



FACTORS AFFECTING JOB SATISFACTION –A SURVEY AMONG AYURVEDA MEDICAL OFFICERS IN CENTRAL PROVINCE, SRI LANKA

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INTRODUCTION

The world is realizing the value of Ayurveda, a health care system which spans back 5000 years. There are 49 Ayurveda hospitals and 159 Ayurveda central dispensaries under the administration of provincial councils. Medical officers are the number one resource of a hospital. According to Webster's Dictionary (1986) job satisfaction refers to how well a job provides fulfillment of a need or want, or how well it serves as a source or means of enjoyment. Job satisfaction and dissatisfaction of a doctor affects his relationship with colleagues and other staff, administration, finally for the service provided for the society and patients. Hence identifying the factors affecting the job satisfaction is very important to the Ayurveda industry.

This study is based on a survey done as an exploratory study through questionnaires by using 30 Ayurveda Doctors in Ayurveda sector by Prof. Kenadi D.Gunawardhana in a training program conducted in National Institute of Traditional Medicine, Navinna in 2012. Eleven key environment factors were given and they were asked to put them in the order of priority to their importance regarding job satisfaction. Among 30, More than 70% of the doctors identified six factors as highly affected factors for job satisfaction. They are pay and other benefits, supervision, promotion, co-workers, nature of work and performance appraisal. These factors can be considered as the key determinants of job satisfaction of Ayurveda doctors that help to obtain maximum contribution from employees to achieve organizational goals and objectives. Therefore, this survey is conducted to determine the relationship between environmental factors, demographic variables, and perceived job satisfaction of the Ayurveda medical officers and to identify the most influential factors for the perceived job satisfaction of the Ayurveda medical officers and to provide suggestions to improve the job satisfaction of Ayurveda medical officers.

OBJECTIVES

To determine the relationship between environmental factors, demographic variables, and perceived job satisfaction of the Ayurveda medical officers

To provide suggestions to improve the job satisfaction of Ayurveda medical officers

METHODOLOGY/MATERIALS AND METHODS

This descriptive study was conducted in the natural environment with minimum interference by the researcher with the normal flow of procedures related to researching environment. Here the researcher collected data through a questionnaire from the respondents to identify the impact of environmental factors and demographic factors on satisfaction of Ayurveda medical officers in central province. In some instances, face to face interviews where some

answers were recorded by asking responses to the questions of the questionnaire from respondents were used by the researcher and also used telephone conversations as well.

SAMPLE DESIGN

TARGET POPULATION

The target population of this study was all the 92 Ayurveda medical officers working in both in Hospitals & Dispensaries in Central Province of Sri Lanka.

Respondents were asked to evaluate 40 statements related to measuring satisfaction and environmental factors using the 5 – point Likert – type scale. This scale ranges scores from 1 – 5. The least satisfied point is assigned a one and most satisfied response is assigned a five.

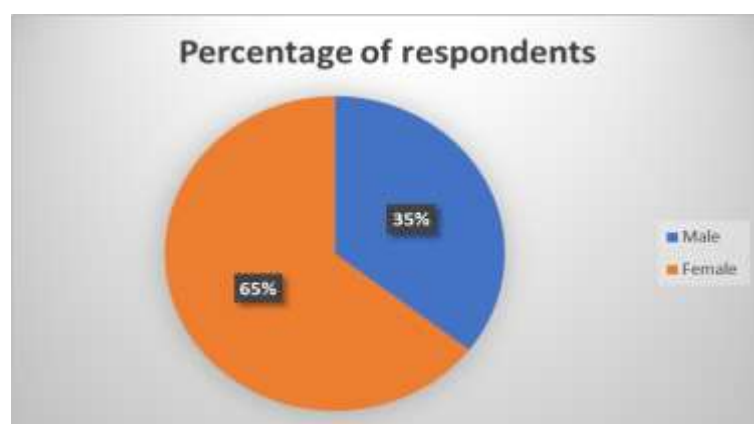
- 1 = Highly Dissatisfied
- 2 = Dissatisfied
- 3 = Neither satisfied nor dissatisfied
- 4 = Satisfied
- 5 = Highly Satisfied

Collected data were entered to SPSS 16.0 software (Statistical Package for Social Sciences) and basically descriptive analysis method was used to analyze data and calculated frequencies of the collected data. Then Mean, Median and Standard Deviation were calculated in order to measure the level of satisfaction experienced by Ayurveda medical officers in central province. Regression analysis was used to identify the impact of environmental factors on satisfaction and t – test and ANOVA used by the researcher based on the data analyzed to test the level of significance.

RESULTS AND DISCUSSION

There are 117 Ayurveda medical officers who are working in central province. Among them 92 medical officers responded. Two medical officers were rejected to express their own service-related information among study population.

Figure 1: Percentage of respondents according to gender



64.5% of the sample were female and 32 respondents which were 35.5% of the sample were male (Figure 1).

Most of the respondents belong to the age group between 36 years to 45 years which is as a percentage 37.8%. 28.8% and 6.7% of the sample represents the age group between 46 years to 55 years and 56 years and above respectively.

Measuring the Impact of Environmental Factors on perceived job Satisfaction of Ayurveda Medical officers in Central Province.

When measuring the impact of environmental factors on satisfaction, researcher applied regression analysis and the B value of the regression line defined the impact of independent variable on dependent variable. The researcher developed decision criteria as follows (Table no.1&2).

Table 1: Decision criteria

B value	Impact
Between 0 to +0.299	Weak Positive Impact
Between +0.3 to +0.699	Moderate Positive Impact
Between +0.7 to +1	Strong Positive Impact
Between 0 to -0.299	Weak Negative Impact
Between -0.3 to -0.699	Moderate Negative Impact
Between -0.7 to -1	Strong Positive Impact

Table 2: Measuring the Impact of Environmental Factors on Satisfaction

Impact of Environmental Factors		Sum of Squares	<u>B value</u>	Mean Square	F	<u>Sig.</u>
1.Payment and Other Benefit on Satisfaction	Regression	0.756	.113	0.756	2.614	.109 ^a
2.Administration Policies on Satisfaction	Regression	1.458	.191	1.458	5.18	.025 ^a
3.Promotion Opportunities on Satisfaction	Regression	0.452	.104	0.452	1.544	.217 ^a
4.Relationship with Subordinate on Satisfaction	Regression	1.002	.160	1.002	3.497	.065 ^a
5.Nature of Work on Satisfaction	Regression	6.034	.562	6.034	26.308	.000 ^a
6.Performance Appraisal on Satisfaction	Regression	3.255	.263	3.255	12.474	.001 ^a

Measuring the Impact of Demographic Factors on Perceived Job Satisfaction of Ayurveda Medical officers

Table 3. Impact of Gender on Perceived Job Satisfaction

Gender	N	Mean	Std. Deviation	Std. Error Mean
Total Satisfaction Male	32	3.8958	.60130	.10630
Female	58	3.8391	.51201	.06723

Impact of education on perceived job satisfaction

There is no significant different in the answers given by different education levels to satisfaction. (Table 4)

Table 4. Impact of education on Perceived Job Satisfaction

Educational level	N	Mean	Std. Deviation	Std. Error Mean
Total Satisfaction Diploma Holders	16	3.7917	.43674	.10918
Degree Holders	74	3.8739	.56456	.06563

Impact of age on perceived job satisfaction

Those medical officers over 56 years were most satisfied (mean 4.1667) with the Ayurveda medicine industry while medical officers in the age group of 36 years to 45 years were less satisfied (mean 3.8286) with the industry.

Impact of experience on perceived job satisfaction

It was observed that the experience level of above 25 years doctor is most satisfied (mean 4.6667) with the Ayurveda medicine industry while medical officers with experience level of 1 year to 08 years are less satisfied (mean 3.7798) with the industry

Percentages on factor nature of work

Table 7. Impact of nature of work on perceived job satisfaction

	Highly Dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Highly Satisfied
1. The chance to be of service to people	-	1.1 %	6%	50%	42.2 %
2. My job requires the use of a number of skills and knowledge	-	1.1 %	6.6%	61.1 %	31.1 %
3. My job gives me the opportunity to work independently	1.1 %	2.2	23.3%	56.6	16.6

		%		%	%
4. The chance to be responsible planning my work	-	2.2 %	14.4%	63.3 %	20%
5. The pleasantness of the working conditions	-	4.4 %	18.8%	61.1 %	15.5 %
6. Being able to do things that don't go against my religious beliefs	-	-	10%	55.6 %	34.4 %
7. I have good knowledge to carry out my duties in my job	-	-	27.8%	55.5 %	16.7 %

Total satisfaction of Ayurveda medical officers

Table 8. Descriptive Statistics of Satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
Total Satisfaction	90	2.00	5.00	3.8593	.54275
Valid N (listwise)	90				

DISCUSSION

Working efficacy is influenced by the job satisfaction of employees hence, this survey was carried out to observe the level of job satisfaction among Ayurveda Doctors who work in the Central Province. Considering the observations made through this survey, it is revealed that there is no impact of payment and other benefits on perceived job satisfaction of Ayurveda medical officers. Iqbal, 2017 stated that salary significant and direct impact on job satisfaction of employees. Lee, 2014 proved positive correlation between the salary satisfaction and job enthusiasm. The researcher results did not agree with it.

Brown *et al.* (1998) could not find the relationship between salary and job satisfaction where the study supported with this present statement.

The investigation revealed that there is a weak positive impact on the relationship of administration on perceived job satisfaction of Ayurveda medical officers. Maldrine, 2020 in his study, stated that supervision practices show no significant association with job satisfaction. Dwumah *et al.*, 2015 in his study found that junior workers who are satisfied with supervision shows low chances to dissatisfy.

The investigation of job satisfaction of Ayurveda medical officers at the Ayurveda industry revealed that there is no impact of promotion opportunities on job satisfaction of Ayurveda medical officers. Abdulla *et al.*, (2010) indicated that promotion opportunity was a significant determinant of job satisfaction in UAE organizations. The present study did not support this statement.



The investigating on job satisfaction of Ayurveda medical officers at the Ayurveda industry revealed that there is no impact relationship with other medical officers and subordinates on perceived job satisfaction of Ayurveda medical officers.

Charoensukmongkul *et al*, 2016 stated that employees having supportive and constructive relationships with their co-workers is negatively correlated with emotional fatigue and positively on job satisfaction where the present study did not support this statement.

It is observed that there is a weak positive impact of performance appraisal on job satisfaction of Ayurveda medical officers. Rodrigo (2022) found that Performance appraisal is positively linked with job satisfaction and in the study conducted by Wahjono *et al*, 2016 concluded that performance appraisal has direct impact on job satisfaction. The present study supported this view.

There is a moderate positive impact of nature of work on job satisfaction of Ayurveda medical officers. Luthans (2005) confirmed that there was a positive impact on nature of work and perceived job satisfaction which supports the observations of this study.

It is observed that there is no impact of gender on perceived job satisfaction of Ayurveda medical officers. Miao *et al*, 2017 concluded that female doctors show overall job satisfaction. The research result did not agree with these findings.

In this study, there is no impact of educational level on perceived job satisfaction of Ayurveda medical officers. Gurbuz, 2007 revealed the positive relationship between education levels and job satisfaction. The present study did not confirm this finding.

According to the study 56 years medical officers were most satisfied in the Ayurveda health care system while medical officers in age group of 36 years to 45 years are less satisfied with the industry. Sarker *et al*, 2003 concluded that age of the employee does not matter for job satisfaction. The result of the present study does not support this view. Garcia *et al*, 2013 in his study showed the higher satisfaction rates among elder workers than younger health care workers. The research result agreed with this statement.

The investigation of job satisfaction of Ayurveda medical officers at the Ayurveda industry revealed that there is no impact of experience on perceived job satisfaction of Ayurveda medical officers.

Abdulla (2010) indicated that increasing the number of years of experience was found to have a statistical relationship (higher level) with job satisfaction. The result of the present study did not support this view.

According to the findings of the present study, the nature of work was the high impact variable to determine the perceived job satisfaction of Ayurveda medical officers in Ayurveda industry.

CONCLUSION

Job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, administration has turned their attention to provide different kinds of facilities to the medical officers in order to satisfy them. This study tested the factors affecting for the job satisfaction of Ayurveda medical officers in central province. The results suggest that the



factors had satisfactorily explained job satisfaction and that the administration should focus on the factors that affect medical officer's job satisfaction, if they want to develop Ayurveda medical system.

According to the findings of this of this study it seems that the Ayurveda medical officers are satisfied. But to real situation of the medical professionals are entirely different.

Coworkers' relationship with other medical officers and subordinates also shows a weak positive relationship between perceived job satisfactions. Thus, Ayurveda sector should not ignore it.

Analysis of data showed that three hypotheses were accepted, nature of work, performance appraisal and relationship with other workers are valid determinants of perceived job satisfaction of Ayurveda medical officers at Ayurveda industry. There should be a genuine methodological and systematic way of evaluations and appraisal methods in the Ayurveda medical field.

If Ayurveda medical system creates a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve their attitudes towards the job and nature of work also can motivate medical officers to provide quality services. After this consideration, we can see that fair nature of work can increase employee job satisfaction; satisfied medical officers offer good services for the medical system. This nature of work is a key factor that affects job satisfaction in Ayurveda medical officers.

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