

JOB SATISFACTION AND ITS DETERMINANTS AMONG CHILD PROTECTION OFFICERS, PUNJAB PAKISTAN: A CROSS-SECTIONAL SURVEY

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ABSTRACT

Objective: To assess the job satisfaction among officers, working in Child Protection and Welfare Bureau of Punjab (CPWB).

Study Design: Cross sectional study.

Place and Duration of Study: Study conducted in 7 working Child Protection and Welfare Bureaus of Punjab, from Nov 2018 to May 2019.

Methodology: There are 7 Child Protection and Welfare Bureaus in Punjab and 75 child protection officers all are selected for census data collection. The study has been done on child protection officers of Punjab.

Results: Fifty three percent were male respondents and female were 47% while married respondents were 40 (60%). Education status was postgraduate and M. Phil 18 (25%). Permanent employees were 40 (57%) and mostly (40%) had experience of work more than 10 years. Fifty seven percent (n=40) child protection officers were unsatisfied for nature of work. Sixty two (88.6%) were unsatisfied with their interpersonal relationships with co-workers. Thirty seven (52.9%) were unsatisfied due to their pay & allowances. Thirty eight (54.3%) were unsatisfied from working environment. Thirty eight (54.3%) were unsatisfied from training.

Conclusion: In conclusion, this study identified multiple factors that contribute to worker satisfaction. When adequate support is provided, there is a reduction in stress, which leads to higher levels of job satisfaction, and ultimately retention of staff.

Keywords: Child protection, Interpersonal relationship, Job satisfaction, Work experience.

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INTRODUCTION

Job satisfaction implies what people think and feel about their jobs as this is the major factor for productivity and quality and it also effects motivation. Motivation is an individual behavior and a psychological process. In order to maintain quality and productivity there is an entire need of job satisfaction and motivation, therefore to maximize the quality and productivity it is very important to address and consider the factors that compromise the job satisfaction and motivation¹.

The most common definition for job satisfaction is "The extent to which people like that is satisfaction or dislike called dissatisfaction in jobs". We can conclude it as level of contentment,

and it can be divided into two perspectives first effective job satisfaction and second cognitive job satisfaction. Effective job satisfaction is the emotional perception of a person about his job and cognitive job satisfaction is how a person is satisfied from the job in different aspects like salary, work environment, policies, training etc.

Motivation is a force and a form of energy to energize the human behavior and maintenance of behaviors². This puts a great responsibility on management to improve level of motivation of employees so that they can perform with their highest level of potential³. A study conducted on relationship between job satisfaction and performance revealed that morale usually increased by positive attitude, and it is a source of improvement in business because of greater motivation and highest satisfaction these result in decreased output of the employees⁴.

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UNICEF uses the term 'child protection' to define preventing and responding to violence, exploitation and abuse against children including commercial sexual exploitation, trafficking, child labor and harmful traditional practices, such as female genital mutilation/cutting and child marriage. The Child Protection and Welfare Bureau (CPWB) are providing remarkable services, regarding the protection and welfare of neglected children. It was established through a provincial legislation enacted in 2004. Since then, it has been providing iron shield to thousands of children at risk. Child protection officers are the frontline workers dealing directly with all the issues the process is as rescue operations and open reception centers are retrieval of target children (Annual report of CPWB 2015)⁵.

Despite the obstacles, it has proven itself a hallmark institution, struggling for the protection of destitute and neglected children in Pakistan⁶. Child protection officers are performing challenging tasks, risky operations, taking great responsibilities⁷. They are working for nation's future at grass root level so for quality of work and productivity their satisfaction with their jobs is a major factor. It is very crucial to measure job satisfaction. There is a huge gap in research found about child protection officers' satisfaction with job. The purpose of this study was to assess job satisfaction of child protection officers and to examine the correlation between socio demographic and job satisfaction related determinants. This study will give insight on factors affecting their individual jobs and, and it will pave way for recommendations for improving factors which reduce job satisfaction among officers in CPWB.

METHODOLOGY

This cross-sectional study was conducted in 7 working Child Protection and Welfare Bureaus of Punjab over a period of 6 months from Nov 2018 to May 2019.

Convenience purposive sampling was done. A total of 75 child protection officers were selected for census data collection. The study was done on child protection officers of Punjab.

CPWB (home department) provided the list of all child protection officers. Census data collection was done.

Both permanent and contractual child protection officers were included with up to 6 months experience. Five child protection officers were on additional charges like (Assistant director) and also those who were not willing to participate. Gender, age, education, level of management, category of employee, marital status, monthly income, level of management, category of employee, marital status, nature of work, interpersonal relationships, pay and allowances, work environment, training, management policies, management and employee, empowerment all were accessed.

The self-administered pre tested, structured questionnaire was used to collect the data from child protection officers. The questionnaire comprised of total 83 variables these all variable were distributed on 8 major portions as nature of work, interpersonal relationship, work environment, pay and allowances, training, management and policies, management and employees, and empowerment. Likert scale was applied as 0 for highly unsatisfied and 4 for highly satisfied.

Data entry in SPSS version 18. was done very carefully. The numeric and string type of data were segregated carefully. The values for coding were assigned for responses. Missing data codes was assigned also be standardized so that same code could be used for missing data.

The data were entered and analyzed in the SPSS version 17.0; the variables code book was prepared before data analysis. The sum of all 8 sections were computed separately as well as combined and median scores (as they were not normally distributed) were considered as a cut off value to get the level of unsatisfied and satisfied. For validity and reliability of data collection tool, pilot study was done in Rawalpindi and head office Lahore, and Cronbachs, alpha was calculated for reliability of each section. Chi square test of independence was used to check

associations by taking p -value less than 0.05 as significant.

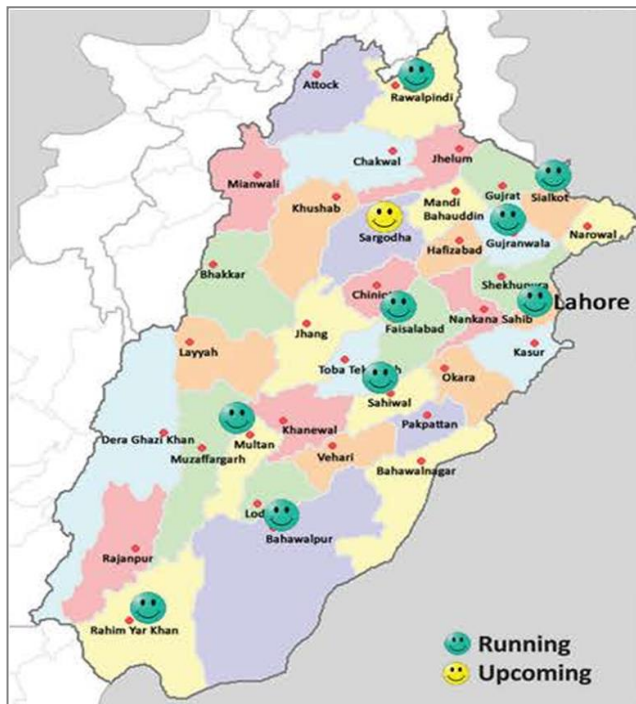


Figure: Child protection bureaus in Punjab (Annual Report 2015-16).

Research was conducted after the approval of Institutional Review Board (IRB) and written approval from the administration of MSPH Al-Shifa School of public health. Before data collection Director General of Child Protection was approached and permission was taken. Written informed consent was taken from the participants with the questionnaire. The participants' confidentiality was highly ensured, and their dignity was respected.

RESULTS

Descriptive Results

Results for Demographic Variables

Fifty three percent were male respondents and females were 47% while married respondents were 40 (60%). Education status was postgraduate and M. Phil in 18 (25%). Permanent employees were 40 (57%) and mostly (40%) had experience of work more than 10 yrs.

Results for Job Satisfaction

Overall, 47% were satisfied and 53% unsatisfied with cut off value of 146 based on median.

Results for Job Satisfaction (Sub Sections)

Table-I: Reliability Assessment (Cronbach) & Median Values of tool for job satisfaction.

Scale	Number of Item	Cronbach's Alpha Value	Median Value (cut off)
Nature of Work	12	0.876	29
Interpersonal relationship	10	0.901	30
Pay and allowances	7	0.861	13
Work environment	10	0.889	24
Training	10	0.954	13
Management and policies	10	0.951	16
Management and employe	5	0.899	10
Empowerment	10	0.957	15.5

1. Nature of Work

It included detailed job description. Most people work to earn a living, but they also work for satisfaction, such as doing some worthwhile, a sense of achievement and above all this self-satisfaction. They were asked 12 questions for defining their interest, communication, encouragement, attachment, ability to do best for the work they are doing. Forty (57%) child protection officers were unsatisfied for nature of work.

2. Interpersonal relationship

Interpersonal relationships at work are relationships between coworkers and subordinates and bosses. Given a role in an organization, every person has to communicate with other people present in the surroundings (Pravase.com). They were asked 10 questions 62 (88.6%) were unsatisfied.

3. Pay and Allowances

Pay the money provided to you for doing your job. Allowances are money provided for a specific reason. Respondents were asked 7

questions on the median scores 37 (52.9%) were unsatisfied for their pay & allowances.

Table-II: Demographic Characteristics of study participants (n=70).

Variable	n (%)
Gender	
Male	37 (52.9)
Female	33 (47.1)
Age	
>30	16 (22.9)
30-40	46 (65.7)
3.41-50	8 (11.4)
Level of Management	
CPO legal	14 (20)
CPO social	27 (38.6)
Mass awareness	8 (11.4)
CPO psychologist	11 (15.7)
CPO manager	10 (14.3)
Category of Employee	
Permanent	40 (57.1)
Contractual	33 (42.9)
Marital Status	
Married	45 (60)
Unmarried	25 (40)
Monthly in Come	
At least 65	45 (64.3)
Above than 65	25 (35.7)
Work Experience	
Less than 10 years	45 (60)
Above 10 years	25 (40)
Education Level	
Masters	52 (74.3)
M. Phil	18 (25.3)
Smoking Status	
Smoker	18 (25)
Non smoker	52 (75)

*CPO = Child Protection Officer

3. Work Environment

When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building. The result of 10 questions on median scores showed 38 (54.3%) unsatisfied from working environment.

4. Training

Means to give the discipline and instruction, drill, practice, etc., are planned and organized

or designed to impart proficiency or efficiency. (Dictionary.com) child protection officers were asked 10 questions and on median scores it was concluded that 38 (54.3%) were unsatisfied⁵.

Table-II: Description of Job Satisfaction (Subscales).

Sub-Sections	n (%)
Nature of Work	
Unsatisfied	40 (57.1)
Satisfied	30 (42.9)
Interpersonal Relationship	
Unsatisfied	62 (88.6)
Satisfied	8 (11.4)
Pay and Allowances	
Unsatisfied	37 (52.9)
Satisfied	33 (47.1)
Work Environment	
Unsatisfied	38 (54.3)
Satisfied	32 (45.7)
Training	
Unsatisfied	38 (54.3)
Satisfied	32 (45.7)
Management and policies	
Unsatisfied	37 (52.9)
Satisfied	33 (47.1)
Management and Employee	
Unsatisfied	42 (60)
Satisfied	28 (40)
Empowerment	
Unsatisfied	35 (50)
Satisfied	35 (50)

5. Management Policies

Policy management is the process of creating, communicating, and maintaining policies and procedures within an organization. Child protection officers were asked 10 questions about their management policies on the base of median scores (table-II).

6. Management and Employees

What is employee’s opinion about their management, how management communicate, exchange information, ideas, feedback, to employees. Sixty percent child protection officers were unsatisfied.

7. Empowerment

Empowerment is the process of enabling or authorizing an individual to think, behave, and take action, and control work and decision-

making about their job. Empowerment is feeling in control of your work environment and that you have permission to make decisions in the areas you control and are responsible for in your job. Results for this sub-section showed 50-50 satisfaction and un-satisfaction.

be associated with nature of work i.e. 7.389(1); $p=0.025$.

Associated Factors with Interpersonal Relationship

Results of chi-sq test of association showed only one variable (work experience) to be asso-

Table-III: Association of nature of work with socio-demographics.

Variables	Nature of Work		Chi-square (df)	p-value
	Satisfied	Unsatisfied		
Smoking Status				
Smoker	12 (66.7%)	6 (33.3%)	7.389 (1)	0.025
Non smoker	17 (33.3%)	34 (66.7%)		

Table-IV: Association of Interpersonal relationship with socio-demographics.

Variables	Nature of Work		Chi-Square (df)	p-value
	Satisfied	Unsatisfied		
Work Experience				
Less than 10 years	2 (4.8%)	40 (92.2%)	4.61 (1)	0.032
Above 10 years	6 (21.4%)	22 (78.6%)		

Table-V: Association of pay and allowances with socio-demographics.

Variable	Pay and allowances		Chi-Square (df)	p-value
	Satisfied	Unsatisfied		
Level of Management				
CPO legal	9 (64.3%)	5 (35.7%)	10.2 (4)	0.037
CPO social	14 (51.9%)	13 (48.1%)		
Mass awareness	-	8 (100%)		
CPO psychologist	4 (36.4)	7 (63.6%)		
CPO manager	6 (60%)	4 (40%)		

Table-IV: Association of Management and employee with socio-demographics.

Variable	Management and employee		Chi-Square (df)	p-value
	Satisfied	Unsatisfied		
Gender				
Male	15 (40.5%)	22 (59.5%)	0.10 (1)	0.922
Female	13 (39.4%)	20 (60.6%)		

Age

Less than 30	9 (56.3%)	7 (43.8%)	7.12 (2)	0.028
30-40	19 (41.3%)	27 (58.7%)		
41-50	-	8 (100%)		

Level of Management

CPO legal	7 (50%)	7 (50%)	3.387 (4)	0.495
CPO social	12 (44.4%)	15 (55.6%)		
Mass awareness	1 (12.5%)	7 (87.5%)		
CPO psychologist	4 (36.4)	7 (63.6%)		
CPO manager	4 (40%)	6 (60%)		

Inferential Statistics

Associated Factors with Nature of Work

Results of chi-square test of association showed only one variable (smoking status) to

ciated with Interpersonal Relationship i.e. 4.6 (1); $p=0.032$.

Associated factors with Pay and Allowances

Results of chi-sq test of association showed only one variable (Level of management) to be

associated with pay and allowances i.e. 10.2 (4); $p=0.037$.

Associated factors with Work Environment

Results of chi-square test of association showed no significant association with work environment.

Associated factors with Training

Results of chi-sq. test of association showed only one variable (smoking status) to be associated with training i.e. 6.26 (1); $p=0.04$.

Associated factors with Management Policies

Results of chi-square test of association showed only one variable (smoking status) to be associated with management and policies i.e. 2.800 (1); $p=0.024$

Associated factors with Management and Employees

Result of chi-square test of association showed only one variable (age) to be associated with management and employee i.e. 7.12 (1); $p=0.02$.

Associated factors with Empowerment

Results of chi-square test of association showed with one variable (smoking status) to be associated with Empowerment i.e. 3.49 (1); $p=0.017$.

DISCUSSION

The purpose of this study was to assess the effects of different parameters on job satisfaction in employees of CPWB of Punjab. Job satisfaction or employee satisfaction is referred to a measure of workers' contentedness with their job and takes into account their liking for the job while factoring in the aspects such as nature of work and framework of supervision⁸. Satisfied workers are more sincere to their workplace and its goals, they put in extra effort to achieve the required objectives. Enjoying a good temperament and being mentally at ease they feel immense pleasure in performing their jobs to the best of their abilities even in the absence of supervision. On the other hand, dissatisfaction adds to frustration thus marginalizing the interest and motivation

levels of the employees while rendering their services for their respective employer or company. How best an organization ensures evolving of a happy, motivated, and well gelled team remains significant towards the overall outcome of any setup or institute⁹.

In our study lack of interpersonal relationship among co-workers figured out as the leading cause of dissatisfaction in employees. Realization about lacking this aspect becomes more pronounced once we see that in another study carried out among social workers in Czech Republic communication and cooperation stood out as the most prominent factor infusing the desired satisfaction¹⁰. The argument becomes further convincing once we notice that findings of another such study carried out amongst social workers in Britain reflected that good interpersonal relations ensured much contented workers in contrast to the ones who expressed dissatisfaction on account of being meted with poor communication by their management¹¹. Job profile of officers working in CPWB being diverse in nature given the presence of child protection officers, legal officers and psychologists also underscores the need of having good harmonious relations amongst each other especially so once it is achievable with the least economic input¹². Healthy communication can boost up confidence and self-esteem of employees in turn augmenting the job satisfaction¹³. Another study revealed that shared understanding and cooperation in health care professionals not only rose their satisfaction in job and workplace environment but also motivated them to pursue clinical improvements related to patient's wellbeing¹⁴.

Nature of work which encompasses job description and scope of work¹⁵, remained the second most common cause of dissatisfaction among our study group. Role ambiguity in social workers invariably resulted in decrease job satisfaction¹¹. Literature showed that lack of career progression in respect of workers employed in the field of social services was also detrimental to the desired satisfaction levels^{10,11}. Individuals have different perceptions about their nature of

work, employees having good sense of control over their work tend to experience a degree of fulfilment in their jobs¹⁶. Working environment and training shared similar figure of dissatisfaction. Employees lacking specialized child welfare training were more prone to becoming worn out at their job¹⁷. Such employees working in child welfare department with a tendency to be emotionally consumed showed an acute degree of dissatisfaction in their jobs¹⁷. As regards the satisfaction with their pay and allowances the response of employees was a divided one with almost fifty percent satisfied and fifty percent not satisfied. However other such studies related to employees of social services are quite often indicative of a lack of satisfaction with their salary and service benefits^{18,10,12}.

Much supporting data is not available in Pakistan to ascertain the level of job satisfaction among social workers though the studies of such nature can be found in case of other occupations. As a case in point data from¹⁵, different advertising agencies in Islamabad showed greater satisfaction among employees who were having a positive outlook towards their jobs. In case of doctors working in one of the hospitals at Bahawalpur it was indicated that most of them were not satisfied with the pay and allied services provided to them. People working in telecommunication sector of Pakistan subjected to increased work demand were found to be more tensed and dissatisfied. Employees working in private sector banks were satisfied with their pay while those working in public sector were not happy with their pay but satisfied with regards to their job security.

There are varying factors that contribute to job satisfaction in different settings. Child protection remains a neglected domain in Pakistan with little or no statistics on record despite the prevalence of inhumane treatment with the children. Children from rural background are more likely to suffer due to lack of access by these authorities. Accidental deaths of children due to electrocution and falling prey to missing covers on manholes above sewerage pipelines is reflective of lack

of responsibility on part of WAPDA and Water and Sanitation Agency. Federal Social Welfare Ministry has also admitted that Pakistan fails to provide requisite security to our children. All above make CPWB a crucial and essential department for protection of children. Thus, government should take all possible measures to uplift the morale of its employees by addressing their administrative problems through provision of well-integrated and congenial working environment contributing to the team which takes due pride in diligence performance of this sacred duty.

CONCLUSION

In conclusion, this study identified multiple factors that contribute to worker satisfaction. When adequate supports is provided, there is a reduction in stress, which leads to higher levels of job satisfaction, and ultimately retention of staff.

CONFLICT OF INTEREST

This study has no conflict of interest to be declared by any author.

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