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Original article

Job satisfaction among physiotherapists working in government hospitals in the Western province, Sri Lanka: A descriptive cross-sectional study

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Abstract

Background & Aim: Job satisfaction refers to an individual's favourable attitude toward their work, and it improves employee performance. This study aimed to assess job satisfaction and related factors among physiotherapists working in government hospitals in the Western province of Sri Lanka.

Methods: Data were collected from 135 consented physiotherapists working in teaching, base, rehabilitation, and district general government hospitals in the Western province of Sri Lanka, using a validated survey questionnaire adopted from Spector's Job Satisfaction Survey (JSS), which consisted of nine dimensions. Demographic and work-related information were also collected. Descriptive statistics, correlation, and regression analysis were performed using SPSS.

Results: The response rate was 76.6% (144 out of 188), however, only 135 participants completed the full questionnaire. Out of the 135 participants, 70 (51.9%) were females. The majority were between 31-40 years of age (50.4%), married (70.4%), degree holders (56.3%), and 6-10 years of work experience (54.1%). In the assessment of overall job satisfaction, 39 (28.8%) were satisfied, 85 (62.9%) were ambivalent, and 11 (8.1%) were dissatisfied. The highest level of job satisfaction was seen in the domain of the nature of work (85.7%) and lowest level of job satisfaction was observed in the domain of promotions (38.76%). A positive correlation was observed between coworkers, nature of work, communication, and supervision (all $p < 0.01$), and operating conditions ($p < 0.05$) with the level of job satisfaction. Predictors of job satisfaction were identified as the nature of work ($\beta = 0.98$, $p < 0.001$) and co-worker relationships ($\beta = -0.19$, $p < 0.001$). Demographic characteristics and work experience showed no significant association with job satisfaction.

Conclusions & Recommendations: Most participants were ambivalent about their job satisfaction. To uplift the overall job satisfaction of physiotherapists, it is recommended that policies related to payments, promotions, and fringe benefits be strengthened. Further studies representing all physiotherapists in Sri Lanka is also encouraged.

Keywords: *job satisfaction, physiotherapists, government hospitals*

Introduction

Job satisfaction is a multidimensional concept that significantly influences an individual's overall well-being, mental health, and productivity. One of the most widely cited definitions in organisational psychology comes from Edwin Locke, who defines job satisfaction as 'the pleasurable emotional state that results from evaluating the job to achieve the value of one's job or facilitate it' (1). This definition highlights the emotional and evaluative aspects of job satisfaction, emphasising how individuals assess their work along with values and expectations. Furthermore, recent research suggests that job satisfaction is closely linked to lifestyle (2,3).

In the context of healthcare, job satisfaction is more than a personal concern; it becomes a matter of public health. Satisfied healthcare workers are more likely to provide high-quality care, maintain empathetic relationships with patients, and contribute positively to health outcomes. Numerous studies have examined job satisfaction among healthcare professionals (4–7). These studies have identified a range of factors that influence job satisfaction, including gender, age, level of education, work experience, working conditions, salaries, working hours, and the probability of promotions (8–12).

However, professional demands such as excessive workload, increased expectations from patients and their families, interference with personal life, poor remuneration, limited autonomy, and repeated exposure to human suffering have consistently been reported as major stressors that negatively affect job satisfaction in the medical profession (13,14). These factors may also adversely impact the overall performance of health systems (13,14).

While substantial research exists on physicians and nurses, there is a noticeable gap in the literature regarding allied health professionals, particularly

physiotherapists, in Asian countries, including Sri Lanka (15). Physiotherapists are core members of multidisciplinary healthcare teams and contribute to patient recovery across various settings, including hospitals, outpatient clinics, and community health centres (16). Despite their important role, physiotherapists often face specific challenges such as limited career advancement opportunities, insufficient recognition, and lower pay scales compared to other medical staff (17,18).

In Sri Lanka, research specifically exploring job satisfaction and its predictors among physiotherapists working in government hospitals is limited. Although one previous study reported that only a small proportion of physiotherapists in Sri Lanka were highly satisfied with their jobs, particularly showing low satisfaction with salary, career development, and achievement, there is still a need for more comprehensive research to better understand these issues (15). These compounded pressures may contribute to job dissatisfaction and burnout, which can ultimately affect service quality and patient satisfaction. Yet despite the central role of physiotherapists in the rehabilitation process, there is limited empirical data on their job satisfaction and the challenges they face within the Sri Lankan healthcare system (15,19).

To the best of our knowledge, understanding the factors that contribute to or diminish job satisfaction among government-employed physiotherapists in Sri Lanka is vital for several reasons. First, it can guide policymakers and healthcare administrators in implementing targeted strategies to improve workplace conditions and staff retention. Second, it can inform educational institutions and career advisors on better preparing students for the practical demands of their profession. Lastly, such understanding can shape future research and policy development, ultimately enhancing healthcare service delivery and workforce sustainability.

Therefore, this study aimed to investigate the levels of job satisfaction among physiotherapists employed in Sri Lankan government hospitals and to identify the key personal, professional, and organisational factors influencing their satisfaction. By shedding light on the lived experiences and perceptions of physiotherapists, the research aims to contribute valuable knowledge to healthcare workforce planning and support evidence-based policy formulation for improving job satisfaction and professional well-being.

Methods

Study design and participants

This descriptive cross-sectional study was conducted among physiotherapists working in twenty-five government hospitals in the Western Province, Sri Lanka, between August and November 2020. A total of 188 participants with more than one year of working experience were included using a non-probability, convenience sampling method. Physiotherapists who were unemployed or exclusively employed in the private sector were excluded.

Data collection method and tools

Ethical approval for the study was obtained from the Internal Research Screening and Monitoring Committee, Faculty of Allied Health Sciences, General Sir John Kotelawala Defence University, Sri Lanka (FAHS/IRSMC/2020-010), the Ethics Review Committee of the Faculty of Medicine, General Sir John Kotelawala Defence University, Sri Lanka (RP/S/2020/25), and from the Ministry of Health (MOH), Sri Lanka (ETR/AC/31/2020).

Eligible participants were physiotherapists with more than one year of experience working in government hospitals within the Western Province. They were identified through publicly available hospital contact directories and departmental referrals. The identified individuals were contacted

via telephone to explain the purpose of the study, and an information sheet was emailed to all potential participants. To ensure participant anonymity, no personal identifiers were collected. The responses were submitted anonymously through online platforms (Google Forms) or collected via telephone interviews without recording any identifiable information.

After obtaining informed verbal consent, the questionnaire was distributed via email and online messaging applications such as WhatsApp and Messenger or administered over the phone based on participant preference. Data collection continued for approximately two and a half months. A reminder was sent to non-respondents one month after the initial contact.

Data collection was done by using Spector's Job Satisfaction Survey (JSS), a Self-administered questionnaire (20). The content and construct validity of the modified Spector's JSS (English version) were assessed through a pilot test involving 20 physiotherapists employed in government hospitals outside the Western Province. The questionnaire was distributed to them, and their feedback was recorded. This feedback was carefully reviewed, and based on their responses, minor restructuring was carried out to improve clarity, linguistic precision, and cultural appropriateness. These modifications were limited to wording adjustments to enhance comprehension; no changes were made to the core content or dimensions of the original instrument.

The job satisfaction questionnaire was used as the main outcome measure in this study. It consisted of three parts: part one with the demographic, work-related questions, part two with the modified JSS by Spector, and part 3 contained four questions regarding overall job satisfaction. Spector's JSS consisted of 36 questions under nine dimensions of job satisfaction, each dimension comprising four questions. The main dimensions assessed in the survey included pay, promotion, supervision, fringe

benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. Participants rated their satisfaction level on a six-point Likert scale, one representing dissatisfied very much and six representing satisfied very much. Spector has recommended calculating the total satisfaction level by taking the total value of all 36 questions after reverse-scoring the negatively worded questions. Values between 144-216 are categorised as satisfied, 108-144 are categorised as ambivalent satisfaction, and values between 36-108 are in the dissatisfied category. By considering the mean value of the total JSS score calculated across all 36 questions, the study participants showed ambivalent satisfaction towards their job. For a deeper categorical analysis, mean JSS score was divided into three classes to understand the categorical distribution of job satisfaction (21). The respondents' scores for each category were summed and assessed for each question (Table 1).

Spector's JSS was selected for this study because it is widely used and validated across a range of occupational settings, including healthcare. It covers nine key dimensions relevant to public sector employment, making it particularly suitable for assessing job satisfaction among government-employed physiotherapists in Sri Lanka.

Data analysis

Data analysis was done using the statistical package for the social sciences software (SPSS) version 16.

The level of significance was set as $p < 0.05$. Descriptive statistics were performed to describe the level of satisfaction and participants' demographic characteristics. Correlation and multiple regression analyses were conducted to describe the relationship between the dependent variable, job satisfaction, and various independent variables under Spector's JSS dimensions, such as pay, promotion, supervision, benefits, rewards, operation process, co-worker relations, nature of work, and communication.

Results

Response rate

A total of 144 questionnaires were returned out of 188 questionnaires, giving a response rate of 76.6%. 135 completed questionnaires were used for the data analysis.

Demographics and work-related characteristics

Out of the 135 participants, there was nearly an equal distribution of male (48.1%) and female (51.9%) in the study sample. The majority were between 31-40 years of age (50.4%), married (70.4%), and degree holders (56.3%) (Table 2). Work-related characteristics are presented in Table 3.

Overall job satisfaction

The majority were ambivalent ($n=85$, 63%) about job satisfaction while only 28.9% ($n=39$) were dissatisfied.

Table 1: Interpretation of mean values of Spector's JSS

Scale	Dissatisfactory	Ambivalence	Satisfactory
For single question basis (score)	<3	3-4	>4
For every 4-item subscale (score)	4-12	12-16	16-24
For the 36-item JS scale(score)	36-108	108- 144	144-216

JS: job satisfaction

Table 2. Sociodemographic characteristics of the sample (N=135)

Variable	No.	Percentage (%)	
Gender	Female	70	51.9
	Male	65	48.1
Age	Below 30 years	35	25.9
	31-40 years	68	50.4
	41-50 years	16	11.9
	>50 years	16	11.9
Marital status	Married	95	70.4
	Unmarried	40	29.6
Highest academic qualifications	Diploma	49	36.3
	Degree	76	56.3
	Postgraduate diploma	4	4.3
	Masters	6	4.4
	Ph.D.	0	0
Grade of the job	Grade III	75	55.6
	Grade II	38	28.1
	Class I	15	11.1
	Supra Grade	5	3.7
	superintendent	2	1.5
Working experience	>1-5 years	5	3.7
	6 -10 years	73	54.1
	11-15 years	20	14.8
	More than 16 years	37	27.4

Data are presented as frequency (n) and percentage (%)

Table 3. Work-related characteristics of the participants (N=135)

Work-related factors	Description	No.	Percentage (%)
Category of the current workplace	National hospital	54	40.0
	Teaching hospital	37	27.4
	District hospital	8	5.9
	Base hospitals	11	8.1
	Rehabilitation hospitals	16	11.9
	Other	9	6.7
Grade of the job	Grade III	75	55.6
	Grade II	38	28.1
	Class I	15	11.1
	Supra Grade	5	3.7
	Superintendent	2	1.5
Work at other places apart from the government hospital	Academic/ universities	6	4.4
	Private sector	41	30.4
	Home visits	42	31.1
	Working only in government hospitals	46	34.1
Current working field	Musculoskeletal	44	32.6
	Paediatrics	14	10.4
	Neurology	20	14.8
	Cardiorespiratory	10	7.4
	Sports	9	6.7
	ICU	8	5.9
	Gynaecology and Obstetrics	2	1.5
	OPD	12	8.9
	Other	16	11.9
Working pattern	All 7 days	38	28.1
	6 days	64	47.4
	5 days	18	13.3
	<5 days	3	2.2
	Unspecified	12	8.9

Data are presented as frequency (n.) and percentage (%)

Table 4: Job satisfaction level for each category of Spector's JSS (N=135)

Category	Percentage (%)	Mean	Standard Deviation	Level of satisfaction
Pay	42.96	10.31	4.43	Dissatisfied
Promotions	38.76	9.30	3.58	Dissatisfied
Supervision	76.79	18.42	4.29	Satisfied
Fringe benefits	41.82	10.03	3.75	Dissatisfied
Rewards	53.02	12.72	4.02	Ambivalent
Operating condition	63.42	15.22	3.18	Ambivalent
Coworkers	78.42	18.82	3.68	Satisfied
Nature of work	85.70	20.57	4.05	Satisfied
Communication	73.73	17.69	3.50	Satisfied

Level of job satisfaction for each JSS domain

Among the nine dimensions considered in the study, participants expressed satisfaction with their nature of work (85.7%), coworkers (78.42%), supervision (76.79%), and communication (73.73%). However, ambivalent satisfaction was noted regarding operating conditions (63.42%) and contingent rewards (53.02%). Dissatisfaction was observed in relation to payments (42.96%), fringe benefits (41.82%), and promotions (38.76%). The results of the level of job satisfaction for each category are shown in Table 4.

Association between JSS dimensions and overall job satisfaction

The magnitude of association between the dependent variable, job satisfaction, and various independent variables under Spector's JSS dimensions was tested using Spearman's correlation test (Table 5). The strength of the correlation was interpreted based on MacEachron's (1982) classification system (22). The strength of associations was interpreted using descriptive categories as per standard guidelines: correlation coefficients from 0.00 to ± 0.20 were considered very weak, ± 0.21 to ± 0.40 as weak, ± 0.41 to ± 0.60 as moderate, and ± 0.61 to ± 0.80 as strong (22).

There were no statistically significant correlations between overall job satisfaction and pay, promotion, fringe benefits, or contingent rewards ($p > 0.05$). Supervision, operating conditions, coworkers, nature of work, and communication showed a significant positive correlation with overall job satisfaction. Among those dimensions, the nature of work scored the strongest positive correlation ($r = 0.82$, $p < 0.01$) while operating condition showed the weak positive correlation ($r = 0.18$, $p < 0.05$).

Predictors of job satisfaction

Linear multiple regression analysis was used to investigate predictors of job satisfaction. The independent variables, including pay, promotion, supervision, fringe benefits, contingent rewards from management, working conditions, coworkers, nature of work, and communication, can explain 82.4 percent of the variance in the dependent variable: job satisfaction. The significance test results for R and R² can be found in the ANOVA (Analysis of Variance) Table 6. Although other variables that were not included in this research model account for the remaining 17.6% of the shift, the adjusted R-squared value (0.812) in this study was found to be sufficient to conclude that the fitted regression line is similar to all of the data points taken together.

Table 5. Correlation matrix between job satisfaction score and Spector's JSS dimensions

Dimension	<i>r</i> value	<i>p</i> value
Pay	-0.006	0.948
Promotion	-0.103	0.234
Supervision	0.385	0.000**
Fringe benefits	-0.120	0.166
Contingent rewards from administration	0.163	0.059
Operating conditions	0.175	0.042*
Coworkers	0.418	0.000**
Nature of work	0.819	0.000**
Communication	0.373	0.000**
Overall job satisfaction	1.000	

Note: Spearman's correlation coefficient (*r*) was used.

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

Table 6. Model Summary of multiple linear regression predicting overall job satisfaction from Spector's JSS dimensions

Model	R	R square	Adjusted R square	Standard error of the estimate
1	0.908 ^a	0.824	0.812	.440

a. Predictors: (Constant), Communication, Fringe benefits, Supervision, Operating Conditions, Promotion, Coworkers, Rewards, Nature of work, Pay.

b. Dependent variable: job satisfaction

Table 7. Model Summary of multiple linear regression predicting overall job satisfaction from Spector's JSS dimensions

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	113.590	9	12.621	65.11	0.000 ^a
	Residual	24.227	125	0.194		
	Total	137.818	134			

a. Predictors: (Constant), Communication, Fringe benefits, Supervision, Operating Conditions, Promotion, Coworkers, Rewards, Nature of work, Pay.

b. Dependent variable: job satisfaction

df: degree of freedom, F = F-ratio; Sig. = significance level, ($p > 0.001$)

The regression analysis was statistically significant, indicating that the model was valid ($p < 0.05$). Accordingly, the overall regression model was significant ($R^2 = 0.824$, $F = 65.11$, $p < 0.001$) (Table 7). Many of the predictors were able to account for a large amount of variation in job satisfaction when analysing the regression analysis findings.

Though there were significant correlations between all independent variables and dependent variable,

pay, promotion, supervision, fringe benefits, rewards, and operating conditions were not highly influential on job satisfaction of physiotherapists, whereas co-workers and nature of work are significant predictors ($p < 0.001$) (Table 8). Multicollinearity was assessed using the variance inflation factor (VIF) values and tolerance statistics. All predictors had VIF values below 2 and tolerance values above 0.5, indicating no multicollinearity concerns.

Table 8. Multiple linear regression analysis predicting overall job satisfaction in nine dimensions

Model	Unstandardized coefficients		Standardized coefficients	t value	Sig.	Collinearity statistics	
	B	Standard Error	Beta			Tolerance	VIF
(Constant)	0.679	0.300		2.267	0.025		
Pay	0.051	0.050	0.055	1.008	0.316	0.483	2.0
Promotion	0.007	0.043	0.007	0.162	0.871	0.642	1.5
Supervision	0.000	0.042	0.000	0.005	0.996	0.713	1.4
Fringe benefits	-0.053	0.052	-0.049	-1.016	0.312	0.601	1.6
Rewards	0.042	0.042	0.047	0.984	0.327	0.625	1.6
Operating Conditions	-0.014	0.056	-0.011	-0.255	0.799	0.730	1.3
Coworkers	-0.219	0.053	-0.199	-4.12	0.000	0.705	1.4
Nature of works	1.081	0.055	0.983	19.70	0.000	0.731	1.3
Communication	0.028	0.055	0.024	0.516	0.607	0.621	1.6

Collinearity statistics indicate no serious multicollinearity concerns ($VIF < 2$).

Note: B = unstandardized coefficient; β = standardized coefficient; VIF = variance inflation factor; Sig. = significance level

Table 9. One-way ANOVA test results examining differences in overall job satisfaction based on age, work experience, and academic qualifications

		Sum of squares	df	Mean square	F	Sig.
Age	Between Groups	5.053	3	1.684	1.726	0.165
	Within Groups	127.847	131	0.976		
	Total	132.900	134			
Work experience	Between Groups	2.016	3	0.672	0.673	0.570
	Within Groups	130.884	131	0.999		
	Total	132.900	134			
Academic qualifications	Between Groups	1.067	3	0.356	0.341	0.796
	Within Groups	136.751	131	1.044		
	Total	137.818	134			

Note: df = degrees of freedom; F = F-ratio; Sig. = significance level, ($p > 0.05$).

Relationship between overall job satisfaction and demographic characteristics

No statistically significant differences were found between groups for age, work experience, or academic qualifications ($p > 0.05$), indicating that these demographic factors did not significantly influence the overall job satisfaction of physiotherapists in government hospitals (Table 9).

Discussion

The aims of the study were to investigate the job satisfaction level and predictor factors of Physiotherapists' job satisfaction among government-employed physiotherapists working in the Western province of Sri Lanka. According to the results, 39 participants (28.1%) were in the satisfied category, 85 (63%) participants were in the

ambivalent category, and 11 (8.1%) participants were in the dissatisfied category from the total of 135 participants. Accordingly, it is evident that the majority of the physiotherapists employed in government hospitals in the Western Province are ambivalent regarding their attitude towards their job.

These findings are consistent with previous research conducted in Sri Lanka by Cinthuja (15), which reported that only 15.1% of 88 participants were highly satisfied with their jobs. Similar patterns have been observed internationally. A study conducted in Saudi Arabia by Alkassabi et al. (23) investigated job satisfaction and influential factors among 69 licensed physical therapists working across 11 hospitals in Riyadh reported similar results. Further, AlEsia et al. (24) reported that 37% of 183 physical therapists reported moderate job satisfaction. Another study conducted among 265 Indian physiotherapists showed moderate satisfaction levels (62.86%) (25). Furthermore, Eker et al. (26) investigated satisfaction levels among Turkish physiotherapists and reported an overall job satisfaction of 46% among 198 participants.

The explanation for the lower rate of job satisfaction in the current study is not fully known; however, one possible reason could be the relatively small sample size compared to previous studies, which may have affected the representativeness of the results. Furthermore, differences in satisfaction levels might be partially attributed to the use of different job satisfaction instruments, such as the 31-item work satisfaction questionnaire (7, 15), purpose-designed job satisfaction questionnaire (24), and self-administered electronic questionnaire (25).

Most participants in the present study reported high levels of satisfaction with the nature of their work (85.7%), coworkers (78.4%), supervision (76.8%), and communication (73.7%). However, levels of satisfaction were ambivalent for operating conditions (63.4%) and contingent rewards (53.0%). A notable proportion of participants expressed dissatisfaction with pay (42.96%), fringe benefits (41.8%), and promotion opportunities (38.8%), highlighting them

as key areas of concern.

This finding is similar to a previous study conducted in Sri Lanka among physiotherapists (15). It was mentioned that 11.63% were very satisfied with resources available under the criteria of work conditions, 3.4% were very satisfied with their salary, and 9.3% were very satisfied with the opportunity for career skills development (15). Similar findings were observed in another study conducted in Malaysia by Ai-Hong et al. (27) involving 81 healthcare professionals, including 11 physiotherapists. It was reported that these physiotherapists were satisfied with the nature of their work, supervision, coworkers, and communication. Additionally, physiotherapists were moderately satisfied with their pay, contingent rewards, and operating conditions, but were dissatisfied with promotion opportunities and fringe benefits.

The findings of our study are in line with the study by Eker et al. (7), who reported that almost 54% participants out of 198 Turkish physiotherapists were dissatisfied with their job, especially in the area of salary and advancement. The similar findings of a study conducted by Alkassabi et al. (23) on 123 physiotherapists in private and public sectors in Saudi Arabia showed a slight dissatisfaction towards pay, promotion, fringe benefits, contingent rewards, operating conditions and communications. On the other hand, the study found slightly high satisfaction scores towards supervision, coworkers and the nature of work. The results of the current study contrast with the study by AlEsia et al. in which the highest level of satisfaction was seen in professional development and teamwork. Further, the lowest job satisfaction was seen in relationship with supervisors (75%) and working environment (60%) (28).

Our results were consistent with those of other research, suggesting that in order to increase physiotherapists' job satisfaction, it is important to improve salaries, promotion programs, and fringe benefits (15, 29). It is important to motivate employees to improve their job performance and to

recognize and compensate them for their effort regularly (15). The high satisfaction with nature of work may reflect strong intrinsic motivation among physiotherapists, who often derive personal fulfilment from patient care. However, dissatisfaction with pay and promotion suggests systemic issues in the healthcare hierarchy, where career progression may be slow or non-transparent.

In the present study, overall job satisfaction was used as the dependent variable in the correlation analysis, while Spector's 9 dimensions of job satisfaction were used as the independent variable. Among the job satisfaction dimensions, there was a positive and significant correlation between coworkers, nature of work, communication, supervision (all $p < 0.01$), and operating conditions ($p < 0.05$) with overall job satisfaction. Similar findings were observed by Eker et al. (30), who found a positive and significant correlation with supervision and working conditions. It also showed that salary and advancement were positively correlated with physiotherapists' job satisfaction.

Further, multiple linear regression analysis showed that the nature of work and coworkers are the predictors of job satisfaction ($p < 0.01$) in the current study. Contrasting results were found by AlEsia et al. (28), in which predictors of job satisfaction were age, gender, supervisor relationships, working environment, and professional development. Moreover, the current study's results are consistent with the other studies, which found that stress and overwork (7, 30) were other significant predictors of job satisfaction among physiotherapists.

The current study showed that there was no significant association between job satisfaction and gender, age, educational qualifications, and work experience (all $p > 0.01$). This contrasts with the studies by AlEsia et al. (2015) and Alkassabi et al. (2018) in which female physiotherapists had higher levels of job satisfaction than male physiotherapists.

As compared to previous research, all of these results

can vary due to country specificity and organizational policy differences. As a result, we had to compare the findings of this research to those of studies conducted worldwide. Our research could provide relevant information about job satisfaction among government physiotherapists in Sri Lanka, which could be useful in gaining a better understanding of how to provide high-quality physiotherapy services in health care.

Our study has some limitations. First, it relies entirely on convenience sampling, which we accessed through our professional contacts, with only 188 participants out of a larger number of physiotherapists working in the western province of Sri Lanka. Second, the length of the survey (JSS and demographic and work-related characteristics) was long enough that it could be difficult for physiotherapists to complete the questionnaire within their busy schedules. However, the response rate was 76.5%, which is an acceptable level. Nonetheless, better sampling methods and a shorter questionnaire might result in a more conclusive comparison of job satisfaction in the future. On the other hand, the findings should be interpreted with caution since the participants were physiotherapists from a particular province of Sri Lanka and do not represent all physiotherapists in the country.

The findings of this study offer several critical implications for workforce development and policy formulation within the Sri Lankan public healthcare system. The identified dissatisfaction with pay, fringe benefits, and promotional opportunities also contribute to job satisfaction suggesting the need for targeted reforms in human resource management to enhance job satisfaction and reduce attrition among physiotherapists. These reforms could include the introduction of structured career progression pathways, transparent evaluation criteria for promotions, and financial incentives aligned with professional roles and responsibilities. Additionally, the high levels of satisfaction reported in relation to the nature of work, interpersonal relationships with coworkers, supervision, and communication

emphasize the importance of maintaining a supportive and collaborative work environment. Health sector administrators and policymakers should leverage these strengths while addressing systemic shortcomings to foster a more engaged, motivated, and stable physiotherapy workforce. Such improvements are likely to contribute not only to better job satisfaction but also to improved quality of care and patient outcomes in the long term.

Conclusions

Physiotherapists, who work in the government hospitals in the Western province, Sri Lanka, showed ambivalent satisfaction with their job. The nature of work and coworkers are the most significant predictors of their job satisfaction. Communication, operating conditions, supervision, coworkers, and the nature of work were positively associated with job satisfaction. Among these, physiotherapists reported the highest satisfaction with the nature of their work and the lowest satisfaction with promotion opportunities.

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Author Declarations

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to the manuscript by editing and reviewing it. The final manuscript was reviewed and approved by all authors before submission

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