

RESEARCH ARTICLE

Satisfaction matters: Job satisfaction among physiotherapy professionals in Sri Lanka

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Abstract: A major portion of a person's life is spent at work. Hence, it is important to analyse job satisfaction to improve employees' performance and productivity. The aims of this study were to describe the job satisfaction level and factors that influence job satisfaction among physiotherapists in Sri Lanka. A cross-sectional descriptive study was conducted. A close-ended self-administrated questionnaire was implemented for the data collection using an online survey. Likert Scale was used to measure the responses. Descriptive statistics and Chi-squared test were performed using SPSS software. A total of 88 physiotherapists participated in this study. Out of them, 53.5 % were male participants and 79.1% were employed in the government sector. Only 15.1% of participants were very satisfied in respect of overall job satisfaction. Out of them, 11.63 % were very satisfied with resources available under the criteria of work condition, 3.4% were very satisfied with the salary they receive, 9.3% were very satisfied with the opportunity for career skills development. In conclusion, a minority of physiotherapists were very satisfied in regard to their overall job satisfaction. Less than 50% marked 'very satisfactory' for factors under achievement, salary and career advancement. Interpersonal relationships, salary and working conditions were marked as major factors for job satisfaction by majority of physiotherapists. There is a significant difference in overall job satisfaction with different years of experience and entry level qualifications. It is suggested that attention should be given to improve salary, advancement and achievement criteria to improve overall job satisfaction among physiotherapists in Sri Lanka.

Keywords: Job, physiotherapy, job satisfaction, Sri Lanka.

INTRODUCTION

Since a major portion of a person's life is spent at work, it is important to analyse job satisfaction level to improve employees' performance and productivity (Bhatnagar & Srivastava, 2012). Research findings revealed that there are strong positive correlations between job satisfaction and patient satisfaction and the service levels in healthcare settings (Leiter *et al.*, 1998), (Bhatnagar & Srivastava, 2012).

In Sri Lanka, a physiotherapy programme was initiated at Diploma level around 60 years ago and the physiotherapy degree programme has been offered from 2006. Many physiotherapists are employed in government sector, private sector, research institutes, and some of them have joined academic careers and some of them have started their post-graduate studies abroad or locally. However, so far no studies have been done to identify the job satisfaction among Sri Lankan physiotherapists.

Physiotherapy rehabilitation services are provided both in private and public sectors. Physiotherapists play an important role in preventive and rehabilitative health care. In Sri Lanka, several studies have been conducted to study job satisfaction among health professionals including medical doctors, nurses except for physiotherapists. Similarly, some studies

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have been conducted in other countries to identify job satisfaction among physiotherapists. However, published studies are not available about job satisfaction among physiotherapists in Sri Lanka. This study would be an initial step to inform relevant stakeholders about the job satisfaction of physiotherapists in Sri Lanka. Also, this was the pioneer study to analyse about physiotherapists' job satisfaction in Sri Lanka. The aims of the study were to describe level of job satisfaction and factors that influence job satisfaction among physiotherapists.

LITERATURE REVIEW

There are several definitions available for job satisfaction. Job satisfaction is explained as "the extent of congruence between individual's expectation of the job and the reward that the job provides" (Bhattecherjee *et al.*, 2016), and also as the pleasant emotional state which flows from someone realizing his or her motives in the work (Bhatnagar & Srivastava, 2012). Job satisfaction is defined as the feeling and perception of a worker regarding his/her work and how he or she feels well in an organisation (Hunjra *et al.*, 2010). The extent of new challenges and learning situations experienced is measured by a sense of personal growth which is defined as job satisfaction according to Jensen (2000) definition (UKEssays, 2018).

There are many theories regarding job satisfaction. Those are Abraham Maslow's need hierarchy, Clayton Alderfer's ERG theory, Frederic Herzberg's two factor theory, Douglas McGregor's theory X and theory Y, David McClelland's need theory, Vroom's valence expectancy theory, equity theory, goal setting theory and Porter and Lawler model (Thiagaraj & Thangaswamy, 2017). Maslow's theory indicates that there are five progressive sets of needs. Those include physical needs, physiological needs, safety and security needs, love and belonging needs, and status and prestige needs and actualization needs. It is also emphasised that only when this basic need set is satisfied, the next set of needs will be thought of for satisfaction (Thiagaraj & Thangaswamy, 2017). A shorter version of the Maslow's theory is Clayton Alderfer's ERG theory. This theory indicates that there are three basic human needs. Those are existence, relatedness and growth. The existence need is concerned with physical survival, relatedness is concerned about interaction with other people and growth need focuses on the self and includes need for personal growth and development (Thiagaraj & Thangaswamy, 2017). The two factor theory or hygiene theory is known as Frederick Herzberg's two factor theory. This theory concluded that opposite of satisfaction is not dissatisfaction. Satisfying job does not mean removing dissatisfying characteristics

from a job (Thiagaraj & Thangaswamy, 2017). This theory indicated that motivator and hygiene factors would determine the job satisfaction level. Motivators are identified as some characteristics of a job that cause satisfaction and hygiene factors are identified as some characteristics that cause job dissatisfaction (Kumarasinghe & Samaranayake, 2020). These theories are used to assess and identify job satisfaction among employees. Many questionnaires which are used to assess job satisfaction are based on these theories.

According to Judge, job satisfaction is considered as a global concept which consists of several facets. Those are pay, promotions, co-workers, supervision, the work itself, recognition, working conditions and communication (UKEssays, 2018). Autonomy and management are the main reasons for job satisfaction among health professionals (Rozier *et al.*, 1998). Poor working conditions, overwork, low levels of pay, no scope for promotion or career advancement and lack of recognition are some of the reasons for job dissatisfaction (UKEssays, 2018). Loss of motivation, lack of interest, frustration, poor productivity, absenteeism and even high turnover rates are the consequences of job dissatisfaction.

Job satisfaction factors can be divided into two major dimensions. Those are intrinsic and extrinsic motivation. Recognition and responsibility are intrinsic motivation factors. Job security, salary and working condition are extrinsic motivation factors (Heidarian *et al.*, 2015). Optimal work arrangement, possibility to participate actively in the decision-making process, effective communication among staff and supervisors, freedom to express one's opinion freely are job satisfaction factors in health organisations (Love & Jr, 1977; Freeborn & Hooker, 1995).

A study conducted in Sri Lanka on job satisfaction and mental health of Sri Lankan doctors concluded that most doctors were satisfied with their job. One of the reasons stated was it is a prestigious profession (Rodrigo *et al.*, 2013). A study was done in 2008 on "keys to job satisfaction of nursing officers in Government hospitals" revealed that workload, professional support, training received and working condition are the main factors for the job satisfaction among nursing officers (Sridharan *et al.*, 2008). Another study conducted among public health officers concluded that majority of the officers were not satisfied with their salary, allowances, system for promotion and training (Kumarasinghe & Samaranayake, 2020). Predictors of job satisfaction among physiotherapists were analysed in Turkey using a 31 item questionnaire. It was concluded that leadership, advancement, interpersonal relationship, and salary

are the important predictors of job satisfaction among physiotherapists (Eker *et al.*, 2004).

According to Landy & John, job satisfaction is considered as a reflection of good treatment, an indicator of emotional well-being or physiological health. The second reason, it might affect organisational functioning, and reflection of organisational functioning (Landy & John, 1989). Dissatisfied workers tend to provide inferior services (McNeely, 1988).

Job satisfaction scale for health care providers was developed by Kuamr and Khan Kumar & Khan (2014). They have identified seven factors. Those are privileges attached to the job, interpersonal relation and cooperation, working environment, patient relationship, organization facilities, career development and human resource issues (Kumar & Khan, 2014). There are many scales available to measure job satisfaction among different professionals (Rangel Hora *et al.*, 2018). McCloskey/Muller Satisfaction Scale (MMSS) is commonly used in research and practice to measure job satisfaction among nurses. It measures satisfaction with extrinsic rewards, scheduling, the balance of family and work, co-workers, interaction opportunities, praise, recognition and control and responsibility. 5 point Likert scale was used to measure the response from very dissatisfied (1) to very satisfied (5) (McCloskey, 1974; McCloskey & McCain, 1987).

A study was done in Turkey to identify job satisfaction among physiotherapists using 31-item job satisfaction scale (Eker *et al.*, 2004). Questionnaire measured job satisfaction under the leadership, supervision, interpersonal relationships, working condition, achievement, recognition, salary and advancement.

METHODOLOGY

A cross-sectional descriptive study was conducted. Physiotherapists who are employed in different sectors in Sri Lanka were included in this study. Exclusion criteria were physiotherapists who are unemployed and more than 60 years of age. The close-ended self-administrated questionnaire using an online survey was used in the data collection. The questionnaire was distributed among the physiotherapists via email and other online media (such as Messenger).

Data collection tools

The close-ended self-administrated questionnaire using an online survey (Google Form) was used in the data

collection. 31-item questionnaire was used in this study as it is used in literature to assess job satisfaction among physiotherapists (Senduran *et al.*, 2012; Eker *et al.*, 2004). The questionnaire consisted of 9 sections including personal details, global satisfaction level concerning job, supervision, interpersonal relationships, work condition, achievement, recognition, salary and advancement. Likert scale was used to measure the responses to each item (1= very dissatisfied, 2= dissatisfied, 3= neither satisfied nor dissatisfied, 4= satisfied, 5= very satisfied).

Data collection method

Ethical approval for the study was obtained from the Ethical Review Committee of the Faculty of Medicine, University of Colombo. 31 item job satisfaction questionnaire was used to with minor modification for Sri Lanka. This questionnaire was checked for face validation by doing a pilot study on randomly selected physiotherapists who are employed in different sectors. Finalist questionnaire was used in the main study. Participants were contacted online via email/Messenger. Online information sheet and consent form were provided. Online consent was obtained before participating the study. The close-ended questionnaire was distributed using an online survey (Google Form). The purpose of selecting online survey was to collect responses from all over the island because many physiotherapists are employed in the peripheral area in the different districts. Also, it was a cost-effective and environmentally friendly method. The questionnaire consists of many sub-sections including personal details, global satisfaction level concerning job, supervision, interpersonal relationships, work condition, achievement, recognition, salary and advancement. Likert scales were used to measure the responses to each item (very satisfied, satisfied, moderate, dissatisfied, very dissatisfied). The participants spent only 10-15 minutes to fill this form online. Most questions consist of multiple choices since the questionnaire uses a Likert scale to identify satisfaction. Two months duration was given for the participants to fill the form via an online system. Collected data will be discarded after 2 years after dissemination of the results.

Data analysis

Descriptive analysis and Chi-square test were performed using SPSS. Overall job satisfaction and satisfaction level for different criteria were divided into two categories to perform non-parametric test. Very satisfactory, satisfactory responses were grouped as satisfied, and very dissatisfactory, dissatisfactory, moderate satisfactory responses were group into dissatisfied category.

RESULTS

Descriptive results

88 participants responded to the online questionnaire on job satisfaction. Out of them, 2 responses were not fully completed; those were removed from the analysis. Table 1 shows the descriptive details of the study sample. 53.49% were male participants. Most participants had 5-10 years of experience as physiotherapists. Most participants were from 26- 30 years of age category. 93% worked full time. 69.8% were employed as physiotherapists.

However, only 1.2% belonged to the researcher category. Around 67.4% had a bachelor degree as an entry level qualification. 9.3% had postgraduate qualifications. In terms of sectors, majority of participants (79.07%) were employed in the government sector and 11.6% were employed in the private sector.

Overall satisfaction of participants

Out of 86 participants, only 15.12% were very satisfied, 43.02% were satisfied and 36.05% were moderately satisfied with their profession.

Table 1: Descriptive details of study sample

		Number	Percentage
Gender	Female	40	46.51
	Male	46	53.49
Years of experience	1-2 years	10	11.63
	2-5 years	22	25.58
	5-10 years	28	32.56
	Less than 1 year	22	25.58
	more than 10 years	4	4.65
Employment type	Academic	11	12.79
	Intern Physiotherapist	5	5.81
	Physiotherapist	60	69.77
	Physiotherapist in-Charge	4	4.65
	Researcher (reading for M.Phil/PhD)	1	1.16
	Senior physiotherapist	5	5.81
Sector	Government sector	68	79.07
	Non-government	4	4.65
	Private sector	10	11.63
	Semi government	4	4.69
Work type	Full time	80	93.02
	Part time	6	6.98



Figure 1: Overall satisfaction among physiotherapy professionals

Demographic details versus job satisfaction level among physiotherapists.

Table 02 shows how demographic factors influenced the overall job satisfaction among physiotherapists. Overall job satisfaction was considered as two categories (satisfied /dissatisfied) to perform non-parametric test.

Work condition

Figure 2 illustrates satisfaction with their work conditions among physiotherapy professionals. 11.63% of the participants were very satisfied with the resources. 47.67% of participants were satisfied with a safe work environment. 5.81% of physiotherapists satisfied with

Table 2: Sample demographic details and overall job satisfaction

Factors	Category	Overall satisfaction category		Significance level
		Dissatisfied	Satisfied	
Gender	Male	32.60%	67.40%	0.06
	Female	52.50%	47.50%	
Years of experience	Less than 5 years	51.9%	48.1%	0.015*
	more than 5 years	25.0%	75.0%	
Age	Less than 30 years	51.1%	48.9%	0.068
	more than 30 years	31.7%	68.3%	
Work type	Full time	42.5%	57.5%	0.661
	Part time	33.3%	66.7%	
Entry level Qualification	Diploma	20.0%	80.0%	0.024*
	Graduate	48.5%	51.5%	
Sectors	Government	47.1%	52.9%	0.058
	Other sectors	22.2%	77.8%	
Clinical or Research oriented	Clinical oriented	44.6%	55.4%	0.202
	Academic or research oriented	25.0%	75.0%	

*(Significant level p<0.05)

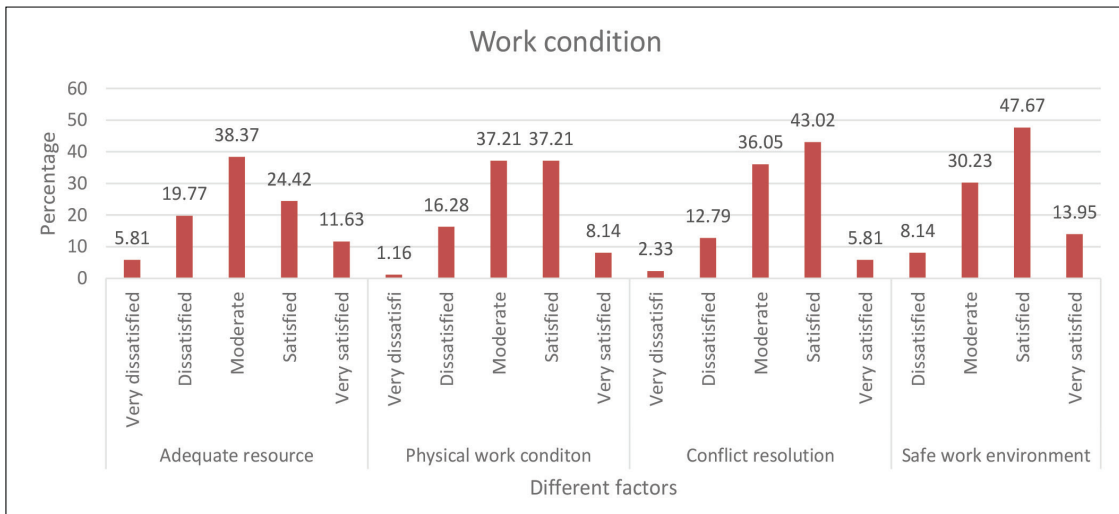


Figure 2: Satisfaction level of work condition among physiotherapy professionals

Table 3: Working condition versus overall job satisfaction

Factors	Category	Overall job satisfaction category		Significance level
		Dissatisfied	Satisfied	
Work condition	Dissatisfied	58.2%	41.8%	p<0.0001
	Satisfied	12.9%	87.1%	
Physical work condition	Dissatisfied	59.6%	40.4%	p<0.0001
	Satisfied	20.5%	79.5%	
Conflict resolution	Dissatisfied	65.90%	34.10%	p<0.0001
	Satisfied	16.70%	83.30%	
Safe work environment	Dissatisfied	63.6%	36.4%	0.001
	Satisfied	28.3%	71.7%	

conflict resolution. However, 19.77% of physiotherapists were dissatisfied and 5.8% of physiotherapists were very dissatisfied with the resource available in the working environment. Table 03 shows impact of working conditions on overall job satisfaction.

Achievement

Figure 3 shows the satisfaction with their achievement in their job. 43.02% of physiotherapists were satisfied with performance criteria and 40.7% of physiotherapists were

satisfied with the accuracy of the job description. 32.56% of participants were satisfied with regular and timely feedback. Table 4 shows how achievement impacts the overall job satisfaction level.

Salary

Figure 4 illustrates satisfaction among physiotherapy professionals about their salary. Only 3.49% of participants were very satisfied with the salary they receive, 23.26% were satisfied with additional

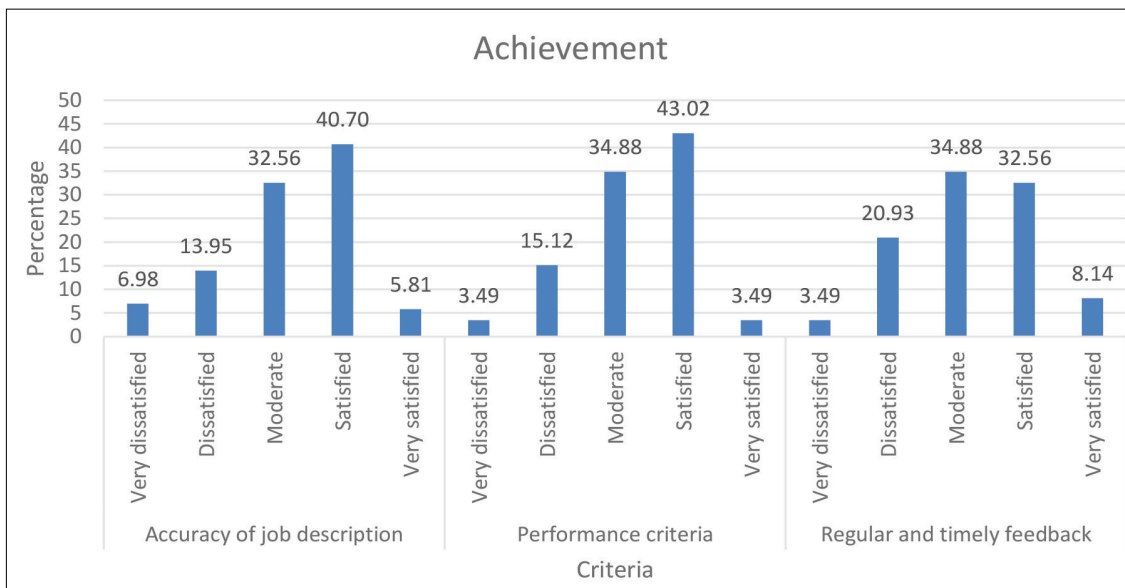


Figure 3: Satisfaction level about achievement among physiotherapists

Table 4: Achievements versus overall job satisfaction

Factors	Category	Overall job satisfaction category		Significance level
		Dissatisfied	Satisfied	
Accuracy of job description	Dissatisfied	63.0%	37.0%	p<0.0001
	Satisfied	17.5%	82.5%	
Performance criteria	Dissatisfied	56.5%	43.5%	0.003
	Satisfied	25.0%	75.0%	
Regular and timely feedback	Dissatisfied	56.9%	43.1%	0.001
	Satisfied	20.0%	80.0%	

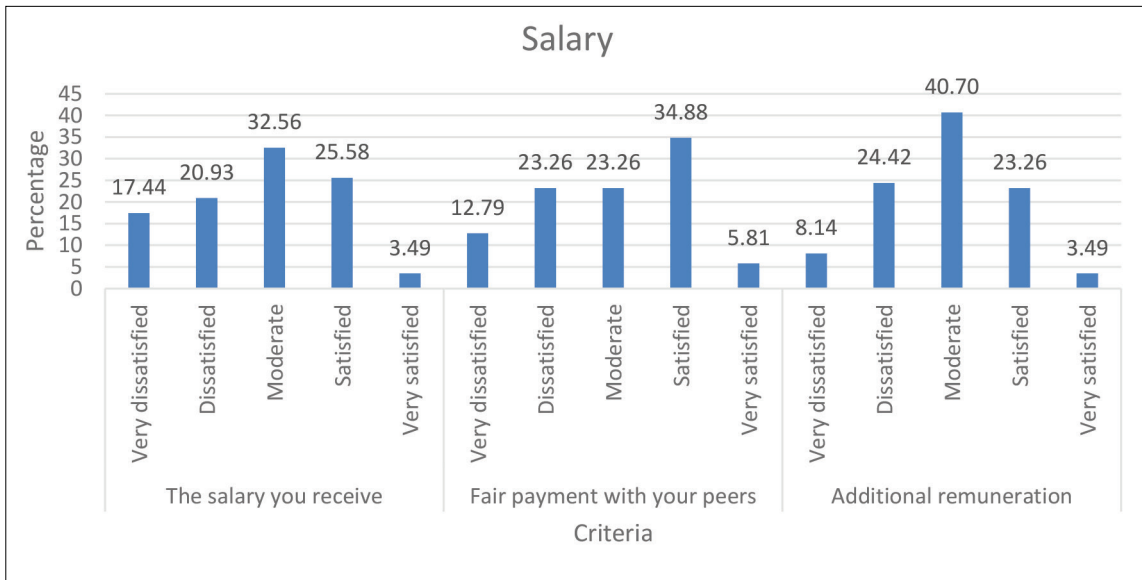


Figure 4: Satisfaction level about their salary among physiotherapists

Table 5: Salary versus overall job satisfaction

Salary		Overall job satisfaction category		Significance level
Factors	Category	Dissatisfied	Satisfied	
The salary you receive	Dissatisfied	55.7%	44.3%	p<0.0001
	Satisfied	8.0%	92.0%	
Fair payment with your peers	Dissatisfied	58.8%	41.2%	p<0.0001
	Satisfied	41.9%	58.1%	
Additional remuneration	Dissatisfied	52.4%	47.6%	0.001
	Satisfied	13.0%	87.0%	

remuneration and 25.58% were satisfied with the salary they receive. Table 5 shows how satisfaction about their salary influences their overall job satisfaction.

Advancement and research

Figure 5 shows satisfaction with their career advancement and research. Only 13.95 % of participants were satisfied with the research process in the unit. 27.91 % of physiotherapists were satisfied with time allowed for professional development. However, 18.06% of physiotherapists were dissatisfied and 22.09% of

physiotherapists were dissatisfied with the opportunity for promotion. Table 6 shows how possibility for career advancement influences their overall job satisfaction.

Recognition

Figure 6 shows satisfaction with recognition. 46.51 % of physiotherapists were satisfied with the attention paid to the suggestion they make. 38.37 % of physiotherapists were very satisfied with the recognition of achievement. Table 7 shows how recognition factors influence their overall job satisfaction.

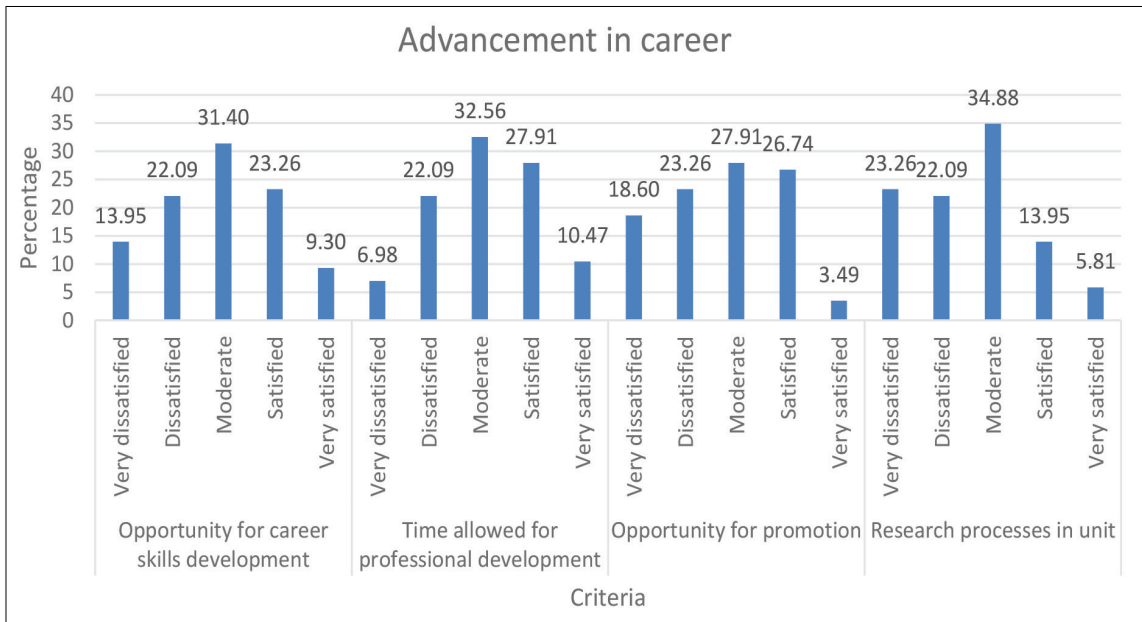


Figure 5: Physiotherapists’ satisfaction about career advancement and research

Table 6: Advancement criteria versus overall job satisfaction

Advancement criteria and overall satisfaction				
Factors	Category	Satisfaction category		Significance level
		Dissatisfied	Satisfied	
Opportunity for career skills development	Dissatisfied	53.4%	46.6%	0.002
	Satisfied	17.9%	82.1%	
Time allowed for research	Dissatisfied	49.1%	50.9%	0.086
	Satisfied	30.3%	69.7%	
Opportunity for promotion	Dissatisfied	55.0%	45.0%	p<0.0001
	Satisfied	11.5%	88.5%	
Research processes in unit	Dissatisfied	44.9%	55.1%	0.245
	Satisfied	29.4%	70.6%	

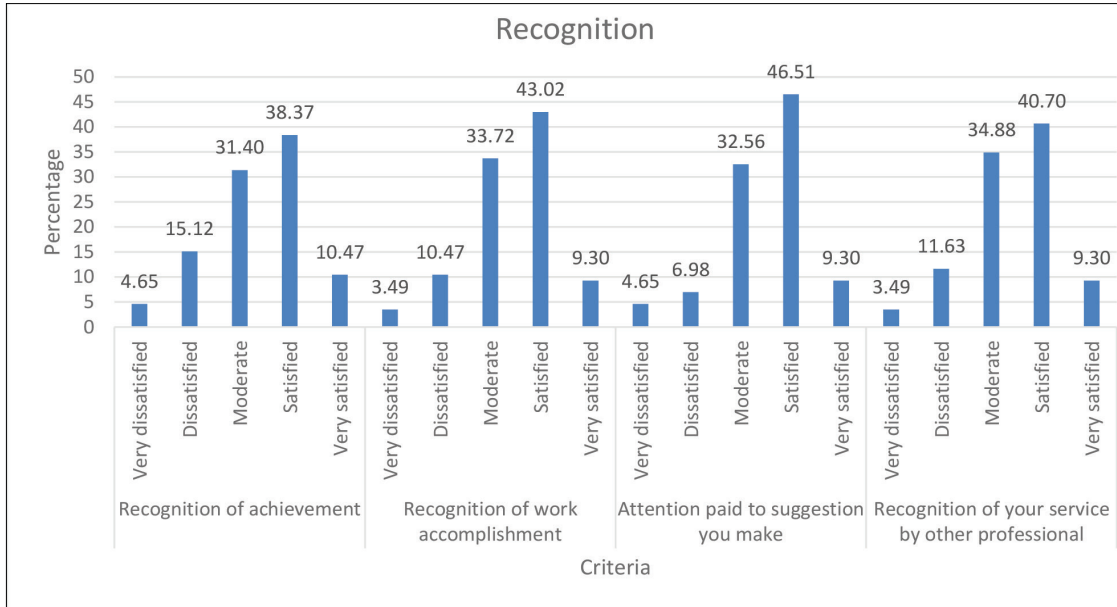


Figure 6: Satisfaction level about recognition

Table 7: Recognition versus overall job satisfaction

Recognition	Factors	Category	Overall job satisfaction category		Significance level
			Dissatisfied	Satisfied	
Recognition of achievement	Dissatisfied		61.4%	38.6%	p<0.0001
	Satisfied		21.4%	78.6%	
Recognition of work accomplishment	Dissatisfied		63.4%	36.6%	p<0.0001
	Satisfied		22.2%	77.8%	

Interpersonal relationships

Figure 7 illustrates satisfaction in the interpersonal relationship. 25.58 % of physiotherapists were very satisfied with communication with coworkers and sensitivity to teamwork.

Leadership

Figure 8 shows satisfaction about leadership in their workplace environment. 73.26% of physiotherapists were satisfied with the climate of mutual respect and 66.28% satisfied with confidence in leadership. 67.44% of physiotherapists were satisfied with the climate of ethical management. Table 9 shows how

leadership criteria influence overall satisfaction among physiotherapists.

The self-reported most important factors for the job satisfaction among physiotherapists

Figure 8 illustrates the three criteria identified as self-reported important factors for job satisfaction among physiotherapists. Interpersonal relationships, salary and working conditions were the main three factors marked by 15.1% of physiotherapists. 10.5% of the participants mentioned that recognition, salary, advancement and, interpersonal relationship, recognition, salary as major factors for job satisfaction.

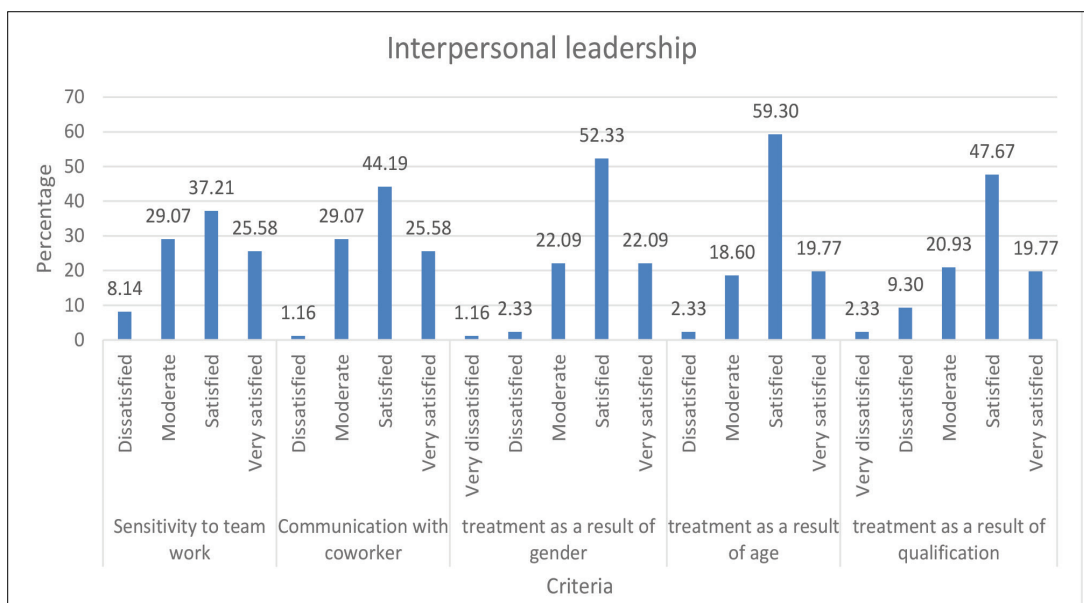


Figure 7: Satisfaction level about interpersonal relationship

Table 8: Interpersonal factors versus overall job satisfaction

Factors	Category	Overall job satisfaction category		Significance level
		Dissatisfied	Satisfied	
Sensitivity to team work	Dissatisfied	71.9%	28.1%	p<0.0001
	Satisfied	24.1%	75.9%	
Communication with supervisors	Dissatisfied	80.0%	20.0%	p<0.0001
	Satisfied	30.3%	69.7%	
Communication with coworker	Dissatisfied	73.1%	26.9%	p<0.0001
	Satisfied	28.3%	71.7%	
Treatment as a result of gender	Dissatisfied	76.2%	23.8%	p<0.0001
	Satisfied	29.7%	70.3%	
Treatment as a result of age	Dissatisfied	72.2%	27.8%	0.003
	Satisfied	33.8%	66.2%	
Treatment as a result of qualification	Dissatisfied	75.0%	25.0%	p<0.0001
	Satisfied	25.9%	74.1%	

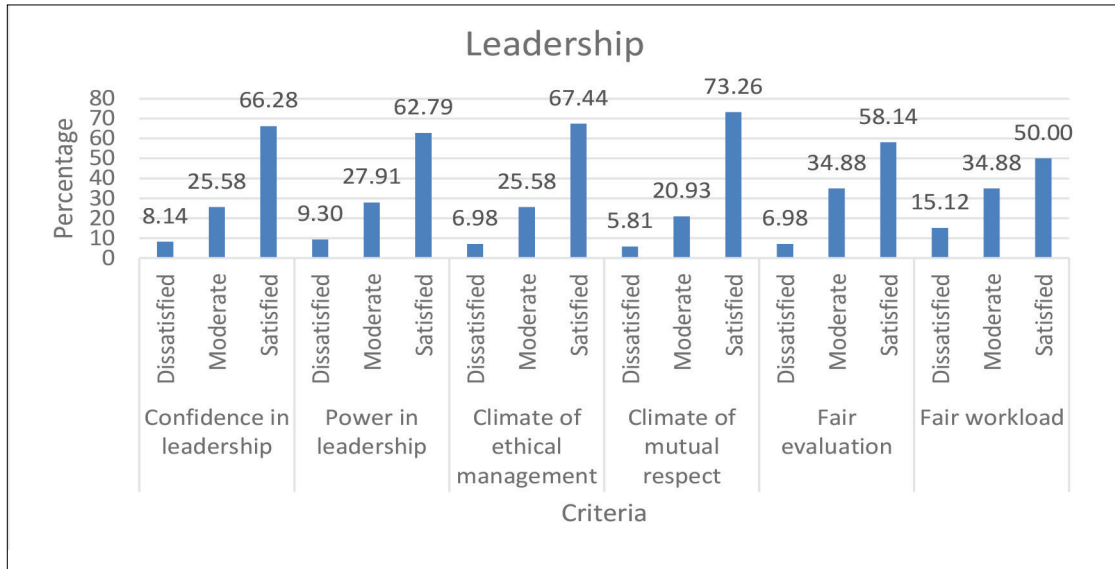


Figure 8: Satisfaction level about leadership

Table 9: Leadership versus overall job satisfaction

Leadership Factors	Category	Overall job satisfaction category		Significance level
		Dissatisfied	Satisfied	
Confidence in leadership	Dissatisfied	72.4%	27.6%	p<0.0001
	Satisfied	26.3%	73.7%	
Power in leadership	Dissatisfied	65.6%	34.4%	0.001
	Satisfied	27.8%	72.2%	
Climate of ethical management	Dissatisfied	67.9%	32.1%	0.001
	Satisfied	29.3%	70.7%	
Climate of mutual respect	Dissatisfied	69.6%	30.4%	0.002
	Satisfied	31.7%	68.3%	
Fair evaluation	Dissatisfied	66.7%	33.3%	p<0.0001
	Satisfied	24.0%	76.0%	

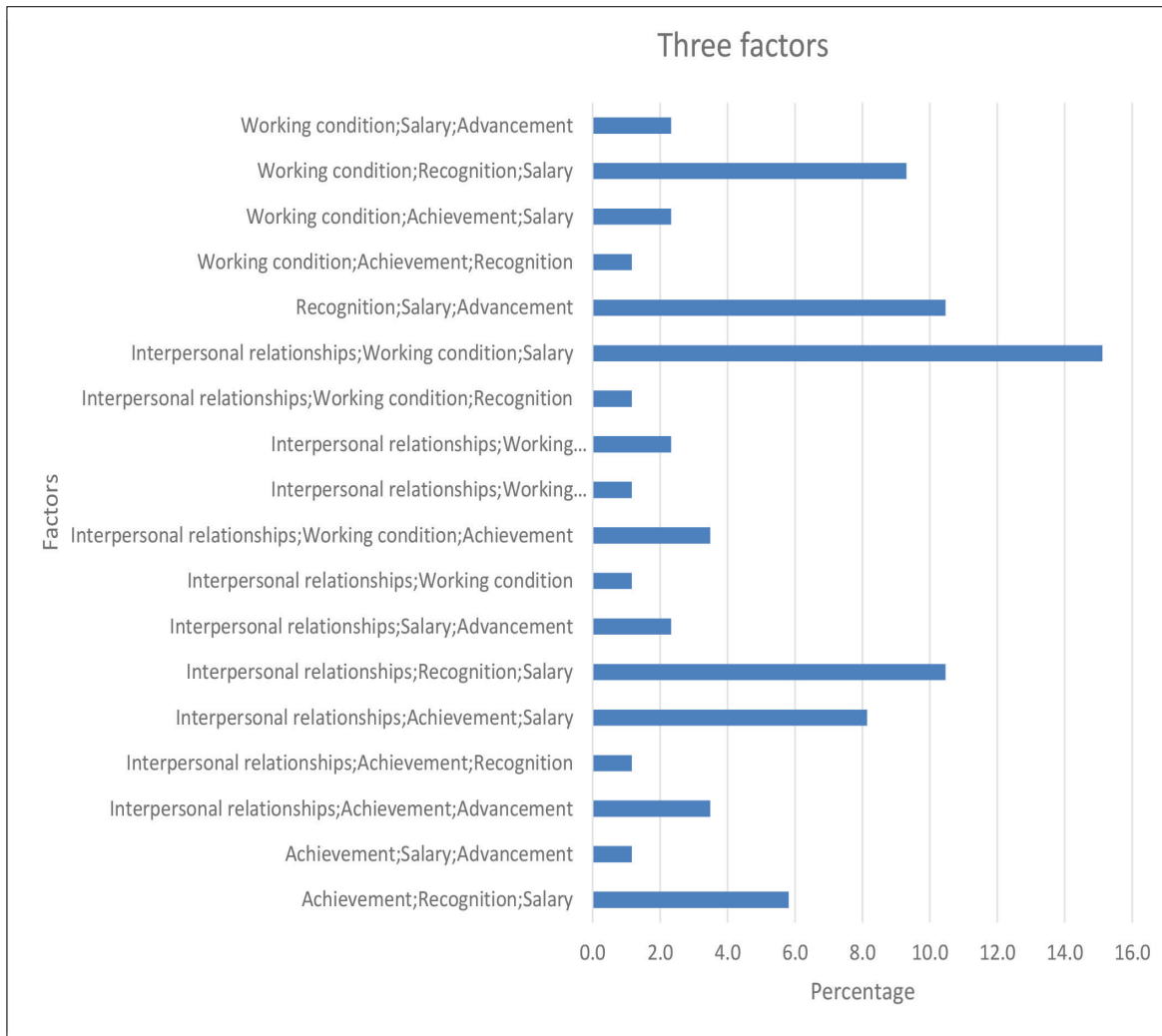


Figure 9: Self-reported factors for job satisfaction

DISCUSSION

The aims of the study were to investigate the job satisfaction level and influential factors of physiotherapists' job satisfaction among physiotherapists working in Sri Lanka. The respondents from different settings, government or private, different age groups, different work types, different genders showed non-significant differences ($p > 0.05$) in job satisfaction. The results indicated that there was a significant difference in overall job satisfaction with different years of experiences and entry level qualifications. Working environment, achievement, salary, recognition, interpersonal relationship, leadership had significant impacts on overall job satisfaction among physiotherapists.

However, research processes in unit and time allowed for research showed non-significant difference with overall job satisfaction.

The present study showed that non-significant difference in job satisfaction among physiotherapists based on the sectors they work. This finding is similar to the study conducted in Saudi Arabia among physiotherapists (Alkassabi *et al.*, 2018). It was mentioned that job satisfaction is associated with improved salaries, benefits, recognition, communication and promotion scheme. These factors are similar to the current study where majority of Sri Lankan physiotherapists mentioned that interpersonal relationship, salary, advancement, recognition are important factors for job satisfaction.

Also, present study showed significant relationship with leadership factors and overall job satisfaction among physiotherapists. This finding is similar to the Saudi Arabia study findings (Alkassabi, *et al.*, 2018) and Turkey study findings (Eker *et al.*, 2004).

A study conducted among Turkish physiotherapists showed that there is no difference between years of experience and job satisfaction level among physiotherapists (Senduran *et al.*, 2012). This finding is contrast to the present study finding among Sri Lankan physiotherapists. The satisfaction level is high among physiotherapists who were working more than five years compared to physiotherapists with less than 5 years' experience and, physiotherapists with Diploma level as an entry level qualification showed more job satisfaction compared to graduate level as an entry level qualification. This might be due to a higher expectation of graduates when they join the career; they become disappointed with many factors related physiotherapy profession and working environment such as salary, advancement and recognition of physiotherapists in Sri Lanka.

According to a study conducted among Sri Lankan doctors, most of them had responded as "good" for their job satisfaction (Rodrigo *et al.*, 2013). This study conducted among physiotherapists shows 15.12% of the participants responded as very satisfied and 43.02% responded as satisfied for overall job satisfaction. In total, around 58% were satisfied with their profession.

A study on "keys to job satisfaction of nursing officers in government hospitals" conducted in 2008 listed workload, professional support, training received and working conditions as the main factors for the job satisfaction among nursing officers (Sridharan *et al.*, 2008). According to the study among physiotherapists, interpersonal relationships, salary and working conditions were the main three factors marked by 15.1% of participants. 10.5% of the participants mentioned that recognition, salary, advancement and interpersonal relationship, recognition, salary as major factors for job satisfaction.

Recognition and responsibility are intrinsic motivation factors for job satisfaction. 9.30 % of participants marked very satisfied and 40.7% of participants marked satisfied for recognition of service by other professionals under the recognition category. Also, 46.51% of physiotherapists marked satisfied with the attention paid to the suggestion they make. This indicates that nearly half of physiotherapists were satisfied with the recognition, which is an intrinsic motivation factor of

job satisfaction. Further, job security, salary and working condition are extrinsic motivation factors (Heidarian *et al.*, 2015). 24.42% of participants marked satisfied and 11.63% of participants marked very satisfied for adequate resource, which is less than 50% of participants and 43.2% of participants marked satisfied and 5.8% of participants marked very satisfied for conflict resolution for work condition. Further, 25.58% of participants responded satisfied and 3.49% of participants responded very satisfied for the salary they receive and 23.26% of participants marked satisfied and 3.49% of participants marked very satisfied for additional remuneration under salary category. These indicate only 1/3 professionals are satisfied with their salary and 1/2 professionals are satisfied with their work condition. These two factors are extrinsic motivation factors and less than 50% of physiotherapists were satisfied with these factors.

Effective communication among staff and supervisors are identified as one of the job satisfaction factors in health care organizations (Love & Jr, 1977; Freeborn & Hooker, 1995; Alkassabi *et al.*, 2018). 44.19% of participants marked satisfied and 25.58% of participants marked very satisfied with communication with their coworkers, which is more than 50% of physiotherapists were satisfied with their interpersonal relationship.

According to the present study findings, time allowed for research and research process in unit were factors which showed non-significant association with overall job satisfaction ($p > 0.05$). It is important to identify the reason as it is important to continue or carry out research in Sri Lankan physiotherapy clinical settings to provide better service or outcome to the patients. Also, this will encourage evidence based practice among physiotherapists.

According to Herzberg's two factor theory of motivation, achievements, recognition, responsibility and work advancement are satisfiers (motivators); working conditions, salaries, relationship with colleagues, administrative policies and supervision are dissatisfiers (Alrawahi *et al.*, 2020). The current study results show that less 50 percentage of satisfactory rate for achievement and advancement which might affect motivation towards their profession. There was less than 50% satisfactory response for working conditions and salary. According to the theory, this might lead to dissatisfaction about their job. However, interpersonal relationship and leadership criteria showed more than 50% satisfactory responses. It is important to address the problem for less satisfactory rate for motivators and dissatisfying factors to improve the overall job satisfaction of physiotherapists.

Based on this study findings, nearly half of the physiotherapists are satisfied with job satisfaction criteria. However, very satisfied percentage is less for those categories. According to the statement “a satisfied worker is a productive worker” (Latif *et al.*, 2013), these factors should be modified to provide an environment for higher overall job satisfaction among physiotherapists.

CONCLUSION

Minority of physiotherapists were very satisfied with their overall job satisfaction. Out of all identified factors for job satisfaction, more than 50% of participants marked satisfaction (including very satisfied) for all of the criteria under interpersonal relationships, leadership. Nearly 50% marked satisfactory in most of the criteria in recognition criteria. However, less than 50% marked satisfactory (including very satisfied) for factors under achievement, salary, advancement and research criteria. The study findings suggest that improving these criteria will improve overall job satisfaction among physiotherapists, except research facilities. There is a significant difference in overall job satisfaction with different years of experience and entry level qualifications. Interpersonal relationships, salary and working conditions were marked as major factors for job satisfaction by many participants.

END NOTES

Compliance with ethical standards: All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee (Ethical Review Committee, Faculty of Medicine, University of Colombo, Sri Lanka) and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

Funding: Self-funded. This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Conflict of interest: No conflict of interest.

Informed consent: Informed consent was obtained from all individual adult participants included in the study.

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