfaction among doctors in other states, very little is known about the doctors in Manipur, which has been witnessing frequent incidents of doctor-patient altercations. Job satisfaction and factors influencing it may differ in different departments. Given the noticeable lack of studies addressing job satisfaction among doctors in different departments, this study will attempt to address the gap in the literature. The information obtained will assist in identifying factors influencing job satisfaction among healthcare professionals.⁶

Objectives: To assess the job satisfaction and to explore the perceived barriers and facilitators of job satisfaction among the postgraduate trainees in a tertiary hospital, Imphal.

Materials and Methods

A mixed method study was conducted among postgraduate trainees in a tertiary hospital, Imphal West district in the state of Manipur, India. The hospital consists of 431 postgraduate trainees out of which 151, 138 and 141 are in the 1st, 2nd and 3rd years respectively. The study was conducted from March to April 2023.

Sample size and sampling: For the quantitative part, a prevalence of people satisfied with their job (40.2%) from a previous study conducted by

Dong X et al in China⁷, with an absolute allowable error of five and a non-response rate of 10%, the final calculated sample size was 423. We included all the postgraduate trainees of a tertiary hospital in Imphal, Manipur for the quantitative part of the study. Purposive sampling was done for the selection of participants for the qualitative component of the study. In depth interviews were conducted till the theoretical saturation was reached. We excluded those who were not available even after two visits.

Study tools and data collection: Structured questionnaire modified from Job Satisfaction Questionnaire (JS-Q)⁸ that were based on 8 domains, interview guide and audio recorder was used. A verbal informed consent was taken from each participant before filling the form and permission was taken to voice record the interviews. For the quantitative part, data was collected using a google form which included sociodemographic characteristics of participants. The questionnaire consisted of eight segments namely teamwork, leadership, rewards and recognition, empowerment and participation, training and individual development, working hours, communication and working condition. For the qualitative part, data was collected using an interview guide which consisted of two parts: perceived barriers and facilitators of job satisfaction.

Operational definition: Scoring for the level of job satisfaction was done, minimum score for each question was zero and maximum score for each question was one. Those who obtained total score equal to or more than Mean \pm 1 SD were considered to be satisfied with their job. Those who obtained less than Mean \pm 1SD were considered to be unsatisfied with their jobs.

Data Analysis: Data was checked for completeness and consistency and entered in IBM, SPSS 26 for windows. Data was summarised in mean, standard deviation and percentage. Chi-square test for checking association between categorical variables and ANOVA for checking the association between continuous variables were applied. Post-hoc test using Bonferroni was done for comparing the mean score between different groups. Data from the qualitative part was transcribed per verbatim in English. After careful and repeated reading, transcribed data was coded and sub-themes were constructed. Five themes were identified.

Ethical Issues: Ethical approval was obtained from the Research Ethics Board, RIMS, Imphal(no: A/REB/Prop(SP)197/173/14/2023dated 5thApril, 2023). Informed verbal consent was obtained. All data were password protected to ensure confidentiality of the participants and was not disclosed outside of the research team.

Results

Out of 405 participants, 211 (52%) were ≥ 30 years. About 216 (53%) of the participants were

male. About 212 (52%) belonged to Hinduism, 126 (31%) belonged to Christianity, 24 (6%) belonged to Sanamahism, 19(5%) belonged to Islam, and 24 (6%) belonged to other religions. 290 (72%) of the participants were married and 107 (26%) were single and only eight (2%) belonged to others. Participants with a family size of four and five were 134 and 123 respectively. Fig 1 shows distribution of participants by department (N=405), where the majority of the participants were from General Surgery and General Medicine department.

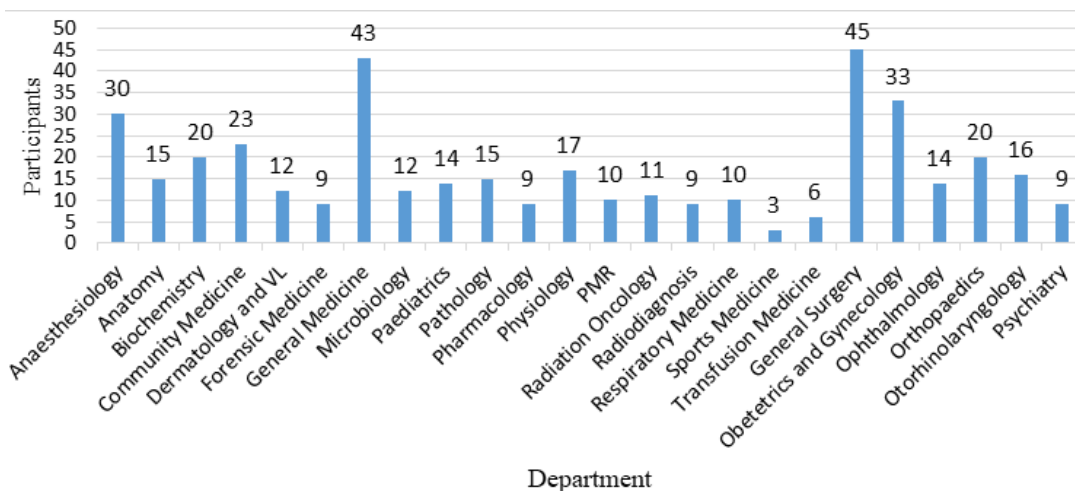


Fig No.1: Distribution of participants by department (N=405)

There were 136 (34%), 146 (36%) and 123 (30%) participants in the 1st, 2nd and 3rd year of PG residency respectively. Residents living in the campus were 94 (23%).

Overall, 89.10% of the participants were not satisfied with their job and only 10.90% of the participants were satisfied. Fig 2: Distribution of participants according to job satisfaction.

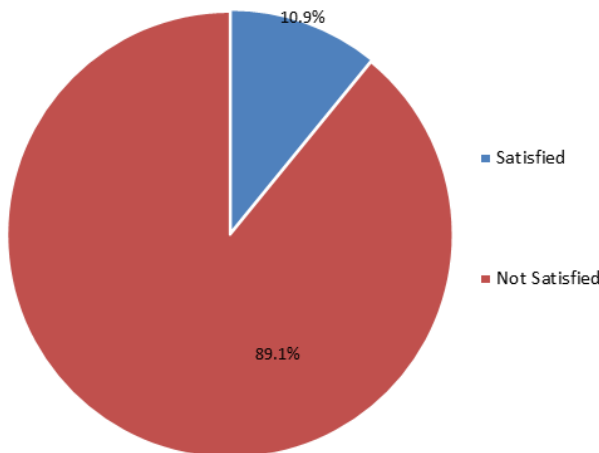


Table 1. Shows prevalence of Job satisfaction among different domains, where participants were 100% satisfied in teamwork, leadership,

empowerment and participation and training and individual development.

Table 1: Prevalence of job satisfaction among different domains (N=405)

| Domain | Satisfied n (%) | Not Satisfied n (%) |
|---------------------------------------|-----------------|---------------------|
| 1.Teamwork | 405(100) | 0(0) |
| 2.Leadership | 405(100) | 0(0) |
| 3.Reward and recognition | 384(94.8) | 21(5.2) |
| 4.Empowerment and participation | 405(100) | 0(0) |
| 5.Training and individual development | 405(100) | 0(0) |
| 6.Working hours | 387(95.6) | 18(4.4) |
| 7.Communication | 402(99.3) | 3(0.7) |
| 8.Working condition | 399(98.5) | 6(1.5) |

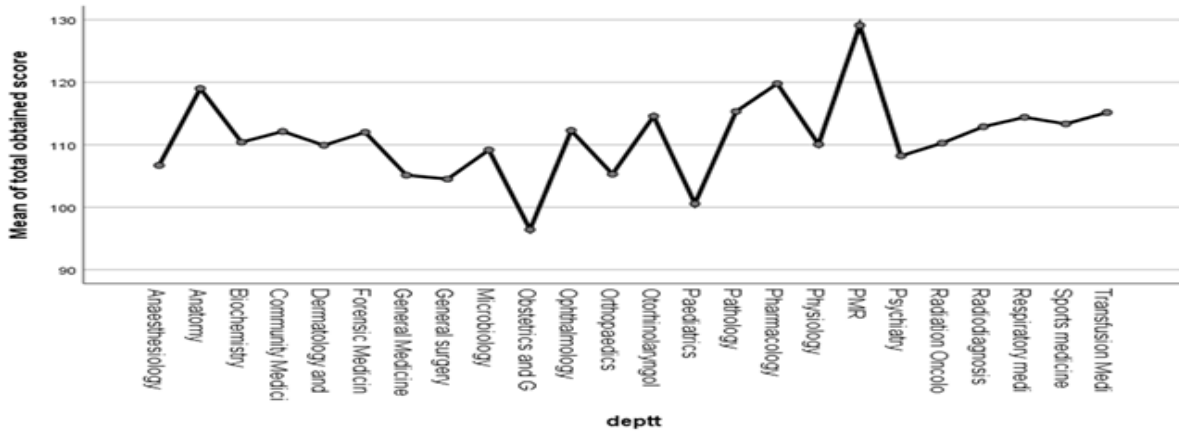


Fig 3 Shows distribution of mean scores according to different departments.

Table 2 Shows responses of participants in different domains of job satisfaction (N=405)

Table 2 Responses of participants in different domains of job satisfaction

| DOMAINS | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |
|--|----------------|-------|-----------|----------|-------------------|
| Teamwork | | | | | |
| My co-workers are committed to doing quality work | 72 | 312 | 14 | 6 | 1 |
| It is easy to get along with my colleagues | 81 | 297 | 22 | 4 | 1 |
| I feel part of a team in working towards shared goals | 70 | 305 | 25 | 3 | 2 |
| I experience a spirit of cooperation in my department | 62 | 301 | 26 | 15 | 1 |
| I receive assistance from co-workers when necessary | 106 | 274 | 20 | 4 | 1 |
| Leadership | | | | | |
| My supervisor visibly demonstrates a commitment to quality | 53 | 296 | 43 | 12 | 1 |

Continue.....

| | | | | | |
|--|----|-----|-----|-----|----|
| It is clear to me what my supervisor expects of me regarding my job performance | 44 | 309 | 44 | 6 | 2 |
| My supervisor is able to address my questions or concerns | 50 | 296 | 49 | 7 | 3 |
| My supervisor has strong management skills | 74 | 261 | 52 | 15 | 3 |
| Reward and recognition | | | | | |
| My base pay is fair for my responsibility | 40 | 275 | 40 | 38 | 12 |
| I received the right amount of recognition or praise for the work that is well done | 37 | 246 | 75 | 37 | 10 |
| Empowerment and training | | | | | |
| I feel I have contributed to the departments plan and mission | 39 | 272 | 87 | 7 | 0 |
| My job makes good use of my skills and abilities | 52 | 291 | 53 | 7 | 2 |
| I am satisfied with my involvement in decisions that affect my work | 46 | 276 | 66 | 14 | 3 |
| Training and individual development | | | | | |
| My initial trainings provided by the hospital was sufficient | 18 | 264 | 89 | 26 | 8 |
| As much ongoing training I need is provided by the Hospital | 20 | 235 | 119 | 22 | 9 |
| Training offered by the department helps me to be effective and efficient in my job | 33 | 297 | 60 | 16 | 4 |
| The department encourages continued education and professional growth | 55 | 294 | 40 | 12 | 4 |
| I have opportunities at work to learn and grow | 68 | 290 | 35 | 9 | 3 |
| Working hour | | | | | |
| I am satisfied with my total working hours | 23 | 184 | 60 | 96 | 42 |
| I am given the flexibility in scheduling my working hours | 16 | 125 | 75 | 136 | 53 |
| I have the flexibility to manage my work and non-work interests e.g. caring responsibilities, study, sports interests, etc | 26 | 155 | 92 | 100 | 32 |
| Communication | | | | | |
| This department does an excellent job of keeping employees informed about matters affecting us | 30 | 247 | 90 | 29 | 9 |
| Management clearly explains the reasons behind decisions on key issues | 29 | 218 | 112 | 40 | 6 |
| I know where to go within the department to obtain information that I need | 38 | 289 | 62 | 13 | 3 |
| My supervisor clearly communicates his/her expectations of my job performance | 43 | 292 | 50 | 17 | 3 |
| Working conditions | | | | | |
| My physical working conditions (lighting, ventilation, ergonomics, etc) are good | 26 | 214 | 88 | 62 | 15 |
| I have the tools and resources that I need in order to do my work right | 24 | 239 | 90 | 42 | 10 |
| The amount of work expected of me is reasonable | 21 | 261 | 62 | 55 | 6 |

There was no significant association between Age and job satisfaction. Male participants were less satisfied with their job however it was not significant (p value=0.58). Participants who stayed within the campus were not satisfied with their job (p value=0.003).

There was no significant association between post graduate year of training and job satisfaction (p value =0.80).

Table 3 shows an association between different departments and job satisfaction, and it was found to be significantly associated (p value=0.00).

| Department | Job Satisfaction | | P value |
|-----------------------------|------------------|-------|---------|
| | Mean | ±SD | |
| Anaesthesiology | 106.70 | 11.31 | 0.00 |
| Anatomy | 119.00 | 14.31 | |
| Biochemistry | 110.40 | 8.53 | |
| Community Medicine | 112.13 | 13.27 | |
| Dermatology and Venereology | 109.92 | 13.04 | |
| Forensic Medicine | 112.00 | 6.12 | |
| General Medicine | 105.14 | 12.45 | |
| General surgery | 104.51 | 14.96 | |
| Microbiology | 109.17 | 12.83 | |
| Obstetrics and Gynaecology | 96.42 | 11.26 | |
| Ophthalmology | 112.29 | 7.04 | |
| Orthopaedics | 105.30 | 9.13 | |
| Otorhinolaryngology | 114.56 | 9.85 | |
| Paediatrics | 100.57 | 11.37 | |
| Pathology | 115.33 | 9.33 | |
| Pharmacology | 119.78 | 13.45 | |
| Physiology | 110.06 | 9.56 | |
| PMR | 129.10 | 9.34 | |
| Psychiatry | 108.22 | 4.52 | |
| Radiation Oncology | 110.27 | 7.17 | |
| Radiodiagnosis | 112.89 | 3.48 | |
| Respiratory medicine | 114.40 | 8.20 | |
| Sports medicine | 113.33 | 2.52 | |
| Transfusion Medicine | 115.17 | 11.23 | |

Themes identified were: Training and skill development, resource availability, work life balance, burnout and rewards and recognition.

Training and skill development: Most of the participants opined that there should be more hands-on training for the residents for proper skill development.

“Uh I think if we are a little more involved, it would be beneficial for us. Like in terms of teaching, in terms of making us do something, procedures and all I think that would be better for us “

IDI-I6

Resource Availability: Most of the participants feel that they lack the basic resources such as personal protection equipment in different departments. Some of them also expressed the lack of space in their workplace to carry out their daily duties.

“Sometimes patient is full, without personal protective equipment we have to deliver babies, and this is very unsterile sometimes.”

IDI-18

Work-Life Balance: Some of the participants expressed how the long and tedious working hours take a toll on their personal life. They also expressed how they are unable to give time to themselves or their family because of the uneven working hours.

"But sometimes it's very hectic and I feel like I should quit..... like, because of the work schedule and then uhm the working hours ...and then we don't have enough time for ourselves, I feel like I don't have time for myself, so that thing at some point of time like uhh it's very hard on me na but I remind myself that im not alone in this."

IDI-1

Burnout: Most of the participants elaborated on how the work load takes a toll on their physical and mental health. They also emphasized on the decrease in productivity and professionalism in their daily duties because of exhaustion.

"I do not feel consistently productive, after a time you are just working like a robot, you will lose your professionalism. Also, you do not treat your patients properly, you do not treat your patients properly means not treatment it means the greetings and how you talk with your patients when you are too tired, when it becomes too long duty it's very tough for me, sometimes patients are not satisfied with my work I can feel that."

IDI-18

Rewards and Recognition: some participants commented about the lack of recognition in work. They shared that a little appreciation towards their work could boost their gusto to work better. However they are not valued as much as they should be and in fact even reprimanded in certain cases.

"Umm, I don't think we are recognized and appreciated as much as we should be because we are doing a lot and then also, we are rebuked (laughs) almost every second that you don't do enough. So, I think we could be appreciated more. That will definitely give more pump to our enthusiasm and our self-respect and everything."

IDI-16

Discussion

Job satisfaction is a key element specifically among doctors who work unusually long working

hours, especially in a country like India where the population to doctor ratio is huge. Doctors suffer from heavy fatigue after the long tiring working hours. With proper skill development, availability of resources, a balanced working schedule and adequate acknowledgement, doctors can find fulfilment in their profession and work passionately for the benefit of humanity.

In our study, majority of the participants (89.10%) were not satisfied with their job, similar to the findings of the study conducted by Ramasodi JMB et al.⁶ The prevalence of job satisfaction was highest in the domain of teamwork and lowest for rewards and recognition, which was similar to the findings of the study conducted by Khanal P et al.⁹ According to our study participants, the lack of appreciation and recognition in the workplace was one of the main impediments to professional progress. An increased appreciation was desired by the participants and could be a major factor for their job satisfaction. A study conducted by Singh et al⁸ showed that most of the workers felt satisfied with their current pay scales, similar to our findings where majority of the participants were satisfied with their base pay.

Our study shows that prevalence of Job satisfaction in different domains such as teamwork, leadership, empowerment and participation, and training and individual development, the participants' job satisfaction was 100%. Factors like working hours and working conditions also influence job satisfaction. These findings are similar to the study conducted by Bagheri S et al,³ where salary, incentives, working conditions are important predictors of job satisfaction.

Contrary to our study where doctors of higher age were not satisfied with their jobs, the study conducted by Bhattacharjee S et al¹ found that younger aged doctors were less satisfied with their jobs. The majority of the participants agreed that their supervisor demonstrates a commitment to quality and has strong management skills, which is supportive to the findings of Singh et al,¹⁰ where most of the employees were satisfied with their supervisors.

The participants were not satisfied with the extra duty hours and the resource availability

which is similar to the findings in a study conducted in rural China on Doctors by Chen Q et al.¹² Our study participants, expressed that they did not feel consistently productive after extended working periods. They also showed concerns about experiencing burnout and losing their productivity and suggested that flexible working hours could decrease their burnout.

Participants in our study also expressed high mental exhaustion, which was supportive to the findings of the study conducted by Ibrahim BA et al.⁴ The participants also shed light on the difficulty to provide quality services with lack of the basic resources in different departments.

Understanding the different factors affecting job satisfaction has an impact on improving the management of patients in healthcare facilities. The themes identified can serve as a significant structure for quality development in healthcare settings of an organization.

Strengths: This study gives the prevalence of job satisfaction and also an insight to the perception regarding facilitators and barriers of job satisfaction among medical postgraduate trainees.

Limitation: Participants might have given socially desirable answers.

Conclusion

The study concluded that nine out of ten participants were not satisfied with their jobs. Most participants experienced burnout due to increased working hours. The majority of the participants expressed the lack of work- life balance and need for flexibility in working hours.

Recommendations: The residents should be encouraged to have open communication with their supervisors and should also be provided with flexible working hours to prevent burnout. The provision of basic requirements like PPE and instruments should be made a priority.

Conflicts of interest: No conflicts of interest

Source(s) of support: Nil

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