Research Article

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Job satisfaction among doctors and nurses: a case study of federal medical centre Yola, Nigeria

Olutayo F. Martins¹*, Dahiru Tukur², Ali Danburam¹, Fatai K Salwau¹

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*Correspondence: Dr. Olutayo F.Martins,

E-mail: tymartins@yahoo.com

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ABSTRACT

Background: The quality of performance in the health sector to a large extent depends on whether health care providers are job satisfied or dissatisfied. The prevalence of dissatisfaction among doctors and nurses has not been given considerable attention in Nigeria though it affects patient satisfaction and is associated with reduced quality of care. This study assessed the level and factors determining job satisfaction among doctors and nurses in a federal tertiary institution.

Methods: A descriptive cross sectional study was conducted involving 58 doctors and 182 nurses. Data was collected using a self-administered structured questionnaire designed with a 5 point Lickert scale that determined various levels and factors of job satisfaction that relate to 4 domains: the hospital management, hospital facilities, health care providers and pay and benefits. Scores were added to give an aggregate score for each domain and overall. Independent t-test was used to test for statistical significance in satisfaction levels between doctors and nurses. A p-value of ≤ 0.05 was considered statistically significant.

Results: Overall 57.5% of respondents were satisfied or very satisfied, 18.9% neutral and 23.5% dissatisfied or very dissatisfied with all work domains. Doctors were significantly more satisfied than nurse with the hospital facilities; t=2.007, p=0.046, while nurses were significantly more satisfied with their pay and benefits; t=3.20, p=0.002.

Conclusion: Most respondent in this study were satisfied with their jobs with minority satisfied with their remuneration. There is therefore a need to address the issue of improved remuneration for doctors and nurses.

Key words: Job satisfaction, Doctors, Nurses, Health institution, Nigeria

INTRODUCTION

Job satisfaction refers to how well a job provides fulfillment of a need or want or how well it serves as a source or means of enjoyment. In recent times the African continent has faced serious human resource shortages, which has resulted in the inability of many countries to initiate and sustain credible health services. ²

Nigeria has too few doctors and nurses along poor health indicators when compared to other countries. It is a

country which produces more trained health personnel than its health system uses effectively. This trained health care staffs are known to continuously migrate out of the country to more developed countries.

Nigeria has been estimated to have 39,210 registered doctors, but one wonders how many of these doctors are still practicing in the country.³ The quality of performance of any health institution largely depends on an available human resource mix.⁴ This is in regards to if the health care providers are job satisfied or not.

¹Department of Medicine, Federal Medical Centre Yola, Adamawa State, Nigeria.

²Department of Community Medicine, Ahmadu Bello University Zaria, Kaduna State, Nigeria

In a study conducted among Nigerian ophthalmologists, most respondents were satisfied with their jobs but more were dissatisfied with their remuneration. Another study revealed Nigerian doctors to have high rates of dissatisfaction with their job compared to their European and North American counterparts, the reasons for which were not altogether obvious.

Several findings have been reported in literature on health care and nursing. Simpson noted that all levels of nurses reported some dissatisfaction at work. It has also been reported that nurses ranked monetary rewards as the most influential aspect of job satisfaction when compared with other factors like managerial support, free expression and professional development.

Studies have shown a direct correlation between staff satisfaction and patient satisfaction in health care organizations. Job satisfactions of doctors and nurses are interrelated with the quality of health care, patient satisfaction with the services they receive, patient compliance and continuity of care. Satisfied employees tend to be more productive, creative and committed to their employers. On the other hand dissatisfaction leads to increased absenteeism, lower productivity and increased staff turnover, each of which results in increased cost to the health system.

Although several reform and policies have been developed to address health problems in the country, little attention has been given to creating a desirable workplace that will lead to greater job satisfaction. This study assessed the level of job satisfaction and factors determining job satisfaction among doctor and nurses in Federal Medical Centre (FMC) Yola, Nigeria.

METHODS

The study design was a descriptive cross-sectional survey involving all doctors and nurses of the FMC Yola. FMC Yola serves as a referral centre to other hospitals; both private and public in the state. It delivers tertiary healthcare services in a one hundred and sixty bed facility environment. The institution has a total of 708 permanent staff, out of which 70 are doctors and 220 nurses. These doctors and nurses are distributed in five major departments of the institution namely, the General Outpatient Department (GOPD), which includes the Accident and Emergency Unit (A and E), the Internal Medicine Department, Surgery Department, Obstetrics and Gynaecology Department and the Paediatrics Department. For the nurses however, there was in addition to these departments the Amenity Section.

Five specialists (Consultants) are at the center with most doctors being Medical Officers. Nurses consist of those having the basic nursing qualifications and those with post-basic nursing qualifications; however the latter do not determine departmental placement, with exception of

some nurses at the A and E who are trained trauma nurses

Data collection: Data was collected from March to April 2010.

Study instrument: A self-administered structured questionnaire was used consisting mainly of close-ended questions with a few open-ended questions. The questionnaire was an adapted and modified version of the Minnesota Satisfaction Questionnaire. It was divided into three sections; Section A consisted of the sociodemographic profile of the respondents. Section B was designed using a 5-point Likert response format ranging from very satisfied, satisfied, undecided, dissatisfied and very dissatisfied, to determine the various factors of the job satisfaction that related to the management, facility, salary and the health care providers of the FMC Yola. Section C contained few open-ended questions for the doctors and nurses of the institution to recommend ways of improving job satisfaction.

Data analysis

Questionnaires were validated manually for errors. The data was grouped and presented in the form of frequency tables. Data was further analysed using Statistical Package for Social Sciences (SPSS) version 17.0. For the 5 point Likert scale used ranging from very dissatisfied to very satisfied; a mark of 1 was awarded for very dissatisfied, 2 for dissatisfied, 3 for neutral, 4 for satisfied and 5 for very satisfied. All scores were added to give aggregate score for each section and overall. T-test from the same statistical package was used to test for statistical significance between mean score for various groups. A p-value of ≤ 0.05 was considered statistically significant.

RESULTS

A total of 240 completed questionnaires were returned out of 290 distributed, giving a response rate of 82.8%.

Socio-demographic characteristics of respondents

The total numbers of doctor respondents were 58 (24.2%) and nurses 182 (75.8%). Most respondents were between the ages 30-39 years (45.0%) though the youngest age recorded in the study was 23 years and the oldest 62 years. Majority of the doctors and nurses 64 (26.7%) in the institution had been in their professions for less than five years, while majority 164 (68.3%) had spent less than five working years in the institution (Table 1).

Job Satisfaction levels and factors relating to the hospital management

Major factors of satisfaction related to the hospital management were job security, hours of work, delegation of work by supervisors and degree of autonomy, while major factors of dissatisfaction were support for additional training and development and rate of promotion (Table 2).

Table 1: Socio-demographic characteristics of doctors and nurses in F.M.C yola.

Personal characteristics		Profession	
		Doctors	Nurses
	20-29	15 (25.9%)	35 (19.2%)
	30-39	32 (55.2%)	86 (47.2%)
Age (years)	40-49	10 (17.2%)	47 (25.8%)
	50-59	1 (1.7%)	13 (7.1%)
	>60	0 (0.0%)	1 (0.5%)
Total		58 (100.0%)	182 (100.0%)
	Male	50 (86.2%)	56 (30.8%)
Sex	Female	8 (13.7%0	126 (67.6%)
Total		58 (100.0%)	182 (100.0%)
	Married	25 (43.1%)	118 (64.8%)
	Single	32 (55.1%)	53 (29.1%)
	Separated	0 (0.0%)	5 (2.7%)
Marital Status	Widowed	0 (0.0%)	5 (2.7%)
	Divorced	1 (1.7%)	1 (0.5%)
Total		58 (100.0%)	182 (100.0%)
	<5	32 (55.2%)	32 (17.6%)
Duration of years in profession	5-9	14 (24.1%)	44 (24.2%)
	>10	12 (20.7%)	106 (58.2%0
Total		58 (100.0%)	182 (100.0%)
	<5	44 (75.9%0	120 (65.9%)
Duration of working years in	5-9	9 (15.5%)	34 (18.6%)
institution	>10	5 (8.6%)	28 (15.3%)
Total		58 (100.0%)	182(100%)

Tables 2: Job Satisfaction levels and factors relating to the hospital management.

	Satisfaction le					
Aspects of the job	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Total
Job Security	72 (30.0%)	130 (54.2%)	20 (8.3%)	14 (5.8%)	4 (1.7%)	240 (100.0%)
Opportunities for Advancement	35 (14.6%)	106 (44.2%)	42 (17.5%)	46 (19.2%)	11 (4.6%)	240 (100.0%)
Support for additional training and education	19 (7.9%)	66 (27.5%)	58 (24.2%)	61 (25.4%)	36 (15.0%)	240 (100.0%)
Hours Worked	25 (10.4%)	124 (51.7%)	43 (17.9%)	36 (15.0%)	12 (5.0%)	240 (100.0%)
Recognition for work	11 (4.6%)	94 (39.2%)	63 (26.3%)	58 (24.2%)	14 (5.8%)	240 (100.0%)
Autonomy	8 (3.3%)	113 (47.1%)	68 (28.3%)	43 (17.9%)	8 (3.3%)	240 (100.0%)
Way Supervisor handles employees	22 (9.2%)	109 (45.5%)	53 (22.1%)	41 (17.1%)	15 (6.3%)	240 (100.0%)
Competence of Supervisor in making decision	26 (10.8%)	115 (47.9%)	55 (22.9%)	32 (13.3%)	12 (5.0%)	240 (100.0%)
Rate of Promotion	17 (7.1%)	50 (20.8%)	80 (33.3%)	53 (22.1%)	40 (16.7%)	240 (100.0%)
Way Supervisor delegates work	23 (9.6%)	120 (50.0%)	47 (19.6%)	38 (15.8%)	12 (5.0%)	240 (100.0%)
The way job provides for steady employment	31 (12.9%)	113 (47.1%)	73 (30.4%)	17 (7.1%)	6 (2.5%)	240 (100.0%)
Leadership style of hospital Management	30 (12.5%)	98 (40.8%)	53(22.1%)	33(13.8%)	26(10.8%)	240 (100.0%)

Job Satisfaction levels and factors related to the hospital facilities and equipment's

Factors of highest satisfaction relating to the hospital facilities and equipment; were the physical working conditions and the physical surroundings, those of dissatisfaction were the unavailability of personal protective devices and unavailability of a safe means of waste disposal (Table 3).

Table 3: Job Satisfaction levels and factors related to the hospital facilities and equipments.

Satisfaction level						
Aspects of the job	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Total
Physical working condition	138 (57.5%)	85 (35.4%)	4 (1.7%)	10 (4.2%)	3 (1.3%)	240 (100.0%)
Physical surroundings	158 (65.8%)	66 (27.5%)	9 (3.8%)	4 (1.7%)	3 (1.3%)	240 (100.0%)
Necessary instruments and equipments	28 (11.7%)	96 (40.0%)	40 (16.7%)	47 (19.6%)	29 (12.1%)	240 (100.0%)
Availability of personal protective device	27 (11.3%)	81 (33.8%)	42 (17.5%)	52 (21.7%)	38 (15.8%)	240 (100.0%)
Safe means of waste disposal	28 (11.7%)	85 (35.4%)	44 (18.3%)	47 (19.6%)	36 (15.0%)	240 (100.0%)

Table 5: Job Satisfaction levels and factors related to pay and benefits.

	Satisfaction lev	Total				
Aspects of the job	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	
Regards your profession	55 (22.9%)	124 (51.7%)	32 (13.3%)	19 (7.9%)	10(4.2%)	240 (100.0%)
Spirit of cooperation among co-workers	34 (14.2%)	147 (61.3%)	30 (12.5%)	19 (7.9%)	10(4.2%)	240 (100.0%)
Chance to have a definite place in the community	26 (10.8%)	104 (43.3%)	73 (30.4%)	32 (13.3%)	5(2.1%)	240 (100.0%)
The way co-workers get along with one another	28 (11.7%)	146 (60.8%)	38 (15.8%)	22 (9.2%)	6(2.5%)	240 (100.0%)
Relationship with co-workers	27 (11.3%)	167 (69.6%)	29 (12.1%)	11 (4.6%)	6(2.5%)	240 (100.0%)
Relationship with supervisors	29 (12.1%)	157 (65.4%)	32 (13.3%)	19 (7.9%)	3(1.3%)	240 (100.0%)
Relationship with subordinates	28 (11.7%)	143 (59.6%)	44 (18.3%)	19 (7.9%)	6 (2.9%)	240 (100.0%)
Commitment of my colleagues to work	31 (12.9%)	141 (58.8%)	40 (16.7%)	23 (9.6%)	5 (2.1%)	240 (100.0%)
Working relationship between doctors and nurses	27 (11.3%)	142 (59.2%)	41 (17.1%)	19 (7.9%)	11(4.6%)	240 (100.0%)

Job Satisfaction level and factors related to the healthcare providers themselves

Major factors of satisfaction relating to the healthcare providers included satisfaction with the profession, spirit of cooperation among co-workers, relationship with supervisors and relationship with subordinates. Major factor of dissatisfaction was the working relationship between doctors and nurses (Table 4).

Job Satisfaction levels and factors related to pay and benefits

Majority of doctors and nurses were dissatisfied with pay and benefits with majority desiring a good increase in salary (Table 5).

Overall job satisfaction level for doctors and nurses in FMC Yola

Overall 57.5% of participants were satisfied or very satisfied, 18.9% neutral and 23.5% dissatisfied or very dissatisfied.

Difference in job satisfaction levels between doctors and nurses

Satisfaction with the hospital facilities gave a mean score; M=19.2 for doctors and M=18.0 for nurses; t=2.007, p=0.046, showing a statistical significance between the groups. This indicated that doctors were more satisfied with the hospital facilities.

Satisfaction with pay and benefits gave a mean score M = 18.4 for doctors 18.4 and M = 21.1 for nurses; t=-3.203 at p = 0.002, showing a statistical significance between the groups, indicating nurses to be more satisfied than doctors regarding pay and benefits.

Overall satisfaction with the factors relating to the hospital management, hospital facilities, healthcare providers and pay and benefits, gave a mean score M=111.8 for doctors and M=112.5 for nurses; t=-0.280; p=0.780 indicating no statistical significance between overall job satisfaction levels of doctors and nurses (Table 6).

Table 6: Mean Score, standard deviation, t and p value of factors relating to the hospital management, hospital facilities, healthcare providers, pay and benefits and all domains.

Aspect of the job	t-value	p-value	Doctors		Nurses	Nurses	
			Mean	SD	Mean	SD	
Hospital management	1.942	0.053	41.7241	7.59453	39.7363	6.51449	
Hospital facilities	2.007	0.046*	19.2069	3.34957	18.0165	4.10158	
Healthcare providers	-1.327	0.186	32.5345	6.18208	33.6648	5.47347	
Pay and benefits	-3.203	0.002*	18.3793	5.77298	21.1264	5.66081	
All domains	-0.280	0.780	111.8448	19.51500	112.5440	15.50889	

^{*}significant at p < 0.05

Recommendation in regards hospital management, hospital facilities and equipment's and healthcare providers. With respect to the hospital management, majority of respondents; 99 (45.4%) recommended more staff training, 48 (22.0%) recognition for good work, 52 (23.9%) prompt salary payment while 19 (8.7%) recommended the need for more staff recruitment. Eighty four (41.7%) of respondents recommended that the hospital purchase more modern diagnostic tools while 118 (53.7%) recommended the need for more work commitment and dedication by healthcare providers.

DISCUSSION

Different domains of work environment were considered this included; the hospital management, hospital facilities, healthcare providers and pay and benefits.

Majority of respondents; 54.2%, 51.7%, 50.0% and 41.7% were satisfied with job security, hours of work, delegation of work by supervisors and degree of autonomy respectively. Degree of autonomy found to be significantly related to career satisfaction is similar to the findings of Stoddard et al and the study by Society of General Internal Medicine (SGIM), the latter study reported that primary care physicians and specialist who rated their autonomy lower were more likely to report decreased satisfaction with their careers over a four year period. Two studies done in developing countries one in Saudi Arabia among primary health care physicians showed 64.2% of doctors to be satisfied with autonomy

and another in Karachi, Pakistan showed 54% of doctors to be satisfied with autonomy. 14,15

With regards rate of promotion 33.3% were neutral, 22.1% dissatisfied and 16.7% very dissatisfied. This variable had the highest frequency of dissatisfaction with respect to the hospital management. This is not surprising in Nigeria where civil servant promotions are often delayed.

The domain of job satisfaction that related to the hospital facility and equipments showed that majority of respondents, 57.5% were very satisfied with the physical working conditions of the hospital while 35.4% were satisfied. Also 68.8% and 22.5% were very satisfied and satisfied respectively with the physical surroundings. These two variables gave the highest frequency of satisfaction relating to this domain.

However major factors contributing to dissatisfaction in this domain were the availability of protective devices in which 21.7% were dissatisfied and 15.8% very dissatisfied and also the availability of a safe means of waste disposal in which 19.6% were dissatisfied and 15.0% very dissatisfied. This level of dissatisfaction is expected as many hospitals in the country including FMC Yola have hospital policies that require patients buying materials like latex gloves, methylated spirit, cotton wool etc. In circumstances where these are not purchased by patients there is a resultant shortage. Dissatisfaction with availability of safe means of waste disposal may be due

to the fact that the hospital was yet to provide the WHO colour coded bins and safety boxes for the segregation and disposal of hospital generated waste.

Majority of respondents were satisfied with their profession, with 51.7% satisfied and 22.9% very satisfied. This finding is similar to that by Gadallah and coworkers in Egypt who reported that physicians' career as health care givers is one of the most important satisfaction factors. ¹⁶ Also in a study conducted among ophthalmologists in Nigeria most were satisfied with their profession. 5 In contrast, a study conducted in the University of Benin Teaching Hospital reported 36% of nurses were satisfied or very satisfied with their profession. ¹⁷

This research reported that 61.3%, 65.4% and 59.6% were satisfied with the spirit of cooperation among coworkers, relationship with supervisors and relationship with subordinates respectively. This finding is similar that by SGIM in which relationship with colleagues was among the highest predictors of global job.¹³

With regards to present salaries, 7.5% were very satisfied, 21.7% satisfied, 15.8% neutral, 36.7% dissatisfied and 18.3% very dissatisfied. About 27.0% and 38.3% of respondents were dissatisfied and very dissatisfied respectively regarding benefits. A health care provider being less satisfied with this aspect of the practice is consistent with findings of previous studies. In a longitudinal study it was found that primary care physicians who reported lower income were more likely to become less satisfied over time. 18 Other studies showing similar dissatisfaction with income are those of Gadallah and coworkers in Egypt and among Nigerian ophthalmologists in which respondents were dissatisfied with remuneration.⁵ Chaudry and coworkers also reported that inadequate pay and allowances were mentioned by 48.7% of their respondents. 19 Studies carried out among nurses have indicated that enrolled nurses were more likely to leave the profession because of lack of financial rewards. 20,21 It has been found that nurses rank monetary value as the most influential aspect of the job when compared to other factors.²² The importance of salary as a determinant of job satisfaction cannot be over emphasized. In this study 32.5% of respondents believed they would be satisfied with a perfect salary irrespective of all other aspects of their job while 32.5% were neutral to this and 17.5% believe they would be very satisfied. This level of dissatisfaction with pay and benefits is not surprising since a factor that contributes to this the failure of the government to respond to demands of medical personnel to increase salaries.

Overall job satisfaction of doctors and nurses in F. M. C. Yola showed 14.9% to be very satisfied, 42.6% to be satisfied, 18.9% to be neutral, 15.3% to be dissatisfied and 8.2% to be very dissatisfied. This level of job satisfaction when considering the two categories of very satisfied and satisfied gave a satisfaction level of 57.5%.

The satisfaction levels found in this research are higher than that reported among physicians at the University of Benin Teaching Hospital were 30% of the physicians overall were satisfied or very satisfied with their jobs. Likewise the same is seen in a study among physicians in Egypt in which overall job satisfaction was found to be 42.9%. In contrast, the study carried out among Nigerian ophthalmologists showed an overall job satisfaction level of 78.5% which is higher than was seen in this research. Another study carried out among nurses at the University of Benin Teaching Hospital showed 56% of them to be either dissatisfied or very dissatisfied with their jobs, 9% were undecided while 36% were satisfied or very satisfied. Satisfaction levels are lower than was found in this research.

A higher dissatisfaction of nurses in the domain of hospital facilities and equipment may be due to the fact that nurses by virtue of their profession and duties carry out regular tasks, requiring the constant use of materials such as gloves, cotton wool, thermometers, plaster etc. Unavailability of these items would be significantly noticed by them and can result in dissatisfaction, though doctors do make use of such items but to a much lesser extent.

Reasons for nurses being more satisfied with their pay and benefits could be due to the fact that all nurses of the hospital had either basic nursing qualifications with or without post basic qualifications and so salaries received for such qualifications maybe better appreciated than doctors with degrees who most likely believed they deserve better salaries. Also majority of nurses were older in age and studies have shown more job satisfaction with increasing age as people tend to have more realistic expectations about their jobs as they get older. No statistical difference in the overall job satisfaction between doctors and nurses maybe due to the fact that factors contributing to job satisfaction at FMC Yola affect both doctors and nurses to more or less the same degree.

This study allowed for respondents to suggest ways in which their job satisfaction could be enhanced at the institution in respect to the hospital management, facilities and equipment's needed, and the healthcare providers themselves.

Training and development having the highest frequency of recommendation in respect to the hospital management was not surprising as past studies have shown this to be a factor contributing to work dissatisfaction especially among nurses.^{27,28}

The need for modern diagnostic equipments had a high recommendation frequency. This is similar to the findings of Mawardi and his group in which it was reported that accurate diagnosis leading to successful treatment is a factor that contributes to career satisfaction, an accurate diagnosis is to a large extent dependent on available diagnostic tools and equipments.²⁹

Improved work commitments and dedication as a recommendation supports the findings of some studies in which support from colleagues is a determinant of job satisfaction. ^{30,31}

CONCLUSION

With most respondents in this study being satisfied with their jobs and minority satisfied with their remuneration. There is therefore a need to address the issue of improved remuneration for doctors and nurses.

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