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Job Satisfaction of General Dentists in Kerman.

Molook Torabi-Parizi¹, Ali Eskandarizadeh^{2*}, Fatemeh Alimoradi³, and Marjan Kheirmand Parizi^{4*}.

¹Department of Oral and Maxillofacial Pathology and Oral and Dental Disease Research Center, Kerman, Iran.

²Department of Restorative Dentistry and Oral and Dental Disease Research Center, Kerman, Iran.

³Post graduate student of Oral Medicine, Tabriz Dental Faculty, Iran.

⁴Student Research Committee, Kerman University of Medical Sciences, Kerman, Iran.

ABSTRACT

Job satisfaction in any organization can lead to success and achievement. This study aimed to evaluate and determine job satisfaction among general dentists of Kerman and to find factors affecting job satisfaction to suggest solutions for increasing this satisfaction. This cross-sectional study was conducted on 115 general dentists in Kerman province, southeast of Iran, in 2015. By census sampling method questionnaires were completed. To collect the data, Herzberg's job satisfaction questionnaire was used. To analyse the data, independent sample t-test and analysis of variance test were used. The study results showed overall satisfaction of staffs was moderate (83.83 ± 18.77), men and women were 3.08 ± 0.8 and 3.23 ± 0.9 , respectively. The greatest satisfaction belonged to dentists with 35-44 years old (3.64 ± 0.64). The lowest satisfaction belonged to salaries and premiums (2.18 ± 0.79). There was a significant relationship between job satisfaction and place of employment ($P= 0.023$). Our findings indicated by paying more salary and premiums to dentists and promoting their job situation based on merit system, job satisfaction level can be significantly increased.

Keywords: job satisfaction, dentist, Herzberg questionnaire, Kerman

**Corresponding author*

INTRODUCTION

By joining employees to an organization, a set of demands, needs, and past learnings which are called job expectations will be brought to an organization [1]. Job satisfaction is defined as individuals' desires and also lots of tendency or positive feelings toward his/her job [2].

Low job satisfaction leads to antisocial behaviors such as offering poor services, producing and spreading destructive rumors, talking behind someone's back, displacement, and quitting job among staffs[3]. Job satisfaction is effective on the efficiency and quality of work and also employee retention. It can also determine various organizational variables including increasing efficiency, quality, and quantity of work [4, 5].

In a study conducted in Scotland, results demonstrated that excessive working hours, heavy workload, communication with managers and colleagues, job prospects, and income can affect the job satisfaction [6]. Furthermore, another study finding demonstrated that organizational and environmental factors, the work nature, and individual factors were the main variables related to job satisfaction. Job success is an important factor for job motivation and as a result is essential for continued employment [7]. Van Ham et al. believed job variety, communication, and contact with colleagues can lead to increase of satisfaction, and on the other hand low income, excessive working hours, heavy workload, quarrel, and not recognizing the supervisors are factors decreasing the job satisfaction among general dentists [8]. Roth et al. study results demonstrated 79.3% satisfaction among Canadian orthodontists. Among unsatisfied dentists, lack of time for personal affairs and treatment problems of their patients were the most important job dissatisfaction causes. Respect, working environment, enough time for personal affairs, income level, communication with patient, and treatment management had effect on their job satisfaction [9, 10]. In other studies on job satisfaction, the results indicated significant difference between job satisfaction and gender, age, type of work, and geographical area. There was significant difference between satisfaction of dentists in private and public wards [11-14]. Other studies have linked working hours and job satisfaction so that those with low working hours had more job satisfaction [15, 16].

Evaluating dentists job satisfaction can identify special aspects of dental procedures and dentistry work and can be effective in monitoring and changing health system guidelines regarding this profession, therefore this study aimed to evaluate and determine job satisfaction among general dentists of Kerman and to find factors affecting job satisfaction to suggest solutions for increasing this satisfaction.

METHODS AND MATERIALS

This cross-sectional study was conducted to determine job satisfaction on 115 general dentists Kerman province, southeast of Iran, in 2015. At first, a list of dentists in the city of Kerman and their job location was obtained from medical council office of Kerman. Those dentists with lower than one year experience were excluded from the study. After that a Herzberg job satisfaction questionnaire and demographic data questionnaire were sent to their working place. The questionnaire was anonymous and after collecting them in presence of doctors, they were packaged until analysis. A checklist collects information including age, gender, weekly working hours, Years of employment, and Place of employment. The second questionnaire measures job satisfaction in six domains. It consists of 36 questions including nature of work [4], supervising and communications state [10], job security [7], promotion opportunities [5], salaries and premiums [5], physical conditions and working environment [5]. This questionnaire is derived from Herzberg's standard job satisfaction questionnaire and its validity was measured in previous studies [17]. Its total reliability coefficient is 85% and for each of all six domains was 80% to 91%. The questionnaire has 36 items with Likert scale from 1 to 5. The maximum score for each item is 5 which means very high satisfaction; the minimum score is 1 which means very low satisfaction. The collected data were entered into SPSS v.18 statistical software. Data were analyzed by using descriptive statistics such as mean, standard deviation and independent t-test and analysis of variance (ANOVA) test. P-value ≤ 0.05 was considered statistically significant.

RESULT

There were 155 dentists with more 1 year experience in the city of Kerman and 115 of them responded to the questionnaire (Response rate: 74.19%). Findings of the current study on 115 general dentists in Kerman are as following: sixty one (53.5%) female and 54 (46.5%) male with mean age of 36.6 ± 8.53 . Eighty

seven (75.6%) and 28 (24.4%) of them were married and single, respectively. Twenty six (22.6%) and 89 (77.4%) of them were working in office and public clinics, respectively. Thirty nine percent were working in offices and public clinics simultaneously. The mean year after graduation was 9.57 ± 7.13 year. The mean years of experience was 9.15 ± 6.48 and the mean weekly working hours was 31.3 ± 16.7 hours. There was a significant relationship between job satisfaction and place of employment ($P= 0.023$). The satisfaction score in both genders was moderate; however, the mean score for women was slightly higher than men although the difference was not statistically significant ($p = 0.24$). Association of demographic characteristic and general job satisfaction was shown in Table 1.

There existed another significant relationship between the place of employment and nature of work domain of job satisfaction ($p= 0.002$). There was no significant relationship between supervision and communication domain with age ($p = 0.059$). There was a significant relationship between age and job security ($p = 0.048$) and also there was another significant relationship between promotion opportunities and place of employment ($p = 0.017$). Any significant relationship was not found between physical conditions and job environment with any of all demographic characteristic ($p > 0.05$). Table 2 demonstrates mean score of dentist's job satisfaction in six domains.

Table 1: Association of demographic characteristics and general satisfaction

Characteristic	n	%	General satisfaction	
			Mean	P value
Age				
25-34 years	41	35.65	3.22±0.65	
35-44 years	37	32.17	3.64±0.64	
45-54 years	24	20.86	3.02±0.72	0.199
55-64 years	9	7.82	3.35±0.40	
65+ years	4	3.47	3.34±0.38	
Gender				
Male	54	46.5%	3.08±0.8	0.24
Female	61	53.5%	3.23±0.9	
Years of employment				
<5 years	45	39.3	3.08±0.66	
5-10 years	31	26.9	3.88±0.40	0.72
10-15 years	21	18.2	2.33±0.65	
>15 years	18	15.6	3.27±0.9	
Place of employment				
University	13	11.3	3.18±0.65	
Public clinic	41	35.65	2.88±0.64	0.023
Charity clinic	17	14.78	3.33±0.65	
Private office	44	38.26	3.17±0.66	

Table 2: mean score of dentist's satisfaction in six domains

Characteristic	nature of work		supervising and communications state		job security		promotion opportunities		salaries and benefits		Physical conditions and working environment	
	Mean	P	Mean	P	Mean	P	Mean	P	Mean	P	Mean	P
Age(years)												
25-34	3.12±0.75		3.64±0.72		3.50±0.98		3.86±0.69		2.36±1.14		3.87±0.94	
35-44	3.25±0.75		3.50±0.44		3.31±0.74		4.04±1.78		2.66±0.50		3.71±0.88	
45-54	3.08±0.87	0.88	2.96±0.86	0.059	3.19±1.17	0.048	3.42±0.99	0.32	2.18±1.01	0.68	3.60±1.33	0.65
55-64	3.36±0.55		3.06±0.76		3.57±0.88		3.78±0.94		2.50±0.91		3.13±0.15	
65+	3.26±0.95		3.65±0.65		3.37±0.65		3.19±0.45		2.35±0.91		4.14±0.50	
Gender of dentist												
Male	3.07±0.66	0.3	3.51±0.70	0.98	3.56±1.15	0.31	2.52±0.86	0.73	2.18±0.79	0.15	2.52±0.85	0.72

Female	3.23±0.86		3.50±1.12		3.79±0.98		2.59±1.07		2.45±1.02		3.65±0.66	
Years of employment												
<5 years	3.56±0.76		3.86±0.96		2.96±0.84		3.78±0.65		2.31±1.04		3.35±0.91	
5-10 years	3.96±0.04	0.52	4.04±1.78	0.32	2.69±0.65	0.32	3.42±0.99	0.3	2.96±0.85	0.13	3.50±0.91	0.68
10-15 years	3.50±0.44		3.42±0.99		2.21±1.04		4.04±1.78		2.62±1.04		2.54±1.01	
>15 years	3.64±0.78		3.78±0.94		2.62±1.04		3.86±0.86		2.69±0.65		2.66±0.50	
Place of employment												
University	3.06±0.76		3.88±0.40		3.86±0.85		3.75±0.78		3.19±0.45		2.21±1.04	
Public clinic	2.96±0.86	0.002	3.27±0.9	0.72	3.42±0.96	0.32	3.50±0.44	0.017	3.86±0.69	0.2	2.75±1.04	0.12
Charity clinic	3.50±0.44		2.33±0.65		3.78±0.65		3.18±0.77		3.42±0.99		2.69±0.65	
Private office	3.64±0.72		3.08±0.66		4.04±1.78		3.96±0.24		3.78±0.94		2.62±1.05	

DISCUSSION

Results of the current study demonstrated that job satisfaction of general dentists was 46.57% (83.83 ± 18.77 of 180). One third of them had job satisfaction of 40% which means moderate job satisfaction. Mir Mollayee et al. assessed total satisfaction of midwives working in Tehran University of Medical Science in 2004 and demonstrated that 94.4% of them had moderate satisfaction [18].

Job satisfaction is the major point which should be considered to development and succeed of a collection; therefore managers and supervisors should be conscious of the dentist's job satisfaction level. Amongst demographic variables, only place of employment had significant relationship with job satisfaction. Brondt et al. suggested that those dentists with lower working hours had higher job satisfaction [16]. In the internal theory factors of Herzberg's, the nature of work is as important factors for job motivation. Kashanian believes that people in active work enjoy more than ordinary ones and when the nature of their work is interesting, they work better. After a while, specialized jobs cause boring and pointlessness and also decrease incentives to work. It can be increases job satisfaction through varying jobs, changing the place of work and negotiating meetings to improve morale. In the current study, there existed a significant relationship between place of employment and nature of job domain of job satisfaction which was in congruence with the study of Mir Molayee et al. [18]. One other important factor that affects a significant impact on job satisfaction is a condition of job promotion. If the dentists feel that they do not promote in job system proportionally to their effort, this leads to frustration and dissatisfaction. Our findings demonstrate there was a significant relationship between promotion opportunities and place of employment and it seems that promotion opportunities are different in various place of employment. In our study, there was no significant relationship between gender and job satisfaction which was not in congruence with the study of Ayers et al. in which results demonstrated gender differences in job pattern and satisfaction of dentists [19]. Furthermore this finding was incongruence with the study of Luzzi et al. [13]. There was a significant relationship between age and supervision and communication pattern and promotion opportunities domains. In fact, aging was in relationship with higher satisfaction. This can be due to more interactions and patience of older people with supervisors and also better usage of existed opportunities. In the current study 41.4% of dentists responded low or very low in the domain of salaries and premiums and were unsatisfied with their salaries and premiums. Only 20.6% of them have high and very high satisfied with their salaries and premiums. Goetz et al. also demonstrated that most of German dentists were unsatisfied with their incomes [20]. Lock study showed salary and premium are the determinant element of job satisfaction especially when the payment is unprejudiced. In this regarding, Herzberg states when a person do not receive entire salary, and his/her premium level was not adequate they have not job security, not appropriate supervision and finally job unsatisfied create in these persons. While in the current study, one third of dentists were moderately satisfied. Gilmour et al. in 2005 suggested that job satisfaction of general dentists in a region of England was good [21] and also Brondt et al. and Nylenna et al. evaluated job satisfaction of Norwegian and Danish dentists which was high [16]. Tabatabaei et al. assessed job satisfaction of dentists in Mashhad demonstrated that their personality characteristics; especially empathy and altruism had the most effect on job satisfaction [10].

According to negligence toward this issue in the current study, it is recommended to consider it in future studies.

CONCLUSION

Totally it can be concluded that job satisfaction of dentist was in moderate level like other studies. Various factors can affect job satisfaction of individuals including type of job and geographical region. Since dentists play vital role in prevention and treatment and have especial position in society, dissatisfaction among them can lead to serious consequences, therefore it is recommended to codify future goals and programs in order to provide welfare and job satisfaction of dentists. By paying more salary and premiums to dentists and promoting their job situation based on merit system, satisfaction level can be significantly increased.

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