

## Original Article

# The influence of extrinsic work factors on job satisfaction among the workers in Misurata medical center, Misurata, Libya

Muftah Abdulssalam Elbahloul<sup>1</sup> , Khadija Ali Amer<sup>2</sup>, Osama H. Almajdoub<sup>3</sup> , Sana Mokhtar Alghennai<sup>4</sup>

1. Research and scientific consultation department, faculty of medicine, Misurata University.
2. General nursing department, faculty of health sciences, Misurata University.
3. Libyan medical research center.
4. Surgery department, faculty of medicine, Misurata University.

1. Corresponding Author (Dr. Muftah Abdulssalam Elbahloul,)  
(MD, MPH, PhD, MER, MERCER, Post doc Clinical R fellowship)

Email: [muftah@med.misuratau.edu.ly](mailto:muftah@med.misuratau.edu.ly)

Phone: 0925852133

ORCID : 0000-0001-7751-901x

Research Gate: <https://www.researchgate.net/profile/Muftah-Elbahloul-2>

---

## ABSTRACT

---

**Background:** Satisfaction of job among employees in health care is an important tool to measure the improvement of quality in healthcare services. Reduced satisfaction level may lead to increasing of turnover of staff and absence from the work, which has great impact on the efficiency and effectiveness of services in healthcare. The aim of this study was to assess the influence of extrinsic work factors on job satisfaction among the employees in Misurata medical center. Methodology: A Cross-sectional study using a self-administrated questionnaire was conducted among 234 randomly selected workers at Misurata medical center in Libya. Results: Out of 260 distributed questionnaires, 234 of them were returned, which represents a response rate of 90%. A total of 234 workers comprising of 154 (65.8 %) were male and 80 (34.2%) were female workers. The findings indicate with exception of co-workers relationship, low proportions of job satisfaction varies from 23% to 52% were determined among the employee regarding the other extrinsic job factors. However, the job satisfaction was significantly influenced by the age, education level, and job category as well as work experience among the employee ( $p < 0.001$ ). Moreover, the job satisfaction was not significantly affected by gender and marital status of employees ( $p > 0.001$ ). Conclusion: majority of employees in Misurata medical center tended to be unsatisfied with their job. Active interventions are required to improve the job satisfaction and receiving better quality of care.

---

**Keywords:** *Job satisfaction, extrinsic factors, workers, Misurata medical center*

---

**Citation:** Abdulssalam Elbahloul Muftah , Amer. Khadija Ali, Almajdoub. Osama

H.Alghennai Sana Mokhtar ;<https://doi.org/10.26719/LJM18-1.04>Received: 01/01/2024; accepted:

12/01/2024; published: 15/01/2024Copyright ©Libyan Journal of Medical Research (LJMR) 2024. Open Access.

Some rights reserved. This work is available under the CC BY license <https://creativecommons.org/licenses/by-nc-sa/3.0/igo>

## INTRODUCTION

All healthcare workers are an essential portion to deliver services of any healthcare service system. Recently hospitals and health centers are need an expert, trained and qualified staff due to innovation and rapid progression of medical technologies that's increase of desire of more complicated health services. Job satisfaction is essentially about how people derive fulfilment and contentment from their work. Spector defines job satisfaction as simply the degree to which people like their jobs and states that it stands as one of the key indicators to organisational efficiency and effectiveness (1). Job satisfaction is one of fundamental individual mechanisms that directly affect job performance in an organization (2). Satisfaction of job among employees in health care is considered as a tool that has to be applied to measure the improvement of quality in such services. Dissatisfaction may lead to higher turnover of employee, absence and low performance (3).

Employee's satisfaction has been found to be more correlated to the job's productivity (4). In healthcare sector, satisfaction of providers has a direct relation to quality of services and satisfaction of clients in healthcare (5). Satisfaction's dependent factors defined as motivation factors were advertising as well as opportunity of

individual growth, accountability to reaching credit. According to Herzberg two factor theory (figure 1), extrinsic factors resulting in to job dissatisfaction are: salary, condition of the work, job's security, and supervision of employees by their managers, relationship with co-workers and their supervisors (6). Different researches and studies have indicated that, the association between motivation and satisfaction of job is difficult to describe, nevertheless there was positive correlation between motivation, satisfaction and performance of the employees (7). The satisfaction of job can be attained when workers become one hand within the company, spent the maximum efforts of their capability and demonstrate the association; however, rewards have positive impact on job satisfaction and performance (8). The management should make atmosphere that inspires workers contribution and treat pressure in the working place are the elements affecting the satisfaction job (9). The purpose of this study was to assess the influence of extrinsic work factors on job satisfaction among the employees in Misurata medical center (MMC) as this centre is considered the main and the largest center providing wides spectrum of healthcare services for in and out patients from and out of Misurata.

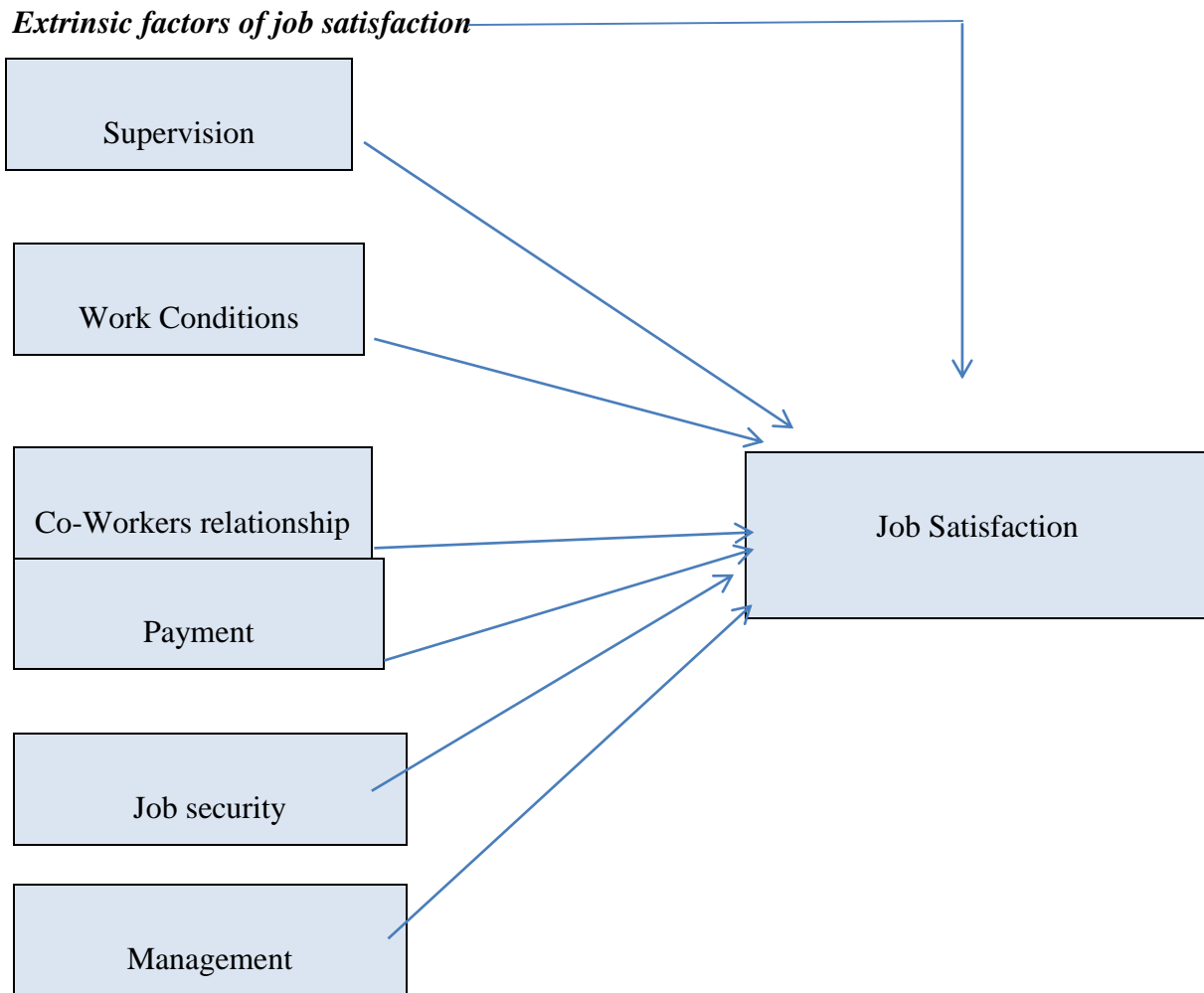


Figure.1. conceptual framework of the study

## METHOD

### Study design

This study was a descriptive cross-sectional study using a self-administrated questionnaire.

### Study population, setting and period

The study was conducted among 234 randomly selected employees working at Misurata medical center in Misurata (MMC), Libya in November 2023.

### Sampling and Sample size

A simple random sampling technique was used in selection of participants. According to the information and statistical unit of Misurata medical center (MMC), the estimated total number of employees was 682. The sample size was 260 based on Krejcie and Morgan table for a given population.

### Data collection tool

For this study, a self – administered English version questionnaire was designed and structured in two parts. The first part included questions socio demographic and professional characterization and the second part contained the assessment of satisfaction status with two dimension (satisfied, unsatisfied) for each extrinsic factor of job satisfaction among the employees in Misurata medical center. The final version of questionnaire was translated to Arabic The questionnaires were distributed and collected back after consent permission within same day and time. A satisfied response was scored 1 while score of 0 was given to unsatisfied responses. A fifty percent (50%) cut off point was for each factor was used in determine the satisfaction status.

### Ethical Considerations

The study protocol was officially approved and institutional ethical clearance was obtained from management of Misurata medical center and. The written consent forms for employees who agreed to participate in this study were distributed and collected back prior the resuming of the study.

### Method of data analysis

Descriptive statistics was applied for sociodemographic and work factors as well as to describe the proportions of job satisfaction status. The relationship

between extrinsic factors of job satisfaction and sociodemographic variables was assessed by one-way analysis of variance (ANOVA). SPSS version 20 software was used in data analysis and statistical significance was set as 0.05.

### RESULTS

Out of 260 distributed questionnaires, 234 of them were returned, which represents a response rate of 90%. Table 1 summarises the demographic characteristics of the participants. A total of 234 workers comprising of 154 (65.8 %) were male and 80 (34.2%) were female workers. The data in table 2 shows the satisfactions status among the participants. The findings indicate with exception of co-workers relationship, low proportions of job satisfaction varies from 23% to 52% were determined among the employee regarding the other extrinsic job **satisfaction factors.**

Table 3 shows the association between Socio demographic and Work Factors of Satisfaction. The job satisfaction was significantly influenced by the age, education level, and job category as well as work experience among the employee ( $p < 0.001$ ). However, the job satisfaction was not significantly affected by gender and marital status of employee ( $p > 0.001$ )

**Table.1 Socio-Demographic Variables of Respondents (n=234)**

Variable		Frequency (n)	Percentage (%)
<b>Gender</b>	Male	154	(65.8)
	Female	80	(34.2)
<b>Age</b>	<30 years	47	(20.1)
	31-40 years	132	(56.4)
	>41 years	55	(23.5)

<b>Education level</b>	Nursing course certificate	22	(9.4)
	Diploma	48	(20.5)
	Bachelor	28	(12.0)
	Master Degree	2	(0.9)
	PhD, Doctorate	134	(57.3)
<b>Marital status</b>	Single	86	(36.8)
	Married	124	(53.0)
	Divorced/w	24	(10.3)
<b>Profession</b>	Administrative Staff	44	(18.8)
	Medical Doctor	65	(27.7)
	Nurse	79	(33.7)
	Pharmacist	14	(5.9)
	Midwife	13	(5.5)
	Laboratory Technician	19	(8.1)
<b>Work Experience</b>	>1 years	23	(9.8)
	1-4 years	84	(35.9)
	5-9 years	57	(24.4)
	10-14 years	24	(10.3)
	> or = 15 years	46	(19.7)

**Table 2. Status of Satisfaction Based on Extrinsic Factors among Participants (n=234)**

Extrinsic Factors	Satisfaction status	
	Satisfied N (%)	Unsatisfied N (%)
<b>Workers relationship</b>	88 (37.6)	146 (62.4)
<b>Management style</b>	113 (48.2)	121 (51.8)
<b>Support from supervisor</b>	56 (23.9)	178 (76.1)
<b>Job security</b>	75 (32)	159 (68)
<b>Total working hours</b>	93 (39.7)	141(60.3)
<b>Salary</b>	80 (34)	154 (66)
<b>Physical condition of work place</b>	76 (32.5)	158 (67.5)

**Table 3 Relationship between Socio demographic and Work Factors of Satisfaction (n=234)**

Variables		Mean	P-Value
Gender	Male	2.66	0.200
	Female	2.83	
Age	<30 years	2.40	0.001
	31- 40 years	2.88	
	>41 years	2.97	
Education level	Nursing course certificate	2.13	0.001
	Diploma	3.31	
	Bachelor	1.92	
	Master Degree	3.46	
	PhD, Doctorate	2.92	
Marital status	Single	2.49	0.069
	Married	2.82	
	Divorced/w	2.93	
Profession (job category)	Administrative Staff	3.09	0.001
	Medical Doctor	2.18	
	Nurse	3.01	
	Pharmacist	2.15	
	Midwife	3.04	
	Laboratory Technician	2.99	
Work Experience	<1 years	2.64	0.001
	1-4 years	3.55	
	5-9 years	2.79	
	10-14 years	2.56	
	≥15 years	2.20	

## DISCUSSION

Employees who are satisfied with their jobs are more motivated to perform better. When employees lack physical safety, job security, positive relationships with co-workers, recognition for outstanding performance, leadership support, and autonomy in their work environment, they

become dissatisfied. Employees are stressed in such circumstances and are more prone to experience workplace-induced burnout and departing their positions (10) . In this study majority of participants from the Misurata medical center were male 154 (65.8%), 53% were

married and 57% were Ph.D holders. The highest proportion of job category was constituted by Doctors and nurses 65(27.7%); 79 (33.7%) respectively.

The result of this study indicated that with exception of co-workers communication, the respondents were unsatisfied with their job with regard to the other extrinsic factors. Regarding workers relationship, our findings revealed that only 88 (37.6%) of employees had good co-worker relationship, this is consistent with finding of previous study conducted in India (11). In contrast, the Majority of the respondents were further categorical that they had good working relationships with their co-workers (12). Based on our finding, only 76 (32.5%) of participants were satisfied with their Physical condition of work place. This is in agreement with the findings of (13) who established that job satisfaction was positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few disruptions or distractions. A mostly 93 (39.7%) of our respondents were satisfied with their daily duty load and total working hours. It was clear from the research findings that majority of the respondents were unsatisfied with their job security. Lack of job security destabilizes employees, hence being dissatisfied. According to Cooper, (14) reductions in job security leads to lower levels of commitment and therefore job satisfaction, organizational instability and ongoing change with potentially negative consequences undermine job security. Comparing to finding of previous study, majority of the respondents were neutral with their job security (12). Our research finding indicated that only 80 (34%) of the employees at Misurata medical center were satisfied with their monthly salary. This

finding is consistent with finding of previous study (12). However, Armstrong indicated that notes that, money, in any form of pay, is the most obvious form of extrinsic reward and it "provides the carrot remuneration that most people want." The management of faith based organizations should therefore consider increasing the remuneration of their employees (15). The pay is the dominant factor in the choice of employer and considerations of pay seem more powerful in binding people to their present job (16). The management of healthcare centers has a great role in motivation and promotion of the employees .The results of this study revealed that 48% of the participants were satisfied from the management of this center. in contrast.in contrast, other study finding demonstrated that the majority of participants were satisfied with support and guide from their management (17). With regards to the association between demographic factors and job satisfaction, the finding of our research indicated that job satisfaction was not influenced by gender deference in participants ( $P > 0.005$ ), this is was different from results of other studies as the scale of job satisfaction among females was higher than that of males (18),(19) . With respect of age, based on the mean score, at the age of "more than 40 years old", they tend to be more satisfied with their job than the participant who aged less than 40 years old. This finding was consistent with finding of other previous studies (18),(19). In contrast, finding of study conducted in India younger employees ( $\leq 30$  years) were more satisfied than those who are aged ( $> 30$  years) (11). In the fact nobody can deny that the more duration of work period at institution or organization has tangible effect on the satisfaction on individual. In

reverse manner our study revealed that those who have less than 5 years' work experience tended to be more satisfied than those with long period at Misurata medical center (MMC). In contrast finding of other study (18) indicated that nurses with more work experience are more satisfied with their job than new ones ( $p=0.03$ ). With regards the marital status, our result showed that marital status does not affect job satisfaction. This finding is supported by finding of other previous study (20). However, another study concluded that the marital status was an important factor that affected job as married nurses had higher job satisfaction than unmarried nurses (21). In comparison with this finding, married workers most of them were not satisfied with their job as compared to single workers who were most satisfied (22). Based on our finding, participants who hold diploma or master degrees were more satisfied than bachelor and doctorate degrees. In contrast, previous study concluded that healthcare workers with higher level of education had overall higher level of satisfaction than health care workers with low level of education (22).

### **LIMITATIONS**

The study was conducted in only at Misurata medical center (MMC) in one city in Libya. Generalizing these results to all the Libyan employees in the health sector is not wise. A nationwide survey is hereby recommended to obtain a better insight of the job satisfaction of healthcare workers and administrative staff in health sector in Libya.

### **CONCLUSION**

This job satisfaction study in Misurata medical center revealed that majority of

employees were tended to be unsatisfied with their job. With exception of co-workers relationship, majority of employee were unsatisfied with their job in regard the other extrinsic job factors. The job satisfaction was significantly influenced by the age, education level, and job category as well as work experience of the employee. However, the job satisfaction was not significantly affected by gender and marital status of employee proportions of. Active interventions are required to improve the job satisfaction and receiving better quality of care.

### **RECOMMENDATION**

The management at the Misurata medical center needs to find out why the employees do not have a sense of job security and seek ways to reverse that. They also need review the payment and salary for the employees. This will greatly enable the employees to meet their basic needs adequately and hence improve their satisfaction for the jobs they do at the this center .in addition to that, more and more opportunities should be provided to employees to promote inter personal relationships such as periodic institutional activities. Every work would be done perfectly and completely if good and free effective communication system would be maintained and promotion of employee would be done timely and according to policy.

### **ACKNOWLEDGMENTS**

The authors would like to express their sincere thanks to all the nurses who participated in the study. They also convey their sincere thanks to the management of Misurata medical center (MMC) for the permission to carry out the study in this place. Also, thanks to the dean of the



Faculty of medicine, Misuarat, University for his support and help in this study.

## DISCLOSURE

The authors have no conflict of interest to declare. No funding was received for this study.

## Authors' contributions

Conception and design: Muftah Abdulssalam Elbahloul. Collection and assembly of data: Muftah Abdulssalam

## REFERENCES

1. Spector PE. Job satisfaction: Application, assessment, causes, and consequences: Sage; 1997.
2. Zhang Y, LePine JA, Buckman BR, Wei F. It's not fair... or is it? The role of justice and leadership in explaining work stressor-job performance relationships. *Academy of management journal*. 2014;57(3):675-97.
3. Poulston JM. Working conditions in hospitality: Employees' views of the dissatisfactory hygiene factors. *Journal of Quality Assurance in Hospitality & Tourism*. 2009;10(1):23-43.
4. Tzeng H-M. The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. *International journal of nursing studies*. 2002;39(8):867-78.
5. Robbins SS, Stylianou AC. Global corporate web sites: an empirical investigation of content and design. *Information & Management*. 2003;40(3):205-12.
6. Locke EA, Sirota D, Wolfson AD. An experimental case study of the successes and failures of job enrichment in a government agency. *Journal of Applied Psychology*. 1976;61(6):701.
7. Wood G, Yaacob A, Morris D. ATTITUDE TOWARDS PAY & PROMOTION IN THE MALAYSIAN HIGHER EDUCATION SECTOR. *EMPLOYEE RELATIONS*. 2004.
8. Kreitner R, Kinicki A, Buelens M. *Organizational Behaviour* (second European edition). McGrawHill, London. 2002.
9. Greenberg J, Baron RA. *Behavior in organizations: Understanding and managing the human side of work*: Univerza v Mariboru, Ekonomsko-poslovna fakulteta; 1997.
10. Hashim MJ, Osman I, Alhabshi SM. Effect of intellectual capital on organizational performance. *Procedia-social and behavioral sciences*. 2015;211:207-14.
11. Deshmukh N, Raj P, Chide P, Borkar A, Velhal G, Chopade R. Job Satisfaction Among Healthcare Providers in a Tertiary Care

Government Medical College and Hospital in Chhattisgarh. *Cureus*. 2023;15(6).

12. Linge TK, Mutinda J. Extrinsic Factors that Affect Employee Job Satisfaction in Faith Based Organizations. *Journal of Language, Technology & Entrepreneurship in Africa*. 2015;6(1):72-81.

13. Lee Y-j. Comparison of job satisfaction between nonprofit and public employees. *Nonprofit and Voluntary Sector Quarterly*. 2016;45(2):295-313.

14. Cooper CL. The challenges of managing the changing nature of workplace stress. *Journal of Public Mental Health*. 2006;5(4):6.

15. Armstrong M. *A handbook of human resource management practice*: Kogan Page Publishers; 2006.

16. Stringer C, Didham J, Theivananthampillai P. Motivation, pay satisfaction, and job satisfaction of front-line employees. *Qualitative Research in Accounting & Management*. 2011;8(2):161-79.

17. Bishwajit M, Khumyu A, Boonyanurak P. Relationships between organizational commitments, supervisory support and job satisfaction of nurses in a public specialized hospital, Bangladesh. *Bangladesh Journal of Medical Science*. 2016;15(1).

18. SUHAIMI A, MULUD ZA, AHMAD SK. FACTORS CONTRIBUTED TO JOB

SATISFACTION AMONG NURSES WORKING AT TERTIARY HOSPITALS IN THE KLANG VALLEY: AN ADAPTATION OF THE HERZBERG'S THEORY. *Journal of Sustainability Science and Management*. 2023;18(6):135-48.

19. Carrillo-García C, Solano-Ruíz MdC, Martínez-Roche ME, Gómez-García CI. Job satisfaction among health care workers: the role of gender and age. *Revista latino-americana de enfermagem*. 2013;21:1314-20.

20. Palazoğlu CA, Koç Z. Ethical sensitivity, burnout, and job satisfaction in emergency nurses. *Nursing ethics*. 2019;26(3):809-22.

21. Tarcan M, Hikmet N, Schooley B, Top M, Tarcan GY. An analysis of the relationship between burnout, socio-demographic and workplace factors and job satisfaction among emergency department health professionals. *Applied nursing research*. 2017;34:40-7.

22. Chilipweli PM, Basinda N, Msilaga EV, Tuli T, Elias E, Konje E, et al. Assessment of Working Environment and Satisfaction Among Health Care Workers In Sengerema District Mwanza, Tanzania. *medRxiv*. 2023:2023.05.15.23290008.