

# Comparison between Government Hospitals in Jordan and China to Find the Effecting Factors on Doctor's Job Satisfaction in Both Countries

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**Abstract:** *Job satisfaction is considered as an important issue that can expect the stability of the system, reduce the job turnover and enhance worker motivation. Generally, doctors have some obstacles in obtaining all their needs and their patients' needs, where this affects majorly on their satisfaction. This research is to carry out a comparison between government hospitals in Jordan and China according to doctors' job satisfaction in order to determine the main problems and factors that affect the job satisfaction of healthcare sector doctors and then find appropriate solutions. Quantitative research is conducted in this work based on writing and distributing questionnaire for doctors in specific government hospitals in both Jordan and China. The sample of this research was 200 doctors from each country, 400 doctors from both countries Jordan and China. The Results demonstrated that most effective factors on doctors job satisfaction in Jordan and China are the training and development (Jordan 89.2 - China 90.1) and teamwork (Jordan 89.5 - China 89.1). Thus, to enhance the job satisfaction of doctors in both countries, the ministry of health should increase the number of training courses for doctors and improve their relations with each other.*

**Keyword:** Job Satisfaction, Job Turnover, Comparison, Government Hospitals, Organizational Factors, Social Factors

## 1. Introduction

Generally, hospital employees, especially doctors have some difficulties in obtaining all the needs of their patients. Thus, managers of hospitals have responsibilities to both patients and employees [1-4]. According to the conducted literature, job satisfaction of employees in the health care sector is associated with many factors, such as efficient communication between employees and supervisors, the capability to express their opinions freely and the possibility to contribute actively in various management and decision-making processes [5]. Other important issues to the satisfaction of employees are the management attitude and cooperative problem-solving. Furthermore, the job satisfaction of employees is considered as an indicator of the work quality where any factor that affects the employees' job satisfaction results in negative impacts on the work and productivity [6-10]. Job satisfaction levels of health care sector employees can be enhanced based on attending to various motivating factors, such as creativity, planning, making the work more attractive and requiring more initiative. This is particularly applicable when the budget restrictions limit increases to give and benefits [11].

Generally, managers who take the factors that affect their staff happiness into account are more expected to have enhanced performance from several hospital staff groups [12]. It is really important to know and accept the employees' opinions and incorporate them in various management, problem-solving and decision-making processes since this can enhance and improve the job satisfaction levels among employees as well as it can let them feel that they are an essential part in that organization.

### 1.1. Motivation

Mostly, hospital employees, particular doctors have some obstacles in obtaining all the needs of their patients, so that, hospital's chiefs have responsibilities to both employees and patients [13]. On the other hand, job satisfaction levels of health care sector employees can be boosted based on attending to various motivating factors, such as planning, creativity, making the work more attractive and requiring more initiative [14]. This is particularly applicable when the budget limitations can be overcome. From this point, it is significant to know the employee's opinions and incorporate them in various management, decision making processes, and problem-solving since this can improve the job satisfaction levels among employees as well as it can let them feel that they are playing fundamental roles in that organization [15, 16].

This thesis introduces a comparative analysis between government hospitals in Jordan and China according to doctors' job satisfaction in order to find out the main problems and factors that influence the job satisfaction of health care sector doctors and then find appropriate solutions and recommend solutions for these problems. This is carried out based on examining the problem and understanding the essential concepts and problems of job satisfaction in the health care sector, exploring some of the related works about the job satisfaction in the health care sector of various countries and demonstrating the factors that result in job satisfaction or dissatisfaction, preparing a questionnaire agreeing to the defined job satisfaction indicators and then hand out it to healthcare sector doctors in specific government hospitals in both countries, gathering and resolving the questionnaire data, moreover, carrying out a comparative analysis between both countries based on the collected data.

## 2. Materials and Methods

### 2.1. Materials

**Sample Collection:** the population includes the whole doctors in all government hospitals in Jordan and China. The sample of this research includes 4 hospitals in Jordan and 4 hospitals in China depending on the number of doctors who work in four main departments of each hospital. These departments are: medical, surgery, paediatric and maternity departments, 200 doctors were randomly selected from each country as follows: 60 doctors from the medical department, 60 doctors from the surgery department, 40 doctors from the paediatric department and 40 doctors from the maternity department.

### 2.2. Methods

**Research Type:** the research paradigms that used in driving the quantitative research is the positivism based paradigms to evaluate the social interaction with no intolerance, observe the research hypotheses and control the soft features of human behaviour. Questionnaires are mainly utilized to study the theoretical deductive generality based on choosing the research problem and then setting the research questions to get the statistical analysis results which can be used to get an accurate explanation with numbers.

**Questionnaire:** The conducted questionnaire in this research includes several questions about the factors that affect on the job satisfaction of doctors in government hospitals in both Jordan and China. It is divided into various sections. The first questionnaire section focuses on personal information about the gender, age, department name, experience, educational level, number of given training courses in the last six months, number of medical staff in the department, number of working hours, number of daily checked patients, salary, location, social status and languages. The second section includes other agree and disagree and neutral questions.

**Research Framework:** Hard copy papers of a quantitative questionnaire were sent to the proposed sample. After that, data was collected in order to form the research theoretical framework that is shown in the following figure. One way ANOVA was used in analysing the moderating variable.

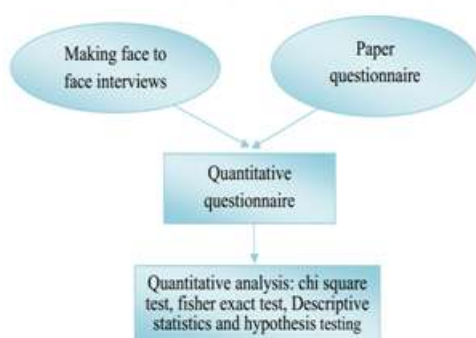


Figure 1: Theoretic Framework

## 3. Results and Discussions

### 3.1. Studied Factors on effect on Job Satisfaction of Chinese Doctors

#### 3.1.1. Organisational factors

Table 1: Averages and Percentages of Agreed Doctors in China Concerning the Organisational Factors

Factors	Agreed Doctors in China	Percent (%)
Training and development	180.2	90.1
Teamwork	178.2	89.1
Time Pressure	172.0	86.0
Quality of Patient Care	170.6	85.3
Workload	167.4	83.7
Work environment	166.8	83.4
Salary	166.4	83.2
Politics	160.2	80.1
Organizational Culture	156.4	78.2

According to the organizational factors in China, we found that training and development have 90.1% with average agreed 180.2, while teamwork have 89.1% with average agreed 178.2, time pressure have 86% with average agreed 172, quality of patient care have 85.3% with average agreed 170.6, also the workload have 83.7% with average 167.4, while the work environment have 83.4% with average agreed 166.8, the salary have 83.2% with average agreed 166.4, the politics have 80.1% with average agreed 160.2, finally the organizational culture has 78.2% with average agreed 156.4.

The table above analyses the averages and percentages of agreed doctors in China about the covered organizational factors in the questionnaire. As shown in the table, the highest percentages of agreed Chinese doctors were 90.1% for the training and development, 89.1% for teamwork and 86% for time pressure. The aim of this table explores the effective of the organizational factors in China on doctors' job satisfaction. According to this table, the enhancing of training and development, the teamwork of doctors in China and decreasing their time pressure can effectively improve their job satisfaction.

#### 3.1.2. Social Factors

Table 2: Averages and Percentages of Agreed Doctors in China Concerning the Social Factors

Factors	Agreed Doctors in China	Percent (%)
relations between doctors and patients	173.2	86.6
Social status	164.0	82.0
Governmental policies	160.8	80.4
Culture	160.2	80.1

According to the social factors in China, we found that the relations between doctors and patients have 86.6% with average agreed 173.2, while social status has 82% with average agreed 164. Also, the government policies have 80.4% with average agreed 160.8. Finally, the culture has 80.1% with average agreed 160.2.

The table above analysed the averages and percentages of agreed doctors in China about the covered social factors in

the questionnaire. It can be clearly seen that 86.6% of the respondents agreed that the most effective social factor on their satisfaction is the relations between doctors and patients, while 82% of them agreed that it is the social status. This table indicates that enhancing the relations between doctors and patients can effectively improve the job satisfaction of doctors in China.

### 3.2. Studied Factors on effect on Job Satisfaction of Jordanian Doctors

#### 3.2.1. Organisational factors

**Table 3:** Averages and Percentages of Agreed Doctors in Jordan Concerning the Organisational Factors

Factors	Agreed Doctors in China	Percent (%)
Training and development	179.0	89.5
Teamwork	178.4	89.2
Time Pressure	174.4	87.2
Quality of Patient Care	173.8	86.9
Workload	168.0	84.0
Work environment	168.0	84.0
Salary	165.8	82.9
Politics	162.0	81.0
Organizational Culture	153.4	76.7

According to the organizational factors in Jordan, we found that teamwork has 89.5% with average agreed 179, while training and development have 89.2% with average agreed 178.4, quality of patient care have 87.2% with average agreed 174.4, the salary have 86.9% with average agreed 173.8, also the work environment have 84% with average 168, while the workload has 84% with average agreed 168, the organizational culture has 82.9 with average agreed 165.8, the time pressure has 81% with average agreed 162, finally the politics have 76.7% with average agreed 153.4.

As shown in the table above, the highest percentages of agreed Jordanian doctors concerning the effect of the studied organizational factors on their job satisfaction were 89.5% for teamwork, 89.2% for training and development, and 87.2% for patient care. The table demonstrates that enhancing the teamwork training and development of Jordanian doctors and improving the care of their patients can effectively enhance their job satisfaction.

As shown in the table above, the highest percentages of agreed Jordanian doctors concerning the effect of the studied organizational factors on their job satisfaction were 89.5% for teamwork, 89.2% for training and development, and 87.2% for patient care. The table demonstrates that enhancing the teamwork training and development of Jordanian doctors and improving the care of their patients can effectively enhance their job satisfaction.

#### 3.2.2. Social Factors

**Table 4:** Averages and Percentages of Agreed Doctors in Jordan Concerning the Social Factors

Factors	Agreed Doctors in China	Percent (%)
relations between doctors and patients	172.6	86.3
Social status	166.0	83.0
Governmental policies	162.2	81.1
Culture	156.6	78.3

According to the social factors in Jordan, we found that the social status have 83.0% with average agreed 166, while relations between doctors and patients have 86.3% with average agreed 172.6. Also, the government policies have 81.1% with average agreed 162.2. Finally, the culture has 78.3% with average agreed 156.6. As illustrated in the table

above, the highest percentages of agreed Jordanian doctors concerning the effect of the studied social factors on their job satisfaction were 86.3% for social status and 83% for relations between doctors and patients. The table demonstrates that enhancing the relations between doctors and patients with taking into account their social status can effectively enhance the job satisfaction of doctors in Jordan.

### 3.3. Comparison Between Both Countries

In this section, we will make a descriptive comparative between Jordan and China according to the percentage of the studied factors and its effect on doctors' job satisfaction in both countries.

**Table 5:** Comparison between Jordan and China According to Agreed Percentage

Factors	Jordan %	China %
Training and development	89.2	90.1
Time Pressure	81.0	86.0
Quality of Patient Care	87.2	85.3
Workload	84.0	83.7
Work environment	84.0	83.4
Salary	86.9	83.2
Politics	76.6	80.1
Social status	86.3	82.0
relations between doctors and patients	83.0	86.6
Governmental policies	81.1	80.4
Culture	78.3	80.1
Teamwork	89.5	89.1

According to the training and development we found that China has 90.1%, while Jordan has 90.2%, this shows us that the training and development in Jordan effect on job satisfaction more than China, but for the time pressure, we found that China has 86.0% while Jordan 81%, that's mean the time pressure in China effect on job satisfaction more than in Jordan.

For the quality of patients care, we found that China has 85.3% while Jordan has 87.2%, that's mean the quality of patients cares in Jordan affect job satisfaction more than China. We found that workload in China have 83.7%, while in Jordan 84.0%, this shows us that the job satisfaction in Jordan affected by the workload more than China, also for the work environment we found China have 83.7%, but Jordan has 84.0%, that's mean the job satisfaction in Jordan affected by the work environment more than China.

The salary in China has 83.2%, but Jordan has 86.9%, that's mean the job satisfaction in Jordan can be affected by the salary more than China. But the politics in China have 80.1%, while Jordan has 76.6%, that's mean the politics in China can effect on job satisfaction more in Jordan. For the organizational culture, we found that China has 78.2%, while Jordan has 82.9%, this shows us that the job satisfaction in china can be affected by the organizational culture more than Jordan.

For the social status, China has 82.0% while Jordan has 86.3%, that shows us job satisfaction in Jordan can be affected by the social status more than China, also the relation between doctors and patients in China was 86.6% while Jordan was 83.0%, this gives us that the relationship



between doctors and patients in China can be the effect on job satisfaction more than Jordan. For the government politics, we found that China has 80.4%, while Jordan has 80.1% that show us the government politics in China can effect on job satisfaction more than Jordan. For the culture, we found that China has 80.1%, while Jordan 78.3% that shows us the job satisfaction in China can be affected by the culture more than Jordan. Finally, for the teamwork, China has 89.1% while Jordan has 89.5% that show us the job satisfaction in Jordan can be affected by team works more than China.

It can be clearly seen that doctors in Jordan and China agreed that the most effective two factors on their satisfaction are the teamwork and training. Thus, the increase in the good relations and works among doctors and the number of training courses to be taken by those doctors can affect positively on their job satisfaction. The order of other factors that effect on job satisfaction of doctors in Jordan is patient care, salary, social status, work environment, workload, relations between doctors and patients, organizational culture, governmental policies, time pressure, culture and politics. Conversely, the orders of other factors that effect on job satisfaction of doctors in China are relations between doctors and patients, time pressure, patient care, workload, work environment, salary, social status, governmental policies, politics, culture and organizational culture.

#### 4. Conclusion

The work presents a comparative study among government hospitals in Jordan and China according to doctors' job satisfaction to find out the main factors that effect on doctors' satisfaction in both countries and discover appropriate solutions. This is performed based on conducting a quantitative research, which including writing and distributing questionnaire for doctors in both countries. The questionnaire focused on studying the factors that affect the job satisfaction of healthcare sector doctors in both countries, the level of job satisfaction among doctors, the relation among job satisfaction of doctors and two groups of factors; organizational and social factors. The studied organizational factors are Training and development, teamwork, time pressure, quality of work environment, patient care, workload, organizational culture, politics and salary. On the other hand, the main studied social factors are Culture, relations among doctors and patients, social status and government policies.

Questionnaire results demonstrated that the most effective organizational factors on the job satisfaction of doctors in both countries are the training and development and teamwork. Conversely, they differ in their opinions concerning the most effective social factors, where it is the social status from Jordanian doctors' point of view, while it is the relations among doctors and patients from Chinese doctors' point of view. This demonstrates that to improve the job satisfaction of doctors in both countries, various training courses must be conducted to decrease the number of doctor's malpractice, offer more knowledge, improve their skills and offer organized procedures for them. On the other hand, the job satisfaction of doctors can be enhanced based on enhancing the teamwork based on improving the way they

deal with each other where it can improve the care quality, patient safety and offered qualified works.

#### 5. Recommendations

In this work, a comparative study among government hospitals in Jordan and China according to doctors' job satisfaction to find out the main factors that affect on doctors' satisfaction in both countries and discover appropriate solutions. The following works can be performed in the future to enhance the current work.

- Studying other factors that can affect on the job satisfaction of doctors.
- Applying the conducted survey on doctors from other countries.
- Distributing both the questionnaire and interview for a huge number of doctors from other government hospitals.
- Applying the conducted survey on doctors from private hospitals, not only government ones.
- Extending the comparative analysis to cover more than two countries.
- Applying the conducted survey on nurses and other staffs in hospitals, not only doctors.

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