

FACTORS AFFECTING JOB SATISFACTION LEVEL AMONG
THE HEALTH PROFESSIONALS OF UNGOOFARU
REGIONAL HOSPITAL

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FACTORS AFFECTING JOB SATISFACTION LEVEL AMONG THE HEALTH
PROFESSIONALS OF UNGOOFAARU REGIONAL HOSPITAL

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DECLARATIONS

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I hereby declare that this project is the result of my own work, except for quotations and summaries which have been duly acknowledged.

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June 2016

ABSTRACT

This research attempts to identify the job satisfaction level of health professionals working at Ungoofaaruu Regional Hospital (URH) and examine the relationship between psychological, physical and environmental factors that influence the job satisfaction level among them. The stratified random technique was used in selecting the portion of the health professionals required for the sample. Data was collected by using a self-administered questionnaire from 52 health professionals. Both descriptive and inferential statistics were performed by using the SPSS version 20. The result shows that job satisfaction has a significant relationship with health & safety measures, job security, job promotion, pay, welfare services, use of skills and abilities and organization culture. Moreover, result also shows that job satisfaction does not have any relationship with co-workers support and working environment. Besides that, result showed that 78.8% of health professionals are satisfied with their jobs and only 21.2% were dissatisfied. Furthermore, result also indicated that most influencing mativator was job promotion and the most influencing hygiene factor was welfare services. Thus, a special attention need to be given for job promotion and welfare services in order to increase the level of job satisfaction among the health professionals working at URH.

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LIST OF ABBREVIATIONS

URH - Ungoofaaru Regional Hospital

PHU - Public Health Unit

PROs - Public Relation Officers

MOH - Ministry of Health

SPSS - Statistical Program for Social Science

CHAPTER 01

INTRODUCTION

1.1 Background to the study

Job satisfaction includes among the most commonly studied areas in the organizational psychology (Naeem, Sentosa, Nejatian & Piaralal, 2011). Job satisfaction became one of the largest areas of research in industrial and organizational psychology since work is the major activities in our life (Bateman, 2009). Due to the increasing concern on job satisfaction, it has drawn many researchers' attention to this area. Thus, encouraged to conduct more researches on the level of job satisfaction and its effect on job performance. As a result, more than 12,000 studies have been published by the year 1990 (Ghazzawi & Smith, 2009).

Identifying the level of employee job satisfaction is to identify their level of commitment towards the organization, evaluate their performance and to identify the productivity of their work. Moreover, it also helps to identify the reasons for absenteeism and improves retention of the employees to reduce the cost of rehiring and retraining of new employees (Brenen, 2015).

High turnover of the potential employees is a great concern that many countries are facing across the world (Lu, While & Barriball, 2006). A global survey carried out by covering 120,000 respondents, indicated that 48 percent of the employees are unhappy with their jobs and also 43 percent of respondents said that they frequently think of quitting the job (Harjani, 2013).

In addition, it is clear that the civil service employees are the public servants and the leading workforce for the national growth and development. In this regard, a research conducted among the civil servants for job satisfaction in the Maldives, revealed that some of the qualified and educated employees working under civil service have the intention to change their job or to move abroad for the same career purposes (Naeem, Sentosa, Nejatian & Piaralal, 2011).

Hence, this research was conducted to identify the factors affecting the level of job satisfaction among the health professionals working at URH. Ungoofaaru is the capital of North Maalhosmadulu Atoll and the island where the R. Regional Hospital was situated. Raa Region consists of “Noonu”, “Raa”, “Baa” and “Lh” Atoll. URH provides curative services at secondary level to the people of the region (URH, 2013). The total population of this region is 42,143 and out of these, the population 32.27% (14,865) belongs to North Maalhosmadulu (Raa) Atoll (Census, 2014). URH operates with 161 employees with the capacity of 32 beds and 14 outpatient departments to cater the population of Raa Region (Shareef, 2016).

1.2 Problem statement and justification

Job satisfaction is one of the most extensively studied occupational phenomena worldwide (Belias & Koustelios, 2014). If employees working in the organization are not satisfied with their job or duty, then that particular organization will suffer due to the decreased productivity and performance. Besides that, it also increases the turnover of the employees within the organization (Yusuf, Eliyana & Sari, 2012).

Patients from Northern Province (Noonu, Raa, Baa and Lh) access to URH. The average number of patient visits to URH was between 150 and 200 per day (Mahir, 2016). Till now, there is no research done in Maldives to determine the factors affecting the job satisfaction level of health care professionals. However, URH can provide a better service for the patients and to the community when the employees (especially health professionals) are satisfied with their job. Therefore, it is important to conduct a research to determine the level of job satisfaction among the health professionals in order to provide a better health service for the patients.

1.3 Purpose of the research

1.3.1 General objective

To identify the level of job satisfaction among the health professionals working at URH and to determine the relationship between psychological, physical and environmental factors that affects their level of job satisfaction.

1.3.2 Specific objectives

Specifically, the research seeks:

1. To identify the job satisfaction level of the health professionals working at URH.
2. To determine the relationship between the factors that affects the level of job satisfaction and job satisfaction.

1.4 Research questions/hypothesis

This research is carried out based on the following research question and hypothesis listed in the table.

Table 1 Research question and hypothesis

Research question
1. What is the level of job satisfaction among the health professionals working in URH?
Research hypothesis
H0: There is no relationship between health and safety measures and job satisfaction H1: There is a significant relationship between health and safety measures and job satisfaction
H0: There is no relationship between job security and Job satisfaction H1: There is a significant relationship between job security and Job satisfaction
H0: There is no significant relationship between job promotion and Job satisfaction H1: There is a significant relationship between job promotion and Job satisfaction
H0: There is no relationship between use of skills and abilities and job satisfaction H1: There is a significant relationship between use of skills and abilities and job satisfaction
H0: There is no relationship between welfare services and job satisfaction H1: There is a significant relationship between welfare services and job satisfaction
H0: There is no relationship between pay and job satisfaction H1: There is a significant relationship between pay and job satisfaction

Table 2 Research question and hypothesis continue.

H0: There is no relationship between co-workers support and job satisfaction H1: There is a significant relationship between co-workers support and job satisfaction
H0: There is no relationship between working environment and job satisfaction H1: There is a significant relationship between working environment and job satisfaction
H0: There is no relationship between organizational culture and job satisfaction H1: There is a significant relationship organizational culture and job satisfaction

1.5 Significance of the research

The government spends a considerable amount of money on health professionals working at URH. Therefore, it is vital for the URH management, as well as other concern organizations to understand the factors that affect the level of job satisfaction among professionals in order to provide quality service for patients. The main beneficiaries of this research are described below.

1.5.1 Ministry of Health (MoH)

Ministry of Health can identify the current job satisfaction level among the health professionals working at URH. Therefore, MoH can bring changes to their existing policies if necessary to increase the level of job satisfaction among health professionals to retain them in the sector. Besides that, MoH can also use this as a baseline research to conduct future researches on job satisfaction among health care professionals working in the public and private sector in the Maldives.

1.5.2 URH management

URH management can identify the current job satisfaction level of their health professionals. Further, they can identify main factors that affect the job satisfaction level among them. Therefore, URH will be able to understand the areas where they have to focus in order to solve the existing issues that affect the job satisfaction level of health professionals. This will help to improve job satisfaction level of health professionals and ultimately helps to provide more quality service to the patients.

1.6 Delimitation/scope of the research

This research does not cover all the regional hospitals of Maldives and it only cover's URH. Furthermore, this research does not measure the job satisfaction level of all the employees working at URH and it only measures the job satisfaction level of health professionals. Administrative employees and other non-health professionals were excluded in this research, because if they were included the result may vary. Moreover the research only uses some factors which affect the level of job satisfaction. There are many other confounding factors which affect the job satisfaction level of the employees.

1.7 Definition of terms

- **Job satisfaction:** The attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role.
- **Organization:** A social unit of people that is structured and managed to meet a need or to pursue collective goals

- **Reward:** Anything given by organizations to employees in response to their contribution and performance. It may be a financial or non-financial reward.
- **Strata:** The sub groupings that are derived through stratified random sampling procedure.
- **Job promotion:** Advancement of an employee job in a company/organization
- **Job security:** Assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life.
- **Welfare service:** Availability of resources and presence of conditions required for reasonably comfortable, healthy, and secure living.

CHAPTER 02

LITERATURE REVIEW

2.1. Introduction

Literature review consists of three parts. The first part explains the theoretical framework of the research. The theory taken for this research is Herzberg motivation-hygiene theory. The second part defines job satisfaction and briefly explains impacts of job satisfactions and job dissatisfaction for an organization. Third part of the literature review separately describes the psychological, physical and environmental factors that affect the level of job satisfaction of the employees.

2.2 Theoretical framework

2.1.1 Herzberg's Motivation-Hygiene Theory

Motivation theories are used to explain the behavior and attitudes of employees working with any organization or industry. These theories are established on the assumptions that every employee have individual needs which motivate their actions in the working environments. Theorists like Maslow (1954), McClelland (1961), Alderfer (1969) and Herzberg (1966) were famous for their works in this field (Waheed & Hong, 2011). However, this research only focuses the Herzberg's motivation-hygiene theory.

Herzberg's motivation-hygiene theory is also known as the two-factor theory. The theory had received extensive attention as having a practical approach towards motivating employees (Waheed & Hong, 2011). Herzberg had published his analysis of the feelings of 200 engineers and accountants from nine companies in the United States in 1959. In his analysis, the employees were asked to describe their job experiences in which they felt either extremely bad or extremely good. Moreover, the employees were also asked to rate their feelings on these experiences. Responses about good feelings are called as motivators and the responses about the bad feelings are called as hygiene factors. Motivators involve factors built into the job itself like achievements, recognition, advancement and responsibilities. Hygiene factors are extrinsic to the job like salary, job security and supervision (Herzberg, 1966).

According to Herzberg's (1966), his motivation-hygiene theory varies from the traditional approach of viewing job satisfaction and job dissatisfaction. Furthermore, he also stated that hygiene factors prevent dissatisfaction and it does not lead to satisfaction. Instead, the hygiene factors helps to avoid bad feelings at work. On the other hand, motivators are the real factors that motivate employees at work.

Herzberg's motivation-hygiene theory was tested by many researchers around the world (Waheed & Hong, 2011). In the hospital setting, a research conducted to find out the job satisfaction level among the medical and nursing staff in Cyprus public general hospital applied Herzberg two-factor theory. They found that "achievement" was the highest rated motivator. Likewise "remuneration" receives the second-highest rating in the study.

Moreover, most influencing hygiene factors or discouraging factors identified in their research was low salary and difficult working conditions. Hence, this theory can be applied to find psychological factors (health and safety measures, job promotion, job security), physical factors (pay, co-workers support, use of skills and abilities, welfare services), and environmental factors (working environment, organizational culture) which influence the job satisfaction of URH health professionals.

Table 3 *Hertzberg motivation-hygiene theory* (Mathehu, 2010)

Hygiene factors	Motivators
Company policies & administration	Achievements
Job Security	Recognition
Pay & benefits	Advancement
Supervision	Responsibilities
Working Conditions	Growth
Relationship with co-workers	Promotion
Status	Work itself

2.3 Job satisfaction

Job satisfaction is a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences. Which means that positive feeling about work and working environment around the job lead someone towards satisfaction (Malik, Danish & Munir,

2012). Employees are more likely to be satisfied with their job if they are getting what they want from the job (Bateman, 2009).

Job satisfaction affects the psychological state of the individuals and it also has an impact on the employee's overall performance (Zhang & Li, 2013). Job satisfaction also has an impact on employees' behavior like absenteeism, complaints, grievances, frequent labor unrest and even termination of employment. Furthermore, job satisfaction can influence an employee's decision to remain with an organization and ultimately whether to remain in that career (Knight, Crutsinger & Kim, 2006).

When the employee's expectations are not met from his/her job, then the job dissatisfaction emerges within the organization. Thus, it can lead to a decrease in the workforce productivity and organizational commitment. Besides that, the medical conditions of the employees also might be affected negatively. Decreased job satisfaction level develops health problems like insomnia and headache (Gonca, 2009).

The happier workforce can have a constructive contribution in any organization since the satisfied employees are less likely to run off from their job, have lower absenteeism rate and have more output compared to others (Malik et al., 2012). Moreover, employees are more satisfied when they feel happy in their jobs. However, job satisfaction varies from one person to another. Some employees like equality at work, some employees may like the benefits they get from the job and other employees might like the degree to which they have the power to take initiatives in work tasks in the working environment.

2.4 Psychological factors and job satisfaction

2.4.1 Health and safety

Around 2.2 million people die every year from occupational accidents and diseases. In addition to that, 160 million fall ill shorter or longer periods due to their work-related activities or causes. Moreover, work-related accidents are very costly and it can have many serious direct and indirect effects and outcomes in the lives of workers, their families and to the organization (ILO, 2013).

Health and safety should be an integral part of general management. Providing a healthy and safe working environment increases the productivity of the employees and further it increase the business profits for the organization (Gahan, Sievewright & Evans, 2014). On the other hand, when the risk level of occupational health and safety increases, the satisfaction of the employees accordingly decrease (Gonca, 2009).

A research conducted to identify the relationship between job satisfaction and health indicated that health of the workers has a significant relationship with the job satisfaction (Faragher, Cass & Cooper, 2013). Their research was conducted by using a combined sample (published and unpublished source) of 4492 workers from various industries and publications. Moreover, another research which determined the effects of health and safety risk factors on job satisfaction in hotel enterprises also showed that health and safety risk factors have a significant relationship on job satisfaction (Gonca, 2009). The research had used an adequate number of samples (n=204) and job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ). According to

Buitendanh & Rothmann (2009), MSQ was designed to measure employee job satisfaction with his/her job and it's the most widely used questionnaire to measure the job satisfaction level of the employees.

2.4.2 Job promotion

Promotion is shifting of an employee for a job of higher significance and higher compensation. It is one of the most important aspects of an employee's life. Many organizations use promotion as a reward for high productivity of their workers which further increases their efforts. Furthermore, promotion is strongly correlated with job satisfaction and there is a direct and positive association between promotional opportunities and job satisfaction (Malik et al., 2012). The effectiveness of the works done by the employees who does not get promotion gradually decreases until they believe that they still have opportunities for future promotions (Kosteas, 2009).

Research done by Mustapha & Zakaria (2013) indicated that many employees consider leaving the organization if they do not have equal promotion opportunities offered by the organization. The research also stated that promotion significantly affects the level of job satisfaction among many medical institutes of Pakistan. In addition to that, job satisfaction research done among the University of Pakistan by Noori, Khan & Naeem (2015) and another job satisfaction research in a glass industry of Pakistan by Naveed, Usman & Bushra (2011) showed that promotion is a predictor of job satisfaction and promotion has a positive effect on job satisfaction level of the employees. Research conducted by Noori et al. (2015) had received 100% response rate for their research.

Furthermore, they have used a standard questionnaire which is used to measure the job satisfaction of the employees. Also the research conducted by Naveed et al. (2011) had used a stratified random sampling method due to the presence of significant difference in the sizes of the sampled companies. Thus, it helps to present proportionate amount of staff's from all four companies and reduces sampling bias.

2.4.3 Job security

Job security is the “*employee assurance or confidence that they will keep their current job*” (Stapleton, 2011). Employees with high level of job security have a low probability that they will lose their current job. Moreover, job security affects the worker's performance and the overall success of the business (Stapleton, 2011).

Job security is an important variable that directly affects the job satisfaction level of the employees. If an employee is sure that he/she will not be kicked out of the organization, then he/she will definitely work harder by giving more input to the organization. On the other hand, employees who are hired on a contract basis are less motivated than the permanent employees due to the lack of job security (Imran, Majeed & Ayub, 2015).

A research done by Akpan (2013) stated that job security and job satisfaction jointly and significantly predicts the organization commitment of the employees. Another research conducted to evaluate job insecurity and job satisfaction showed that job insecurity is negatively related to job satisfaction (Reisel, Probst, Chia, Maloles & Konig, 2010).

2.5 Physical factors and job satisfaction

2.5.1 Pay

In an organization, pay is one of the most important concerns of both employees and the employer. Pay is important for employees to satisfy their economic needs. Therefore, it is important that the employees in an organization should be satisfied with their overall pay since it affects their attitudes and behaviors (Singh & Loncar, 2010). The level of job satisfaction is low for employees who receive less amount of pay and is high for those who receive higher pay. Moreover, judgment for job satisfaction can be made with the help of payment system in the organization and pay is an imperative factor for job satisfaction (Malik et al., 2012).

A research done by Mohamed & Aktar (2010) demonstrated that there is a positive correlation between the employee's salary and job satisfaction. Another research done among the employees of banking industries in Bahawalpur showed that the payment and the incentives are the most important determinants of job satisfaction (Sattar & Nimra, 2014). Moreover, a recent research on pay and job satisfaction also states that money is the best motivator since every employee in the organization works for remuneration and therefore high pay is one of the key factors for satisfying the employees (Ibrar, Shafique, Ahmad & Abbas, 2015). On the other hand, a different research conducted to identify the tenuous relationship between salary and job satisfaction showed that salary has a negative relationship with both job and life satisfaction (Young, Milner, Edmunds, Pentsil & Broman, 2014). However, their research was conducted by using only 79 participants and

Job Characteristics Model (JCM) was applied in the research. According to Birnbaum, Wong, & Farh (1986), several criticism was raised against the Job Characteristics Model.

2.5.2 Co-workers

A co-worker has the capability to make a working environment a pleasure or an unpleasant place to spend your time. Co-workers can also increase as well as decrease the job satisfaction of employees working in an organization. Moreover, employees can carry out their job tasks more effectively with the help of co-workers and further also it increases the organization's productivity (Bateman, 2009).

According to Ibrahim (2014), co-workers play an important role in determining the individual's self-esteem. However, there are contradictory views regarding the positive effects of co-workers on employees. Some employees may think that accepting support from co-workers suggests incompetence, lack of ability of person accepting the support. Co-workers provide social supports for each other and if the co-workers within the organization are not cohesive, then employees may also develop stress reactions.

If the employee receives fair treatment from the co-workers then it will develop a positive affective feeling towards his/her job (Ladebo, Awotunde & Saghir, 2008). According to Hamilton (2007), when there is friendship among colleagues, employees feel comfortable with their workplace and reduce feelings of insecurity and uncertainty. Moreover, they also share more information and empathize with workplace friends about work-related problems and concerns. Also, friendly co-workers exchange words of encouragement,

confidence, trust, respect, feedback, recommendations and work-related matters which may increase enthusiasm and a positive attitude.

2.5.3 Welfare service

Welfare service is a broad term including various services, benefits and facilities offered to the employees by the employer. According to the most of the organizations, incentives, rewards, and recognition are the key parameters of today's welfare motivation programs (Balaji, 2013). Welfare service is used by many organizations as an approach to improve the productivity of employees since work related problems can lead to poor quality of life for employees and a decline in performance (Manzini & Gwandure, 2011).

Welfare services can be provided in term of medical assistance, housing, canteens and recreational facilities. In addition to that, welfare services also increase the loyalty and motivation of the employees and improves the productivity of the organizations (Bosibori, Nyakundi, Chales & Walter, 2012). Besides that, welfare services are one of the important issues faced by the successful managers and they believe that providing welfare services and other benefits will increase the productivity of the organization (Khademi, 2014). According to Upadhyay & Gupta (2012), welfare services include all the measures taken by the organization to make life comfortable for the employees and the main objective of employeefare services is to obtain employees satisfaction which will ultimately lead to a better productivity.

2.5.4 Use of skills & abilities

Skills and ability are a structured set of knowledge, strength and attitudes necessary for the effective performance of a work or activity (Palumbo, 2013). Everyone has skills and abilities that come easily or naturally. Some are unique abilities and talents which can be used in daily work life. Therefore, the organization should identify the skills and abilities that are available in the employee since the employees have higher attitudes towards using their skills and abilities (Mavromaras, Guinness, Richardson, Sloane & Wei, 2011).

The opportunity to use skills and abilities is a variable that influences the job satisfaction of the employees. In addition to that, employees gain satisfaction from jobs that require the use of their abilities as compared to jobs in which they feel like their abilities are not being used (Morrison, Cordery, Girardi & Payne, 2005). Moreover, another research done by Palumbo (2013), demonstrated that job satisfaction is high among the employees who gets the opportunity to use their skills in their working environment.

2.6 Environmental factors and job satisfaction

2.6.1 Working environment

The working environment is the area in which the employees are working in an organization and it involves all the aspects which act and react on the body and mind of the employees. The effective working environment influences the satisfaction level of employees and increases the overall performance of the organization. Job satisfaction factors of a working environment include good working condition, refreshments, recreation activities, fun at the workplace and job dissatisfaction factors in a working

environment includes workload, stress, over time, fatigue and boredom (Jain & Kaur, 2014).

It is important for an organization to maintain a good working environment in order to improve the productivity, increase the relation among the workers, and to reduce the absenteeism of the workers (Bhavani, Anbuoli & Jothimurugan, 2013). Furthermore, employees are less likely to quit their job if they have a good working environment (Markey, Ravenswood & Webber, 2011). However, a research on physical working environment and job satisfaction carried out in a hospital revealed that there is no significant relationship between the physical working environment and job satisfaction (Djukic, Kovner, Brewer, Fatehi & Greene, 2014). The sample size used in their research was relatively high (n=882). Besides that, they have addressed the limitations which hinder the research generalizability by applying well-specified model with adequate control of confounding variables.

2.6.2 Organizational culture

Organizational culture is a set of beliefs, values and assumptions which are shared by the employees of an organization. Organizational cultures can lead to a positive or negative job satisfaction (Priem, 2010). Further, it can have an impact on employee's commitment and retention. If the organizational culture is negative, then it would cause high turnover of employees (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014).

The organization can accomplish their goals and mission if there are common values and codes of conduct for the employees (Tsai, 2011). Poor organizational cultures lower the level of job satisfaction, productivity of the employees and overall performance of the organization (Sabri, Ilyas & Amjad, 2011). Research by Kalaldehy (2013) to identify the effects of organizational culture and leadership style on employee's job satisfaction showed a clear and a strong relationship between organizational culture, job satisfaction and organization culture.

CHAPTER 03

METHODOLOGY

3.1 Introduction

This chapter focuses on the following subsections; research design, study area, target population, sampling technique, sample size, research instrument, validity and reliability, data collection techniques, data analysis, and finally the conceptual framework.

3.2 Research design

A descriptive cross-sectional study was used in this research since this study also aims to describe the level of job satisfaction situation among the health professionals of URH. Furthermore, a descriptive cross-sectional study design was used since it is relatively easy to conduct within a short period of time and it is less expensive compared to other study designs.

3.3 Study area

The study area chosen for this research is URH. It is in Ungoofaaru which is located on the Eastern rim of Raa Atoll. Ungoofaaru is also the capital of Raa Atoll. URH was chosen for this research since it is the largest hospital in Northern Province.

3.4 Target population

The target population was all the health professionals working at URH. According to Shareef (2016), there is a total of 161 employees working at URH. Out of that, 92 employees are health professionals and remaining 69 employees are non-health professionals.

3.5 Sampling techniques

Stratified random sampling technique (See Appendix E and Appendix F) was used as a sampling technique in this research. After receiving the list of names of all the health professionals, they were classified into nine strata. The nine strata were specialist doctors, medical officers, lab technicians, radiologists, physiotherapists, registered nurses, enrolled nurses, health workers and family health workers. Furthermore, a subset was made from each stratum for males and females. This is done to increase the chances to have a proportionate number of males and females in the sample.

Once all the health professionals were divided into subsets, a random sampling technique was used in selecting the portion of health professionals from each subset. More samples were taken from the subset that contains more health professional. This is done according to their percentage of involvement of the total population (See Appendix E and F).

The stratified random sampling technique was used in this research since it works well for populations with a variety of attributes and it represent all species groups

proportionally in the sample by selecting individuals from all the strata's. Therefore, all the possible characteristics could be included in the sample.

3.6 Sample size

The Sample size of this research is 72 health professionals by using the actual population (92) of the health professionals working at URH. However, at the time of data collection, there were only 66 health professionals working at URH. Remaining 26 health professionals were on leave.

Therefore, the sample size was calculated for 66 health professionals. The sample size for this research was 57 out of 66 health professionals. The sample size was calculated by using the formula given below.

$ \begin{aligned} SS &= \frac{Z^2 \times (P) \times (1-p)}{C^2} \\ &= \frac{(1.96)^2 \times (0.5) \times (1-0.5)}{(0.05)^2} \\ &= \frac{0.9604}{0.0025} \\ &= 384 \text{ people} \end{aligned} $	$ \begin{aligned} \text{new SS} &= \frac{SS}{SS - 1} \\ &= 1 + \frac{Pop}{384 - 1} \\ &= 1 + \frac{66}{66} \\ &= 57 \text{ people} \end{aligned} $
<p>Where: Z = z value (example 1.96 for 95% confidence interval) P = percentage picking a choice, expressed as a decimal C = confidence interval, expressed as decimal Pop = Population of the target group</p>	

Figure 1 Sample size formula and sample size for the Research (American Marketing Association, 2012).

3.7 Research instrument

The research instrument used in this research was a self-administered structured questionnaire. The questionnaire consists of dichotomous, Likert and open-ended question for collecting the data. The questionnaire was designed in such a way that the researcher can achieve the objectives of the research. The questionnaire was prepared in English (See Appendix C) and was translated to Dhivehi (See Appendix D). It takes 5 to 10 minutes to answer the questions mentioned in the questionnaire. The questionnaire consists of three sections; Section A, Section B and Section C.

Section A consists of eight dichotomous questions which offer respondents a number of defined response choices. This section gathers information about the socio-demographic features of the health professionals such as age, gender, marital status, the highest level of education etc.

Section B of the questionnaire consists of ten Likert questions. The questions in this section gather information about the physical, psychological, and environmental factors that directly affects the job satisfaction level of the health professionals. Here the respondents have to state their level of satisfaction (very dissatisfied, dissatisfied, unsure, satisfied or very satisfied) for each variable.

Section C consists of five open-ended questions. The questions in this section were targeted to gather the respondents' suggestions and comments about different aspects of job satisfaction measures at URH.

3.8 Pre-testing

The questionnaire was prepared with the guidance of the supervisor. The questionnaire used in this research was pre-tested at the research site. Dhivehi version of the questionnaire was pre-tested among 10 local employees and English version of the questionnaire was pre-tested among 10 foreign health professionals. Pre-testing was done by the researcher using a researcher administered questionnaire. It helped to identify the question which the employees feel difficult to understand and answer.

After pre-testing was completed, questions which the respondents had faced difficulty in answering were made simpler. In addition to that, more instructions were also added to the questionnaire to reduce the confusion for the respondents as much as possible.

3.9 Validity and reliability

Before the data collection, both English and Dhivehi version of the questionnaire was pre-tested at research site and amendments were made as necessary. Amendments were made to the questionnaire based on the pre-testing. Also to increase the validity and reliability of the research, questionnaire strictly focuses on achieving the objectives of the research. Moreover, Cronbach's alpha was adopted for reliability analysis. The results of the Cronbach's alpha were included in the result section of the research (Table 3, Page: 29)

3.10 Data collection techniques

Data collection was carried out by the researcher, using a self-administered questionnaire. A consent form (See Appendix A and B) which contains a brief introduction about the researcher and the research was given to the respondents before giving the questionnaire to the respondents. Respondents were given opportunity to ask questions, if they have any queries regarding the research.

A questionnaire was given to all the health professionals in the selected sample during their duty hours and was collected at the end of the duty. English version of the questionnaire was used to collect data from foreign health professionals and the Dhivehi version of the questionnaire was used to collect data from local health professionals. Health professionals who had received the questionnaire were marked on the name list to avoid duplication. Data collection was carried out from 24th March, 2016 to 28th March 2016.

3.11 Data analysis

After completing the data collection, the questions were coded and entered into the Statistical Package for Social Sciences (SPSS) software, English version 20. Descriptive statistics like frequency, percentage, was used to describe the socio-demographic characteristics of the respondents. Furthermore, descriptive statistics like frequency, percentage, mean and standard deviation was also used to describe the job satisfaction level of the health professionals working at URH.

Inferential statistics like one way ANOVA was also performed to determine the relationship between job satisfaction level and health & safety, job security, job promotion, pay, co-workers support, welfare services, use of skills & abilities, working environment condition, and organizational culture. The significance level was set at 0.05.

3.12 Ethical considerations

Informed consent was given to the respondents before they receive the questionnaire. Respondents were assured that participation in this research was completely voluntary to participate. Moreover, participants can withdraw their names at any time during the research. Furthermore, data were collected anonymously to maintain the confidentiality of the respondents. The respondents were assured that participation in this research will not cause any harm to them and there is nothing included in this research that the respondents have to be responsible.

3.13 Conceptual framework and management of variables

Figure 1 shows the conceptual framework of the research. This model is based on Herzberg's Motivational-Hygiene theory which includes the factors like, job security, job promotion, which plays a vital role in satisfying the employees in an organization. Independent variables of this research includes psychological (health & safety measures, job security, and job promotion) physical (pay, co-workers support, welfare services, use of skills and abilities) and the environmental factors (working environment condition and organizational culture) that affect the level of employees job satisfaction. Dependent variable of this research is job satisfaction. Level of job satisfaction will be measured by

finding the mean satisfaction level for the independent variables. Moreover, the relationship between the independent and dependent variables will be measured by using inferential statistics like ANOVA.

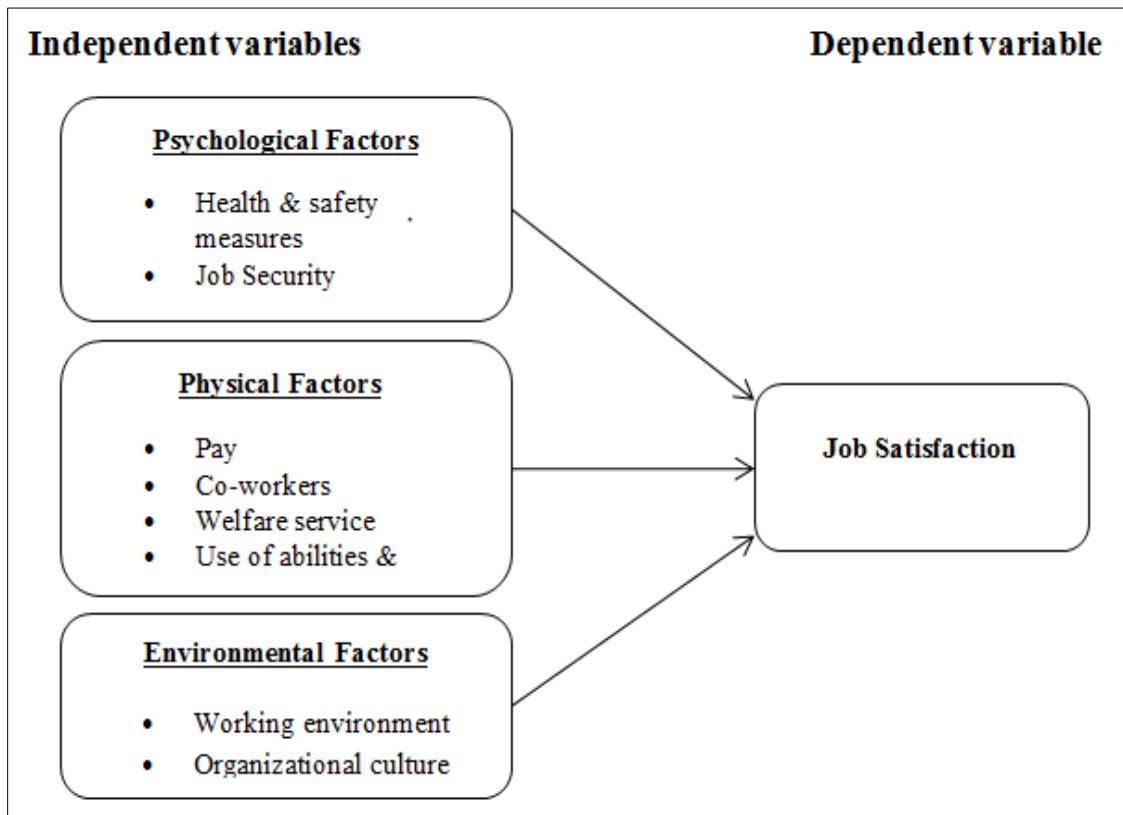


Figure 2 Conceptual Framework of the Research (Jagodaarachchi, 2011)

CHAPTER 04

RESULTS

4.1 Introduction

The analyzed results were shown in this chapter. Both descriptive and inferential statistics were analyzed in this research. Descriptive statistics performed include frequency, percentage and mean. Moreover, the inferential statistics performed in this research were one way ANOVA to find out the association between the dependent variable and independent variable and Cronbach's alpha used to find out the internal consistency of the questionnaire.

4.2 Reliability statistics

Table 3 Reliability test for the Questionnaire

Cronbach's Alpha	No of Items
0.736	18

Cronbach's alpha was run to measure the internal consistency of the instrument (questionnaire). The value for Cronbach's alpha comes to 0.736 which is greater than the standard value (0.7) used to measure the reliability. The result of the Cronbach's alphas

shows that the instrument is reliable. Therefore, the researcher can confidently apply different statistical tests and can interpret the results confidentially.

4.3 Socio-demographic variables

Socio-demographic characters included in this research were; designation, gender, age, marital status, nationality, the highest level of education and years of service to URH. All the socio-demographic characteristics of the health professionals were explained as below.

Table 4 Socio-demographic characteristics of the health professionals

Socio-demographic factors	Frequency (N=52)	Percent (%)
Designation		
Specialist Doctors	7	13.5
Laboratory Technicians	5	9.6
Medical Officers	2	3.8
Registered Nurses	29	55.8
Enrolled Nurses	4	7.7
Physiotherapists	2	3.8
Radiologists	1	1.9
Health Assistants	2	3.8
Gender		
Male	22	42.3
Female	30	57.7
Age		
Between 18 to 30 years	28	53.8
Between 31 to 40 years	16	30.8
Between 41 to 50 years	5	9.6
Between 51 to 60 years	2	3.8
Above 61 years	1	1.9
Marital Status		
Single	9	17.3
Married	43	82.7
Nationality		
Maldivian	10	19.2
Indian	36	69.2
Nepal	3	5.8
Bangladesh	3	5.

Table 4 Socio-demographic characteristics of the health professionals continue

Socio-demographic factors	Frequency (N=52)	Percent (%)
Education Level		
Certificate level	7	13.5
Diploma level	23	44.2
Degree level	15	28.8
Master's degree and above	7	13.5
Average Monthly Income		
Between MVR 4,000 to 8,0000	2	3.8
Between MVR 8,000 to 12,000	3	5.8
Between MVR 12,000 to 16,000	13	25
Between MVR 16,000 to 20,000	25	48.1
Above MVR 20,000	9	17.3
Years of service to URH		
Less than 1 year	9	17.3
Between 1 to 5 years	23	44.2
Between 5 to 10 years	11	21.2
More than 10 years	9	17.3

The result in Table 4 show that majority (55.8%) of the health professionals were registered nurses, 13.5% specialist doctors, 9.6% laboratory technicians, 7.7% enrolled nurses, and 1.9% radiologists. Moreover, there were 3.85% of health professionals seen from each category; medical officers, physiotherapists, and health assistants.

Out of 52 health professionals, the majority of the health professionals were females 30 (57.7%) and remaining 22 (42.3) health professionals were males respectively.

More than half of the health professionals were between 18 and 30 years old (53.8%), 30.8% between 31 and 40 years old, 9.6% between 41 and 50 years old and 3.8% between 51 and 60 years old. In addition to that, 1.9% of health professionals were above 61 years old.

Related to marital status, majority of the health professionals were married (82.7%) and only 17.3% of health professionals were single. There was no health professional in the category; divorced and widowed.

When comes to the nationality of the health professionals, the majority were from India (69.2%) and 19.2% from Maldives. Also, 5.8% of health professionals were seen for other two countries; Bangladesh and Nepal.

According to the education level of health professionals, most of the health professionals (44.2%) had completed diploma. The second most (28.8%) had completed degree. Also, there was equal number of health professionals (13.5%) for each category; certificate level and master or above.

With regard to average monthly income per month in Maldivian Rufiyaa, most of the health professionals (48.1%) get monthly income between 16,000 and 20,000. Also 25% gets average monthly income between 12,000 to 16,000 and 17.3% gets above 20,000. Few health professionals (5.8%) gets average income between 8,000 and 12,000 and only 3.8% gets average income between 4,000 and 8,000.

Out of 52 health professionals, the majority (44.2%) had served URH between 1 and 5 years and 21.2 health professional had served URH between 5 and 10 years. An equal number of health professionals served for other two categories; less than 1 year and more than 10 years.

4.4 Job satisfaction level for the independent variables

Likert-type questions were included in the questionnaire to measure psychological factors, physical factors and environmental factors that affect the level of job satisfaction of URH health professionals.

Table 5 Job satisfaction level for the independent variables

Variable	Level of job satisfaction					Mean
	1	2	3	4	5	
	Percentage (%)					
Psychological factors						
Health and safety measures	5.8	5.8	9.6	75	3.8	3.65
Job Security	3.8	11.5	21.2	55.8	7.7	3.52
Job Promotion	9.8	11.8	29.4	47.1	2.0	3.20
Physical Factors						
Pay	2	13.7	2	72.5	9.9	3.75
Co-workers Support	1.9	3.8	5.8	61.5	26.9	4.10
Use of skills and abilities	1.9	13.5	11.5	67.3	5.8	3.62
Welfare services	3.9	5.9	21.6	60.8	7.8	3.63
Environmental factors						
Working Environment	2	2	5.9	74.5	15.7	4.0
Organizational Culture	4	2	12	72	10	3.82

1 = Very Dissatisfied, 2 = Dissatisfied, 3= Unsure, 4= Satisfied, 5= Very Satisfied

4.4.1 Psychological factors

This research uses three psychological factors (health and safety measures, job security, and job promotion) which affect the level of employee job satisfaction. According to the Table 5, 5.8% of health professionals were very dissatisfied, 5.8% were dissatisfied, 9.6% were unsure, 75% were satisfied, and only 3.8% were very satisfied with the health and safety measures of the URH. The mean satisfaction level of health and safety measures was 3.65. For job security, 3.8% health professionals were very dissatisfied, 11.5% were

dissatisfied, 21.2% were unsure, 55.8% were satisfied and 7.7 were very satisfied. Also, the mean satisfaction level of job security was 3.52. Regarding the job promotion, 9.8% were very dissatisfied, 11.8% were dissatisfied, 29.4% were unsure, 47.1% were satisfied and 2% were very satisfied. Mean satisfaction for job promotion was 3.20.

4.4.2 Physical factors

Physical factors for job satisfaction included in this research were pay, welfare services, co-workers support, use of skills and abilities and welfare services. According to the analyzed results, 72.5% health professionals were satisfied, 9.9% were very satisfied, 2% were unsure, 13.7% were dissatisfied and 2% were very dissatisfied with the pay provided from the URH. The mean satisfactions for health and safety measures were 3.75. For co-workers support, 61.5% health professionals were satisfied, 26.9% were very satisfied, 5.8% were unsure, 3.8% were dissatisfied and only 1.9% were very dissatisfied. Mean satisfaction for co-workers support were 4.10. Regarding the use of skills and abilities, 67.3% of health professionals were satisfied, 5.8% were very satisfied, 11.5% were unsure, 13.5% were dissatisfied and 1.9% was very dissatisfied. The mean satisfaction score for this variable was 3.62. For welfare services, 60.8% health professionals were satisfied, 7.8% were very satisfied 21.6% were unsure, 5.9% were dissatisfied and 3.9% were very dissatisfied. Also, the mean satisfaction for welfare services is 3.62.

4.4.3 Environmental factors

Environmental factors that affect the level of job satisfaction included in this research are working environment and organizational culture. For working environment, 74.5% of

health professionals were satisfied, 15.7% were very satisfied, 5.9% were unsure, 2% were dissatisfied and also 2% were very dissatisfied. The mean score for working environment was 4.0. Regarding the organizational culture, 72% of health professionals were satisfied, 10% were very satisfied, 12% were unsure, 2% were dissatisfied and 4% were very dissatisfied. The mean satisfaction score for organizational culture was 3.82.

4.5 Overall job satisfaction level of the health professionals

Table 6 overall job satisfaction levels of URH health professionals

Variable	Level of job satisfaction			
	1		2	
	Frequency (N=52)	Percent (%)	Frequency (N=52)	Percent (%)
Overall job satisfaction level of URH health professionals	41	78.8	11	21.2

1 = Satisfied, 2 = Dissatisfied

Table 6 shows the overall satisfaction of the health professionals working at URH. Out of 52 health professionals, 41 (78.8%) health professionals were satisfied with their jobs and remaining 11 (21.2%) health professionals were dissatisfied with their jobs.

4.6 Relationship between job satisfaction and the independent variables

Table 7 Relationship between independent variables and job satisfaction

Factors Influencing level of Job Satisfaction	df between groups	df within groups	F	P value
Psychological factors				
Health and safety measures	4	47	3.824	0.009
Job Security	4	47	4.579	0.003
Job Promotion	4	46	17.970	0.000
Physical factors				
Pay	4	46	4.802	0.003

Table 7 Relationship between independent variables and job satisfaction continue

Factors Influencing level of Job Satisfaction	df between groups	df within groups	F	P value
Co-workers Support	4	47	1.795	0.146
Welfare service	4	46	5.509	0.001
Use of Skills and abilities	4	47	4.032	0.007
Environmental Factors				
Working environment	4	46	1.127	0.356
Organizational Culture	4	45	4.430	0.010

One way ANOVA was generated from SPSS to find out the relationship between the factors affecting the level of job satisfaction (independent variables) and Job satisfaction (dependent variable). One way ANOVA result shows that the P values are less than 0.05 for all the factors except co-workers support and working environment. The ANOVA result for job promotion shows the lowest P value. That is when the $F(4, 46) = 17.970$ and $P = 0.000$. The ANOVA result for condition of the working environment shows the highest P value. That is when the $F(4, 46) = 1.127$ and $p = 0.356$.

CHAPTER 05

DISCUSSION

5.1 Introduction

A descriptive cross-sectional study was used as a study design in this research. Study areas for this research were URH and target population was all the health professional working at URH. A structured questionnaire was used as a research instrument and data was collected during the duty hours of health professionals. Out of fifty-seven health professionals, response was received from fifty-two health professional. Furthermore, the result was analyzed by using SPSS. The result shows that 78.8% of health professionals are satisfied and 21.2% are dissatisfied with their job.

5.1 Job satisfaction level among the health professionals working at URH

5.1.1 Job satisfaction level for psychological factors

The mean satisfaction score for health and safety measures, job security measures, and job promotion were 3.65, 3.52 and 3.2 respectively. Therefore, it indicates that the health professionals were satisfied with the health and measures and job security measures of the URH. Also, the mean satisfaction score for job promotion demonstrated that the health professionals were unsure about their satisfaction level on job promotion measures of the hospital.

5.1.2 Job satisfaction level for physical factors

The mean satisfaction level of pay is 3.75, which means health professionals were satisfied with the pay they receive from the hospital. Also the mean satisfaction for co-workers support is 4.1. So, the health professionals were also satisfied with the co-workers support. Moreover, the mean satisfaction level for use of skills and abilities was 3.62. Therefore, the health professionals are somewhat satisfied with opportunities they get to use their skills and abilities in the working environment.

5.1.3 Job satisfaction level for environmental factors

The mean satisfaction level for working environment and organizational culture was 4.0 and 3.82 respectively. Thus, the mean satisfaction result for two these two variables concludes that health professionals working at URH were satisfied with the working environment and organizational culture of the hospital.

5.2. The relationship between factors affecting job satisfaction level and job satisfaction

5.2.1 Relationship between health & safety measures and job satisfaction

Health and safety risk factors have direct and indirect effects on levels of organizational commitment, job satisfaction and the job productivity. A research conducted in a hotel enterprise in the Istanbul province stated that there is a significant relationship between health and safety risk factors and job satisfaction (Gonca, 2009). Another research conducted to identify the relationship between job satisfaction and health also showed that health of the workers has a significant relationship on job satisfaction (Faragher et al., 2013). Moreover, this research also showed that there is a significant relationship

between health and safety measures and job satisfaction ($P=0.009$). Therefore, the null hypothesis for health and safety measures and job satisfaction can be rejected.

5.2.2 Relationship between job security and job satisfaction

Job security is an important variable that directly and indirectly affects employee organizational satisfaction and level of his commitment. They also mentioned that, if employees are sure that they will not be fired from their job, then the employees will work harder by giving more inputs to the organization (Imran et al., 2015). Regarding job security and job satisfaction, the analyzed result of this research showed that the P value is equal to 0.003, which is less than 0.05. Therefore, the result provides sufficient evidence to reject the null hypothesis and proves that there is a strong relationship between job security and job satisfaction among the health professionals of URH.

A similar result was found from a research which identifies the impacts of organizational justice, job security and job satisfaction on organizational productivity (Imran et al., 2015). Moreover, another research on job insecurity and job satisfaction also indicated that job insecurity is negatively related to job satisfaction (Reisel et al., 2010).

5.2.3 Relationship between job promotion and job satisfaction

Many organizations use promotion as a reward for high productivity of their workers which further accelerates their effort (Malik et al., 2012). One way ANOVA was performed to identify the relationship between job promotion and job satisfaction. The result of one-way ANOVA provides sufficient evidence to reject the null hypothesis and

proves that there is a significant strong relationship between job promotion and job satisfaction among the health professionals working at URH ($P= 0.000$). A similar result was found from another research done to determine the impacts of job promotion and job advancement on job satisfaction among the universities of KPK Province in Pakistan (Noor et al., 2015). Moreover, job satisfaction research conducted in a glass industry of Lahore (Pakistan) also stated that there is a significant positive relationship between job promotion and job satisfaction (Naveed et al., 2011).

5.2.4 Relationship between pay and job satisfaction

Pay is one of the most important and basic determinant of job satisfaction among the university teachers in Pakistan (Nazir, Shah & Zaman, 2013). Also, a research conducted to determine the impacts of pay and promotion on job satisfaction showed that there is a significant relationship between pay and job satisfaction (Malik et al., 2012). Moreover, the result of this research also showed the P values as 0.003. Since the P value is less than 0.05, it provides enough evidence to reject the null hypothesis and proved that there is a strong relationship between pay and job satisfaction. However, another conducted to identify the tenuous relationship between salary and job satisfaction indicated that salary has a negative relationship with both job satisfaction and life satisfaction (Young et al., 2014).

5.2.5 Relationship between co-workers support and job satisfaction

The association result for co-workers support and job satisfaction surprisingly showed that the P value is greater than 0.05 ($P=0.146$). Thus, the result provides insufficient evidence to reject the null hypothesis and supported the null hypothesis by proving that

there is no significant relationship between co-workers support and job satisfaction among the health professionals working at URH. However, a research conducted by Bateman (2009) on employee's perceptions of co-workers support and its effects on job satisfaction, work stress and intention to quit, showed that there is a significant positive relationship between co-workers support and job satisfaction. The reason that this research did not show any relationship for co-workers support and job satisfaction might be due to the smaller sample size used in this research.

5.2.6 Relationship between opportunity to use skills & abilities and job satisfaction

The result of one-way ANOVA for the opportunity to use skills & abilities and job satisfaction shows that the P value is 0.007 which is less than 0.05. Thus, the result provides enough evidence to reject the null hypothesis and can be concluded that there is a significant relationship between the opportunity to use skill & abilities and job satisfaction among the health professionals working at URH. Moreover, research done by Palumbo (2013) on soft skills and job satisfaction demonstrated that job satisfaction is high among the employees who get the opportunity to use their skills in their working environment. Besides that, another research by Morrison, Cordery, Girardi & Pane (2005) on job design, opportunities for skill utilization and intrinsic job satisfaction indicated that employees are more satisfied with the job that uses their skills & abilities than the jobs that do not use their skills and abilities.

5.2.7 Relationship between welfare services and job satisfaction

One-way ANOVA was performed to identify the association between the welfare services and job satisfaction. One-way ANOVA result of this two variable showed that

the P value is 0.001 which is less than 0.05. Thus, the result provides enough evidence to reject the null hypothesis and concluded that there is a significant strong relationship between welfare services and job satisfaction. A similar result was found from another research conducted by Victor (2014) on employee motivation and job satisfaction among the junior staff of the Cross River University and Technology.

5.2.8 Relationship between working environment and job satisfaction

Working environment involves all the aspects which can act and react on the body and mind of the employees. Further, effective work environment makes employees be happier with their job which ultimately influence the growth of the organization (Jain & Kaur, 2014). In this research, the result of P value of working environment and job satisfaction were 0.356, which is greater than 0.05. Therefore, the result provides evidence to reject the null hypothesis and concluded that there is no significant relationship between work environment and job satisfaction. A similar result was also seen from another research which explores direct and indirect influences of physical work environment on job satisfaction for early career registered nurses employed in hospitals (Djukic at al., 2014). However, there is contradictory view on working environment and job satisfaction. Likewise, a research conducted to identify the impacts of working environment on job satisfaction indicated that there is a significant relationship between working environment and the job satisfaction level of the employees (Raziqa & Maulabakhsha, 2015).

5.2.9 Relationship between organizational culture and job satisfaction

One-way ANOVA was performed to find out the association between organizational culture and job satisfaction. The P value of the result is 0.010 which is less than 0.05.

Thus, the result provides enough evidence to reject the null hypothesis and can be concluded that there is a significant relationship between organizational culture and job satisfaction. A similar result was found from the researches done by Kalaldehy (2013) on effects of organizational culture and leadership style on employee job satisfaction and another research done by Sabri et al. (2011) on organization culture and its impact on the job satisfaction of the university teachers of Lahore.

5.3 Limitation of the research

Due to the time frame for this research (3 months), a quantitative approach was applied. These approaches only focus on the research objectives and hinder looking broadly into the topic. Also, the respondents may mark the answers in the questionnaire which may be socially incorrect irrespective of the actual feelings.

The participation in this research was completely voluntary. Therefore, all the health professionals who received the questionnaire had not completed the questionnaire and returned them. Moreover, this research uses only some of the factors that affect the job satisfaction level. There are many other factors which are equally important like workload, relationship with supervisor, fairness, etc. Therefore, the scope of this study is limited and there is a certain degree of bias by the researcher.

The research was only focused on the health professionals working at URH. Other than URH, there are 6 regional hospitals in Maldives where the health professional is working. Therefore, finding of this study cannot be generalized to other regional hospitals in Maldives since this research is limited to the health professionals of URH.

5.4 Conclusion

The dependent variable of concern in this research is job satisfaction of health professionals working at URH and the independent variable of the research includes health and safety measures, job promotion, job security, pay, co-workers support, welfare services, use of skills and abilities, working environment, and organization culture.

A structured questionnaire was used as a research instrument for data collection. Questionnaire gathered information about socio-demographic characteristics of health professionals and their level of satisfaction for the independent variables. Besides that, Cronbach's alpha was generated to find the internal consistency of the questionnaire. Moreover, the sample size was calculated by using a statistical formula and stratified simple random sampling was used to draw the number of health professionals required for the research. Data collection was carried out by the researcher and data were collected during the duty hours of the health professionals. Moreover, data were analyzed by using SPSS version 20.

The result of the research showed that, health professionals were satisfied with the health and safety measures, job security, pay, co-workers support, use of skills and abilities, working environment and organizational culture. Also, they were unsure about the job promotion strategies of the hospital. However, the overall satisfaction showed that 78.8% of health professionals were satisfied and 21.2% were dissatisfied with their jobs. Further, the result had also proved that the most influencing motivator was job promotion and the most influencing hygiene factor was welfare services. Thus, the results suggest that special attentions need to be given for job promotion strategies and welfare services in order to increase the job satisfaction level of the health professionals. It also helps to

increase the productivity and performance of the services provided from URH to their patients.

5.5 Recommendations

This research concentrates only on the health professionals of URH and the sample size is small in this research. Therefore, this research can be used as a baseline research to conduct future job satisfaction researches. Future researches can be targeted to identify job satisfaction level of health professionals among all the regional hospitals of Maldives. Moreover, upcoming researches can also be done to compare the job satisfaction level of health professionals working in the private sector and public sector. In addition to that, future researches can also include more factors that affect job satisfaction level of employees like supervision, relationship with supervisor and fairness etc.

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APPENDICES

APPENDIX A: English version of the consent form

Consent form

The researcher

My name is Mohamed Suhail and I am studying bachelor of primary healthcare at Maldives National University (MNU). As a part of this course, I am conducting a research on factors affecting job satisfaction among the employees of Ungoofaaru Regional Hospital (URH). Your views will be extremely important for this research project, since your views will help me to identify factors that affect job satisfaction among the employees of URH. I would be glad if you could participate in this study.

The research participants

You are completely voluntary to participate in this research project. Your participation or non-participation won't cause any harm to employ and you don't have to be responsible for anything. Also you are free to withdraw your name in anytime during the research. Your withdrawal will not be penalized or communicated to anyone. The information you provide will be strictly anonymous and confidential and will be used for academic purposes only.

My decision

I agree to participate in this project. The purpose of the project has been explained to me. I understand that my decision to participating in this research project is completely voluntary and also I understood that I can withdraw my name anytime during the research. I am convinced the information I provide will be subjected to strict anonymity and confidence.

Participant Phone Number: Date:/...../..... Sign:

APPENDIX C: English version of the questionnaire

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

Questionnaire

Questionnaire to identify the factors affecting the level of job satisfaction among the health professionals of Ungoofaaruu Regional Hospital

Instructions:

- This questionnaire consists of three (3) sections; **Section A, Section B and Section C**
- Kindly please attend all the questions included in three sections of this questionnaire.

Section (A)

Socio-demographic features

1. **Designation:**

2. **Nationality:**

3. **Gender:**

- a. Male
 b. Female

4. **Age:**

- a. Between 18 to 30
 b. Between 31 to 40
 c. Between 41 to 50
 d. Between 51 to 60
 e. Above 61

5. **Marital Status:**

- a. Single
 b. Married
 c. Widowed
 d. Divorced

6. Highest education Level:

- a. Certificate Level
- b. Diploma
- c. First Degree
- d. Masters certificate/Above

7. Monthly income:

- 7.1 Between MRF 4,000 to 8,000
- 7.2 Between MRF 8,000 to 12,000
- 7.3 Between MRF 12,000 to 16,000
- 7.4 Between MRF 16,000 to 20,000
- 7.5 Above MRF 20,000

8. Years of service

- 8.1 Less than one year
- 8.2 Between 1 to 5
- 8.3 Between 5 to 10
- 8.4 More than 10 Years

Section B

- In this section rate for each question (9-18) according to the key given below.
- Key for Level of Satisfaction -5 points

Satisfaction level	Number allocated	Description
Very Dissatisfied	1	If your job gives much less than you expected
Dissatisfied	2	If your job gives less than you expected
Unsure	3	If you cannot decide or make your mind
Satisfied	4	If your job gives you what you have expected
Very Satisfied	5	If your job gives you more than you expected

	Very Dissatisfied (1)	Dissatisfied (2)	Unsure (3)	Satisfied (4)	Very Satisfied (5)
9. Health & safety measures of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Job security measures of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Existing promotion strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Monthly payment provided from the hospital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The co-workers support in working environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The welfare services provided by the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The chance to make use of your abilities & skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Condition of the working environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Organization Culture of the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Overall job satisfaction level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C

19. List the health & safety measures taken by the organization?

.....
.....
.....

20. In your opinion, what are the factors that you have identified from hospital that affects your level of job satisfaction?

.....
.....
.....

21. What are the welfare services provided by the organization?

.....
.....
.....

22. Do you get enough support from your co-workers? If not, explain why?

.....
.....
.....

23. In your opinion, what are the things that the organization can do to make it a better a work place for you?

.....
.....
.....
.....
.....

Thank You for Your Cooperation

(3) مہتر و ستر

جہاں پر ریڈس فائر سٹیشنوں اور کچھ نامیاتی فائر سٹیشنوں کے ذریعے فوجی ریسرچ ڈیویژن اور دیگر ایجنسیوں کے ساتھ مل کر کام کیا جائے گا۔

- مہتر اور ریسرچ ڈیویژن کے ساتھ نامیاتی فائر سٹیشنوں کے ذریعے ایجنسیوں کے ساتھ مل کر کام کیا جائے گا۔ (09-18)

مہتر	فائر سٹیشن	ریسرچ ڈیویژن
فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔	1	فوجی ریسرچ ڈیویژن
فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔	2	ریسرچ ڈیویژن
فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔	3	ایئر سروس
فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔	4	ریسرچ ڈیویژن
فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔	5	فوجی ریسرچ ڈیویژن

ایئر سروس	ریسرچ ڈیویژن	ایئر سروس	ریسرچ ڈیویژن	ایئر سروس	ریسرچ ڈیویژن
5	4	3	2	1	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

9. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
10. فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
11. فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
12. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
13. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
14. فوجی ریسرچ ڈیویژن اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
15. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
16. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
17. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔
19. ایئر سروس اور دیگر نامیاتی فائر سٹیشنوں کے ذریعے کام کیا جائے گا۔

3) מכתב וטלגרף

ב. הריני רחוק ממך וסוף המסע הארוך לא יגיעו לידיך פה פה רחוקים האנשים האלה לא יראו אותי
אני יושב פה בחדר המלון הזה ודומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי
לא יראו אותי לא יראו אותי דומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי

19. דומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי? ..

20. מה פה פה רחוקים האנשים האלה לא יראו אותי? ..
אני יושב פה בחדר המלון הזה ודומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי

21. הריני רחוק ממך וסוף המסע הארוך לא יגיעו לידיך פה פה רחוקים האנשים האלה לא יראו אותי
אני יושב פה בחדר המלון הזה ודומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי

22. דומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי? ..
אני יושב פה בחדר המלון הזה ודומים לי שנים רבות פה פה רחוקים האנשים האלה לא יראו אותי

מה פה פה רחוקים האנשים האלה לא יראו אותי?

**APPENDIX E: Stratified simple random sampling technique by using
actual population of the health professionals**

Designations	Total number of Employees	Gender Representation	% of Representation from Total	No of Samples selected	Total Sample Size
Specialist Doctors	14	<u>13</u> Males	13.04	10	11
		<u>01</u> Female	1.09	1	
Medical Officers	08	<u>07</u> Males	7.61	6	7
		<u>01</u> Females	1.09	1	
Lab Technicians	5	<u>02</u> Males	2.17	2	4
		<u>03</u> Females	3.26	2	
Radiologists	2	<u>02</u> Males	2.17	2	2
		<u>00</u> Females	0.00	0	
Physiotherapist	2	<u>02</u> Males	2.17	2	2
		<u>00</u> Females	0.00	0	
Registered Nurses	46	<u>10</u> Males	10.87	08	37
		<u>36</u> Females	39.13	29	
Enrolled Nurses	11	<u>00</u> Males	0.00	0	9
		<u>11</u> Females	11.96	9	
Health workers	03	<u>01</u> Males	1.09	1	3
		<u>02</u> Females	2.17	2	
Family health Workers	2	<u>00</u> Males	0.00	0	2
		<u>02</u> Females	2.17	2	
Total	92	–	100	–	75

**APPENDIX F: Stratified simple random sampling technique by using
the number of health professionals at the time of data collection**

Designations	Total number of Employees	Gender Representation	% of Representation from Total	No of Samples selected	Total Sample Size
Specialist Doctors	12	<u>11</u> Males	16.67	10	11
		<u>01</u> Female	1.52	1	
Medical Officers	04	<u>03</u> Males	4.54	3	4
		<u>01</u> Females	1.52	1	
Lab Technicians	5	<u>02</u> Males	3.03	2	5
		<u>03</u> Females	4.54	3	
Radiologists	2	<u>02</u> Males	3.03	2	2
		<u>00</u> Females	0.00	0	
Physiotherapist	2	<u>02</u> Males	3.03	2	2
		<u>00</u> Females	0.00	0	
Registered Nurses	33	<u>09</u> Males	13.6	8	29
		<u>24</u> Females	36.4	21	
Enrolled Nurses	05	<u>00</u> Males	0.00	0	4
		<u>05</u> Females	7.58	4	
Health workers	01	<u>01</u> Males	1.52	1	1
		<u>00</u> Females	0.00	0	
Family health Workers	2	<u>00</u> Males	0.00	0	2
		<u>02</u> Females	3.03	2	
Total	66	-	100	-	57