

Staff Satisfaction at Royal Medical Services in the Kingdom of Bahrain

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Aim: The aim of this study is to identify the factors affecting staff satisfaction at Royal Medical Services in the Kingdom of Bahrain.

Method: A questionnaire has been formulated and distributed among 1364 staffs who were available during the study period from 16-30 April 2005. The questionnaire addresses personal characteristics data, and 54 statements related to two dimensions of staff satisfaction – Hygiene and motivating factors. Satisfaction rates were measured by using 5-point Likert scale. Data analyzed using SPSS version 11.01.

Result: The response of the hospital staff was 495/1364 (36.2%). Within this sample, the majority of the respondents were Bahrainis. The female staff showed a higher response than males. The majority of respondents were 20-30 year old 213 /492 (43.2%), great number of them were nurses 294/491 (59.8%). The majority of respondents 206/494 (41.7%) had 1-5 years working experience in the Royal Medical Services. In general, the staffs' satisfaction with their job was 287/460 (62.4%); the satisfaction rate was higher among the British, Somalis, Sudanese and Egyptian nationalities 18/20 (90%) than Bahrainis 141/232 (60.7%) and Indians 87/143 (60.8%). Male staff had higher satisfaction rate 48/65 (73.8%) than female and those with higher qualifications had higher satisfaction rate 18/18 tab (100%). Heads of departments and physicians had more satisfaction rate, 6/7 (85.7%) and 19/23 (82.6%) respectively, but staffs were dissatisfied with their salary 1045/1455 (71.8%), particularly the benefits that Royal Medical Services provides.

Conclusion: Overall, Royal Medical Services staffs are satisfied with their jobs, responsibility, supervision and inter-personal relationship. However, there is room for improvement in a number of areas such as salary, recognition and advancements.

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Employee satisfaction (often referred to as job satisfaction) has been defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”¹. Job satisfaction was linked to various areas of concern for employers, such as employee turnover, productivity, absenteeism, and commitment^{1,2,3,4}. Organizations with satisfied employees have satisfied customers⁵. Organizations with satisfied employees results in having higher levels of customer retention, which increases overall profitability^{6,7}. Therefore, most of the organizations continue to struggle in their efforts to measure and

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improve employee attitudes to work. Effectively measuring and improving employee satisfaction is thus a critical function of top management. As the business fields are becoming more competitive, employee's skills and abilities are needed to obtain competitive advantages. Management can no longer afford to see employees as replaceable inputs⁸. Therefore, the Royal Medical Services (RMS) considers its employees as the most valuable assets and thus preserving their rights and integrity.

Royal Medical Services is the second largest health care provider in the Kingdom of Bahrain. According to the hospital statistics, there is a total 1990 employees in 2005, which includes 220 physicians, 706 nurses, 345 allied health workers and 719 other specialists and administrative staff.

The aim of this study is to identify the factors affecting staff satisfaction by using the two-factor theory of motivation by Frederick Herzberg; it theorizes that employee's satisfaction depends on two sets of issues, names "hygiene" and "motivator". Once the hygiene issues have been addressed, the motivators create satisfaction among employees⁹⁻¹⁰.

METHOD

A questionnaire has been formulated and was distributed to 1364 staffs available at the period of study (16-30 April 2005).

The questionnaire consists of six sections associated with personal data, and 54 questions associated with two dimensions of staff satisfactions; hygiene issues (company policies and administration, supervision, working conditions, interpersonal relations, salary, and job security), and motivators (work itself, achievement, recognition, responsibility and advancement)⁹⁻¹¹. We used a 5-point likert scale (strongly disagree, disagree, neutral, agree, strongly agree) to evaluate the responses. A pilot study was undertaken; based on their feedback and findings, modifications done in the questionnaire.

Data analysis was performed using SPSS, Version 11.01; the statistics used for data were related to the frequency and percentage.

RESULT

Out of 1364 questionnaires distributed, 495 were returned, showing a response rate of 36.2%, the highest response rate 12/13 (92.3%) was from day case unit. Ten departments had zero response see Table 1.

Table 1: The Response Rate of Royal Medical Services Departments

Department	Number of questionnaires		Responder rate %
	Distributed	Received	
Surgical	43	11	25.6
Obstetric/Gynecology	103	57	55.3
Primary Health Care	50	17	34.0
Cardiac	112	27	24.1
Physiotherapy	23	14	60.9
Operation Theatre	67	46	68.7
In Vitro Fertilization unit	10	7	70.0
Head & Neck	46	13	28.3

Training	26	2	07.7
Administration	18	3	16.7
Orthopedics	40	7	17.5
Medical	88	56	63.6
Day Case unit	13	12	92.3
Laboratory	70	20	28.6
Emergency Medicine	48	35	72.9
Catering	33	3	09.1
Supply / Logistics	40	6	15.0
VIP Ward	36	19	52.8
Cardiac Pharmacy	5	4	80.0
Central Sterile Services	25	8	32.0
Medical Records	35	3	08.6
Intensive care unit	35	24	68.6
Ambulance	45	32	71.1
Pediatrics	41	15	36.6
Pharmacy	33	24	72.7
Dental	30	19	63.3
Planning & Facilities	74	0	0
Radiology	50	0	0
Medical Commission	7	0	0
Telephone Operator	20	0	0
Computer	15	0	0
Field Medical Battalion	35	0	0
Laundry / Tailoring	23	0	0
Social Worker	2	0	0
Finance / Costing	20	0	0
Public Relations	3	0	0
Not documented	-	11	0
Total	1364	495	36.3

The Personal profile of the respondents is presented in Table 2. The majority of the respondents were Bahrainis 244/488 (50%) female were 380/452 (84%). The largest proportion of respondents was in the age group of 20-30 years (213) and 31-40 years (203), representing 213/492 (43.2%) and 206/492 (41.8%) respectively. The majority of respondents 206/494 (41.7%) had 1-5 years work experience at Royal Medical Services. The largest proportions of respondents 294/491 (59.8 %) were nurses and staff who had a degree or diploma 281/492 (57.1%).

Table 2: Personal Profile of the Respondents (n= 495)

Variable		Frequency	Percent
Nationality	Bahraini	244	49.3
	Indian	153	30.9
	Philippines	69	13.9
	Others	22	4.4
	Non-response	7	1.4
Sex	Male	72	14.5
	Female	380	76.8
	Non-response	43	8.7

Age	< 20 years	0	0
	20-30 years	213	43.0
	31-40 years	203	41.0
	41-50 years	65	13.1
	51-60 years	11	2.2
	> 61 years	0	0
	Non-response	3	0.6
Educational level	Secondary	34	6.9
	Diploma	281	56.8
	Bachelors	145	29.3
	Master	11	2.2
Memberships	Doctorate	4	0.8
	(part 1)	0	0
	(part 2)	9	1.8
	American board	1	0.2
	Canadian board	0	0
	Others	7	1.4
	Non-response	3	0.6
Duration of services at RMS	< 1 years	36	7.3
	1-5 years	206	41.6
	6-10 years	91	18.4
	11-15 years	79	16.0
	> 15 years	82	16.6
	Non-response	1	0.2
Nature of work	HOD	7	1.4
	Manager	10	2.02
	Physician	27	5.4
	Nurse	294	59.3
	Clerk/secretary	52	10.5
	Technician	54	10.9
	Others	47	9.4
	Non-response	4	0.8

General Satisfaction

The majority of the respondents, 287/460 (62.4%), were satisfied with their job, as a single response to a question concerning satisfaction with “job as general” (Figure 1 and Table 3). The responses were classified into three categories: agree, neutral, and disagree. Satisfaction per department is presented in Table 4.

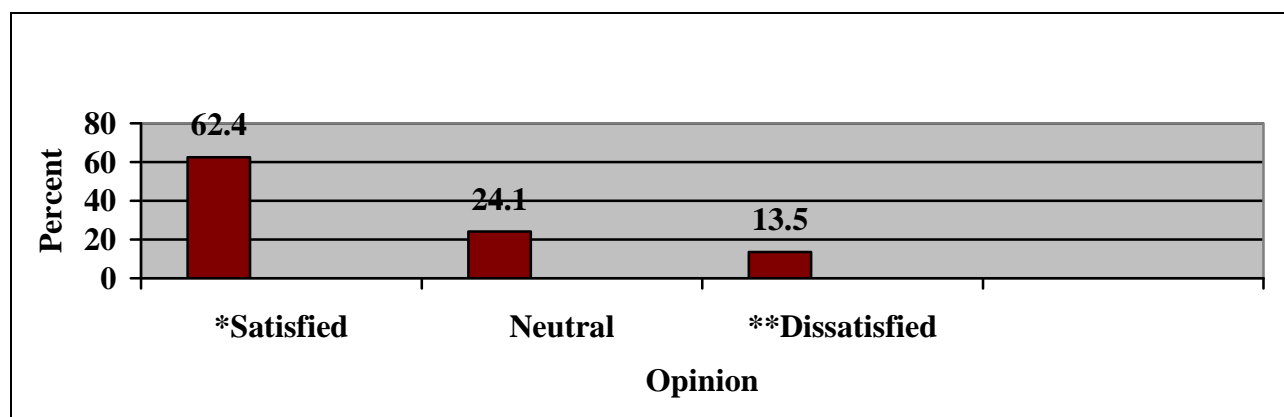


Figure 1: In General, I am Satisfied with My Job

Table 3: In General, I am Satisfied with My Work

	In general, I am satisfied with my work	
	No	%
Strongly disagree	20	4.0
Disagree	42	8.5
Neutral	111	22.4
Agree	230	46.5
Strongly agree	57	11.5
No response	35	7.1
Total	495	100

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

$$** \text{ Dissatisfaction rate} = \frac{\text{Strongly disagree} + \text{Disagree}}{\text{Total of respondents}} \times 100$$

Table 4: Overall Staffs' Satisfaction per Department

Department	In general, I am satisfied with my job					Total	Satisfaction Rate* %
	Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree		
Surgical	-	1	3	7	-	11	7/11 (63.6)
Obstetric/Gynecology	3	7	11	31	2	54	33/54 (61.1)
Primary Health Care	1	3	2	7	3	16	10/16 (62.5)
Cardiac	-	-	2	18	6	26	24/26(92.3)
Physiotherapy	-	-	4	8	2	14	10/14 (71.4)
Operation Theatre	2	5	8	24	5	44	29/44 (65.9)
In Vitro Fertilization unit	-	-	2	4	-	6	4/6 (66.7)
Head & Neck	-	-	1	5	6	12	11/12 (91.7)
Training	-	-	-	1	-	1	1/1 (100)
Administration	-	-	2	1	-	3	1/3 (33.3)
Orthopedics	-	1	2	3	1	7	4/7 (57.1)
Medical	5	1	11	28	7	52	35/52 (67.3)
Day Case unit	-	1	3	3	1	8	4/8 (50)
Laboratory	-	1	5	6	7	19	13/19 (68.4)
Accident/Emergency	2	2	13	11	1	29	12/29 (41.4)
Catering	-	-	-	1	1	2	2/2 (100)
Supply / Logistics	-	1	-	3	2	6	5/6 (83.3)
VIP	-	3	5	8	2	18	10/18 (55.6)
Cardiac Pharmacy	-	-	2	1	-	3	1/3 (33.3)
Central Sterile Services	-	-	3	2	3	8	5/8 (62.5)
Medical Records	1	1	-	1	-	3	1/3 (33.3)
Intensive care unit	1	3	10	8	1	23	9/23 (39.1)
Ambulance	3	3	9	12	3	30	15/30 (50)
Pediatrics	1	4	2	7	1	15	8/15 (53.3)
Pharmacy	-	2	6	11	1	20	12/20 (60)
Dental	1	2	2	13	1	19	14/19 (73.7)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 5-8 summarizes the staffs personal data compared to satisfaction level. The satisfaction rate of British, Somalis, Sudanese and Egyptian is higher 18/20 (90%) than Bahrainis 141/232 (60.7%) and Indians 87/143 (60.8%). However, low satisfaction was focused in female 217/358 (60.9%) compared to males 48/65 (73.8%). Again, there was a difference

between the satisfaction levels in various employees' age group. Staffs in the 51 – 60 years age group had a high satisfaction rate 10/11 (90.9%), compared to other age group. Staffs with higher qualifications, such as Membership/Fellowship, Doctorate, Master degrees, etc. showed 100% satisfaction. In addition, staffs with less than 1-year service duration had a higher satisfaction rate 28/34 (82.3%). A low satisfaction rate was focused for those staffs whose service duration is 1 – 5 years compared to those having 11 to 15 46/75 (61.3%) years service. The Heads of Departments and physicians had a high satisfaction rate, 6/7 (85.7%) and 19/23 (82.6%) respectively. However, nurses were less satisfied 161/277 (58.1%) than Physicians 19/23 (82.6%).

Table 5: Satisfaction Rate of Respondents According to Nationality

Details of staff (Nationality)	Strongly Disagree	Disagree	In general, I am satisfied with my job			Total of Respondents	Satisfaction Rate* %
			Neutral	Agree	Strongly Agree		
Bahraini	10	20	61	106	35	232	141/232 (60.8)
Indian	5	19	32	74	13	143	87/143 (60.8)
Philippines	2	3	17	34	4	60	38/60 (63.3)
Others	1	0	1	14	4	20	18/20 (90.0)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 6: Satisfaction Rate of Respondents According to Sex and Age

Details of staff		In general, I am satisfied with my job					Total of Responde nts	Satisfaction Rate* %
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
Sex	Male	4	3	10	34	14	65	48/65 (73.8)
	Female	13	37	89	178	39	356	217/356 (61.0)
Age	Less than 20 yrs	0	0	0	0	0	0	0
	20 – 30 yrs	10	17	56	93	22	198	115/198 (58.1)
	31 – 40 yrs	7	21	46	92	23	189	115/189 (60.8)
	41 – 50 yrs	3	3	9	35	9	59	44/59 (74.6)
	51 – 60 yrs	0	1	0	8	2	11	10/11 (90.9)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 7: Satisfaction Rate of Respondents According to Education Level

Details of staff (Education level)	In general, I am satisfied with my job					Total of Responde nts	Satisfaction Rate* %
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
Secondary	4	1	5	15	7	32	22/32 (68.8)
Diploma	12	33	59	133	30	267	163/267 (61.0)
Bachelor Degree	4	6	45	63	14	132	77/132 (58.3)
Master Degree	0	2	2	5	0	9	5/9 (55.6)
Doctorate	0	0	0	2	2	4	4/4 (100)
Membership (2 nd Part)	0	0	0	5	2	7	7/7 (100)
American Board	0	0	0	1	0	1	1/1(100)
Other	0	0	0	4	2	6	6/6 (100)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 8: Satisfaction Rate of Respondents According to Duration of Service and Nature of Work

Details of staff		In general, I am satisfied with my job					Total of Respondents	Satisfaction Rate*%
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
Duration of service	Less than 1 year	1	2	3	22	6	34	
	1 to 5 years	8	13	64	89	16	190	105/190 (55.3)
	6 to 10 years	3	12	16	42	11	84	53/84 (63.1)
	11 to 15 years	4	8	17	34	12	75	46/75 (61.3)
	Over 15 years	4	7	11	42	12	76	54/76 (71.1)
Nature of work	Head of Dept	1	0	0	4	2	7	6/7 (85.7)
	Manager	0	0	3	2	4	9	6/9 (66.7)
	Physician	1	0	3	16	3	23	19/23 (82.6)
	Nurse	13	31	72	134	27	277	161/277 (58.1)
	Clerks	2	6	7	26	7	48	33/48 (68.8)
	Technician	0	3	14	24	12	53	36/53 (67.9)
	Others	4	2	11	22	3	42	25/42 (59.5)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 9-14 shows the rate of staffs' satisfaction with hygiene factors. The highest satisfaction rate was of the supervision factor 76.1%, interpersonal relationship 67.7%, job security 60.5% and hospital and administrative policies 55.2%. The lower rate of satisfaction of staffs was their salary 11.13% and working condition 43.5%.

Table 9: Satisfaction Rate of Respondents to Supervision

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
My immediate supervisor performs a good job and gives his/her best at all times	12	24	84	243	123	486	366/486 (75.3)
My immediate supervisor is highly efficient and knows his/her job well	11	15	80	229	150	485	379/485 (78.1)
I am satisfied with the work performance presented by my immediate supervisor	13	18	83	244	123	481	367/481 (76.3)
My immediate supervisor use positive feedback with staffs	10	15	95	241	123	484	364/484 (75.2)
I can trust my immediate supervisor	15	13	73	225	149	475	374/475 (78.7)
My immediate	17	31	81	220	134	483	354/483 (73.3)

supervisor treats staff
fairly

Total	78	116	496	1402	802	2894	2204/2894 (76.2)
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$$\text{*Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 10: Satisfaction Rate of Respondents to Interpersonal Relationship

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
In general, I am satisfied with the work relation with my co-workers	11	19	72	292	95	489	387/489 (79.1)
There is co-ordination integration among the various administrative depts, regarding the hospital activities	20	75	153	212	21	481	233/481 (48.4)
There is good communication and cooperation among the employees	14	54	135	243	45	491	288/491 (58.7)
There is no administrative tension between my immediate supervisor and me	12	35	82	254	99	482	353/482 (73.2)
I have a sense of friendship and teamwork	5	8	51	274	146	484	420/484 (86.8)
I have opportunities to socialize with one another during the work days	26	54	112	218	72	482	290/482 (60.2)
Total	88	245	605	1493	478	2909	1971/2909(67.8)

$$\text{* Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 11: Satisfaction Rate of Respondents to Job Security

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
My stay in this hospital will be beneficial to me	29	46	145	220	49	489	269/489 (55.0)
I will accept any job assignment in order to remain as one of the hospital staff	37	84	115	204	47	487	251/487 (51.5)
I feel that I have a high degree of loyalty towards the hospital	9	23	87	254	108	481	362/481 (75.3)
Total	75	153	347	678	204	1457	882/1457(60.5)

* Satisfaction rate = $\frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$

Table 12: Satisfaction Rate of Respondents to Hospital and Administrative Policies

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
There is a capable administration in the hospital	30	94	157	175	24	480	199/480 (41.5)
There is flexibility in work procedures	29	74	128	221	25	477	246/477 (51.6)
You have the feelings that your position	17	51	102	276	39	485	315/485 (64.9)
I see that hospital policies are fair	51	101	137	167	24	480	191/480 (39.8)
My department has a policy manual	17	32	54	281	95	479	376/479 (78.5)
Total	144	352	578	1120	207	2401	1327/2401(55.3)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 13: Satisfaction Rate of Respondents to Salary

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
My salary is sufficient compared with my productivity and achievements	191	155	80	56	7	489	63/489 (12.9)
My salary is higher than the salary which is given by other hospitals with similar medical facilities	237	141	68	30	7	483	37/483 (7.7)
I feel the hospital has a clear policy related to salaries and allowances	209	112	100	51	11	483	62/483 (12.8)
Total	637	408	248	137	25	1455	162/1455(11.1)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 14: Satisfaction Rate of Respondents to Working Conditions

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
There is no shortage of financial resources	78	131	139	113	19	480	132/480 (27.5)
There is sufficient numbers of personnel to perform the work adequately	108	141	102	123	14	488	137/488 (28.1)
The practicing equipment (everything from computers to scales) work properly	37	102	127	200	22	488	222/488 (45.5)
The facilities in the hospital are clean	10	60	131	244	42	487	286/487 (58.7)
The office/area of work conditions are comfortable and safe	44	68	95	236	43	486	279/486 (57.4)

Total	277	502	594	916	140	2429	1056/2429 (43.5)
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$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 15-19 shows the rate of staffs' satisfaction with motivator's factors. The work itself had the highest number of satisfaction (71.4%) and responsibility (63.4%), achievement (60.9%), advancement (37.9%) and recognition (40.4%) was the staffs least satisfied motivator factor.

Table 15: Satisfaction Rate of Respondents to Work Itself

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
My present job is compatible with my experiences	20	36	62	287	83	488	370/488 (75.8)
My work requires high skills that enable me to perform it with efficiency	15	53	66	260	87	481	347/481 (72.1)
My work is important for the hospital as a whole	4	5	44	246	188	487	434/487 (89.1)
I am able to obtain the necessary information to accomplish my work	2	11	62	303	102	480	405/48 (84.4)
I can accomplish the work load in my work	5	24	73	271	105	478	376/478 (78.7)
You think that the required workload to be achieved affects the performance quality	9	41	91	236	101	478	337/478 (70.5)
You have the feeling that your work doesn't make you stressed	101	129	109	110	25	474	135/474 (28.4)
Total	156	299	507	1713	691	3366	2404/3366(71.4)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 16: Satisfaction Rate of Respondents to Responsibility

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
I have freedom of choice when performing my job duties	35	105	135	175	36	486	211/486 (43.4)

I have freedom of decision how to accomplish my assigned duties	17	70	128	223	44	482	267/482 (55.4)
I am ready to do more efforts for the success of this hospital	5	25	68	244	145	487	389/487 (79.9)
I am aware of the Quality concept while performing my duties	5	14	63	276	124	482	400/482 (83.0)
I have sufficient freedom and authority at my work	24	66	126	225	44	485	269/485 (55.5)
Total	86	280	520	1143	393	2422	1536/2422 (63.4)

* Satisfaction rate = $\frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$

Table 17: Satisfaction Rate of Respondents to Achievement

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
The personal promotion in the hospital is based on the good work performance and achievements	113	117	127	97	30	484	127/484 (26.2)
My job encourages the competition spirit	43	89	144	164	39	479	203/479 (42.3)
I witness the outcomes of my work	10	22	89	314	48	483	362/483 (74.9)
The outcome of my work gives me a good idea about my good performance	8	17	68	297	97	487	394/487 (80.9)
I have a clear, achievable goals and standards for my position	6	21	87	289	81	484	370/484 (76.4)
I receive regular, timely feedbacks on how I am doing my work	18	61	90	265	46	480	311/480 (64.7)

Total	198	327	605	1426	341	2897	1767/2897 (60.9)
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$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 18: Satisfaction Rate of Respondents to Advancement

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
My present job gives me a good opportunity for promotion and assuming higher responsibilities	60	95	145	162	27	489	189/489 (38.6)
I have been rewarded for my good performance	96	127	115	122	23	483	145/483 (30)
The hospital helps me to develop my professional growth	80	71	117	177	42	487	219/487 (44.9)
Total	236	293	377	461	92	1459	553/1459(37.9)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

Table 19: Satisfaction Rate of Respondents to Recognition

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total of Respondents	Satisfaction Rate* %
My opportunity for promotion is unlimited	101	132	129	94	16	472	110/472 (23.3)
I feel the success of my work	25	42	129	244	41	481	285/481 (59.2)
I have been recognized for my major accomplishments on my job	39	85	123	189	33	469	222/469 (47.3)
The hospital program of "Employee of the month" is effective	98	89	133	119	28	467	147/467 (31.5)
Total	263	348	514	646	118	1889	764/1889 (40.4)

$$* \text{ Satisfaction rate} = \frac{\text{Agree} + \text{Strongly agree}}{\text{Total of respondents}} \times 100$$

One hundred and twenty-five forms had written comments. Some forms have single comment and others more than one. Comments are organized into identical categories, e.g. salary, recognition etc. Some have positive comments and others are negative. Table 20 shows the categories of comments. Most of the respondents expressed their concern about salary in their comments.

Table 20: Categories of Comments

Variable	Number*
Salary	65
Advancement	7
Satisfaction survey	9
Fairness	8
Hospital & Administrative policies	2
Recognition	22
Responsibility	3
Supervision	4
Appreciation	16
Interpersonal relationship	2
Others	3

* Not all the respondents supplied comments and some of the respondents supplied more than one comment

DISCUSSION

This study provides a baseline data of factors affecting staff satisfaction at the Royal Medical Services. The staff found the following factors leading to dissatisfaction: recognition, advancement, salary, working condition, hospital and administrative policies. The hygiene factors are all necessary, but not enough to provide continual staff satisfaction. Improvements in hygiene factors only results in, at optimal, a short-term increase in satisfaction. The motivators provide long-term improvements in staff satisfaction⁹. Therefore, administrators have to be very cautious if they believe that paying the staff extra money will solve all their problems. If the staffs still have problems with their peers or their managers, then they will still be dissatisfied¹². At the same time, this is not a justification to under-pay the staff, as the hygiene issues will eat away at people, resulting in lower performance, withdrawal from the job and eventually employee loss.

The satisfaction rate of British, Somalis, Sudanese and Egyptian employees is higher (90%) than Bahrainis (60.7%) and Indians (60.8%). In this study, we find a lower satisfaction rate among female staff (60.9%) compared to male colleagues (73.8%). Worley found that male senior administrators reported higher levels of satisfaction in opportunities for promotion, co-workers and overall job in general, whereas female senior administrators reported lower levels of satisfaction¹³. Again, there was a difference between the satisfaction levels in various employees' age group. Staffs in the 51 – 60 years age group had a high satisfaction rate (90.9%), compared to other age group.

Bare conducted a study on cardiac nurses' level of job satisfaction through an examination of the relationship between Herzberg's motivation and hygiene factors and job satisfaction¹⁴. The study used a non-experimental, quantitative design with a theoretical framework based on Herzberg. The independent variables were motivation and hygiene factors and the dependent variable was job satisfaction. The results showed that nurses in this sample had a fair level of job satisfaction. It was also found that nurses must be satisfied with both

motivation factors and hygiene factors to be generally satisfied with their jobs. A study from Saudi Arabia showed the overall job satisfaction of nurses in the Ministry of Health Hospitals in Riyadh was moderate and no difference was found regarding gender, age, income, nationality or marital status¹⁵. Recognition, technical aspects of supervision, work conditions, utilization of skills, payments were among the most determinants of job satisfaction in the mentioned study. In another study in Saudi Arabia, it was found that nurses in public hospitals are slightly satisfied and committed to their hospitals and the satisfied nurses tend to have a higher degree of commitment than less satisfied ones¹⁶.

The limitation of this study is that the findings do not represent the entire staff population; some of the staffs are not able to read English, as well as, the staff of the quality management and medical services administrative departments were excluded from this study.

CONCLUSION

The study results showed that overall Royal Medical Services staffs are reasonably satisfied with their job, although there is room for improvement. However, the results indicate areas of concern such as salary, working conditions, hospital and administrative policies. However, quality improvement teams can be initiated by human resource officer to resolve the problems.

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