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**Job Satisfaction among Employed Dentists in
the Gaza Strip-Palestine**

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By

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Declaration

“I undertake that all materials presented in this thesis are my own work and has not been written for me, in whole or in part, by any other person(s).

I also undertake that no portion of this thesis has been submitted as an application for another degree or qualification of this or any other university or institute of learning.

I also undertake that any paraphrase from the published and unpublished work of other persons has been duly acknowledged in the work which I present for discussion.”

Hanan Diab

April 2002

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Abstract

Job satisfaction among dentists in the Gaza Strip is important for their motivation, morale, absenteeism and retention at the work. Therefore, the overall aim of the study is to assess the level of job satisfaction among dentists and to examine the factors that have relation to job satisfaction.

Self-administered scaled questionnaires were distributed for all the employed dentists (201) who were registered at the Dentistry Association at the time of conducting the study with a high response rate (91.5%). The psychometrics of the questionnaires revealed that the questionnaire reliability and validity were high. Cronbach Alpha was 0.88 and the factor analysis revealed seven satisfaction constructs with a variance of 41.73 %

The level of job satisfaction among the subjects was relatively high (67.2%). Based on the responses the study identified seven satisfaction factors, the dentists expressed their satisfaction or dissatisfaction throughout response towards these factors. These factors are arranged in the following order of preference; professional status and attitudes, general satisfaction, professional perspectives, salary, organizational culture, organizational policy and work schedule.

Additionally, the results of the study revealed that some characteristics such as age, marital status, residency and place of study affect the level of satisfaction. Furthermore, position, organizational ownership and the nature of work significantly affect satisfaction level.

The study provided indicators about what affects the Gaza dentists' job satisfaction that could be used by all those who are concerned with this issue. However, the study provided several tentative recommendations, such as paying attention to training programs, revising the system of promotion and motivation, developing a more equitable salary scale, redesigning work schedule, improving communication and inducing changes in the organizational culture. Although the satisfaction is relatively acceptable the level of satisfaction could be better if managers pay more attention to the findings concluded by the study.

ملخص

تقييم الرضا الوظيفي بين أطباء الأسنان في قطاع غزة

تم اختيار موضوع الدراسة لأهمية الرضا الوظيفي وتأثيره على العمل ، و بقاء الموظفين بعملهم ، وقد سلط الضوء على أطباء الأسنان الموظفين في وزارة الصحة الفلسطينية ، وكالة الغوث الدولية والمؤسسات الصحية الغير حكومية وقد كانت العينة المشمولة بالدراسة 201 طبيب أسنان في قطاع غزة.

هدف الدراسة:

- تقييم العوامل التي تؤثر على مستوى الرضا الوظيفي بين أطباء الأسنان وفحص إلى أي درجة تؤثر هذه العوامل على الرضا الوظيفي بينهم.
- تحديد العوامل الأساسية التي تؤثر على الرضا الوظيفي لأطباء الأسنان.
- فحص العلاقة بين العوامل الشخصية - الاجتماعية - الديموغرافية والإدارية والرضا الوظيفي.
- تزويد متخذي القرار باقتراحات وتوصيات لأطباء الأسنان من خلال نتائج بحث تقييم الرضا الوظيفي لأطباء الأسنان.

الفئة المستهدفة:

كل أطباء الأسنان الموظفين في وزارة الصحة الفلسطينية - الخدمات الطبية العسكرية - وكالة الغوث الدولية والمؤسسات الصحية الغير حكومية المسجلين في كشف نقابة أطباء الأسنان الفلسطينية في قطاع غزة- 2001.

جمع البيانات:

تم جمع البيانات من خلال استبيان يتضمن أسئلة عن العوامل التي تحدد وتؤثر على الرضا الوظيفي وطلب من أطباء الأسنان إبداء رأيهم إلى أي مدى يتفقوا أو لا يتفقوا مع هذه العوامل ، وقد تم توزيع 201 استبيان استجاب 184 طبيب أسنان فكانت نسبة الاستجابة 91.5%.

تحليل البيانات:

تم استخدام برنامج SPSS في التحليل و اختبرت النتائج باستخدام اختبار مثل " ANOVA and t-test " .

نتائج البحث:

- ❖ دلت النتائج على أن مستوى الرضا الوظيفي بين أطباء الأسنان الموظفين هو 67.2% وقد اعتبرت هذه النسبة جيدة رغم صعوبة الظروف التي عملت بها الدراسة إلا أنه يمكن تحسين هذه النسبة إذا اهتم المسؤولين بتحسين ظروف العمل.
- ❖ أبرزت الدراسة مجموعة من العوامل كان لها أثر كبير على الرضا الوظيفي وقد عبر أطباء الأسنان عن رضاهم أو عدم رضاهم عن هذه العوامل ، من هذه العوامل أن الأطباء كانوا راضين عن كونهم أطباء أسنان ويفتخروا بنفسهم ويعتزوا بمهنتهم ويحبوا أن يقدموا الخدمة الطبية للمرضى ويهمهم أن يكونوا على علاقة طيبة بمرضاهم وعائلاتهم وزملائهم من الأطباء.
- ❖ هذه العوامل شملت الرضا العام بين أطباء الأسنان الموظفين ، سياسة المؤسسة، ثقافة وفلسفة المؤسسة الصحية و جدول العمل في المؤسسة.
- ❖ أوضحت الدراسة أنه كلما تقدم الأطباء في العمر يصبحوا راضين أكثر لتأقلمهم مع ظروف العمل ، ولحصولهم على علاوات سنوات الخدمة ويمكن أن يترقوا في مناصبهم الوظيفية.
- ❖ كما بينت الدراسة بأن الأطباء حديثي التخرج يكونوا راضين عن عملهم بسبب عدم فهمهم لسياسة المؤسسة وكلما زادت سنوات الخبرة يقل رضاهم الوظيفي بسبب حبههم في تغيير سياسة المؤسسة.
- ❖ بينت الدراسة عدم رضا أطباء الأسنان عن سياسة المؤسسة الصحية في التوظيف - التعليم المستمر - الترقيات - الراتب - نظام الاتصال - نظام الإدارة والإشراف داخل المؤسسة وعدم معرفتهم بفلسفة ونظم وقوانين المؤسسة التي يعملون بها.
- ❖ وضحت الدراسة حجم الضغط النفسي الذي يعاني منه أطباء الأسنان الموظفين سواء كان ذلك من ضغط العمل بزيادة عدد المرضى وعدم التزامهم بنظام المواعيد وعدم قدرة الأطباء على تطبيق نظام المواعيد في العمل أو الضغط النفسي الناتج عن طبيعة عمل طبيب الأسنان لذلك طالب الأطباء بتشكيل نظام مواعيد يلتزم به الأطباء والمرضى على حد سواء.

أهم التوصيات:

- توضيح أنظمة وقوانين العمل للموظفين.
- خلق نظام اتصال فعال في المؤسسة الصحية يقوم على مصلحة العمل.
- وضع سياسة واضحة للتعيين - الترقيات والحوافز - نظام إشراف صحي عادل يعتمد على الشفافية - العدالة والولاء للعمل.
- تحسين رواتب الأطباء بما يتلاءم مع الظروف المعيشية.
- إشراك الأطباء في صنع القرار وتقييم العمل داخل المؤسسة.
- الدعوة لتدريب الأطباء على كيفية التعامل مع ضغوط العمل وكيفية التأقلم عليها.
- تدريب الأطباء على المواضيع الإدارية التي تتعلق بسياسة المؤسسة.
- عمل أبحاث أخرى لدراسة جوانب أخرى تتعلق بالرضى الوظيفي لأطباء أسنان في مناطق أخرى من البلاد مثل دراسة العلاقة بين طبيب الأسنان والمريض وتأثيرها على العمل.
- تشجيع الدراسات والبرامج التعليمية التي تتعلق بمهنة طب الأسنان.

List of Acronyms

ANOVA	Analysis of Variance
BA	Bachelor Degree
MOH	Ministry of Health
NGOs	Non-Governmental Organization either national or international.
NHP	National Health Plan
PCBS	Palestinian Central Bureau of Statistic
PHC	Primary Health Care
PNA	Palestinian National Authority
SD	Standard Deviation
SHC	Secondary Health Care
SPSS	Statistical Package for Social Sciences
UNRWA	United Nations Relief and Works Agency

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Chapter 1

Introduction

Satisfaction is an emotional status that can be expressed by feelings. It is the reaction of the recipient towards salient aspects of the context, process and results of service experience (Pascoe, 1983).

The literature provides different definitions for the concept of job satisfaction.

Job satisfaction is "*the positive emotional state resulting from the appraisal of one's job or job experiences*" (Locke, 1976).

Locke (1976) noted that job satisfaction is not an entity, but a complex interrelationship of tasks, roles, responsibilities, interactions, incentives and rewards.

Job satisfaction is very important for a person's motivation and contribution to production, it may diminish irregular attendance at work, replacement of workers within a cycle or even the rate of accidents (Kahn, 1973). Job satisfaction affects behavioral intentions toward the job, which includes practitioner decisions about work schedule, hours and type of service and perspectives toward dentistry as a career option (Wells et al., 1999).

Every career has the potential for producing satisfaction and dissatisfaction even at the personal level and much of that assessment is dependant on individual values in the life (Bebeau, 1993). Some employees may be satisfied with certain aspects of their work and dissatisfied with other aspects (Handy, 1993). Satisfaction studies examined job satisfaction among the different professionals including dentists. In most countries the dental profession is subject to fluctuation in the field of patient supply and subsequent competition among colleagues, governmental interferences, costs of dental services and economic developments. These aspects affect the workload experienced by dentists and their job satisfaction.