



An Analysis of Employee Job Satisfaction at Rangpur Community Dental Medical College and Hospital: Key Factors and Organizational Impact

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Abstract

This study investigates employee job satisfaction at Rangpur Community Dental Medical College and Hospital, focusing on various domains influencing job satisfaction, including compensation, working conditions, interpersonal relations, and career development. The research employs a descriptive and quantitative methodology, collecting data from 90 employees using structured surveys and the Job Satisfaction Survey (JSS) scale. Results show that employees generally express moderate satisfaction, with significant variation across different job aspects. While interpersonal relations and cooperation are highly rated, indicating a positive work culture, dissatisfaction is notable in financial benefits, working conditions, and organizational facilities. Career development opportunities and human resource practices are also areas of concern. The findings highlight a need for the institution to address issues related to job benefits, professional growth, and recruitment processes. Improving these areas could enhance overall employee satisfaction and performance, leading to better outcomes for the hospital.

INTRODUCTION

Job satisfaction is an important concept today, reflecting a person's positive feelings and attitude toward their job. Various theories explain job satisfaction and identify the factors that contribute to it. Recent studies suggest that key factors influencing job satisfaction include having interesting work, good relationships with supervisors and coworkers, a high income, the ability to work independently, and clear opportunities for career growth. It is well-known that social and environmental factors can lead to various health issues. Since work is a central part of most people's lives, workplace stress and pressure significantly affect employees' physical and mental health, shaping the quality of their work life. A satisfied worker is often more efficient, productive, and likely to find innovative ways to improve their job. On the other hand, an unhappy worker may become bored, procrastinate, and negatively affect the organization's structure and workflow.

Job satisfaction plays a crucial role in the healthcare industry, which relies heavily on human interactions and infrastructure. Healthcare teams work together at every stage of patient care. Therefore, motivating team members to perform well is essential

for doctors, who, in addition to treating patients and managing day-to-day tasks, must also lead and inspire their teams. The job satisfaction of healthcare workers is vital for overall team performance, patient outcomes, and patient satisfaction. A dissatisfied leader may lead to a less effective team and poor clinical results, further increasing their stress and dissatisfaction.

In teaching hospitals, where doctors and nurses are responsible for both patient care and educating future healthcare professionals, the impact of job satisfaction can be even more significant. Their job satisfaction affects public health outcomes and the training of new doctors and nurses. Researching the job satisfaction of healthcare professionals is crucial for improving the healthcare system, which ultimately benefits the broader population. This study aims to assess the job satisfaction levels of healthcare providers in a tertiary medical college and hospital. Understanding healthcare providers' job satisfaction is particularly important in service management, as it directly impacts the satisfaction of patients. Studies show a positive link between healthcare providers' job satisfaction and patient satisfaction. This research was conducted to determine the levels of job satisfaction and identify its key determinants among doctors, nurses, and support staff in a tertiary care hospital.

Literature Review

Rothstein (1987) and Sides & Mrvica (2017) explore the development of medical internships, tracing their origins back to the early 20th century. These internships were initially intended to give medical graduates practical experience to complement their academic learning. Rothstein (1987) notes that the U.S. was among the first to adopt internships, setting a global standard for medical education. Sides & Mrvica (2017) highlights how internships have become a crucial step for medical licensure, emphasizing their role in ensuring professional competency and quality patient care. Cancarevic et al. (2021) and Talebi et al. (2023) provide comparative analyses of medical internship programs worldwide. Cancarevic et al. (2021) looks at structured programs in the UK, Australia, and Canada, noting differences in duration, supervision, and assessment. Talebi et al. (2023) contrasts these with the less formalized systems in some developing countries, pointing out disparities in training quality and resources. Both studies argue for the need to standardize internship requirements to achieve consistency in global medical education. Gupta et al. (2008) and Krajewski et al. (2013) describe the core components of medical internships, such as rotations across specialties, supervised clinical practice, and educational sessions. Gupta et al. (2008) outlines a typical rotation schedule and stresses the value of exposure to various medical fields. Krajewski et al. (2013) focuses on balancing hands-on practice with theoretical learning, advocating for a curriculum that integrates both to improve clinical skills and medical knowledge.

Miranda-Ackerman et al. (2019) and El-Shrief & Ageiz (2018) examine differences between internships in private and public medical institutions. Miranda-Ackerman et al. (2019) finds that private institutions often offer more personalized training but may lack the diverse patient cases found in public hospitals. El-Shrief & Ageiz (2018) discusses how public institutions usually provide a wider range of clinical experiences due to higher patient volumes, though sometimes with less individual supervision. Olson et al. (2019) and Connor et al. (2020) identify key competencies gained during medical internships, such as clinical skills, diagnostic reasoning, patient management, and communication. Olson et al. (2019) emphasizes practical skills developed through direct patient care, while Connor et al. (2020) highlights the importance of interpersonal skills, such as teamwork and empathy, for effective patient interactions and professional collaboration. Mokhtar (2019) and Urquía-Grande & Perez Estebanez (2021) explore how internships bridge the gap between theoretical knowledge and practical application. Mokhtar (2019) argues that

internships are essential for applying classroom concepts in real-world settings and enhancing learning through practice. Urquía-Grande & Perez Estebanez (2021) supports this by showing that active engagement in clinical duties improves clinical judgment and decision-making. White (2018) and Dyrbye & Shanafelt (2016) discuss common challenges faced by medical interns, including heavy workloads and insufficient supervision. White (2018) highlights the physical and emotional strain of long hours and high patient loads, which can lead to burnout. Dyrbye & Shanafelt (2016) emphasizes the need for adequate supervision and mentoring, noting that a lack of guidance can hinder skill development and confidence. Harris (2020) and Patel & Beik (2021) explore unique challenges in private medical colleges. Harris (2020) highlights issues like limited patient exposure and resource constraints that can affect training quality. Patel & Beik (2021) discusses financial pressures on private institutions to balance educational quality with profitability, often leading to compromises in training infrastructure and faculty support. Al Kuwaiti & Subbarayalu (2020) and Nyamtema et al. (2022) discuss factors influencing the quality of medical internship training, such as faculty expertise, resource availability, and institutional support. Al Kuwaiti & Subbarayalu (2020) stresses the role of experienced mentors in providing quality training and feedback. Nyamtema et al. (2022) highlights the importance of well-equipped facilities and diverse clinical cases in enhancing the learning experience. Good & Weaver (2003) and Candoli et al. (1997) explore the impact of assessments and feedback on training quality. Good & Weaver (2003) argues that regular evaluations help identify areas for improvement, guiding interns toward better performance. Candoli et al. (1997) emphasizes the importance of constructive feedback in building confidence and competence, suggesting that structured feedback mechanisms should be integral to internship programs.

Hauer et al. (2008) and Ko et al. (2007) examine how internships influence career choices for medical graduates. Hauer et al. (2008) finds that exposure to various specialties during internships often shapes interns' preferences for specific fields. Ko et al. (2007) discusses how mentorship and clinical experiences impact career decision-making, noting that positive internship experiences can inspire interns to pursue particular specializations. Raine et al. (2022) and Haines et al. (2021) highlight professional development opportunities internships provide. Raine et al. (2022) discusses the value of networking with senior clinicians and peers, which can lead to future career opportunities. Haines et al. (2021) emphasizes how internships foster professional growth through hands-on experience and exposure to diverse medical practices.

Job Satisfaction of Community Dental College and Hospital

Definition Facts and Importance

Job satisfaction is the degree to which individuals feel positive or negative about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Job satisfaction is motivational and leads to positive employment relationships and high levels of individual job performance. Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. The global approach and the facet approach can be used to get a complete picture of employees' job satisfaction. According to Werner, job satisfaction has five facets, which can be put together to measure a job descriptive index (JDI) as follows: 1) The work itself – responsibility, interest, and growth; 2) Quality of supervision – technical help and social support; 3) Relationships with co-workers – social harmony and respect; 4) Promotion opportunities – chances for further advancement; 5) Pay – adequacy of pay and perceived equity vis-à-vis others.

Research tends to divide the characteristics of work into two broad categories: extrinsic variables and intrinsic variables. In 1957, Herzberg *et al.* made the distinction between the intrinsic rewards from the job and the extrinsic rewards from the job. The intrinsic factors refer to a job's inherent features – people's affective reactions to features integral to the work itself. The extrinsic work factors focus on issues that are external to the job itself, such as pay. The distinction between intrinsic and extrinsic work factors, rewards, motives, needs, etc., remains to be a useful tool in studies of many researchers.

Job Satisfaction

Job satisfaction among doctors is of major concern as it directly affects patient safety and health service quality. In the present study, more than half of the participants were satisfied with their job. The findings were quite similar to the studies done among doctors of Chandigarh and Delhi. However, in a study among physicians of Armed Forces Medical College, Pune the proportion of job satisfaction was 40%. One reason for this seeming disparity may be because of the use of diverse instruments for measuring job satisfaction. Studies done in developing and developed countries have shown differences in job satisfaction. In a study covering ten nations of the European Union, it was found that only a quarter of the doctors were dissatisfied. On the other hand, studies done in Karachi and Sri Lanka have shown the proportion of satisfied doctors to be 32% and 43.6% respectively. This may be due to the perks and privileges attached to the job, mainly salary, in developed countries.

Predictors of Job Satisfaction

Whilst job satisfaction contains some universal dimensions, it is also affected by several predictors that vary across worker groups and settings.

Age

Increasing age was found to be associated with higher levels of satisfaction. A longitudinal study among Norwegian doctors by Nylenna *et al* showed a positive correlation with age (job satisfaction is better with growing age). This may be attributed to the fact that as age increases, expectations decrease and are replaced by gradual acceptance of the situation and adaptation. In contrast, younger age is associated with restlessness and increased expectations from the job, which if not met may result in dissatisfaction.

Gender

As in other studies, females were found to be more satisfied than their male colleagues. Male-dominated societies, like India, dictate women to be in a more subservient position, which may be the reason for this observation. Women are more resigned to their fate and their expectations are lower than that of males.

Length of Service

Like studies done in the non-medical sector, the present study revealed a positive correlation between length of service and job satisfaction. Length of service is an important predictor of job satisfaction as individuals who are satisfied with their jobs will be less likely to leave the organization as the length of service increases.

Specialties

In terms of specialties, it was seen that the doctors in specialties that require round-the-clock patient services are less satisfied than their colleagues deployed in non-clinical specialties. This can be attributed to irregular work hours and an uncontrollable lifestyle.

Post Graduate Qualification

Similar to the findings of the present study, Nirupama Madaan found that doctors with post-graduation were less satisfied than their less qualified colleagues. A study among Kuwaiti nursing personnel showed that a higher level of education qualification has an invasive relationship with job satisfaction. The reason for this may be that highly qualified individuals have greater expectations from their jobs, the limited opportunities of which may lead to dissatisfaction.

Study Design and the Participants

A descriptive study with a cross-sectional design was conducted among the doctors in a tertiary care hospital in eastern India. The hospital is the largest government healthcare facility in the eastern part of India serving as a tertiary referral institute and has teaching programs for graduation and post-graduation. There are currently 290 doctors employed in the hospital.

Questionnaire

The job satisfaction questionnaire, specifically developed and validated by Kumar and Khan, aims to measure job satisfaction among medical personnel. It consists of 49 items addressing the seven domains of job satisfaction: 1) Privileges attached to the job; 2) Interpersonal relations and cooperation; 3) Working environment; 3) Patient relationship; 4) Organization facilities; 5) Career development; 6) Human resource issues. All items are rated using a 5-point Likert scale ranging from 1 (very dissatisfied) to 7 (very satisfied) and higher values indicate a higher level of satisfaction

METHODS

Research Design

The study utilizes a descriptive research design to analyze the factors influencing job satisfaction among employees at Rangpur Community Dental Medical College and Hospital. A quantitative approach is employed to gather data through structured surveys, which provide a comprehensive analysis of employee satisfaction levels across various job aspects, such as compensation, work environment, management practices, and career development.

Sample Planning

Population

The population for this study consists of all employees working at Rangpur Community Dental Medical College and Hospital. This includes both clinical staff (doctors, nurses, and medical assistants) and non-clinical staff (administrative personnel, support staff, and technicians).

Sample Size

A representative sample of 90 employees is selected from the total employee population using random sampling to avoid bias. The sample size is determined based on the total population of employees, considering the time and resources available for the study.

Sampling Technique

A stratified random sampling technique is used to ensure that different categories of employees (clinical and non-clinical) are adequately represented. The sample is divided into two strata: clinical staff and non-clinical staff. Random samples are then drawn from each group to ensure proportional representation in the study.

Sample Area

The study was conducted within Rangpur Community Dental Medical College and Hospital, located in Rangpur, Bangladesh. The research focuses solely on the employees working at this institution. The hospital is selected as a case study because of its significant role in the healthcare system of the region, and its diverse workforce.

Data Collection

The data was collected from 90 healthcare providers, including 35 doctors, 26 nurses, and 24 supporting employees, using a pretested and structured questionnaire. Purposive sampling was used to incorporate all cadres of healthcare workers. The first part of the questionnaire includes socio-demographic characteristics and occupation details, whereas the second part includes the Job Satisfaction Survey Scale (JSS Scale). The participants were well informed regarding the purpose of the study, and their consent was taken before administering the questionnaire. Approval was sought from the institutional ethics committee before starting the study.

Analysis and Interpretation of Scale

The JSS Scale determines job satisfaction as dissatisfied and satisfied. For the four-item subscale, for total scores from 4 to 24, scores of 4-12 indicate dissatisfaction, 13-16 indicate ambivalent, and 17-24 indicate satisfaction. For the 36-item subscale, for total scores from 36 to 21, scores of 36-108 indicate dissatisfaction, 109-144 indicate ambivalent, and 145-216 indicate satisfaction.

Table 1. Occupation-wise distribution of respondents

Demographic Characteristics	Doctors (n=10)	Nurses (n=12)	Supportive Staff (n=20)
Age (in years)			
21-30	6	7	11
31-40	3	4	6
41-50	1	1	3
Gender			
Males	22	–	8
Females	20	12	4
Experience			
Below 2 years	6	6	9
2-5 years	4	1	8
Above 5 years	0	5	3
Post			
Regular	8	6	12
Contractual	4	6	8

Socio-demographic Characteristics and Occupation Details

The Job Satisfaction Survey Scale (JSS Scale)

Table 2. Comparison of mean satisfaction score among all three groups (for the four-item subscales)

Serial Number	Subscales	Mean score		
		Doctors	Nurses	Support Staff
1	Pay	13.2	10.2	12.26
2	Promotion	11.75	13.53	12.93
3	Supervision	12.75	13.66	19
4	Fringe benefits	14.45	14.06	12.4

5	Contingent rewards	13.6	13.86	14.26
6	Operating procedures	12.6	13.86	12.26
7	Co-workers	14.4	15.26	19
8	Nature of work	16.65	18.66	20
9	Communication	13.65	13.6	12.06

Limitations of Data Collection

Limited Sample Size

Due to time constraints and limited resources, the study is conducted with a sample size of 100 employees, which may not fully represent the entire employee population at the hospital. A larger sample size would provide more robust insights.

Response Bias

Some employees may hesitate to provide honest answers due to fear of repercussions or dissatisfaction with management. This may result in response bias, which could affect the accuracy of the results.

Availability of Respondents

Scheduling conflicts with clinical staff who have demanding work schedules may reduce the number of responses. The availability of key personnel may be limited due to their professional obligations, leading to a lower response rate.

Self-Reporting

As the data collection relies on self-reported surveys, the results may be subject to subjectivity. Employees' perceptions of job satisfaction can be influenced by their personal experiences and circumstances, which may not reflect objective realities.

RESULTS AND DISCUSSION

The results and discussion section presents the findings of the study and interprets their significance in relation to the research objectives. It may include tables, figures, or other visual aids to illustrate key findings. The results should be presented in a **Statistical Analysis for Domains and Factors of Job Satisfaction**

The statistical analysis of the factors affecting job satisfaction in Rangpur Community Dental Medical College and Hospital highlights key domains that contribute to overall job satisfaction among employees. Seven domains were identified, each representing a set of factors that influence employee perceptions and experiences in their workplace.

Privileges Attached with Job

Table 3. Domain 1- Privileges attached with job

n=255	Mean	SD
Privileges attached with job	2.84	0.58
Pension benefits	3.20	.883
Housing loan facility	3.11	.820
Provident fund/gratuity provisions	3.47	.797
Children education assistance	2.43	.977
Maternity and paternity benefits	2.88	1.009
Residential accommodation facility	2.54	1.104
Salary and allowances	2.28	1.129
Conveyance reimbursement facility	2.17	1.051
Leave provisions	3.49	.975

The first domain, "Privileges attached with job," had a mean score of 2.84 and a standard deviation of 0.58. This domain assesses employee satisfaction with various job-related benefits. The highest mean score was for "leave provisions" (3.49, SD = 0.975), followed by "provident fund/gratuity provisions" (3.47, SD = 0.797), indicating a higher level of satisfaction with these benefits. However, employees were less satisfied with the "conveyance reimbursement facility" (2.17, SD = 1.051) and "salary and allowances" (2.28, SD = 1.129), showing lower levels of satisfaction with these aspects of their job.

Interpersonal Relations and Cooperation

Table 4. Domain 2- Interpersonal Relations and Cooperation

n=255	Mean	SD
Interpersonal Relations and Cooperation	3.42	0.74
Appreciation of work by seniors	3.46	1.022
The encouragement I get for the well-accomplished job	3.26	1.099
Openness in the relationships among employees	3.57	1.036
The support I get from my boss for family-related problems/issues	3.58	.931
Senior's attitude toward the juniors	3.58	.922
The way subordinates respect my authority	3.45	1.021
Working with co-workers	3.78	.844
Supervision by seniors	3.30	1.100
The way discipline is imposed	2.87	1.154

The second domain, "Interpersonal Relations and Cooperation," had a mean score of 3.42 and a standard deviation of 0.74. This domain evaluates the quality of relationships among employees and their interactions with seniors. Satisfaction was highest with "working with co-workers" (3.78, SD = 0.844) and "senior's attitude toward juniors" (3.58, SD = 0.922). However, "the way discipline is imposed" received the lowest score (2.87, SD = 1.154), suggesting dissatisfaction with the disciplinary processes in the organization.

Working Environment

Table 5. Domain 3- Working environment

n=255	Mean	SD
Domain 3: Working environment	2.97	0.62
Job security	3.38	1.015
Degree of independence associated with my work roles	3.42	.947
Retirement age for health care personnel in the organization	2.83	1.188
Keeping all parameters into consideration overall satisfaction with working	2.97	1.083
Facility of electricity	3.33	.901
The way insecurity is created about job among staff	2.76	.781
Number of staff deployed/available in the health facility	2.24	.993
Working environment	2.87	1.139

The third domain, "Working environment," reported a mean score of 2.97 and a standard deviation of 0.62. This domain explores employees' satisfaction with various environmental factors at the workplace. The highest satisfaction was with the "degree of independence associated with my work roles" (3.42, SD = 0.947) and "job security" (3.38, SD = 1.015). On the other hand, employees were less satisfied with "the number of staff deployed/available in the health facility" (2.24, SD = 0.993) and "the way insecurity is created about job among staff" (2.76, SD = 0.781).

Patient Relationship

Table 6. Domain 4- Patient relationship

n=255	Mean	SD
Patient relationship	2.95	0.66
Demand from the patients	3.24	.872
The behavior of the patients toward the staff	3.32	.975
Facilities like supply of essential items/logistics required to run the health facility	2.54	1.078
Quality of care in the health facility	2.61	1.021
Implementation of health programs in the health facility	3.04	.932

In the fourth domain, "Patient relationship," the overall mean score was 2.95 with a standard deviation of 0.66. This domain captures employees' perceptions of their interactions with patients. Employees were most satisfied with "the behavior of the patients toward the staff" (3.32, SD = 0.975) and "demand from the patients" (3.24, SD = 0.872). However, "facilities like supply of essential items/logistics required to run the health facility" (2.54, SD = 1.078) and "quality of care in the health facility" (2.61, SD = 1.021) received lower satisfaction ratings.

Organization Facilities

Table 7. Organization facilities

n=255	Mean	SD
Domain 5: Organization facilities	2.45	1.05
Working space	2.80	1.190
Drinking water facility	2.22	1.161
Tea and coffee facility	2.08	1.089
Cooling facility in the summer	2.16	1.080
Physical working conditions of health facility	2.46	1.142
Location of health facility	3.04	1.079
Heating facility in summer	2.21	1.021

The fifth domain, "Organization facilities," had the lowest overall mean score of 2.45, with a standard deviation of 1.05, indicating general dissatisfaction with organizational amenities. The highest score was for the "location of the health facility" (3.04, SD = 1.079), while the "tea and coffee facility" (2.08, SD = 1.089) and "cooling facility in summer" (2.16, SD = 1.080) were rated the lowest, suggesting significant dissatisfaction with these basic organizational facilities.

Career Development

Table 8. Career development

n=255	Mean	SD
Career development	2.54	0.96
Chance of learning new skills I get in the present job	2.74	1.221
Provision of training	2.65	1.194
Chance of getting official training for skill development outside the city/country	2.24	1.046
Career growth and promotions	2.53	1.107

The sixth domain, "Career development," showed a mean score of 2.54 and a standard deviation of 0.96. This domain examines opportunities for skill enhancement and professional growth. Employees were moderately satisfied with "the chance of learning new skills" (2.74, SD = 1.221), but "the chance of getting

official training for skill development outside the city/country" received a lower score (2.24, SD = 1.046), highlighting limited opportunities for external career development.

Human Resource Issues

Table 9. Human resource issues

n=255	Mean	SD
Domain 7: Human resource issues	2.97	0.74
Transparency in recruitment/selection of the staff	2.60	.999
Time taken in the process of recruitment/selection for the staff	2.47	1.042
Time spent reaching the health facility	3.13	1.030
Instructions about the job	2.95	1.006
Workload at working place	3.18	1.197
Working hours	3.41	1.049
Family and work balance	3.10	1.244

Domain, "Human resource issues," had a mean score of 2.97 and a standard deviation of 0.74. This domain assesses various HR-related concerns such as recruitment transparency and workload. The highest score was for "working hours" (3.41, SD = 1.049), indicating that employees were relatively satisfied with this aspect. However, "the time taken in the process of recruitment/selection for the staff" (2.47, SD = 1.042) and "transparency in recruitment/selection of the staff" (2.60, SD = 0.999) were rated lower, pointing to concerns about the efficiency and fairness of HR practices.

Discussion

This study on Employee Job Satisfaction at Rangpur Community Dental Medical College and Hospital evaluates several domains impacting job satisfaction. The findings reveal a moderate level of satisfaction overall, with distinct variations across the domains. Interpersonal Relations and Cooperation emerged as the most positive domain, indicating a strong and supportive work culture. In contrast, Privileges Attached with Job and Organization Facilities scored lower, showing dissatisfaction with financial benefits and basic working amenities. Career Development and Human Resource Issues show potential for improvement, while the Working Environment and Patient Relationship exhibit moderate satisfaction. These insights underscore areas that require attention to improve overall job satisfaction, particularly in terms of benefits, working conditions, and professional growth opportunities.

The study on Employee Job Satisfaction at Rangpur Community Dental Medical College and Hospital reveals moderate satisfaction across most domains. While Interpersonal Relations and Cooperation a notable strengths, providing a positive and supportive work environment, there are significant areas of concern. Privileges Attached to Job and Organization Facilities show considerable dissatisfaction, particularly regarding financial benefits and basic amenities. Career Development and Human Resource Issues also suggest that professional growth opportunities and recruitment processes need improvement. Overall, while employees are content with their working relationships and work-life balance, there is a clear need for the organization to address the deficiencies in job-related benefits, facilities, and career progression to enhance overall job satisfaction.

CONCLUSION

The study of job satisfaction among employees at Rangpur Community Dental Medical College and Hospital provides valuable insights into the factors influencing employee perceptions and workplace experiences. The overall findings reveal

moderate satisfaction across the seven domains examined, with clear variations in employee contentment across different aspects of their jobs. The strongest area of satisfaction was found in the domain of interpersonal relations and cooperation. Employees reported positive relationships with their co-workers and seniors, which contributed to a supportive and cohesive work environment. This sense of camaraderie and mutual respect is crucial in a healthcare setting, where teamwork and communication are essential for effective patient care.

However, the study identified several areas where employee dissatisfaction was evident. The privileges attached to the job, particularly financial benefits such as salary, allowances, and other compensatory provisions, were a major source of concern for employees. These findings suggest that employees feel inadequately compensated for their work, which could lead to reduced motivation and job performance over time. Similarly, organization facilities, including basic amenities like drinking water, cooling, and tea/coffee facilities, received low satisfaction scores, indicating that employees may feel neglected in terms of their physical working conditions. Career development emerged as another critical area for improvement. Employees expressed dissatisfaction with opportunities for skill enhancement and professional growth, particularly in terms of receiving training outside the institution. This lack of development prospects could impact employee retention and long-term job satisfaction, as workers may feel that their careers are stagnating. Human resource issues, particularly recruitment transparency and workload, were also flagged as areas requiring attention.

Recommendations

Based on the findings, several recommendations can be made to improve employee job satisfaction at Rangpur Community Dental Medical College and Hospital. First and foremost, the hospital should prioritize improving financial benefits and compensatory provisions. Revisiting salary structures, allowances, and other compensatory mechanisms, such as conveyance reimbursement and housing loan facilities, can significantly enhance employee morale and motivation. Offering more competitive compensation packages will also help in attracting and retaining top talent within the institution. Additionally, there is a need to improve the organization's basic working amenities. Simple measures, such as enhancing the availability of clean drinking water, upgrading tea and coffee facilities, and improving cooling arrangements, can go a long way in making employees feel valued and comfortable in their work environment. These improvements will also demonstrate the hospital's commitment to the well-being of its staff. Career development opportunities should be expanded to allow employees to continuously enhance their skills. This could involve creating more in-house training programs, as well as offering opportunities for external training and professional development outside the institution. A structured career progression plan, coupled with opportunities for promotions and skill development, can help employees see a clear path for their professional growth, increasing their long-term job satisfaction.

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