

## ORIGINAL ARTICLE

# Levels of job satisfaction among physical therapists working in public and private sectors of Peshawar

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## ABSTRACT

**Introduction:** Job satisfaction is progressive emotional response and attitudes of people towards their work. It is the result of multidimensional factors included working conditions. Important predictors of satisfaction with one's job are said to be the power and confidence in leadership in department, interpersonal relationships with supervisors and co-workers, skill or career development opportunities and time for professional development and fair salary status compared to peers having same experience and practical skills. Therefore, the objective of this study was to determine the Job satisfaction among physical therapists working in public and private sectors of Peshawar.

**Material & Methods:** This cross-sectional survey was conducted on 100 physical therapists working in Public and Private physical therapy departments of Peshawar. Duration of study was 4 months (Oct-18 to Jan-19). Data was collected through job satisfaction survey questionnaire from 14 institutes. Those participants who fulfilled the inclusion criteria were recruited. Participants who were not employed at the time of study and had an experience less than 6 months were excluded from the study. While analyzing the data, frequency was calculated for gender, age, full-time or part-time job status, salary range, work duration, years of experience and area of work and their association was found with total satisfaction using Chi square test while correlation was found using Pearson correlation.

**Results:** Out of 100 participants, 46% were males and 54% were females with age ranging from 23-43 years. Among all, 68% were ambivalent, 29% were completely satisfied, while only 3% were not satisfied. Positive correlation was found among all the subscales except with fringe benefit which was not significantly correlated with the total score.

**Conclusion:** Majority of the physical therapist working in government and private sector ambivalent regarding job satisfaction level. Mainly job satisfaction was positively correlated with pay, supervisor attitude, contingent rewards and nature of work, operating policies and procedures, and communication within the organization.

**Key Words:** Job Satisfaction, Physical Therapist, Private Sector, Public Sector

The authors declared no conflict of interest and agreed to be accountable for all aspects of the work in ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved. All authors contributed substantially to the planning of research, questionnaire design, data collection, data analysis and write-up of the article as part of a student research team at Rehman College of Rehabilitation Sciences. The research work was supervised by Dr. Madiha Anees (PT) Assistant Professor Rehman College of Rehabilitation Sciences

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## INTRODUCTION

Job satisfaction is expressed as 'progressive emotional responses and attitudes of people towards their work and the result of multidimensional interplays between job experience in the workplace, working conditions and inspiration'.<sup>1</sup> Compared to other health care professionals, physical therapists (PT) perceive that they are less regarded by the community. Lack of trainings and educational development impedes professional growth latter nationally and internationally. One of the reason for the later facts might be unawareness of some of the PTs about their responsibilities, roles and practice scope.<sup>2, 3</sup> A number of organizational and individual factors affect job satisfaction of a health care professional.<sup>4</sup> Important predictors of satisfaction with one's job are said to be the power and confidence in leadership in department, interpersonal relationships with supervisors and co-workers, skill or career development opportunities, time for professional development and a reasonable salary status compared to peers having same experience and practical skills. Highest level

of dissatisfaction with job, in physical therapists, is said to be in the area of professional advancement and salary.<sup>5</sup> Career success of an individual is not influenced by job satisfaction alone, thus job success and job satisfaction are said to be independent of each other. A person might be satisfied with his job in terms of senior position and high salary package but may be dissatisfied with long working hours and high stress levels. On the contrary, an employee satisfied with job might not feel satisfied in terms of career development and success.<sup>6</sup> Trends and culture of the workplace is one of the biggest contributing factors towards increased commitment and engagement of the employees with their organization and increased satisfaction from job. It has been shown through various studies that performance of a hospital settings is improved in every category if the employees are dedicated and committed to their responsibilities and job.<sup>7-10</sup> Studies conducted in Germany reported high level of job satisfaction in therapists with 97.6% reporting their work to be meaningful, 76.5% therapists could take break whenever they felt

the need and 90.6% felt that their work motivated and engaged them.<sup>11</sup> Studies conducted in Pakistan showed 48.7% physical therapists had mild depression, 23.5% had moderate depression and 2.9% are suffering from severe depression and 24.9% are not having depression. Main causes of stress, anxiety and depression were found to be financial issues, poor job and salary status.<sup>12</sup> Studies conducted in Turkey indicated that physiotherapists were not satisfied in terms of job autonomy and independency in clinical-decision making.<sup>13</sup> About 57% physical therapists working in public sector and 40% of those working in private settings, reported their job as stressful. Approximately 21% among them fulfilled the criteria for burnout.<sup>5</sup> Pediatric physical therapists, compared to non-pediatric PTs, were reported to be three times more emotionally distressed and exhausted.<sup>14</sup> Individuals in physical therapy were rated to have high job satisfaction if they had independent decision making authority and more chances of learning and improvement regarding their educational and career development.<sup>15</sup> Low satisfaction levels were found among practitioners in terms of quality of education and earning. Most of the participants were optimistic for professional development in future under the supervision of regulatory body and strong commitment from higher authorities of Pakistan.<sup>16</sup> Literature review indicated that workload could affect an employee's job satisfaction and is said to be an integral determinant of job satisfaction. A satisfied employee can show good working efficiency and plays an active part in flourishing a field. Physical therapy seems a bit new growing field in Pakistan and therefore many of the areas associated with physical therapy are unexplored. This study was designed to investigate the levels of job satisfaction among the PTs of Peshawar and to identify the various possible barriers which affect the job satisfaction among those PTs.

## MATERIAL & METHODS

This cross-sectional survey was conducted on the Physical Therapists working in Peshawar. The duration of this study was 6 months from September 2018 to February 2019. Census sampling technique was used, and 100 participants were invited from both public and private sector to be the part of the study. The study was conducted on the Physical Therapists working in clinical and academic settings of Lady Reading Hospital, Khyber Teaching Hospital, Hayatabad Medical Complex, Paraplegic Center and Institute of Physical Medicine and Rehabilitation, Rehman Medical Institute, North West General Hospital, Mehboob Medical Institute, Akbar Kare Center, NCS College System, Hafeez Medical Institute, Ahmad Medical Institute, Pakistan Education Foundation and Sarhad University. Those participants who fulfilled the inclusion criteria were recruited. Participants who were not employed and who had an experience less than 6 months were excluded from the study. Importance of the study was explained, and consent form was obtained from participants. Research was conducted after the approval of institutional graduate committee. Permission was taken from all the principals and directors of the institutes prior to data collection. The data collection tool used in this study was Job Satisfaction Survey Questionnaire (JSS). This questionnaire was designed in negative

and positive directions with a total of 36 questions and has an alpha value of 0.91. The questionnaire is divided into 9 subscales. The respondents had to make answers from each question on the Likert scale of 1 to 6. A score less than 3 indicated dissatisfaction, score between 3 and 4 showed ambivalence while scores of 4 or more indicated satisfaction. The total score on Job Satisfaction Survey ranged from 36 to 216 where score from 36 to 108 showed dissatisfaction, 108 and 144 showed ambivalence and a score from 144 to 216 indicated satisfaction. The collected data was analyzed using SPSS version 22. While analyzing the data, frequency was calculated for gender, age, full-time or part-time status, salary range, work duration, years of experience and area of work and their association was found with total satisfaction using Chi square test while correlation was found using Pearson correlation.

## RESULTS

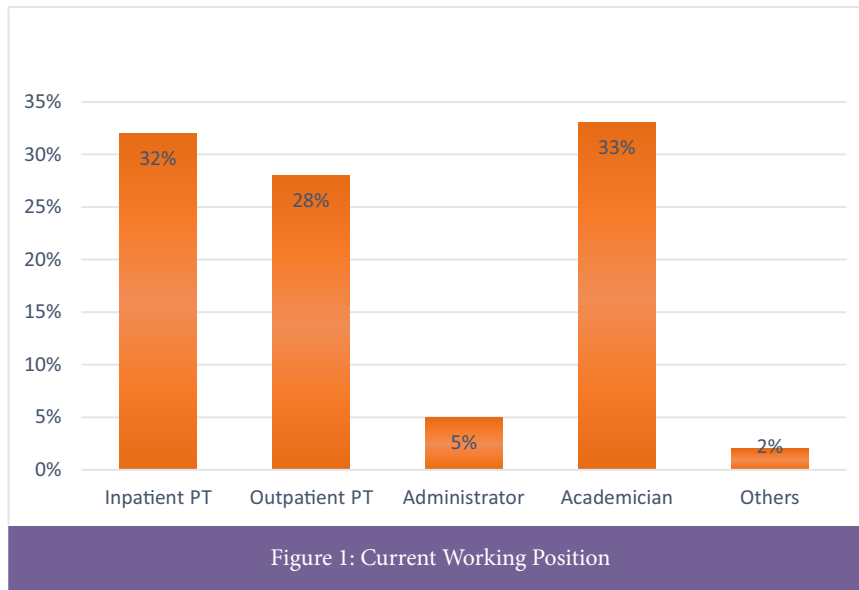
Among the total sample of 100, 46 % were males and 54 % were females having a mean age of  $27.95 \pm 3.84$  year (mean  $\pm$  sd). The minimum and maximum age reported were 23 years and 43 years, respectively. Among the total sample, 54% participants were working in a private sector and the rest in public sector. Salary range of 45% physical therapists were from 31,000-60,000. Most of the participants (47%) were having working experience from 1-4 years. Further details have been given in table 1.

Table 1: General Demographics

Variable		Results
Gender	Male	46
	Female	54
Age	mean $\pm$ sd	27.95 $\pm$ 3.84
You are currently working in which sector?	Public	34
	Private	54
	NGO	12
Salary	$\leq 30,000$	37
	30,001-60,000	45
	$\geq 60,001$	18
Total Experience after Graduation	1-11 Months	15
	1-4 Years	47
	5-9 Years	23
	$\geq 10$ Years	15

Regarding the current working position, 33% physical therapists were working as an academician, followed by 32% providing

inpatient services in different hospital settings. Details have been given in figure 1.



The total satisfaction among the participants was 29%, While 68% were ambivalent about their satisfaction with their job and only 3% were dissatisfied. Among the participants 59% were satisfied with

the nature of work followed by satisfaction with the co-workers 38%, while 31% were dissatisfied with the promotions in their organizations. Further details have been mentioned in table 2.

Table 2: Subscales of Satisfaction

Subscale		Dissatisfied	Ambivalent	Satisfied
1	Pay and Remuneration	8%	64%	28%
2	Promotion	31%	41%	23%
3	Satisfaction from immediate supervisor	8%	66%	26%
4	Fringe benefits	13%	58%	29%
5	Recognition, appreciation and rewards for good work	19%	49%	32%
6	Operating procedures and policies	17%	47%	36%
7	Co-workers	7%	55%	38%
8	Nature of work	7%	34%	59%
9	Communication within the organization	23%	46%	29%
	Total Satisfaction	3%	68%	29%

The total satisfaction was significantly associated with pay (p=0.00), supervision (p=0.009), contingent rewards (p=0.02), operating conditions (p=0.019), coworkers (p=0.001), nature of work (p=0.00) and communication within department (p=0.046) while it was not associated with promotion within organization (p=0.135) and fringe benefits provided within organization (p=0.783).

A Pearson product-moment correlation was used to find out about

the significant bivariate relationships between overall job satisfaction and subscales of satisfaction. The results suggested that Job satisfaction was not significantly correlated with fringe benefit while positively significant with pay (r = 0.4, p= 0.00), promotion (r = 0.21, p= 0.03), supervision (r = 0.3, p= 0.00), reward (r = 0.36, p= 0.00), operating procedure (r = 0.2, p= 0.004), co-workers (r = 0.3, p= 0.001), nature of work (r = 0.38, p= 0.00), and communication (r = 0.26, p= 0.007).

While assessing association of variables with pay range (p value=0.808), Promotion (P value=0.291), fringe benefits (p value=0.68), Supervision (p value=.400), Contingent rewards (p value= 0.611), Operating conditions (p value=.563), Coworkers (p value=.315), Communication (p value= .780) and total satisfaction

(p value= .066) showed no significant association with gender except nature of work where males were more satisfied compared to females (p value= 0.004). The male participants felt their job to be more meaningful, they liked doing the things at work, felt a sense of pride and enjoyed their job. Table 3

Table 3: Levels of job satisfaction in relation to gender

Gender	Number	Dissatisfied	Ambivalent	Satisfied	Sig
Male	46	3	8	35	0.004
Female	54	4	26	24	
Total	100	7	34	59	

## DISCUSSION

This study was carried out to investigate job satisfaction levels and factors that could influence physical therapists' satisfaction levels working in public and private organizations of Peshawar. Overall, job satisfaction level was scored as ambivalent with job satisfaction significantly associated with pay, satisfaction from supervisor, contingent rewards, operating policies, coworkers, nature of work and communication within the organization.

Our results suggested that only 3% of the physical therapist's population in Peshawar were not satisfied with their job, making 68% ambivalent about their satisfaction and 29% were completely satisfied. The reason behind this may be the nature of job in which 59% were completely satisfied and 34% were ambivalent about their answers. The explanation might be due to the lack of knowledge of job description of a physical therapist in our country or physical therapist like their work in the healthcare settings of Peshawar. Contrary to our results, another study conducted by Babar et al in 2014 demonstrated that only 32% participants were satisfied with their job and professional growth of physical therapy in Pakistan. In the latter study, a total of 100 participants were recruited and the data collection tool in this study was divided into 2 variables, satisfied and dissatisfied. The tool used for data collection in current study was JSS. Their study suggested that 57% participants were not satisfied with the earnings while 65% were dissatisfied about the efforts done for professional growth. Comparing to current study, the 84% participants were having job experience of 1-4 years while in this study only 47% were in this category of experience.<sup>16</sup>

Another study carried out by Alkassabi et al. concluded that the participants, whether working in the public or private sector, were ambivalent with respect to satisfaction with their jobs. They took sample of 69 participants where 33 were private employees and the rest were public. Comparing to current study, a total of 54 participants were working in private sector, 34 had government jobs and 12 worked in NGOs. The contributing factors having significant association with the factors in their study was only operating procedures and policies (p=0.04) and all other factor were insignificant. While in current study significant association were found among with pay (p=0.00), supervision (p=0.009),

contingent rewards (p=0.02), operating procedures and policies (p=0.019), coworkers (p=0.001), nature of work (p=0.00) and communication within department (p=0.046). In current study no significance correlation was found in having job in public, private or NGO sector (p=0.4). Both studies used Job satisfaction survey questionnaire which might also be a reason of similar results.<sup>17</sup> A survey conducted by Ercan et al. focuses on the Emirati women's experience of job satisfaction. Based on data obtained from 364 females, job satisfaction was positively correlated with pay (p < 0.01), promotion opportunities (p < 0.01) and job content quality (p , 0.05), whereas, negatively correlated with job difficulty (p > 0.05). Contrary to their results current study showed positive correlation with all subscales and not correlated with fringe benefit only. The study settings were somewhat similar in both the studies i.e., 13 (7 government hospital, 6 private hospitals) in comparing study and 14 in current study (5 government, 9 private hospitals). According to their study the results are not applied on all physical therapist as they targeted only female population.<sup>18</sup>

## CONCLUSION

Majority of the physical therapists working in public and private sector are ambivalent about their levels of satisfaction. However, almost 1/3 of physical therapists are satisfied with their job in Peshawar. Job satisfaction is positively correlated with pay, supervisor attitude, contingent rewards and nature of work, operating policies and procedures, and communication within the organization. Male physical therapists are more satisfied with their job in context of liking their work. The participants perceived their leaders to be motivating and interacting at different levels of the organization and were most satisfied with their nature of work, most dissatisfied with their promotion and ambivalent with their supervision.

## LIMITATIONS

While interpreting the results, several limitations were noticed like the study design was cross sectional, due to limited population size the sampling was census, Other variables such as working hours, barriers in settings, family background, marital status, symptomatic variables and medications (if taking for any depression or any other medical problems) were not taken into consideration in the current study.

## RECOMMENDATIONS

This study will raise the awareness on the importance of job satisfaction among physical therapists of Peshawar. Future studies require further focus to investigate the impact of job satisfaction

with the performance of physical therapists, barriers which hinder working as a clinician and patient outcome.

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