

# A Study of Job Satisfaction Among Doctors Working in Government and Private Hospitals in the State of Andhra Pradesh

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## ABSTRACT

The purpose of the study is to explore and present the factors influencing the Job Satisfaction amongst Doctors working in various Government, Corporate and Private Hospitals. The paper examines the descriptive components that bring in Job Satisfaction in a much elaborate form. The data has been collected from about 118 Doctors working in Metropolitan Cities, District Head Quarters and Rural Villages. The findings of the study present the factors underlying the Job Satisfaction, which will be the source for various bodies to formulate the policies needed for sustainable and higher quality care and ultimately the Job Satisfaction amongst Doctors.

**Key words:** Job Satisfaction, Doctors, India, Factors underlying Job Satisfaction

## 1. Introduction

Indian Ethos 'read' - "Vaidyo Narayano Hari", a Sanskrit Phrase - means Doctor is God, whose primary responsibility includes saving the life of individuals, thus emphasizing the role of doctors in the wellbeing of Individuals' existence.

A doctor is merely not to be confined to diagnosing and providing remedies to the medical needs but also to understand the emotions of the patients while treating them, as their emotions play a pivotal role on the intensity of health disorder. A satisfied doctor in profession is able to spend more time in understanding the emotions of the patients which may have a positive impact on the treatment.

Job satisfaction is negatively related to job turnover (Freeman, 1978; McEvoy and Cascio, 1985; Akerlof et al., 1988; Weiss, 1984), and absenteeism (Clegg, 1983), and positively related to productivity (Mangione and Quinn, 1975). Therefore, it is useful to understand which job characteristics and provisions increase job satisfaction.

Considering the importance of job satisfaction in medical profession, the study aims at identifying the factors underlying the job satisfaction.

## 2. Review of Literature:

Job satisfaction is generally conceived as an attitudinal variable that reflects the degree to which people like their jobs, and is positively related to employee health and job performance (Spector, 1997). For many physicians, job satisfaction hinges on good relationships with staff and colleagues, control of time off, adequate resources, and clinical autonomy (Williams et al., 2003).

Reliable measures of physician job satisfaction help explain physicians' behavior in clinical, economic, and organizational domains, as well as re-engineering medical workplaces to better meet the needs of doctors and patients (Konrad et al., 1999). The consequences of dissatisfaction include increased physician turnover, decreased continuity of care for patients, increased cost of the medical system, and increased patient dissatisfaction (Murray, 2000).

Landon (2004) found that threats to physicians' ability to manage their day-to-day patient interactions and their time, as well as their ability to provide high-quality care, are most strongly associated with changes in career satisfaction. Stoddard et al. (2001) reported that the level of income and clinical autonomy are related to physician satisfaction. Rondeau and Francescutti (2005) found that institutional resource constraints are major contributors to

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emergency physician job dissatisfaction. The most significant resource factors were availability of emergency room physicians, access to hospital technology and emergency beds, and stability of financial (investment) resources.

Grunfeld et al. (2005) note that the greatest source of job satisfaction amongst Canadian oncology physicians stemmed from patient care and contact, while increasing workloads emerged as major sources of job stress. A Japanese survey of some 4,896 doctors working for public clinics or hospitals found that continuing medical education and interactions with municipal governments were rated as least satisfactory (Masatoshi et al., 2004).

There is growing evidence from many countries that health professionals have become de-motivated, with growing rates of burn-out reflecting a failure of working conditions to keep pace with the increasing complexity of their work (Dubois et al., 2006).

In a survey of over 1,000 Swiss physicians, Bovier and Perneger (2003) found that patient care, professional relations, intellectual stimulation, and opportunities for continuing medical education were strong predictors of satisfaction while workload, time available for family, friends or leisure, administrative burden, and work-related income and prestige were predictors of dissatisfaction.

### 3. Methodology:

Although physicians' job satisfaction is a multidimensional construct (Nixon and Jaramillo, 2003) the facets generally accessed in research include rewards, people, nature of work, and organizational context (Spector, 1997). The main theoretical framework underlying this study is the concept of job characteristics developed by Hackman and Oldham (1976, 1980). The model relates skill variety, task significance, feedback, autonomy, and friendship opportunities with both affective and behavioral job outcomes. A meta-analysis by Loher et al. (1985) shows a positive relationship between job characteristics and job satisfaction while a meta-analysis of 312 samples by Bono et al. (2001) estimated a mean correlation between overall job satisfaction and job performance to be 0.30.

The instrument used in this study was adapted from the scale called Global Job Satisfaction developed by Warr, Cook and Wall (1979). The global job satisfaction scale (Warr et al. 1979) has been earlier demonstrated to have a high degree of reliability (Fields, 2002). The coefficient alpha for this scale was ( $\alpha = 0.91$ ) indicating high reliability.

The survey method is used for collecting primary data using an instrument specified in above section; along with that secondary data, sourcing from research publications is majorly used only to conceptualize the concept of Job Satisfaction and to devise an instrument to measure it; all such secondary resources used are properly cited. A sample size of 118 physicians working with Government, Corporate and Own Hospitals are chosen from different Cities, Towns and Rural places of State of Andhra Pradesh, India. The non-probabilistic sampling methods like convenience and judgment are employed in choosing the places and the kind of hospital. A proper care is taken to see to it that there was right representation of varied demographics. These varied subjects are chosen to comprehend the reasons underlying the Job Satisfaction.

Access to physicians was primarily through their administrators who were thoroughly briefed on the background of the study, the aims of the research, and the need for confidentiality. Participation was purely voluntary and physicians were under no pressure to participate. In some cases, the process of gathering the surveys was entrusted to heads of departments. In others, surveys were distributed at administrative gatherings, and completed surveys were left in a container. In no instance did subjects return their survey to their supervisors or head of department directly.

The collected data through the questionnaire is properly codified and entered in SPSS 17.0 package and using SPSS, descriptive analysis is done and reliability of data is tested and then the factor analysis is done to extract the factors underlying the Job Satisfaction.

### 4. Data Analysis:

The primary data collected has been analyzed and the results are presented under the following three heads:

- Respondents Profile
- Descriptive Statistics and Correlation Matrix
- Factors Identified

#### Respondents Profile:

The profile of the respondents with respect to their Gender, Marital Status, Nature of Organization, Age, Years of Experience, Qualification, Designation, Salary, No. of Family dependents is presented in the Appendix A (Table A1). The profile of the respondents constitutes approximately equal gender ratio, dominated by married class (96.6%), head chunk working with Government Hospitals (89.8%), and more than 57.6% belonging to 45 years to 60 years. The most of the respondents (78%) are with MS qualification and about 67.8% having family dependents between 2 to 4 in number.

### Descriptive Statistics and Correlation Matrix

The descriptive statistics table in the Appendix A (Table A2) includes the mode, mean and standard deviation of the raw score of each of the variable as given by the respondents. The mean values for the thirty four variables (on scale of 1 to 7: 1 = extremely satisfied to 7 = extremely dissatisfied and 4 = neutral response) ranged from 2.54 to 4.86 and the standard deviation ranged from 1.015 to 1.749. The correlation matrix reveals the degree of pairwise relationship of the variables some of the correlation coefficients were found to be negative and some positive.

For descriptive 'Recreation facilities in combating with Strain', the both mode and mean are found to be highest (Mode = 6 and mean = 4.86) with above average standard deviation.

#### Factors Identified:

The responses to various aspects related to Job Satisfaction are subjected to factor analysis by principal components using SPSS. The primary goal had been to obtain factors each of which would explain the Job Satisfaction among Doctors working in Government and Private Hospitals. The following statistics are generated and used for the purpose of this study:

- i. Communalities
- ii. Kaiser-Meyer-Olkin Measure of Sampling Adequacy & Bartlett's Test of Sphericity
- iii. Eigen Value and Scree plot; and
- iv. Component Matrix and Rotated component matrix

#### 4.1 Communalities:

In factor analysis, there are various factors which are referred to as 'common factors', each of which loads on variables and other factors which are extraneous to each of the variables. The proportion of variance of a variable explained by the common factor is called the Communality. The Communality of the variable ranges between 0 and 1, where 0 indicates that the common factors explain none of the variance and 1 indicates that all the variance is explained by the common factors. The extracted communalities are estimates of the variance in each variable accounted for by the components are presented in the Appendix B (Table B1). The Communalities are all above mediocre, ranging from 0.590 to 0.875.

#### 4.2 Kaiser-Meyer-Olkin Measure of Sampling Adequacy & Bartlett's Test of Sphericity:

From the Table B2 of Appendix B – the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) is 0.684, which falls in to the range of being higher mediocre (i.e., between 0.5 to 0.7 as mediocre and 0.7 to 0.9 as higher mediocre); so we should be confident that factor analysis is appropriate for these data.

From the Table B2 in Appendix B – the Bartlett's measure is found to be highly significant as the value  $p < 0.001$ , and therefore factor analysis is appropriate.

#### 4.3 Eigen Value and Scree plot

Eigen values represent the amount of standardized variance that has been captured by each of the components. The first component accounts for the largest possible amount of variance. Table B3 in Appendix B represents the Initial Extraction using Principal Component Analysis method suppressing the components with values less than 0.3 and graph represents the corresponding Scree Plot in Appendix B.

The Scree plot in Appendix B helps in determining the optimal number of components. The Eigen value of each component in the initial solution is plotted. Generally the components on the steep slope are extracted. Based on Eigen values and Scree Plot Six Factors are extracted in this study.

#### 4.4 Component Matrix and Rotated Component Matrix

The component matrix in the Appendix B (Table B4) presents the initial factor loadings. The factor loadings associated with a variable is the correlation between the factor and the standard score of the variable.

The component matrix is rotated by varimax for the purpose of establishing a high correlation between variables and factors and in determining what the factor represents.

Table B5 in Appendix B depicts the rotated component matrix and Table B6 in Appendix B presents Eigen values as well as the percentage of variance explained, it is noted that 68.2% of the variance is explained by the six components.

#### 4.5 Factors Extracted and Their Loadings:

The six factors extracted are described and the factor loadings are outlined in Table 1.

**Table 1: Factors Extracted and their Loading**

Factor	Name given to the factor	Factor Statement	Factor loading
Factor 1	Human Resource Practices	Recruitment Practices	.761
		Opportunity of promotion	.728
		Attentions paid to suggestions	.709
		Freedom to use abilities	.696
		Career opportunities	.663
		Fair compensation package	.644
		Work influence on physical health	.638
		The availability of infrastructure facilities	.551
		Grievance mechanism	.481
Factor 2	Personal Contentedness	Relationship with patients	.849
		Relationship with subordinates	.732
		Relationship with fellow workers	.719
		Satisfaction with closure	.679
		With your selection process	.676
		Individual's job satisfaction	.624
		Satisfaction of complete task	.565
		Communication process	.525
Factor 3	Work & Delegation	Amount of work (responsibility)	.694
		Hours of work	.678
		Job accomplishment	.666
		HR policies and strategies practiced	.653
		Physical working conditions in hospital	.637
		Physical working conditions in my department	.623
		Company policies practiced	.620
		Relationship with top management	.599
Factor 4	Human Resources Policies	Disciplinary actions	.739
		Variety in work	.705
		Rate of Pay(Salary)	.606
		Job Security	.583
		Administrative responsibilities	.497
Factor 5	Pride & Recreation Facilities	Recreation facilities in combating mental strain	.731
		Proud to be an employee / private practitioner	.648
		Sense of pride in doing job	.642
Factor 6	Retirement Benefits	Retirement benefits	.724

Factor 1, Human Resource Practices, accounts for 15.165% of the total common variance and is a major factor. The nine variables in this factor are all positive and have substantial loadings varying from 0.481 to 0.761.

Factor 3, Work & Delegation, accounts for 14.316% of the total common variance. The eight variables in this factor are all positive and have substantial loadings varying from 0.599 to 0.694.

Factor 2, Personal Contentedness, accounts for 15.039% of the total common variance. The eight variables in this factor are all positive and have substantial loadings varying from 0.525 to 0.849.

Factor 4, Human Resources Policies, accounts for 10.732% of the total common variance. The five variables in this factor are all positive and have substantial loadings varying from 0.497 to 0.739.

Factor 5, Pride & Recreation Facilities, accounts for 7.267% of the total common variance. The three variables in this factor are all positive and have substantial loadings varying from 0.642 to 0.731.

Factor 6, Retirement Benefits, accounts for 5.680% of the total common variance. The only variable in this factor are all positive and have substantial loading of 0.724.

## 5. Conclusions:

In considering appropriate responses to factors that lead doctors' for Job Satisfaction, six perspectives need to be considered: (i) Human Resource Practices; (ii) Personal Contentedness; (iii) Work & Delegation; (iv) Human Resources Policies, (v) Pride & Recreation Facilities and (vi) Retirement Benefits.

The factor scores and the weighted means indicate the prominence given to each of these factors by the respondents. The Human Resource Practices factor has attracted high prominence followed by the Personal Contentedness aspect.

These perspectives may suggest the kind of Human Resources Management needed at hospitals for sustainable and higher quality care and ultimately the Job Satisfaction among Doctors.

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## Appendix: A

**Table A1 : Respondents Profile**

Demographic Variable	Character	Frequency	Percent	Cumulative Percent
Gender	Male	60	50.8	50.8
	Female	58	49.2	100.0
	Total	118	100.0	
Marital Status	Married	114	96.6	96.6
	Unmarried	4	3.4	100.0
	Total	118	100.0	
Nature of Organization	Government	106	89.8	89.8
	Corporate	6	5.1	94.9
	Own Practitioner	6	5.1	100.0
	Total	118	100.0	
Age	< 25 years	2	1.7	1.7
	25 to 35 years	18	15.3	16.9
	35 to 45 years	30	25.4	42.4
	45 to 60 years	68	57.6	100.0
	Total	118	100.0	
Years of Experience	less than 5 Years	18	15.2	15.2
	5 to 10 years	6	5.1	20.3
	10 to 15 years	32	27.1	47.4
	15 to 20 years	34	28.8	76.2
	20 to 25 years	16	13.6	89.8
	Above 25 Years	12	10.2	100
	Total	118	100	
Qualification	MBBS	4	3.4	3.4
	BDS	4	3.4	6.8
	MD	4	3.4	10.2
	MS	92	78.0	88.1
	MDS	12	10.2	98.3
	Others	2	1.7	100.0
	Total	118	100.0	

Demographic Variable	Character	Frequency	Percent	Cumulative Percent
Designation	Civil Assistant Surgeon	14	11.9	11.9
	Civil Surgeon(General)	2	1.7	13.6
	Tutor or Jr/Sr Resident	4	3.4	17
	Assistant Professor	28	23.7	40.7
	Associate Professor	8	6.8	47.4
	Professor	44	37.3	84.7
	HoD	14	11.9	96.6
	Others	4	3.4	100.0
	Total	118	100.0	
Salary	< Rs 10000	2	1.7	1.7
	Rs 10000 to Rs 20000	10	8.5	10.2
	Rs 20000 to Rs 30000	2	1.7	11.9
	Rs 30000 to Rs 50000	34	28.8	40.7
	Rs 50000 to Rs 75000	50	42.4	83.1
	> Rs 75000	20	16.9	100.0
	Total	118	100.0	
No. of Family dependents	< 2	34	28.8	28.8
	2 to 4	80	67.8	96.6
	4 to 6	2	1.7	98.3
	Above 6	2	1.7	100.0
	Total	118	100.0	



**Table A2: Descriptive of Response**

Sl. No.	Aspect of Job Satisfaction	Mode	Mean	Std. Deviation
1	Physical working conditions in hospital	3	3.34	1.428
2	Physical working conditions in my department	4	3.08	1.350
3	Relationship with top management	2	3.10	1.487
4	Relationship with fellow workers	3	2.58	1.215
5	Amount of work (responsibility)	3	2.75	1.178
6	Rate of Pay(Salary)	4	3.66	1.509
7	Freedom to use abilities	3	3.37	1.524
8	Opportunity of promotion	4	4.08	1.667
9	Attentions paid to suggestions	4	3.63	1.512
10	Hours of work	3	3.15	1.454
11	Job Security	1	2.54	1.594
12	Variety in work	3	3.29	1.359
13	Relationship with subordinates	3	2.54	1.231
14	Relationship with patients	4	3.12	1.347
15	Company policies practiced	4	3.83	1.229
16	Job accomplishment	3	3.22	1.213
17	Individual's job satisfaction	2	2.68	1.377
18	Fair compensation package	3	3.83	1.361
19	The availability of infrastructure facilities	4	3.88	1.385
20	Career opportunities	4	3.97	1.490
21	Retirement benefits	4	3.64	1.555
22	Satisfaction of complete task	4	3.32	1.413
23	Satisfaction with closure	4	3.17	1.015
24	Administrative responsibilities	3	3.32	1.339
25	With your selection process	4	3.22	1.282
26	Proud to be an employee / private practitioner	3	2.58	1.257
27	Sense of pride in doing job	1	2.63	1.370
28	Communication process	2	2.64	1.465
29	Recreation facilities in combating mental strain	6	4.86	1.719
30	Work influence on physical health	3	3.81	1.749
31	With the HR policies and strategies	4	3.95	1.437
32	Recruitment Practices	4	4.34	1.379
33	Grievance mechanism	4	3.83	1.549
34	Disciplinary actions	3	3.61	1.396
			Max 4.86	1.749
			Min 2.54	1.015
			Range 2.32	0.734



**Appendix B – Factor Analysis**

**Table B1: Communalities**

	<b>Initial</b>	<b>Extraction</b>
Physical working conditions in hospital	1.000	.834
Physical working conditions in my department	1.000	.668
Relationship with top management	1.000	.728
Relationship with fellow workers	1.000	.697
Amount of work (responsibility)	1.000	.875
Rate of Pay(Salary)	1.000	.782
Freedom to use abilities	1.000	.838
Opportunity of promotion	1.000	.760
Attentions paid to suggestions	1.000	.767
Hours of work	1.000	.826
Job Security	1.000	.727
Variety in work	1.000	.689
Relationship with subordinates	1.000	.867
Relationship with patients	1.000	.780
Company policies practiced	1.000	.682
Job accomplishment	1.000	.723
Individual's job satisfaction	1.000	.773
Fair compensation package	1.000	.682
The availability of infrastructure facilities	1.000	.629
Career opportunities	1.000	.801
Retirement benefits	1.000	.691
Satisfaction of complete task	1.000	.777
Satisfaction with closure	1.000	.628
Administrative responsibilities	1.000	.590
With your selection process	1.000	.624
Proud to be an employee / private practitioner	1.000	.850
Sense of pride in doing job	1.000	.858
Communication process	1.000	.670
Recreation facilities in combating mental strain	1.000	.766
Work influence on physical health	1.000	.767
With the HR policies and strategies	1.000	.804
Recruitment Practices	1.000	.662
Grievance mechanism	1.000	.840
Disciplinary actions	1.000	.741

Extraction Method: Principal Component Analysis.

**Table B2: KMO and Bartlett's Test**

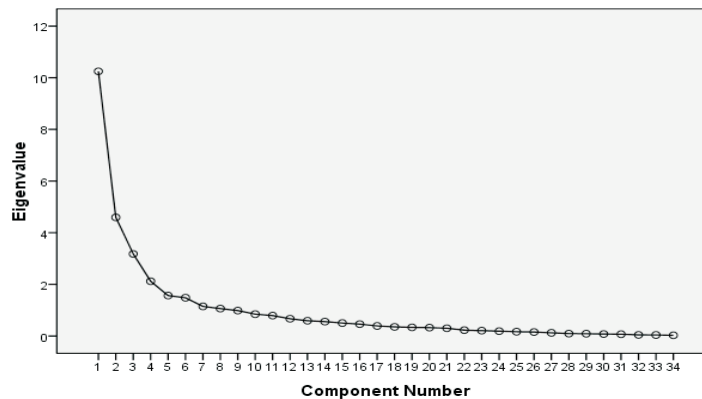
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.684
Bartlett's Test of Sphericity	Approx. Chi-Square	3408.941
	df.	561
	Sig.	.000

**Table B3: Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.249	30.144	30.144	10.249	30.144	30.144
2	4.594	13.512	43.656	4.594	13.512	43.656
3	3.178	9.348	53.004	3.178	9.348	53.004
4	2.120	6.236	59.240	2.120	6.236	59.240
5	1.566	4.605	63.845	1.566	4.605	63.845
6	1.481	4.356	68.200	1.481	4.356	68.200
7	1.147	3.374	71.574	1.147	3.374	71.574
8	1.061	3.121	74.695	1.061	3.121	74.695
9	.984	2.894	77.589			
10	.847	2.490	80.079			
11	.790	2.323	82.402			
12	.668	1.966	84.368			
13	.591	1.737	86.105			
14	.557	1.638	87.743			
15	.502	1.476	89.219			
16	.460	1.353	90.572			
17	.389	1.144	91.717			
18	.354	1.042	92.758			
19	.335	.986	93.745			
20	.323	.950	94.695			
21	.300	.883	95.577			
22	.229	.672	96.249			
23	.207	.609	96.858			
24	.187	.550	97.408			
25	.167	.491	97.899			
26	.153	.450	98.349			
27	.124	.364	98.713			
28	.093	.273	98.986			
29	.088	.260	99.246			
30	.078	.228	99.475			
31	.069	.204	99.678			
32	.043	.126	99.804			
33	.040	.117	99.921			
34	.027	.079	100.000			

Extraction Method: Principal Component Analysis.

**Screen Plot:**



**Table B4 : Component Matrix<sup>a</sup>**

	Component							
	1	2	3	4	5	6	7	8
Job accomplishment	.712							
Freedom to use abilities	.711	.353	.302					
Amount of work (responsibility)	.704			-.357			-.338	
HR policies and strategies practiced	.702			-.375				
Hours of work	.698		-.399					
Proud to be an employee / private practitioner	.681	-.467				-.354		
Relationship with subordinates	.678	-.462					.312	
Physical working conditions in my department	.650		-.410					
Job Security	.638		-.427					
Relationship with top management	.624		-.305					-.424
Satisfaction of complete task	.614	-.358					-.414	
Sense of pride in doing job	.608	-.541						
Rate of Pay(Salary)	.596	.498		.318				
Administrative responsibilities	.587		-.335					
Relationship with fellow workers	.586	-.509						
Individual's job satisfaction	.556	-.322		.519				
Work influence on physical health	.545	.397						.420
Satisfaction with closure	.534	-.434						
Communication process	.519			.414				
The availability of infrastructure facilities	.518		.418			-.310		
Selection process	.503			.318		.364		
Company policies practiced	.461			-.430			.372	
Fair compensation package		.644					.421	
Relationship with patients	.389	-.635				.316		
Attentions paid to suggestions	.565	.596						
Grievance mechanism	.371	.558			-.335			-.389
Recruitment Practices	.480	.554						
Career opportunities			.804					
Opportunity of promotion		.395	.619		.332			
Disciplinary actions	.421	.363	-.530	.364				
Variety in work	.459			.520				
Physical working conditions in hospital	.445	.351		-.499	-.329			.334
Retirement benefits	.416		.337		.604			
Recreation facilities in combating mental strain	.388		.353		-.383	-.475		

Extraction Method: Principal Component Analysis.

a. 8 components extracted.

**Table B5 : Rotated Component Matrixa**

	Component					
	1	2	3	4	5	6
Recruitment Practices	.761					
Opportunity of promotion	.728					.438
Attentions paid to suggestions	.709			.344		
Freedom to use abilities	.696				.336	
Career opportunities	.663			-.397		.366
Fair compensation package	.644					
Work influence on physical health	.638					
The availability of infrastructure facilities	.551				.468	
Relationship with patients		.849				
Relationship with subordinates		.732			.375	
Relationship with fellow workers		.719				
Satisfaction with closure		.679				
Selection process		.676				
Individual's job satisfaction		.624		.582		
Satisfaction of complete task		.565	.451			
Communication process	.465	.525				
Amount of work (responsibility)			.694		.431	
Hours of work			.678	.503		
Job accomplishment		.424	.666			
HR policies and strategies practiced	.437		.653			
Physical working conditions in hospital	.305		.637			-.447
Physical working conditions in my department			.623	.323		
Company policies practiced	.325		.620			
Relationship with top management			.599	.378		
Disciplinary actions				.739		
Variety in work				.705		
Rate of Pay(Salary)	.537			.606		
Job Security			.508	.583		
Administrative responsibilities			.438	.497		
Recreation facilities in combating mental strain	.333				.731	
Proud to be an employee / private practitioner		.523	.300		.648	
Sense of pride in doing job		.592			.642	
Retirement benefits						.724
Grievance mechanism	.481			.321		-.509

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 25 iterations.

**Table B6 : Total Variance Explained**

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	5.156	15.165	15.165
2	5.113	15.039	30.204
3	4.867	14.316	44.521
4	3.649	10.732	55.253
5	2.471	7.267	62.520
6	1.931	5.680	68.200

Extraction Method: Principal Component Analysis.