

**JOB SATISFACTION AND RETENTION OF
HEALTH PROFESSIONALS AT DIFFERENT
LEVELS OF PUBLIC HOSPITALS IN
MAGWAY REGION**

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ABSTRACT

Health workforce shortage is experiencing globally and forces that influence turnover of health professionals need to be addressed to mitigate the problem. A cross-sectional mix-method study was conducted in Magway Region to assess the job satisfaction and intention to stay status of health professionals and factors influencing it. Document review of manpower data for six years was done to calculate the vacancy rate and attrition rate of medical doctors and nurses. For quantitative part of the study, self-administered questionnaires including socio-demographic characteristics of the respondents, perception on work environment, job satisfaction and intention to stay, were distributed to 300 health professionals (i.e., 150 medical doctors and 150 nurses) at all levels of public hospitals in Magway Region. Multistage sampling was used and the participants were selected randomly according to the proportion of medical doctors and nurses at each level of public hospitals. For qualitative part, 33 in depth interviews were done with 18 medical doctors and 15 nurses from different level of public hospitals. Descriptive statistics, bivariate analysis, correlation and multiple linear regression analysis were carried out to identify the level and factors influencing job satisfaction and intention to stay status. For qualitative analysis, manual thematic content analysis was done. Regarding the perception on work environment, 37 (12.9%) respondents rated as high quality. Just one-third, 107 (38.2%) health professionals satisfied with their job and 215 (71.9%) had intention to stay in the current job. Bivariate analysis revealed that job satisfaction was significantly associated with age, education, rank, service years, level of hospitals, marital status, living together with family, residence, reason of joining civil service and choosing clinical career, work-life balance, receiving respect from community and perception on work environment. In multiple linear regression, level of hospitals, plan for further study, having another extra earning job, having work-life balance, receiving respect from community and perception on work environment were significant predictors and overall model explained 68% of the variation in job satisfaction ($P < 0.001$). Intention to stay status was significantly associated with age, rank, service years, level of hospitals, living together with family, reason of joining

civil service and choosing clinical career, plan for further study, work-life balance, receiving respect from community, perception on work environment and job satisfaction. There was positive relationship between work environment perception scores and job satisfaction scores ($r=0.74$, $P < 0.001$), work environment perception scores and intention to stay scores ($r=0.35$, $P < 0.001$), job satisfaction scores and intention to stay scores ($r=0.50$, $P < 0.001$). Reason of choosing clinical career, plan for further study and job satisfaction were significant predictors of intention to stay status and the overall model explained 38% of the variation in intention to stay status of health professionals ($P < 0.001$). Both quantitative and qualitative findings pointed out that safe workplace, increase salary, sufficient manpower and reasonable workload, good interpersonal relationship, learning opportunities, promotion and transfer policy, family influences and recognition were important factors for job satisfaction. Major retention factors were interesting nature of work, educational opportunities, recognition from community, expectation of better in service life, no alternative job opportunities and family influences. Both vacancy rates and attrition rates were higher among medical doctors than nurses from 2013 to 2018. Regarding the types of attrition, 64.6% were voluntary and there was significant association between types of attrition and level of public hospitals ($P=0.004$). This study highlights the policy makers to improve the work environment of health professionals according to the level of hospitals, ensure adequate staffing, appreciate their professionalism, create straight career path and development opportunities and provide financial and non-financial incentives for health professionals.