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We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

February 28, 2022

Youngjun Choi **yj choi**

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This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire filed of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

Organizational Factors affecting Job Satisfaction of Medical Doctors at Public Hospitals in Yangon

Theingi Nwe Yangon University of Economics

ABSTRACT : Job satisfaction is a crucial element in the effectiveness and efficiency of human resources for wellbeing. The purpose of this research study is to investigate the organizational factors that influence job satisfaction and the relationship between the organizational factors and the job satisfaction of medical doctors in public hospitals in Yangon. The organizational factors include pay and financial incentive, working environment, training and supportive supervision, promotion and education opportunity, relations with coworkers, leadership and management practice, and workload. The sample size is 299 respondents from 1195 total doctorsMultiple regression was used to evaluate the cause which had an effect on the relationship between the dependent variables and the criteria variable. The study found that employees were moderately satisfied with their work and more satisfied with the following aspects of their current work situation: working environment, promotion and education opportunity, and relations with coworkers. Overall, the findings of this study indicate that satisfied doctors will be committed to their working environment.

Key words : Organizational Factors, Job Satisfaction, , Medical Doctors, Public Hospital.

I. Introduction

Health care services are influenced by a variety of factors, including the availability of human resources, health facilities and the delivery of health services. Among these factors, human capital are a critical component of the quality of health care. The health workforce is the most important input into a unique process of health care development which has a direct effect on the overall success of the nation's health care system. Any healthcare institution is expected to offer reliable and skilled healthcare services to the public. In order to do so, healthcare organizations need employees to be satisfied with their jobs. Healthcare staff may be a reliable source of insight on conditions that allow or discourage them from delivering high-guality care. The involvement of extremely satisfied and empowered staff is a crucial component of the successful commitment of the public health sector to society. Maximizing social welfare in a country necessarily requires the efficient provision of state health care. Thus, at the recent time, modern society is constantly in search of an adequate public health service. The role of public hospitals is to provide cost-effective health care. Public hospitals are focusing more on health standards. In Myanmar, A substantial portion of the population also depend solely on the availability of public hospital health facilities. In Myanmar public hospitals, the supply of resources and the abilities of the medical doctors are not adequate to assess the success of organization. The achievement of public health care goals in the population depends to a large degree on the provision of effective, efficient, affordable, viable and high quality facilities in public hospitals. The involvement of highly satisfied and motivated health staff, particularly medical doctors, is a key aspect of the successful commitment of the public health sector to society. A satisfied and well-motivated medical doctor performs an outstanding service to the public and their clinics, with excellent outcomes to back it up. Medical doctors find it impossible to fulfill the needs of their patients if their own needs are not fulfilled (Ovretveit, 1990; Linn et al, 1985). Thus, they ought to be inspired to improve the quality of the offering of healthcare facilities to the population. To provide effective services to patients, their satisfaction to their professional work is crucial. Job satisfaction is key to recruiting and maintaining well-qualified employees. Employee satisfaction issues are important in knowledge-based industries, especially in technical and service-based organizations such as hospitals. Job satisfaction refers to the pleasure or reassurance that a job provides a person. By contrast, Motivation refers only to the reason a person performs a job, regardless of whether a job gives him pleasure (Wolf, 2017).

1. Objective of the Study

The aims of the analysis shall be

(i) To identify the organizational factors of medical doctors at public hospitals.

(ii) To analyze the relationship between organizational factors and job satisfaction of medical doctors at public hospitals.

II. Theoretical Background

Job satisfaction at work is a feeling where people seem to think positively or negatively about their work and about the organisations in which they do such jobs. Job satisfaction is described as "the extent to which individuals like or dislike their work" (Spector, 1997). The various theories that attempt to explain job satisfaction; the theories have been divided into two categories, these are content theories and process theories. Content theories are the Maslow's Need Hierarchy Theory, Aldefer-ERG, Herzberg's Two Factor Theory, and McClelland's Need Theory; and process theories are Expectancy Theory, Goal- Setting Theory, Equity Theory and Job Characteristic Theory (Unutmaz, 2014).

Maslow's Hierarchy of Needs – In line with Maslow's philosophy, human needs are classified into five groups. These categories comprise of all human activities, there are physiological or essential requirements, consisting of food, water, shelter, sleep, warmth. and other factors necessary for survival; Security or safety requirements include, safety, physical environment, regulation, laws, legislation, limitations and stability; the needs of belonging or affection include, affection, relatives, partnerships, group work and friendship; the needs of self-esteem or ego include self-esteem, freedom, status, reputation, possession, authority and respect. and self-actualization needs include self-fulfillment, the appreciation of personal ability, the promotion of personal growth and knowledge, personal advancement and creation.

The ERG Theory Clayton Alderfer (1969) planned the Existence-Relatedness-Growth Theory. The theory of ERG is an extension of Maslow's hierarchy of human needs theory. Alderfer proposed that needs should be grouped into three groups, rather than five, and that they are; needs for existence, psychological and safety needs; and relatedness needs. Existence needs are similar to Maslow's physiological and safety need categories. Related needs require interpersonal relationships that are similar to Maslow's needs for identity and esteem. Growth needs are linked to the realization of one's potential, which is linked to Maslow's appreciation and self-actualization needs.

Herzberg's Two Factor Theory – In accordance to the Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, motivators and hygiene. According to him, certain factors that can specifically motivate employees and increase satisfaction are intrinsic factors. Herzberg calls these factors the motivators that provide an intrinsic fulfillment, that reflect the need for self-actualization and that take part in the refining of the individual. Motivators are based on personal recognition and internal feelings; including achievement, commitment, job itself, responsibility, improvement of position by advancement and incentive for

advancement and creativity. On the other hand, hygiene variables that contribute to extrinsic satisfaction and cause dissatisfaction include: leadership, interpersonal interactions, gratitude, organisation, business policy and management, promotion, wages and benefits, place, job security and physical working conditions.

McClelland's Need Theory - Need for Achievement Theory was developed by

McClelland (1951, 1961) and Atkinson (1964). Individuals' needs are divided into three psychological needs. The key needs of this theory are the need for affiliation, strength and accomplishment. Firstly, The need for affiliation shows a need to develop social connections with others. Secondly, the need for power is a need to influence one's condition and to manipulate others. Thirdly, The need for achievement is a desire to take responsibility, to formulate meaningful goals and objectives, and to provide input on results.

Expectancy Theory - Expectancy can be described as confidence, which concerns a specific action following a specific outcome. An American psychologist, Edward C. Tolman, introduced Expectancy Theory in the 1930s. This theory is that human action is motivated by beliefs. According to the theory, An individual decides to act in a particular manner in order to accomplish the ultimate goal, motivates himself or herself to choose a certain action as to what outcomes they expect from that behaviour. For instance, When employees need more funds to satisfy their needs, they are assured that if they work hard, they can make it.

Goal Setting Theory - Goal Setting Theory is developed by Locke and Latham and, theoretically, goal setting is one of the most important elements of work satisfaction. Goal-setting theory stresses the importance of concrete tasks for motivation and satisfaction. In the goal setting process, People want to pursue the goals of satisfying their expectations and aspirations. The work tasks of individuals are focused on the accomplishment of goals and objectives.

Equity Theory – Equity Theory is a motivation theory, but there are vital fields for satisfaction and dissatisfaction. According to Adams (1963, 1965), satisfaction is determined by the predicted input-outcome balance. Inputs are factors such as educational level, experience, expertise, competence, commitment, responsibility, age and initiative, while outputs are things such as efficiency, compensation, decent working conditions, job insurance, promotion, appreciation, role and outlook.

Literature Review

According to Glisson et.al (1998), factors that affect work satisfaction can be classified into three major categories: job characteristics, organizational characteristics and job efficiency characteristics. Lu et al (2005) highlighted physical working environments, interactions with fellow employees and supervisors, compensation, advancement, job stability, transparency, appreciation as determinants of job satisfaction. Bempah (2013) has shown that working environments, visibility, interpersonal relationships and wages are fundamental to improving the job satisfaction of community health employees. Employees who receive training in order to boost their own development have greater workplace satisfaction than those who do not receive such training (Friedman, 2008). Franco et.al (2002) stated that organizational factors such as organizational structure, resource, process, culture, and human resource management practices are influencing on motivation and job satisfaction. Akintola et.al (2016) found that Organizational characteristics such as promotion of supervisory roles, learning of organizational skills and expertise, involvement in capacity building affect the morale and job satisfaction of community health workers supervisors in marginalized communities in South Africa. Parvin & Kabir (2011) argued that organizational variables such as salary, promotion and incentives, job stability, relationship with managers and relationship with co-workers influence the morale and job satisfaction of employees by surveying 286 large and small pharmaceutical firms in Dhaka. Pakistan (2014) clarified that by giving intrinsic (work environment, recognition, authority) and extrinsic (payment, promotion, incentives and training to workers) variables, employees would be happy and highly motivated.

In this study, the organizational factors, It is taken from previous research and is focused on the present condition of the health sector in Myanmar. In organizational factors, it includes pay and financial incentive, working environment, training and supportive supervision, promotion and education opportunity, relation with co-workers, leadership and management practices, and workload. The variables selected in this study are mainly factors of job satisfaction. The variables included in this framework and explanations as follows.

1. Working Environment

The workplace environment in which workers work has a tremendous impact on their sense of pride for themselves and for the work they do. Provision of modern equipment and services, technical and pharmaceutical facilities, provision of medications, protection against workplace hazards, quality furniture, well-ventilated buildings, well-offices, stable, well-spaced staff quarters and temperatures, illumination, ventilation, noise and resources. Workplace environments have an effect on worker satisfaction, as workers would want their physical work place to be secure. Workers are satisfied with their work as productivity levels increase due to working conditions in the environmentWhen an employee is employed, he or she still needs working arrangements that will help to boost his or her job efficiency. On the other hand, When workers do not find the workplace environment comfortable, they do not develop a sense of job fulfillment. Ayers (2005) suggests that The work environment should inspire workers to perform at their best and display loyalty to the organisation, improve the working conditions and promote the position of the organization and thereby have an impact on worker satisfaction.

2. Pay and Financial Incentive

The significance of wages as a factor in employee satisfaction has been over-emphasised by management. ay refers to the amount of financial compensation that a person receives, as well as to the degree to which such compensation is considered to be equal. Pay satisfaction is based on a measure between the pay that workers expect and the pay they get. Monetary payment is one of the most relevant factors to describe work satisfaction. Wage is a key factor in work satisfaction. Not only does money allow people to satisfy their physiological needs, it is also vital in providing the highest level of satisfaction. Wages not only help people fulfill their physiological needs, but are also instrumental in fulfilling people's higher needs. Pay refers to the employee's feeling about his or her pay, and whether it is as much as he or she wants, secure and appropriate for both usual expenditures and luxurious goods. Although more money is always better, most workers base their preferred salaries on a thorough review of their work tasks and pay to equivalent colleagues. Workers with low wages are likely to provide lower quality jobs and thus less job satisfaction and vice versa. Earnings are primary factors of work satisfaction.

3. Training and Supportive Supervision

When businesses provide their workers with proper and sufficient training, they provide additional resources to make them do a better job. Employees are able to activate themselves with more awareness and understanding to improve their skills and abilities. Support for supervisors relates to how managers behave to help their workers show the expertise, awareness and behaviors of the training programme. The Supervisor plays a vital role in the success of the training. Without the assistance of the instructor, the learning phase cannot be effectively passed. This is if they're not monitored or supervised, the person appears to lose concentration. It is to be one of the most important methods for optimizing the transition of training and to be confirmed by several reports.

Inside the organization, workers require support, direction and management from their managers. As workers believe like they are getting support, treatment and assistance from their superiors, they create the belief that they are being respected, understood and cared for, and then, because of that, they feel pleased with their work.

4. Promotion and Education Opportunity

Opportunities for promotion have a huge effect on employee satisfaction. The level of promotion has a greater effect on employee satisfaction relative to appreciation and accomplishment. The promotion at the next level would result in positive improvements, such as compensation, control and management. Locke (1976) argues that the incentive to be promoted results from a desire for highly maintained, a desire for justice and a desire for social status. Promotions create opportunities for personal development, improved transparency and increased social standing. This may result in prospects for promotion and development in their current workplace, or improve the likelihood of seeking alternative jobs. Promotion satisfaction relates to the feeling of staff about the organization's promotion strategies and their operation, and whether promotions are regular, equitable and capacity-based. Many workers enjoy promotions because they offer opportunities for more professional advancement, more wages and more prestige. If people believe like they have limited opportunity to advance their jobs, work satisfaction can be diminishedlf workers consider the promotion policies as unfair but want to be promoted, they will still be satisfied. Promotional opportunities therefore have differential effects on job satisfaction and it is essential to take that into consideration in cases where promotion policies are designed to enhance employee motivation and job satisfaction.

5. Relationship with Co-Worker

Relationships with colleagues are an important element in motivation and work satisfaction. Co-worker satisfaction leads to employees' feelings about their colleagues, and whether peers are smart, responsible, friendly and interesting, rather than lazy, gossipy, nasty and dull. When harmony exit in a work group, it typically contributes to performance within a group and the work becomes more fun. This is primarily because the working party usually acts as a means of encouragement, warmth, guidance and assistance to the actual worker. It is important to create an environment within the workplace where co-workers are able to communicate in a friendly and casual manner. If the employer has given the employees with some sort of clarification as to the performance of their tasks, although some of the employees may not have heard clearly, they may still contact their co-workers to request guidance and assistance from them. Pleasant and friendly interactions with co-workers

make it easier for people to carry out their tasks, jobs and responsibilities in an acceptable way. Therefore, approachable terms and partnerships with workers allow employees to increase productivity and performance and build work satisfaction.

5. Leadership and Management Practices

Leadership is the pursuit of an objective in the direction of human subordinates. In medicine, physicians not only tend to lead and manage teams early in their careers, but they rise equally across ranks. A leader is one who aims to lead his individual followers successfully to the achievement of specific outcomes. Leadership is a method of directing a particular group of individuals in an organized manner to accomplish certain goals. Leadership is practiced when an individual mobilizes institutional, political, psychological and other tools to encourage, engage and fulfill the objects of the followers.

6. Workload

Workload means the extra hours that they have been forced to spend in order to provide 24-hour operation at the hospital, as well as extra record keeping. There are a variety of significant effects of high workload. Research shows that a high workload negatively impacts the wellbeing of patients. Furthermore, it negatively affects job satisfaction and, as a result, contributes to high turnover and the medical staff shortage.

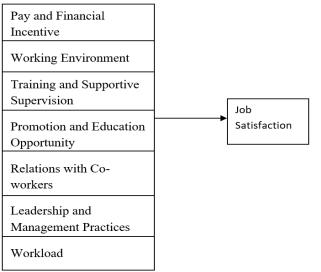


Figure 1. Conceptual Framework of the study

Source: Adopted from Previous Studies

III. Research Methodology

This study is based on an explanatory study of 299 doctors from the 5 Hospital in Yangon using the Cochran formula, as this total population was less than 10,000, using a basic random sampling technique. Medical doctors in public hospitals based in Yangon are the sampling unit for this analysis. Then, Proportionally, the size of respondents from each hospital was determined. The thesis is performed using descriptive and empirical research techniques and uses primary and secondary data. Primary data are obtained from randomly chosen physicians using the personal interview process, and organized questionnaires are used to gather data and information from them. Secondary data was obtained from public medical records, data from the World Health Organisation, medical journals, textbooks, prior scientific papers, online scholarly journals and internet websites. To collect data for this study, structured questionnaires for organizational factors and job satisfaction were used to survey scored on a 5-point scale: very dissatisfied (1), dissatisfied (2), neither (3), satisfied (4), and very satisfied (5) giving a total obtainable score. Reliability of items was tested using Cronbach Alpha and results indicate acceptable values.

VI. Results from Finding

For demographic factors of selected hospitals; gender, marital status, age, education level, working experience and positions are collected from respondents. The profiles of respondents are shown in Table (1).

Sr.No	Demographic Factors	No.of Respondents	Percentage
1	Gender		
	Male	189	63.21
	Female	110	36.79
2	Marital Status		
	Single	180	60.20
	Married	119	39.80
3	Age (Years)		
	Under 25	49	16.39
	26-35	150	50.17
	36-45	54	18.06
	46-55	26	8.69
	Over 55	20	6.69

Table 1. Profile of doctors of Selected Public Hospitals in Yangon

	Education						
	M.B.B.S	90	30.10				
4	M.Sc	120	40.13				
	Doctorate	50	16.72				
	MRCP	30	10.03				
	Others	9	3.01				
5	Working Experience						
	Up to 5	90	30.10				
	6-10	125	41.81				
	11-15	54	18.06				
	16-20	20	6.69				
	Above 20	10	3.34				
6	Positions						
	Assistant Surgeon	97	32.44				
	Consultant/ Lecturer	74	24.75				
	Senior Consultant	9	3.01				
	Surgeon	29	9.69				
	Senior Assistant Surgeon	20	6.69				
	First Assistant	38	12.70				
	Post Graduate	21	7.02				
	Associate Professor	11	3.68				
	Professor						
Source: Suprov Data (2010)							

Source: Survey Data (2019)

As shown in Table (1), the numbers of male participants are higher than female participants 63.21%. With regard to marital status, majority of the participants are single 60.20%. Concerning with age range, it can be found that the majority of participants are the age range between 26 and 35, 50.17%. Regarding education level, the majority of the respondent's education is M.Sc, 40.13%. As working experience, most of the respondent's working experience is 6-10 years, 41.81%. According to the position, the majority of participants are assistant surgeon, 32.44%.

The Cronbach's Alpha values of organizational factor variables are shown in table (2).

Sr. No.	Variables	Cronbach's Alpha	No. of Items
1	Pay and Financial incentive	0.916	6
2	Working Environment	0.928	6
3	Training and Supportive Supervision	0.964	7
4	Promotion and Education Opportunity	0.948	4

Table 2. Data Reliability for Organizational Factors

5	Relation with Co-Worker	0.871	6
6	Leadership and Management Practices	0.943	7
7	Workload	0.751	5

Source: Survey Data, 2019

As shown in Table (2), Cronbach's Alpha values for pay and financial incentive, working environment, training and supportive supervision, promotion and education opportunity, relationship with co-worker, leadership and good management practices, and workload are higher than an acceptable score of 0.7. Therefore, internal consistency of items for the concept is excellent. Thus, the reliability of data for these variables is acceptable. This measurement is with Likert type five point scale. Thus, the reliability test is also conducted for this measure.

The Cronbach's Alpha values of job satisfaction variables is shown in table (3).

Table	3.	Data	Reliability	for	Job	Satisfaction
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Sr. No.	Variables	Cronbach's Alpha	No. of Items 14				
1	Job Satisfaction	0.959					
Courses Current Data 2010							

Source: Survey Data, 2019

As shown in Table (3); Cronbach's Alpha values of job satisfaction is greater than 0.7. Thus, the reliability of data for these variables is acceptable.

Multiple regression analysis was conducted to job satisfaction as the dependent variable and seven organizational factors as the independent variables: pay and financial incentive, working environment, training and supportive supervision, promotion and education opportunity, relationship with co-worker, leadership and management practices, workload are shown in Table (4).

Table 4. Analysis of Organizational Factor and job satisfaction

Independent	Unstandardized Coefficients (B)		Sig.	Tolerance	t	VIF
Variables	В	Std.Error				
(Constant)	.894	.149	.000		5.711	
Pay and Financial	048	.045	.293	.664	-1.053	1.506
incentive						
Working	.178**	.093	.055	.151	1.929	6.639
Environment						
Training and	030	.063	.636	.258	473	3.874
Supportive						
Supervision						
Promotion and	.493***	.061	.000	.269	8.119	3.715
Education						

Opportunity						
Relation with	.207***	.076	.007	.339	2.721	2.945
Co-worker						
Leadership and	.036	.078	.648	.258	.457	3.873
Good						
Management						
Practices						
Workload	128	.111	.251	.147	-1.150	6.789
R			.758			
R Square			.575			
Adjusted R	.565					
Square						
F (p< 0.05)	56.201					

Source: Survey Data (2019)

Dependent variable: Job Satisfaction

Notes: *** acceptable at 99 per cent point,**Relevant at 95 per cent level,*Relevant at 90 per cent level

As shown in Table (4), R (the correlation between the observed value and the predicted value of the criterion variable) is 0.758. Thus, levels of job satisfaction reported by respondents and organizational factor for independent variables are correlated. R2 (proportion of the variance in the criterion variable accounted by model) is 0.575 and adjusted R2 is 0.565, (p<0.05) with seven independent variables. Thus the model has accounted for 56.201% of the variance in the dependent variable. It is found that there is a positive relationship between organizational factor and job satisfaction at 1% significance level. If one unit of working environment increases, 0.178 in job satisfactions will increase. If one unit of promotion and education opportunity increases, 0.493 in job satisfactions will increase. If one unit of relation with co-workers increases, 0.207 in job satisfactions will increase. By the result, promotion and education opportunity and relation with co-workers are highly significant at 1% level on job satisfaction.

According to the result, working environment, promotion and education opportunity, and relationship with co-workers emerged as the significant variables in explaining the variance in job satisfaction. Among them, promotion and education opportunity has most significant relationship with job satisfaction. It is of influence to note that only three components of organizational factor emerged as the influencer on job satisfaction of doctors in public hospitals in Yangon.

V. Finding and Discussion

According to the result, it was found that working environment, promotion and education opportunity, and relations with co-workers effect on job satisfaction. The good working environment enhance medical doctors's job satisfaction. Thus, the organization need to provide clean and tidy working environment and need to secure enough equipment and medicine at work. A good working environment is important to most medical doctors. Creating a pleasant working environment with adequate resources and facilities reduces their job-related stress and increases their satisfaction. The finding of the study shows that promotion and education opportunity is the strongest effect on job satisfaction. This finding coincides with the previous literature on job satisfaction of the medical doctors. The greater the chances for advancement within the organization, the higher is likely to be level of job satisfaction expressed by the medical doctors. In public hospitals, medical doctors think that their hospital has a clear and fair promotion policy. Therefore, the organization is recommended to provide promotion and education opportunities for the medical doctors to raise their job satisfaction. They have a chance to get study leave for further studies.

They can expect to get promotions and upward movement in their hospital. This finding is consistent with other studies, which have shown that opportunities for personal and professional growth and achievement are one of the best predictors of job satisfaction (Al-Ahmadi, 2002; Lyons et al. 2003; Wittig, 2003).

The relationship with co-workers has a significant effect on job satisfaction. They have friendly with co-workers at their department. They have a chance the collaboration with other departments. They have co-operation and understanding among work groups. There has a clear channel of communication in their work place. That makes them feel satisfied. It is found that the positive and highly significant effect of relation with co-workers on job satisfaction.

Therefore, the priority is to build and sustain effective interpersonal relationship among medical doctors. Job satisfaction through interpersonal relationship can be achieved through good relationship with coworkers and supervisors, effective work place conflict resolution, team participative decision-making and good communication with appropriate feedback. Positive relationship may likely to create positive learning environment among the colleagues and teamwork. They can get the main attribute influencing the co- worker satisfaction in groups working, responsibilities of colleagues, intelligence and friendly behavior of a colleague, and competency of colleagues. Collaboration and clarity of communication of medical doctors can increase job satisfaction. Good relationships with colleagues and support from superiors and subordinates help to improve job satisfaction. Research on social networks also showed that social support from colleagues served as a resource that affected job satisfaction. Doctors in public hospitals like team building may also assist in improving and enhancing relationships among staff.

VI. Conclusion

According to what was said above, in order to prevent behavioral problems of the employees, it is necessary for organizations to pay special attention to job satisfaction. In this regard, in order to enhance the quality of all services, especially productivity and quality control, organizations will strive to increase organizational commitment by highlighting factors impacting doctors' job satisfaction in public hospitals. Understanding the influencing factors affecting doctors' motivation and job satisfaction will be useful for the organization in order to manage and maintain the potential and skillful medical doctors within the organization. On the other hand, motivated and satisfied medical doctors commit to the organization and increase service quality. The motivated staff will out-perform their tasks. In this study, doctors were highly satisfied with promotion and education opportunity, and relationship with co-workers whereas working environment received a low satisfaction rating. Management provides equal promotion opportunities for medical doctors that would promote them to key positions and increase their involvement in decision-making. All professional cannot obtain from continuing education after qualification. Much of what is learned during graduate and post- graduate education and training become quickly outdated.

The continuing professional development is responsible for individual professional, hospitals and professional organizations to update their knowledge and improve their skills. The organization has concerned with adequate production and deployment of skillful medical doctors in the healthcare system. Highly qualified medical doctors (Master on doctorate degree holder) have to employ in all public hospitals. The hospital has to create a good working relationship with their colleagues. Collaboration and clarity of communication of medical doctors can increase motivation. Management requires a keen understanding of human nature, the physiological needs and wants and abilities of people. The hospital has to create a better relationship between co-workers and provide to help each other.

The hospital has clear role and responsibilities, national standard of care, clinical guidelines, protocols, ethical standards and regular meeting. Pay and financial incentive, training and supportive supervision, leadership and management practices, and workload are not satisfied, which call for managerial attention for improvement.

These findings are consistent with researches which have documented the need to improve the working environment (Jathanna et al. 2011; Peters et al. 2010).

Scope and Limitation

This research explored only the underlying factors which influence on job satisfaction of medical doctors of public hospitals in Yangon The scope of the study is limited organizational factors which include such as pay and financial incentive, working environment, training and supportive supervision, promotion and education opportunity, relationship with co-worker, leadership and management practices, and workload. There are others factors which may affect on employees' job satisfaction. Due to time constraints, the sample size had been small and only five hospitals had been selected in the study. This sample size may not be representative to the whole health care sector. Moreover, the result of this study cannot also be extended to private hospitals as the facilities, working environment and infrastructure will vary from place to place and organization to organization. The present study furnishes a good base for future research. The future research scholars can undergo researches in a number of ways from the findings of this study. The future research can be undertaken to cover the entire district or other districts with large number of samples. The impact of motivation and job satisfaction can be studied from point of other variables such as performance, morals and job engagement. The study focuses only on quantitative measurement which would limit information on target area. A greater depth of information can be obtained by integrating qualitative and quantitative methods in further researches on motivation, job satisfaction and organizational commitment.

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