

MPH / Health Management

Deanship of Graduate Studies



**Job Satisfaction Among Health Care Providers
in AL-Nasser Children's Hospital, Gaza – Palestine**

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Abstract

Job satisfaction affects various patient and health care outcomes. It is argued that for professional workers, like health care providers, job satisfaction and performance may be positively related. Hence, assessment of job satisfaction among employees in health organization is important for policy and administrative purposes.

The overall aim of this study was to assess job satisfaction among Health Care Providers in AL-Nasser children's Hospital that could help in improving the current situation for the benefit of the staff and the organization. Descriptive cross sectional design was used. Subjects of this study were 234 subjects who were the total study population (all formally employed staff in AL-Nasser children's Hospital). A self-administered questionnaire was translated into Arabic language. The response rate was 87.6%.

Data were analyzed using SPSS. The content validity was validated by experts. The reliability using Cronbach's alpha coefficient was 0.8889. The study explored six dimensions of satisfaction with a variance of 38.164. The level of overall job satisfaction among the subjects was 58.9%. The study reveals different level of satisfaction toward the study dimensions as the highest level of satisfaction was with professionalism and attitudes dimension (74.5%), followed by capacity and promotion (68.6%), quality of working life (60.5%), hospital culture (54%), work conditions and benefits package (50%) and workload (49.9%).

Its concluded that age group, profession, monthly income, position, stay period in current work, working in place of preference, chance to choose the work place, seeking other work, congruency between personal values and work policies, fairness or equity and grade showed statistical significance relationships with staff overall job satisfaction.

Variables such as gender, residency, marital status, previous work, attending continuous education program, type of employment, family size, years of experience, total years of education and last certificate, department type and assignment type. Showed no statistical significant relationship with staff overall job satisfaction. The results showed that the staff in the managerial positions were more concerned to people than with work.

The findings of this study provide recommendations and suggestions for the decision-makers that could improve the level of job satisfaction among staff.

ملخص الدراسة

"تقييم الرضا الوظيفي للعاملين بمستشفى النصر للأطفال- غزة"

تم اختيار موضوع الدراسة لأن الرضا الوظيفي له تأثير كبير على مستوى الخدمات الصحية المقدمة للمرضى كماً و نوعاً و يعتمد عليه بشكل رئيسي في وضع سياسات وبرامج عمل سليمة. كما أن ملاحظة الباحث لأعراض من ضعف الرضا في صفوف الموظفين والأعمال الروتينية التي يقومون بها. كل هذه الأسباب مجتمعة بالإضافة إلى قلة الدراسات التي أجريت لفحص الرضا الوظيفي للعاملين بالمؤسسات الصحية شجعت الباحث على القيام بهدف الدراسة.

أهداف الدراسة:

تهدف هذه الدراسة إلى تقييم الرضا الوظيفي للعاملين بمستشفى النصر للأطفال إضافة إلى معرفة تأثير العوامل الديموغرافية والمؤسسية على مستوى الرضا الوظيفي للعاملين وكذلك التعرف على نقاط الضعف والتي تحتاج إلى تحسين بالإضافة إلى التعرف على مواصفات النمط الإداري المستخدم وتزويد أصحاب القرار بتوصيات يمكن أن تساعدهم في سعيهم لتحسين مستوى الرضا الوظيفي للعاملين في هذه المؤسسة الصحية.

منهجية البحث:

هذه الدراسة هي دراسة وصفية، مقطعية للعاملين الرسميين بمستشفى النصر للأطفال.

الفئة المستهدفة:

جميع الموظفين الرسميين العاملين بمستشفى النصر للأطفال و الذين لهم أرقام وظيفية باستثناء الذين لا يعرفون القراءة و الكتابة وكذلك الذين يقضون إجازات طويلة خارج البلد و اللواتي بإجازات أمومة.

عينة الدراسة:

تكونت العينة من جميع الموظفين الرسميين الذين يعملون بمستشفى النص للأطفال وعددهم 234 موظف وموظفة.

جمع البيانات:

تم جمع البيانات من خلال استبانة تحتوي على مجموعة من المعطيات الشخصية و الإدارية والمهنية التي تؤثر على مستوى الرضا الوظيفي وتم إعطاء المشاركين الفرصة الكافية لتعبئة هذه الاستبانة وإبداء رأيهم لأي درجة يتفقون مع هذه العوامل.

لقد تم توزيع 234 استبانة على العاملين بالمستشفى وقد استجاب منهم 205 موظفاً أي أن نسبة الاستجابة 87.6%.

تحليل البيانات:

تم استخدام البرنامج الإحصائي "SPSS" وتم اختيار النتائج باستخدام اختبارات إحصائية مثل اختبار "T. test" واختبار "ANOVA".

نتائج الدراسة:

لقد سجلت الدراسة أن هناك توجهات متباينة من قبل المشاركين نحو العوامل والمفاهيم التي تحدد مستوى الرضا الوظيفي فقد سُجل مستوى رضا أفضل نحو المهنية وتوجهات الموظفين "74.5%" ثم الترقية والاستيعاب "68.6%" يليه النوعية التي تتمتع بها الحياة المهنية "60.5%"، ثم ثقافة المستشفى "54%"، وأقل نسبة رضا وظيفي كانت تتعلق بظروف العمل ورمزة الاستحقاقات "50%" وحجم العمل "49.86%".

لقد دلت النتائج على أن مستوى الرضا الوظيفي للعاملين بمستشفى النصر للأطفال هو "58.9%" وتعتبر هذه النسبة متدنية نسبياً مما يتطلب الأمر اتخاذ الإجراءات المناسبة ووضع الخطط اللازمة لتحسين مستوى الرضا الوظيفي للعاملين بالمستشفى.

لقد أوضحت الدراسة أن بعض المتغيرات الديموغرافية كالجنس ومكان الإقامة والحالة الاجتماعية وعدد أفراد الأسرة ليس لهم علاقة بمستوى الرضا الوظيفي العام للموظفين بالمستشفى. كما أن هناك بعض المتغيرات الديموغرافية فعلى سبيل المثال وجد أن الفئة العمرية الأكبر سناً تتمتع بمستوى رضا وظيفي أفضل من غيرها من الفئات وبدلالة إحصائية. كما أن هناك بعض المتغيرات المؤسسية والإدارية لها تأثير بدلالة إحصائية وأخرى ليس لها تأثير بدلالة إحصائية على مستوى الرضا الوظيفي.

لقد كانت الفئات والمجموعات الآتية تتمتع بمستوى رضا وظيفي عام أفضل من غيرها من المجموعات و هي: الفئة العمرية الأكبر سناً، العاملون بالخدمات الطبية المساعدة، الذين يتقاضون راتب شهري مرتفع "أكثر من 2000 شيكل"، الذين يرغبون بالعمل في المستشفى حتى بلوغ سن التقاعد، الذين يعملون في القسم المفضل لهم، الذين تم إعطائهم فرصة اختيار مكان العمل أو القسم، الذين لا يبحثون عن عمل آخر، الذين يشعرون أن هناك تجانس و اتفاق بين قيمهم الشخصية وقيم العمل، والشعور الإيجابي بوجود عدالة في التعامل مع الموظفين وتطبيق الأنظمة والقوانين.

أما المتغيرات التي ليس لها تأثير بدلالة إحصائية فهي: الجنس، الحالة الاجتماعية، العمل في مؤسسات سابقة، نوع التعيين، عدد أفراد الأسرة، والالتحاق ببرامج تعليم مستمر علماً بأن 77.1% من العاملين يرغبون في الالتحاق ببرامج التعليم المستمر، كما أن هناك دراسات

كثيرة بينت أن للتعليم المستمر أثر إيجابي على مستوى الرضا الوظيفي للعاملين، إذ أنه يعطي الموظف مزيد من الثقة بالنفس و ينعكس بشكل ايجابي علي مكانته المهنية والاجتماعية بالإضافة إلي تحسن الأداء في العمل. وقد يعود سبب عدم وجود علاقة بدلالة إحصائية بين التعليم المستمر و الرضا الوظيفي في هذه الدراسة إلى أن: التعليم المستمر لا ينعكس بشكل ايجابي علي الراتب الشهري والترقية في الوظيفة كما أنه غير مرتبط بحاجة المؤسسة وقد يكون الإقبال على التعليم المستمر ذاتيا كما أن المؤسسة لا تضع الإجراءات التي تمكنها من الاستفادة من المهارات و القدرات المكتسبة.

بالنسبة لصفات مجتمع الدراسة فهو على النحو الآتي:

غالبية العاملين بمستشفى النصر للأطفال من الذكور (76.6%)، 38.5% يتجاوز عمرهم 40 سنة، الغالبية العظمى متزوجون (91.2%)، معظم العاملين يسكنون في محافظة غزة، 40.5% حاصلين على الدرجة الجامعية الأولى "البكالوريوس". يمثل التمريض 43.9% و الأطباء 20% بينما يمثل العاملين في الخدمات الطبية المساعدة 12.7% و العاملين بالخدمات الإدارية المساندة 23.4%. غالبية العاملين يعيلون "5-8 أفراد" لكل موظف ونسبتهم 52.8%، 25.4% يتقاضون راتب شهري أكثر من 2000 شيكل، 18.5% يعملون في مواقع إدارية و 68.4% منهم يعمل بشكل رسمي في وظائفهم، 84.4% يعملون بالميزانية الدائمة، كما أن 82.4% يعملون في الأماكن المفضلة لهم و 58.5% تم استشارتهم فيما يتعلق بمكان العمل، 53.2% يرغبون بالعمل في أقسام أخرى غير القسم الحالي، 43.3% عملوا في مؤسسات صحية سابقة، والغالبية العظمى (80.5%) لم يشاركوا في برامج تعليم مستمر علماً بأن 77.1% يرغبون في المشاركة في مثل هذه البرامج. 42.5% حاصل على درجات وظيفية "2-4"، 59.5% يبحثون عن عمل آخر و 76.2% منهم يبحثون عن عمل آخر لزيادة دخلهم الشهري، 20% يرغبون في ترك العمل الحالي وقتما يكون التقاعد ممكناً بينما 43.9% يرغبون بالعمل حتى سن التقاعد والغالبية العظمى تشعر أن هناك تميز بين فئات العاملين فيما يتعلق بالتعامل مع الموظفين وتطبيق الأنظمة والقوانين. كما أن نصف عدد العاملين يرون أنه لا يوجد تعارض بين قيمهم الشخصية وأنظمة وقوانين العمل.

أفاد الموظفين أن العوامل الأكثر أهمية والتي تؤثر إيجابياً عن مستوى الرضا الوظيفي تشمل: الراتب الكافي، ظروف عمل جيدة، وضع الرجل المناسب في المكان المناسب، أخذ اقتراحات وشكاوي واحتياجات العاملين بعين الاعتبار، ممارسة العدالة في الترقيات، إعطاء العاملين الفرصة للمشاركة في برامج التعليم المستمر.

أما العوامل التي تسبب الشعور بعدم الرضا فهي : معاملة الموظفين بشكل فظ ، الراتب غير كافي ، ظروف العمل السيئة ، عدم وضع الرجل المناسب في المكان المناسب ، الشعور بالتمييز في المعاملة وتطبيق القوانين والترقيات.

بينت الدراسة أن العاملين في المراكز الإدارية أكثر اهتماماً بالعلاقات الإنسانية مقارنة بعلاقات العمل.

التوصيات:

- اتخاذ الإجراءات المناسبة لتحسين ظروف العمل في المستشفى ومنها مشكلة كبر حجم العمل.
- عمل برامج تعليم مستمر تتعلق بعلم الإدارة للمدراء في مختلف المستويات الإدارية.
- خلق تقاليد مؤسسية تتميز بالإنصاف وتقدير الإنجاز وخلق علاقات مهنية جيدة بين الموظفين.
- تطبيق عادل للأنظمة والقوانين ووضع وصف وظيفي مناسب، محدد ومتطور لمختلف فئات العاملين ومستوياتهم.
- معاملة الموظفين باحترام و الأخذ بعين الاعتبار احتياجاتهم و توقعاتهم.

إن هذه الدراسة قد تكون حافزاً لمزيد من الدراسات تشمل مؤسسات صحية أخرى بهدف إيجاد العوامل المؤثرة في مستوى الرضا الوظيفي بشكل شمولي ومحدد وكذلك إجراء الدراسات لتقييم تأثير الرضا الوظيفي على الإنتاج. هذا بالإضافة إلى إجراء مزيد من الدراسات الأكثر تحديداً فيما يتعلق بالرضا الوظيفي.

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Chapter (1)

Introduction

Job satisfaction is a pivotal construct in organizational behavior and it is associated with important outcomes including: job performance (Judge et al., 2001), organizational citizenship behavior (Lepine et al., 2002). The relationship between job and life satisfaction has been argued to be reciprocal, and indeed empirical evidence appears to support this perspective (Judge and Watanabe, 1993).

Job satisfaction remains an important consideration for both employer and employee and despite numerous investigations, many questions about it remains unanswered (Cavanagh, 1992).

Every career has the potential for producing satisfaction and dissatisfaction even at the personal level and much of that assessment is dependent on individual values in the life (Bebeau et al., 1993). Some employees may be satisfied with certain aspects of their work and dissatisfied with other aspects (Handy, 1993).

There are several factors in a hospital setting that promote job satisfaction as recognition of achievement, adequate staffing, appreciation, autonomy, considerate scheduling, professional growth and supervisory support while there are several factors that contribute to job dissatisfaction in a hospital setting as excessive responsibilities, inadequate staffing, poor communication, poor supervision, inadequate salary, feeling of being treated unfairly, not treated with respect by supervisors or by workers and finding a situation unpleasant or painful (Butler and Parsons, 1989).

One of the most popular leadership styles stresses on the concern of management about work on one hand and about people on the other hand. Firstly, the manager is concerned with task performance (Concern for work); quality and quantity of work



produced or services performed. Secondly, the manager is concerned with human resource maintenance (Concern for people); with manager's focus on individual job satisfaction, job involvement, commitment, absenteeism and turnover (Schermerhorn, 1991). McNees-Smith (1995b) reported that there was strong statistically significant correlation between leadership behavior and staffs' job perception, productivity and organizational commitment.

The majority of studies in job satisfaction had been conducted in the developed countries and had focused on the health professionals. The studies in the developing countries identified the satisfiers to be associated with safety and social rewards (Terry et al., 1996). Studies of satisfaction have recently developed in Palestine and aimed to assess job satisfaction among a particular group as nurses and dentists. Therefore, this study is considered the first one in Gaza Strip which investigate job satisfaction among staff who were composed of different health professions and work together in one health organization. Also, employees' complains, stress and routine work activate the researcher to conduct this study which aims to asses job satisfaction among staff, explore determinants of job satisfaction and identify main features of management style in AL-Nasser children's hospital. Furthermore, the study is concerned with suggesting some recommendations that could help the managers in order to improve employees' satisfaction.

Justification of the study

Given the importance of job satisfaction among employees of health care professions and its impact on health care delivery and quality, the problems associated with low job satisfaction should be addressed. In Gaza, there exists a paucity of studies that address job satisfaction among health workers. Such studies are needed for managers, policy and decision-makers in the Ministry of Health (MOH) to better identify factors

of job satisfaction and dissatisfaction in order to improve and maintain the productivity, efficiency and quality of the health care system in Gaza and this value is extremely important because of many issues like, scarcity of resources, high cost of health services and improper allocation of resources.

The researcher claims that, this study is of the few comparative studies in GS that investigates job satisfaction among different categories of health workers who were working together in one organization and experiencing the same work conditions and organizational culture.

The researcher was previously one of the managers who were working in AL-Nasser Children's Hospital for long period of time and he observed many indefinite complains, criticism, routine work and signs of stress or frustration. This study will be a chance for the employees to express their feeling and suggestion. These matters argue the researcher to study this subject.

This study could explore the needs of the employees and the determinants of job satisfaction among them. Therefore, the results and recommendations of the study could be guidelines that direct the managers in order to improve the level of job satisfaction among health care professionals as this will reflect positively on health care services.

The results of this study may activate others to conduct more specific and useful studies that make managers as well as employees more understandable to job satisfaction and become more familiar with studies.

Purpose of the study

The purpose of this study is to assess job satisfaction among health care providers (HCPs) at AL-Nasser Children's Hospital. The study explores the main domains of satisfaction among the participants. It also examines the effect of demographic,


professional and organizational variables on employees' satisfaction. Also, the study identifies the common features of management style currently utilized by the managers in this health Organization. Furthermore, the study might help in identifying potential barriers or weaknesses and areas in which employees' needs or expectations are not being met.

Objectives of the study

- To assess the level of overall job satisfaction among HCPs at Al-Nasser Children's Hospital.
- To determine the relationship between socio-economic variables and level of satisfaction.
- To determine the relationship between selected organizational characteristics and level of satisfaction.
- To identify the prominent determinants that affect either positively or negatively level of job satisfaction.
- To identify the common features of different leadership styles currently utilized at Al-Nasser Children's Hospital.
- To provide suggestions for the improvement of staff satisfaction and management style.

Research questions

- 1- What is the level of satisfaction among HCPs at Al-Nasser Hospital?
- 2- What are the main domains of employees' satisfaction?
- 3- Are there relationship between the personal variables such as "age, gender, residency, marital status, family size, level of education and formal monthly income" and job satisfaction?

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- 4- Are there relationship between organizational variables such as "years of experience, place of work, position, type of employment, type of profession, previous work and joining continuous education program" and job satisfaction?
 - 5- Is there a feeling of being treated unfairly "discrimination" between professions?
 - 6- Do managers pay adequate concern to work?
 - 7- Do managers pay adequate concern to people?

Feasibility and cost

This study was conducted as a part of the researcher study at the School of Public Health, AL-Quds University .Agreement and ethical approval were obtained from the Ministry of Health "Director General, Director General of Hospitals Directorate and director of AL-Nasser Children's Hospital and his subordinates " that made the implementation of the study more feasible.

The study is self funded, coordinated and supervised by the School of Public Health.

Chapter (6)

Conclusions and Recommendations

A cross-sectional descriptive study was conducted to assess job satisfaction among employed staff in this governmental health organization and to identify factors associated with it. Job satisfaction has been extensively studied in various health professions in Gaza. However, it is worth mentioning that this study is the first one in which we investigate satisfaction among all staff categories who were working in an organization.

The study findings could help in improving the level of job satisfaction among employees in Palestinian health organizations.

socio-demographic and professional profile

The number of staff who received the questionnaires was 234 participants with 87.6% response rate. The majority of respondents were males and married (76.6% & 91.2% respectively). The mean age was 38.59 years and 38.5% of the participants more than 35 years of age.

61.5% of the participants were living in Gaza province and they constituted 61.5%. Gaza represented the highest percent of the respondents, which was 43.9%, followed by health professionals 20%, paramedical 12.7%, and support services 23.4%. The employees who have a Bachelor degree were constituted 40.5%, while those who have a Diploma 29.8% and 30.7% have postgraduate degrees.

More than half of the respondents have 5-8 dependents for each. The majority gain a monthly income of 2000 NIS and less and they constituted 74.6% and 32.2% of those with an income less than 1400 NIS. Managers were constituted 18.5% of the total staff and 18.5% of them were formally assigned. Most of the participants were working with

permanent employment who constituted 84.4%. The majority were working in place of preference and they constituted 82.4% while, 58.5% were shared concerning the place of work and 53.2% willing to work in other department inside the hospital. The employees who were working in previous health organizations were constituted 63.4% and the majority of them were working in hospitals "57.3%". The study reveals that 19.5% of the participants were joining continuous education programs in the last three years and 77.1% willing to participate in continuous education programs. Seventeen percent "17%" of the staff has valuable grades (<2) and 41% has less valuable grades (>4). The majority of respondents were seeking other work and they constituted 59.5%, worth noting that 76.2% of them were seeking other work to increase their income. Those who didn't like to leave AL-Nasser children's Hospital to another organization constituted 70.2% of the total respondents. The employees who wanted to stay in the current work till to retirement constituted 43.9%, while 20% wanted to stay when its possible for early retirement. Nearly half of the participants (49.8%) had experience in his profession for less than 10 years while 37.6% had experience in AL-Nasser children's Hospital for more than 10 years. The majority of the staff express that they were treated unfairly , recognition and response between staff members and they constituted 76.1%. The staff who reported unfair feelings in concern to food services, were constituted 42.4% and 47.8% in concern to giving vacation and 36.6% in concern to cleansing materials. Also, 70.2% of the staff reported that there was discriminations between professionals/ categories in respect to dealing with or treating employees and in application of rules and regulations. Slightly more than half "50.2%" of the staff reported that there was no variation between their personal values and work policies.