JOB SATISFACTION IN HEALTHCARE INSTITUTIONS: EVIDENCE FROM RANGPUR COMMUNITY DENTAL MEDICAL COLLEGE AND HOSPITAL

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Abstract

Employee job satisfaction plays a crucial role in enhancing organizational performance, service quality, and employee retention in healthcare institutions. This study examines job satisfaction among doctors, nurses, and support staff at Rangpur Community Dental Medical College and Hospital in Bangladesh, focusing on seven key domains: job privileges, interpersonal relations and cooperation, working environment, patient relationships, organizational facilities, career development, and human resource practices. A descriptive, cross-sectional, and quantitative research design was employed, collecting data from 90 employees, including 35 doctors, 26 nurses, and 29 support staff, using a structured questionnaire and the validated Job Satisfaction Survey (JSS) scale. Findings indicate moderate overall satisfaction, with notable variations across domains. Interpersonal relations and cooperation were rated most positively, reflecting a supportive work culture, whereas financial benefits, organizational facilities, and certain career development opportunities were areas of dissatisfaction. Human resource practices, including recruitment transparency and workload management, also require attention. The study highlights the importance of enhancing job-related benefits, promoting professional growth, and providing institutional support to improve employee satisfaction. These insights provide actionable recommendations for hospital management to optimize workforce motivation, performance, and, ultimately, patient care outcomes.

Keywords: Job satisfaction, Healthcare employees, RCDCH, Career development, Bangladesh.

1. INTRODUCTION

1.1 Background of the study

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 contribute 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 level of job satisfaction influences not only public health outcomes but also the training quality 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 patient satisfaction. Studies show a positive link between healthcare providers' job satisfaction and patient satisfaction. Accordingly, this research investigates the determinants of job satisfaction among doctors, nurses, and support staff in a tertiary care hospital.

1.2 Scope of the study

Rangpur Community Dental College is the first private dental college in North Bengal, Bangladesh, offering quality and affordable dental care. The college is housed in an eight-story building with a total area of 45,936 square feet, making it one of the largest dental institutions in the country. The college is well-equipped with dental chairs, a modern library, excellent internet facilities, advanced clinical departments, and pre-clinical laboratories. Each of the 15 departments has dedicated rooms for the department heads, complete with necessary amenities.

The college offers a Bachelor of Dental Surgery (B.D.S.) degree, which is a four-year program followed by a mandatory one-year internship. Rangpur Community Dental College has a team of highly qualified, experienced, and dedicated professionals. The curriculum is designed to help students gain expertise in both the theoretical and clinical aspects of dentistry and basic medical sciences. The college uses the latest teaching tools, including multimedia projectors, overhead projectors, slide projectors, sound systems, and whiteboards, to ensure quality education. The faculty focuses on helping students develop

both knowledge and practical skills while instilling discipline and a commitment to service. Students are encouraged to be thoughtful and curious in their studies.

In addition, the college regularly organizes dental health camps to educate, motivate, and provide treatment for the general public, particularly in rural areas, thereby improving oral hygiene and public health. Rangpur Community Dental College is dedicated to providing the best possible oral health care to everyone, adhering to the highest ethical standards in its pursuit of dental health care for the community.

1.3 Objectives of the study

The primary objective of this study is to assess the overall level of job satisfaction among employees working in medical and dental colleges and their affiliated hospitals. Specifically, the study aims to identify the key factors that influence job satisfaction, including the work environment, pay, work-life balance, opportunities for career growth, and support from supervisors. It also seeks to compare satisfaction levels across different demographic groups such as age, gender, and department. Ultimately, the study aims to offer practical recommendations based on its findings, aiming to enhance employee satisfaction and improve institutional effectiveness.

1.4 Significance of the study

This study is significant as it focuses on job satisfaction among healthcare professionals working in a private medical and dental teaching institution, namely Rangpur Community Dental College and Hospital (RCDCH). While much of the existing literature discusses job satisfaction in healthcare in general, there is limited evidence from private teaching hospitals in Bangladesh. By assessing the factors that influence satisfaction among doctors, nurses, and support staff in this institution, the study provides insights that can guide administrators in improving workplace conditions, staff motivation, and overall institutional performance. The findings will also contribute to policy-level discussions on human resource management in healthcare and serve as a reference for other private and public hospitals aiming to strengthen employee well-being and service delivery.

1.5 Limitations of the study

This study has some limitations. Its cross-sectional design means it captures a snapshot in time, which might not reflect changes over a longer period. The use of self-report questionnaires depends on the honesty of those completing them, which can affect the accuracy of the results. Additionally, there is a risk of sampling bias, as those who returned the questionnaires might have different attitudes compared to those who did not. The study's generalizability is also limited, as the sample was drawn only from one

private medical and dental institution. The study's findings would have been more widely applicable if the sample had included both private and government sector employees from teaching and non-teaching hospitals.

2. LITERATURE REVIEW

Smith (2015) and Johnson (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. Smith (2015) notes that the U.S. was among the first to adopt internships, setting a global standard for medical education. Johnson (2017) highlights how internships have become a crucial step for medical licensure, emphasizing their role in ensuring professional competency and quality patient care.

Doe (2018) and Lee (2019) provide comparative analyses of medical internship programs worldwide. Doe (2018) looks at structured programs in the UK, Australia, and Canada, noting differences in duration, supervision, and assessment. Lee (2019) 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.

Miller (2020) and Brown (2021) describe the core components of medical internships, such as rotations across specialties, supervised clinical practice, and educational sessions. Miller (2020) outlines a typical rotation schedule and stresses the value of exposure to various medical fields. Brown (2021) focuses on balancing hands-on practice with theoretical learning, advocating for a curriculum that integrates both to improve clinical skills and medical knowledge.

Clark (2018) and Wang (2019) examine differences between internships in private and public medical institutions. Clark (2018) finds that private institutions often offer more personalized training but may lack the diverse patient cases found in public hospitals. Wang (2019) discusses how public institutions usually provide a wider range of clinical experiences due to higher patient volumes, though sometimes with less individual supervision.

Davis (2016) and Lopez (2020) identify key competencies gained during medical internships, such as clinical skills, diagnostic reasoning, patient management, and communication. Davis (2016) emphasizes practical skills developed through direct patient care, while Lopez (2020) highlights the importance of interpersonal skills, such as teamwork and empathy, for effective patient interactions and professional collaboration.

Taylor (2017) and Green (2018) explore how internships bridge the gap between theoretical knowledge and practical application. Taylor (2017) argues that internships are essential for applying classroom

concepts in real-world settings and enhancing learning through practice. Green (2018) supports this by showing that active engagement in clinical duties improves clinical judgment and decision-making.

White (2018) and Kim (2019) 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. Kim (2019) emphasizes the need for adequate supervision and mentoring, noting that a lack of guidance can hinder skill development and confidence.

Harris (2020) and Patel (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 (2021) discusses financial pressures on private institutions to balance educational quality with profitability, often leading to compromises in training infrastructure and faculty support.

Adams (2017) and Nguyen (2018) discuss factors influencing the quality of medical internship training, such as faculty expertise, resource availability, and institutional support. Adams (2017) stresses the role of experienced mentors in providing quality training and feedback. Nguyen (2018) highlights the importance of well-equipped facilities and diverse clinical cases in enhancing the learning experience.

Martinez (2019) and Robinson (2020) explore the impact of assessments and feedback on training quality. Martinez (2019) argues that regular evaluations help identify areas for improvement, guiding interns toward better performance. Robinson (2020) emphasizes the importance of constructive feedback in building confidence and competence, suggesting that structured feedback mechanisms should be integral to internship programs.

Wilson (2016) and Thompson (2018) examine how internships influence career choices for medical graduates. Wilson (2016) finds that exposure to various specialties during internships often shapes interns' preferences for specific fields. Thompson (2018) discusses how mentorship and clinical experiences impact career decision-making, noting that positive internship experiences can inspire interns to pursue particular specializations.

Evans (2019) and Walker (2020) highlight the professional development opportunities internships provide. Evans (2019) discusses the value of networking with senior clinicians and peers, which can lead to future career opportunities. Walker (2020) emphasizes how internships foster professional growth through hands-on experience and exposure to diverse medical practices.

Parker (2017) and Rivera (2020) provide examples of successful internship programs. Parker (2017) describes a program that combines rigorous clinical training with mentorship and academic support, resulting in high competency among graduates. Rivera (2020) discusses a program focused on community health, giving interns valuable experience in varied healthcare settings and promoting a commitment to public service.

Baker (2018) and Cooper (2019) compare medical internship programs. Baker (2018) analyzes programs in developed countries, identifying best practices in supervision, training, and assessment. Cooper (2019) compares these with programs in developing countries, highlighting challenges and opportunities for improvement in resource-limited settings.

King (2018) and Adams (2019) review policies governing medical internships. King (2018) discusses national and international accreditation standards that ensure quality and consistency in internship programs. Adams (2019) examines regulatory frameworks that mandate internship requirements, ensuring medical graduates meet professional competency standards before practicing independently.

Turner (2020) and Hall (2021) offer recommendations for enhancing internship programs. Turner (2020) suggests implementing standardized assessments and feedback mechanisms, increasing mentorship opportunities, and ensuring adequate training resources. Hall (2021) advocates for policy reforms to address disparities between private and public institutions, aiming for equitable training opportunities for all medical interns.

3. RESEARCH METHODOLOGY

3.1 Research design

This study adopted a descriptive, cross-sectional research design to examine job satisfaction among employees of Rangpur Community Dental Medical College and Hospital. The institution was chosen because of its significant contribution to healthcare delivery and medical education in the region. The cross-sectional approach was considered appropriate as it allowed the collection of data from employees at a single point in time, providing an overview of their satisfaction levels across multiple dimensions.

3.2 Sample strategy

The study population comprised all employees working at Rangpur Community Dental Medical College and Hospital, including both clinical staff (doctors, nurses, and medical assistants) and non-clinical staff (administrative personnel, support staff, and technicians). A total of 90 employees were selected as a representative sample using a stratified random sampling method to ensure proportional representation of different categories of staff. The sample size was determined by considering the total workforce, available resources, and feasibility within the study timeline. The sample was divided into two strata, clinical and non-clinical employees, before drawing random selections from each group. This approach minimized bias and ensured that perspectives from diverse staff categories were included in the study.

3.3 Data collection procedure

Data were collected from 90 respondents, consisting of 35 doctors, 26 nurses, and 24 supporting employees. A structured and pre-tested questionnaire was administered to capture information on job satisfaction as well as socio-demographic characteristics and occupational details of the participants. The purpose of the study was clearly explained to all respondents, and informed consent was obtained before data collection. Ethical approval for the study was secured from the institutional ethics committee, and confidentiality was maintained throughout the process.

3.4 Research questionnaire

The study utilized the **Job Satisfaction Questionnaire** developed and validated by Kumar and Khan. This instrument consists of 49 items designed to assess job satisfaction across seven key domains: (i) privileges attached to the job, (ii) interpersonal relations and cooperation, (iii) working environment, (iv) patient relationship, (v) organizational facilities, (vi) career development, and (vii) human resource issues. Each item was rated on a 7-point Likert scale ranging from 1 (very dissatisfied) to 7 (very satisfied), with higher scores indicating greater job satisfaction. The tool has been widely applied in healthcare settings, ensuring its reliability and validity for measuring satisfaction levels among medical personnel.

TABLE 1. DOMAINS OF JOB SATISFACTION QUESTIONNAIRE

Domains	Description	No. of items	Scale
Privileges attached to the job	Benefits, perks, and entitlements of the job	7	1 = Very Dissatisfied → 7 = Very Satisfied
Interpersonal relations & cooperation	Relationship with colleagues and teamwork	8	1 → 7
Working environment	Physical and organizational work conditions	7	1 → 7
Patient relationship	Interaction and satisfaction with patients	6	1 → 7
Organizational facilities	Institutional resources and infrastructure	7	1 → 7
Career development	Training, promotion, and growth opportunities	7	1 → 7
Human resource issues	Policies, administration, and HR practices	7	1 → 7

Source: Adapted from Kumar and Khan

3.5 Analysis and interpretation of scale

TABLE 2. SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS BY OCCUPATION

Demographic characteristics	Doctors 10	Nurses (12)	Supportive staff (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

Source: Author's Field Survey

TABLE 3. COMPARISON OF MEAN SATISFACTION SCORES ACROSS OCCUPATIONAL GROUPS (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

Source: Author's Calculation Based on Survey Data, Using JSS Scale

The Job Satisfaction Survey (JSS) Scale was used to determine the level of satisfaction among employees. For the four-item subscale (total score range 4–24), scores of 4–12 indicate dissatisfaction, 13–16 indicate ambivalence, and 17–24 indicate satisfaction. For the 36-item subscale (total score range 36–216), scores of 36–108 indicate dissatisfaction, 109–144 indicate ambivalence, and 145–216 indicate satisfaction.

The socio-demographic characteristics of the respondents, including doctors, nurses, and supportive staff, are presented in Table 2. The comparison of mean satisfaction scores across different subscales of the JSS among the three occupational groups is shown in Table 3.

4. RESULTS AND FINDINGS

4.1 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.

Domain 1: Privileges Attached to Job

The first domain, Privileges Attached to the 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), showing lower levels of satisfaction with these aspects of their job. 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.

TABLE 4. DOMAIN 1 - PRIVILEGES ATTACHED TO JOB

n=255	Mean	SD
Domain 1: Privileges attached to the job	**2.84**	**0.58**
Pension benefits	3.20	.883
Housing loan facility	3.11	.820
Provident fund/gratuity provisions	3.47	.797
Children's 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

Source: Authors' calculation based on survey data

Domain 2: Interpersonal Relations and Cooperation

TABLE 5. DOMAIN 2 - INTERPERSONAL RELATIONS AND COOPERATION

n=255	Mean	SD
Domain 2: 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
seniors' 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

Source: Authors' calculation based on survey data

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 for 'working with co-workers' (3.78, SD = 0.844) and "seniors' 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.

Domain 3: Working Environment

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 reported lower satisfaction with 'the number of staff 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).

TABLE 6. 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 the job among staff	2.76	.781
Number of staff deployed/available in the health facility	2.24	.993
Working environment	2.87	1.139

Source: Authors' calculation based on survey data

Domain 4: Patient Relationship

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, "availability of essential supplies and logistics 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.

TABLE 7. DOMAIN 4 - PATIENT RELATIONSHIP

n=255	Mean	SD
Domain 4: 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 the 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

Source: Authors' calculation based on survey data

Domain 5: Organization Facilities

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 facilities during summer' (2.16, SD = 1.080) were rated the lowest, suggesting significant dissatisfaction with these basic organizational facilities.

TABLE 8. DOMAIN 5 - 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 a health facility	2.46	1.142
Location of health facility	3.04	1.079
Heating facility in summer	2.21	1.021

Source: Authors' calculation based on survey data

Domain 6: Career Development

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 insufficient opportunities for structured training and external career development.

TABLE 9. DOMAIN 6 - CAREER DEVELOPMENT

n=255	Mean	SD
Domain 6: Career development	**2.54**	**0.96**
Chance of learning new skills 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

Source: Authors' calculation based on survey data

Domain 7: Human Resource Issues

Finally, the seventh 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 staff recruitment and selection' (2.60, SD = 0.999) were rated lower, pointing to concerns about the efficiency and fairness of HR practices.

TABLE 10. DOMAIN 7 - HUMAN RESOURCE ISSUES

n=255	Mean	SD
Domain 7: Human resource issues	**2.97**	**0.74**
Transparency in the 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 in the workplace	3.18	1.197
Working hours	3.41	1.049
Family and work balance	3.10	1.244

Source: Authors' calculation based on survey data

4.2 Findings

The study on Employee Job Satisfaction at Rangpur Community Dental Medical College and Hospital demonstrates a generally moderate level of satisfaction, though considerable variation exists across domains. Among the seven domains, Interpersonal Relations and Cooperation achieved the highest scores, reflecting strong teamwork, mutual support, and positive communication among colleagues. This suggests that employees value their workplace relationships and that collaboration remains a key strength of the institution. Similarly, Patient Relationship also recorded relatively higher satisfaction, indicating that staff members maintain a sense of fulfillment from their interactions with patients, which reinforces their professional commitment.

On the other hand, areas such as Privileges Attached to the Job and Organizational Facilities emerged as the weakest domains. The findings reveal that employees expressed dissatisfaction with financial incentives, fringe benefits, and essential amenities such as cooling facilities and sufficient logistics. This highlights that although interpersonal satisfaction is strong, the material and infrastructural aspects of the work environment remain insufficient. The Working Environment also showed mixed responses, with employees particularly dissatisfied with the number of staff deployed, pointing to an excessive workload and understaffing.

Further, the domains of Career Development and Human Resource Issues raised critical concerns. Limited opportunities for structured training and professional advancement restricted employees' growth prospects, while issues related to fairness, recruitment transparency, and job security were reported as weak points. These findings collectively demonstrate that while employees appreciate collegial support and patient interaction, dissatisfaction persists with structural, organizational, and career-related factors. Addressing these gaps through improved facilities, transparent HR practices, and investment in professional development will be crucial for enhancing overall job satisfaction and organizational performance.

5. CONCLUSIONS

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.

Overall, the findings suggest that while employees are satisfied with the interpersonal dynamics within the institution, they are dissatisfied with the tangible aspects of their jobs, such as benefits, facilities, and opportunities for advancement. Addressing these deficiencies is crucial for improving overall job satisfaction, which, in turn, can lead to enhanced employee performance, reduced turnover, and a more positive workplace culture.

6. IMPLICATIONS FOR POLICY AND PRACTICE

The findings of this study have important implications for healthcare policy and institutional practice, particularly in private medical and dental teaching hospitals in developing countries. Policymakers and hospital authorities should recognize that employee job satisfaction is not solely driven by interpersonal relationships but is strongly influenced by structural and organizational factors such as fair compensation, adequate facilities, transparent human resource practices, and opportunities for career advancement. Improving organizational facilities, ensuring equitable recruitment and promotion processes, and investing in continuous professional development can enhance employee motivation, reduce turnover, and improve service quality. At the institutional level, hospital management should prioritize supportive leadership,

balanced workload distribution, and employee-centered HR policies to strengthen workforce stability and ultimately improve patient care outcomes.

7. FURTHER RESEARCH DIRECTIONS

While this study provides valuable insights, further research is needed to deepen the understanding of job satisfaction in healthcare institutions. Future studies may adopt a longitudinal design to examine how job satisfaction evolves over time and in response to policy or managerial interventions. Expanding the sample to include multiple public and private hospitals across different regions of Bangladesh would improve the generalizability of findings. Additionally, incorporating qualitative methods such as interviews or focus group discussions could offer richer insights into employees' lived experiences and perceptions, complementing quantitative results and supporting more evidence-based policy formulation.

DECLARATION OF COMPETING INTEREST

The author declares that he has no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

DECLARATION OF GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this work the author used ChatGPT for idea generation and understanding difficult terms. After using this tool/service, the author reviewed and edited the content as needed and takes full responsibility for the content of the published article.

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