

## Relationship between Achievement Motivation, Job Satisfaction and Life Satisfaction in Mbbs Doctors of Pakistani Public and Private Sector Hospitals

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### ABSTRACT

The present study was investigated to see the relationship between achievement motivation, job satisfaction and life satisfaction among medical Doctors. The aim was to see the level of job satisfaction and life satisfaction of doctors who were high and low on achievement motivation. The sample of the study included 200 doctors (100 from public sector hospitals in which 50 were males and 50 were females) and (100 from private sector hospitals in which 50 were males and 50 were females) covering ten hospitals of Islamabad and Rawalpindi. Data was collected through convenient sampling and correlational research design was used. Achievement Oriented Attitude Scale (AOAS) which is a subscale of MY-3 Moghni scale (1969), Job Feeling Scale (JFS) semantic differential in type and Satisfaction with Life Scale (SWLS) developed by Diener, Emmons, Larsen, & Griffin (1985) were used to measure three variables of the study. Psychometric properties of all scales and sub-scales of the study were established. The results of the study indicated significant relationship between achievement motivation and job satisfaction, between achievement motivation and life satisfaction and between job satisfaction and life satisfaction. Comparisons were made between public and private sector hospitals. Those doctors who had high achievement level showed more satisfaction with the job and life as compared to those doctors who had having achievement oriented attitude. Among public and private sector doctors, women doctors seemed more dissatisfied with their job and life as compared to men doctors.

**KEY WORDS:** Life Satisfaction; Job Satisfaction; Subjective Wellbeing; Organizational Health Psychology; Human Resource Management; Organizational Behaviour; Stress Management; Occupational Role Stress; Work Motivation; Leadership and Planning.

### 1. INTRODUCTION

Whenever we want to judge any person's behavior, we set a specific criteria or excellence of efficiency. A person is often evaluated in terms of his/her mastery, performance, any kind of accomplishment and achievement. Such dimensions are used in opposition to some measure of excellence. Achievement motivation is a phenomenon that particularly refers to a strong desire to perform tasks among different people and those tasks make people efficient and effective. People who possesses satisfaction seem to be more motivated towards tasks and they want to go for competitions and win. Almost in every field of life we find some special people who are achievement oriented and try to make their names in their own fields. Students, teachers, doctors, scientists, policemen and soldiers show higher levels of achievement motivations in their responsibilities. College students find more competitive coping strategies in order to get motivated towards their accomplishments (Ward, 1995). Those people who have high levels of achievement motivation always set their goals very high and their goals are always challenging. They try to get feedback from others at work and evaluate their own performances so that they can find new ways of success. They have strong desire for self-efficacy and perseverance. They are more keen and vigilant in their tasks and this vigilance makes them achievement oriented. According to Begley & Boyd (1987), achievement motivation is a fundamental mechanism of an individual and puts a great impact on individual's life and behavior especially in work related settings. The term job satisfaction has been defined by many experts but its nature is so dynamic that nobody

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knows when it comes and when it goes. It creates positive emotional feelings and sense of empathy if a person is satisfied with the job demands, needs and values. It gives pleasurable experience with the appraisal of one's job experience (Locke, 1976). Vroom (1967) also takes it as workers' reaction towards the occupational role given to the employees working in any organization. Blum & Naylor (1986) defines job satisfaction in a very simple way as workers' attitude and opinion about their own wages, promotion criteria, conditions at work setting, talents, personal beliefs and organization control. Similarly life satisfaction is also perceived just like job satisfaction as the employee not only wants to get job satisfied but he/she also needs a healthy, wealthy living life. So it is considered to be a necessary ingredient in organizational settings.

The current research was conducted to examine the connection between achievement motivation and job satisfaction in a pattern of individuals right now working in private and public hospitals of Rawalpindi and Islamabad. This study also checked the differences in gender wise experiences in level of achievement motivation, job and life satisfaction. The hospital settings were taken into account as they are considered to be an important area in the development of any country. The competency of people and officials working in this setting also require some sort of satisfaction through intrinsic and extrinsic rewards. According to Locke (1976), job satisfaction is well defined in terms of belief that individual fulfils the criteria of achievement gained on job required to justify his/her needs. Previous literature has focused on the physical, personal and psychological characteristic features on achievement level, but the current study goals at exploring relationship, association and connection between three important organizational areas like achievement motivation, job and life satisfaction in the sample of medical doctors working in different sectors of Pakistan.

**Objectives:** following objectives were established to check variables.

Investigating whether achievement oriented attitude was correlated with job satisfaction and life satisfaction.

Exploring gender differences in achievement motivation, job satisfaction and life satisfaction levels.

Investigating the differences in job satisfaction and life satisfaction of high and low achievement oriented medical doctors.

**Hypotheses:** The hypotheses of the present study were as follows.

1. A positive relationship was there between achievement motivation and job satisfaction.
2. A positive relationship was observed between achievement motivation and life satisfaction.
3. There was a positive relationship between job satisfaction and life satisfaction.
4. There was a significant difference in level of job satisfaction of high and low achievement oriented groups among public sector hospitals.
5. There was a significant difference in level of life satisfaction of high and low achievement oriented groups among private sector hospitals.
6. Male doctors demonstrated higher achievement oriented attitude as compared to female doctors in public sector hospitals.
7. Female doctors were more satisfied with their job as compared to male doctors in public sector hospitals.
8. Female doctors were more dissatisfied with their life as compared to male doctors in private sector hospitals.

## 2. METHODOLOGY

### Research Design

The research design applied in the current study was correlational and between group design. Pilot and main study results were taken simultaneously.

### Sample

The sample consisted of 200 doctors selected from the following public sector (n=100) and private sector (n=100) hospitals of Islamabad and Rawalpindi through convenience sampling. The age range was taken from 25 to 55 years. Following hospitals were approached for the data collection.

1. Pakistan Institute of Medical Sciences (PIMS) Islamabad, Pakistan.
2. Benazir Bhutto Hospital Rawalpindi Pakistan.
3. Rawalpindi General Hospital (RGH) Rawalpindi Pakistan.
4. Holy Family Hospital Rawalpindi Pakistan.
5. Military Hospital, (M.H) Rawalpindi Pakistan.
6. Combined Military Hospital (CMH) Rawalpindi Pakistan.
7. Fauji Foundation Hospital (FFH) Rawalpindi Pakistan.
8. Shifa International Hospital Islamabad Pakistan.

9. Family Health Hospital (FHH) Islamabad Pakistan
10. Quaid-i-Azam International Hospital (QIH) Rawalpindi, Pakistan.

### **Instruments**

#### **1. Achievement Oriented Attitude Scale (AOAS)**

A sub scale of MY-3Moghni scale (1969) i.e. achievement oriented attitude scale was used to measure the variable of achievement motivation. This was a 5 point likert scale having values ranging from strongly agree =5 to strongly disagree=1. Reverse scoring was done for negative values. This scale consists of 10 items having optimistic and pessimistic statements that are equal in number. Its validity and reliability was established and supported by other researcher (Ansari, 1979). Shah, Kaur, Haque, (1992) in Pakistan showing high internal consistency of job satisfaction scale. The correlations found between job satisfaction sub factors were significantly high and above 80.

#### **2. Job Feeling Scale (JFS)**

This scale measured the person's attitude towards five different sub factors of job satisfaction including work, supervisor, coworkers, promotions and pay. The speciality in using this scale was that it used a semantic differential structure of evaluation measuring 10 bipolar adjective to assess respondents, attitude towards work setting, attitude towards supervisor, and towards coworkers. Attitudes towards promotion included five bipolar adjective where as six bipolar adjectives were used to assess attitude towards pay. This scale gave an overall index of job satisfaction by taking the sum of all possible sub factors.

#### **3. Satisfaction With Life Scale (SWLS)**

The scale of life satisfaction (SWLS) originally prepared by Ed Diener and colleagues (Diener, Emmons, Larsen & Griffin, 1985) was applied. The scale gives an overall judgement of one's life in order to measure the concept of life satisfaction on 7 point likert scale. This scale is widely used in clinical, social and industrial-organizational settings.

### **Procedure of the Study**

Different hospitals in Islamabad and Rawalpindi were approached in order to collect statistics data. Three variables were explored through three evaluative measures like job feeling scale, life satisfaction measure and achievement oriented attitude scale in the sample of medical practitioners. In filling the performas and scales, permission was taken from institute heads, directors and medical superintendents. Demographic information was also collected by taking into account age and gender in a very confidential manner through clear instructions.

### **Statistical Analysis**

The study used Pearson Product Moment correlation and t-statistic with all possible comparison means and standard deviations.

## **3. RESULTS**

**Table 1** Alpha Reliability of Achievement Oriented Attitude Scale, Life Satisfaction and Job Feeling Scale with its subscales (N=200)

Scales	No. of item	Reliability coefficient
<b>Achievement Oriented Attitude Scale (AOAS)</b>	10	.70
<b>Job Feeling Scale (JFS)</b>	05	.85
(i) Work setting	10	.72
(ii) Supervisor attitude	10	.82
(iii) Coworker attitude	10	.83
(iv) Promotion formula	05	.79
(v) Pay package	06	.81
<b>Satisfaction with life scale (SWLS)</b>	05	.80

Table 1 indicates Cronbach's alpha coefficient of AOAS i.e. 0.70. the coefficient alpha for SWLS is 0.80. It also indicates that all the subscales of JFS are internally consistent measures and has strong reliability ranging from 0.72 to 0.85.

**Table 2** Pearson Correlation between between Achievement Oriented Attitude Scale and Job Feeling Scale and its sub scales in doctors of Public Sector Hospitals (N=100)

Variables	JFS	Work	Supervisor	Coworker	Promotion	Pay
AOAS	.84**	.62**	.21	-.31**	.63**	.74**
JFS		.72**	.69**	.72**	.65**	.71**
Work			.40**	.50**	.41**	.50**
Supervisor				.30**	.45**	.33**
Coworker					.55**	.45**
Promotion						.58**
Pay						

Table 2 indicates Cronbach's alpha coefficient of AOAS and JFS indicating a significant positive relationship between achievement oriented attitude and job satisfaction in doctors of public sector hospitals. The coefficient of correlation between two variables is 0.84, which is significant at 0.01 level. That means there is significant positive relationship between the two variables.

**Table 3** Pearson Correlation between Achievement Oriented Attitude Scale and Job Feeling Scale and its sub scales in doctors of Private Sector Hospitals (N=100)

Variables	JFS	Work	Supervisor	Coworker	Promotion	Pay
AOAS	.85**	.42**	.12	-.11	.51**	.50**
JFS		.72**	.49**	.70**	.55**	.68**
Work			.23**	.40**	.32**	.43**
Supervisor				.32**	.32**	.32**
Coworker					.35**	.45**
Promotion						.52**
Pay						

Table 3 indicates Cronbach's alpha coefficient of AOAS and JFS indicating a significant positive relationship between achievement oriented attitude and job satisfaction in doctors of private sector hospitals. That means there is significant positive relationship between the two variables.

**Table 4** Pearson Correlation between Achievement Oriented Attitude Scale and Life Satisfaction in doctors of Public Sector Hospitals (N=100)

Variables	N	Correlation Coefficient	Level of significance
Achievement Oriented Attitude Scale (AOAS)	100	.80*	.01
Satisfaction with life scale (SWLS)			

\*p≤0.01 level (2-tailed)

Table 4 indicates Cronbach's alpha coefficient between AOAS and SWLS in doctors of public sector hospitals i.e. 0.80 which explains strong correlation between the two variables.

**Table 5** Pearson Correlation between Achievement Oriented Attitude Scale and Life Satisfaction in doctors of Private Sector Hospitals (N=100)

Variables	N	Correlation Coefficient	Level of significance
Achievement Oriented Attitude Scale (AOAS)	100	.70*	.01
Satisfaction with life scale (SWLS)			

\*p≤0.01 level (2-tailed)

Table 5 indicates Cronbach's alpha coefficient between AOAS and SWLS in doctors of private sector hospitals i.e. 0.70 which explains good correlation between the two variables.

**Table 6** Pearson Correlation between Job Satisfaction and Life Satisfaction in doctors of public sector hospitals (N=100)

Variables	JFS	Work	Supervisor	Coworker	Promotion	Pay
SWLS	.70**	.52**	.07	-.15	.65**	.50**
JFS		.82**	.76**	.82**	.69**	.78**
work			.80**	.40**	.45**	.50**
Supervisor				.39**	.47**	.46**
Coworker					.35**	.45**
Promotion						.69**
Pay						

\*p≤0.01 level (2-tailed)

Table 6 indicates Correlation between SWLS and JFS with its subscales. The value of correlation on total scale is 0.70 which shows good relationship between two variables and values on subscales range from .07 to 0.82. Most of the values suggest strong relationship significant at 0.01 level.

**Table 7** Pearson Correlation between Job Satisfaction and Life Satisfaction in doctors of Private Sector Hospitals (N=100)

Variables	JFS	Work	Supervisor	Coworker	Promotion	Pay
SWLS	.72**	.31**	.05	-.11	.54**	.60**
JFS		.71**	.63**	.79**	.62**	.67**
Work			.40	.32**	.43**	.50**
Supervisor				.30**	.35**	.39**
Coworker					.42**	.45**
Promotion						.50**
Pay						

\*p≤0.01 level (2-tailed)

Table 7 indicates Correlation between SWLS and JFS with its subscales. The value of correlation on total scale is 0.72 which shows good relationship between two variables and values on subscales range from .05 to 0.72. Most of the values suggest strong relationship significant at 0.01 level.

**Table 8** Difference in Job Satisfaction between High and Low Achievement Oriented Groups of doctors of Public Sector Hospitals (N=100)

Variables	Low Achievement Oriented Group 13-36 (n = 50)		High Achievement Oriented Group 37-45 (n = 50)		t
	M	SD	M	SD	
JFS	130.0	20.67	134.1	20.16	0.51
Work	30.00	8.00	30.51	5.41	0.26
Supervisor	32.55	7.07	35.00	7.61	0.30
Coworker	34.11	6.00	30.55	5.00	0.34
Promotion	12.17	5.00	11.84	5.19	0.40
Pay	15.31	4.34	18.61	4.15	1.18

df=98, p<.01

Table 8 shows differences in the level of job satisfaction in high and low achievement oriented doctors of public sector hospitals. High achievement oriented group of doctors in public sector is more job satisfied than low achievement oriented group but the difference is non significant.

**Table 9** Difference in Job Satisfaction between High and Low Achievement Oriented Groups of doctors of Private Sector Hospitals (N=100)

Variables	Low Achievement Oriented Group 13-36 (n = 50)		High Achievement Oriented Group 37-45 (n = 50)		t	p
	M	SD	M	SD		
JFS	120.0	21.34	175.6	32.21	3.63	.00
Work	32.31	7.07	63.32	11.61	4.60	.00
Supervisor	37.76	14.51	71.23	23.23	4.31	.00
Coworker	32.41	15.34	69.24	31.00	5.14	.00
Promotion	14.41	12.32	45.32	18.01	4.00	.00
Pay	23.21	10.21	65.21	19.04	5.91	.00

df=98,  $p < .01$ 

Table 9 shows differences in the level of job satisfaction in high and low achievement oriented doctors of private sector hospitals. High achievement oriented group of doctors in private sector is more job satisfied than low achievement oriented group and the difference is also significant at 0.01 level.

**Table 10** Difference in Life Satisfaction between High and Low Achievement Oriented Groups of doctors of Public Sector Hospitals (N=100)

Variables	Low Achievement Oriented Group 13-36 (n = 50)		High Achievement Oriented Group 37-45 (n = 50)		t	p
	M	SD	M	SD		
SWLS	130.0	20.77	134.1	20.98	1.89	n.s

df=98

Table 10 shows differences in the level of life satisfaction in high and low achievement oriented doctors of public sector hospitals. High achievement oriented group of doctors in public sector is more life satisfied than low achievement oriented group but the difference is non significant.

**Table 11** Difference in Life satisfaction between High and Low Achievement Oriented Groups of doctors of Private Sector Hospitals (N=100)

Variables	Low Achievement Oriented Group 13-36 (n = 50)		High Achievement Oriented Group 37-45 (n = 50)		t	p
	M	SD	M	SD		
SWLS	127.0	20.44	187.6	28.21	4.33	.00

df=98,  $p < .01$ 

Table 11 shows that high achievement oriented group of doctors in private sector is more life satisfied than low achievement oriented group and the difference is significant at 0.01 level.

**Table 12** Gender wise comparison in Achievement Oriented Attitude Scale, Job Feeling Scale and its subscales in Public Sector Hospitals (N= 100).

Variables	Male (n = 50)		Female (n = 50)		t
	M	SD	M	SD	
AOAS	36.45	6.35	39.32	7.23	0.09
JFS	160.0	18.77	167.1	20.98	2.09
Work	37.34	5.44	39.02	6.43	1.71
Supervisor	33.09	6.89	36.00	7.61	1.17
Coworker	16.10	4.15	16.33	5.75	1.98
Promotion	17.26	8.11	18.88	8.88	2.31
Pay	16.00	18.77	17.11	0.98	2.09

Table 12 shows gender differences in the level of job satisfaction and achievement oriented attitude of doctors of public sector hospitals. Female doctors in public sector seem to be more achievement oriented and job satisfied than male doctors but the difference are not significant at 0.01 level.

**Table 13** Gender wise comparison in Achievement Oriented Attitude Scale, Job Feeling Scale and its subscales in Private Sector Hospitals (N= 100)

Variables	Male (n = 50)		Female (n = 50)		t	p
	M	SD	M	SD		
AOAS	77.39	9.09	54.39	6.65	3.09	.00
JFS	189.3	19.91	163.32	11.61	4.55	.00
Work	79.99	27.23	54.23	21.93	5.71	.00
Supervisor	68.57	31.51	43.24	21.00	4.14	.00
Coworker	59.09	17.76	45.32	11.01	4.99	.00
Promotion	87.09	18.89	65.11	10.04	5.91	.00
Pay	<b>54.81</b>	<b>12.54</b>	<b>31.01</b>	<b>7.21</b>	<b>4.63</b>	<b>.00</b>

df=98, p<.01

Table 13 shows gender differences in the level of job satisfaction and achievement oriented attitude of doctors of private sector hospitals . Male doctors in private sector seem to be more achievement oriented and job satisfied than female doctors and the differences are significant at 0.01 level.

**Table 14** Gender wise comparison in Achievement Oriented Attitude Scale and Life Satisfaction Scale in Public Sector Hospitals (N= 100)

Variables	Male (n = 50)		Female (n = 50)		t	p
	M	SD	M	SD		
AOAS	112.00	5.03	115.68	2.99	0.63	.07
SWLS	<b>170.00</b>	<b>2.44</b>	<b>177.10</b>	<b>2.21</b>	<b>1.33</b>	<b>.09</b>

df=98

Table 14 shows gender differences in the level of life satisfaction and achievement oriented attitude of doctors of public sector hospitals . Female doctors in public sector seem to be more achievement oriented and life satisfied than male doctors but the difference are not significant at 0.01 level.

**Table 15** Gender wise comparison in Achievement Oriented Attitude Scale and Life Satisfaction Scale in Private Sector Hospitals (N= 100)

Variables	Male (n = 50)		Female (n = 50)		t	p
	M	SD	M	SD		
AOAS	145.68	5.76	125.00	2.89	4.64	.00
SWLS	<b>165.68</b>	<b>5.34</b>	<b>121.00</b>	<b>2.66</b>	<b>5.27</b>	<b>.00</b>

df=98, p<.01

Table 15 shows gender differences in the level of life satisfaction and achievement oriented attitude of doctors of private sector hospitals . Male doctors in private sector seem to be more achievement oriented and life satisfied than female doctors and the differences are significant at 0.01 level.

**Table 16** Gender wise comparison in Job Satisfaction Scale, its subscales and Life Satisfaction Scale in Public Sector Hospitals (N= 100)

Variables	Male (n = 50)		Female (n = 50)		t	p
	M	SD	M	SD		
SWLS	10.68	4.22	47.00	4.91	6.63	.00
JFS	135.68	5.03	191.00	4.99	7.91	.00
Work	30.14	5.44	71.02	6.43	1.71	.00
Supervisor	32.54	6.89	69.00	7.61	1.17	.00
Coworker	18.98	4.15	39.09	5.75	1.98	.00
Promotion	17.67	8.11	43.34	8.88	2.31	.00
Pay	<b>16.03</b>	<b>8.77</b>	<b>24.11</b>	<b>0.98</b>	<b>2.09</b>	<b>.00</b>

df=98, p<.01



Table 16 shows gender differences in the level of life satisfaction and job satisfaction of doctors of public sector hospitals . Female doctors in public sector seem to be more job satisfied and life satisfied than male doctors and the differences are significant at 0.01 level.

**Table 17** Gender wise comparison in Job Satisfaction Scale, its subscales and Life Satisfaction Scale in Private Sector Hospitals (N= 100)

Variables	Male (n = 50)		Female (n = 50)		t	p
	M	SD	M	SD		
SWLS	41.00	4.11	10.14	4.98	8.63	.00
JFS	187.00	4.21	132.68	5.00	6.11	.00
Work	76.02	6.43	32.04	5.44	1.79	.00
Supervisor	66.01	7.61	32.46	6.89	1.09	.00
Coworker	49.09	5.75	17.88	4.05	2.34	.00
Promotion	45.33	8.88	17.77	8.90	2.78	.00
Pay	21.11	0.98	10.03	7.71	2.73	.00

df=98,  $p < .01$

Table 17 shows gender differences in the level of life satisfaction and job satisfaction of doctors of private sector hospitals . Male doctors in private sector seem to be more job satisfied and life satisfied than female doctors and the differences are significant at 0.01 level.

#### 4. DISCUSSION

Association between three variables was measured in job satisfaction, life satisfaction and achievement motivation for the medical doctors. Differences in gender on three variables were also evaluated. High and low achievement oriented groups of different people were also examined. The *first* hypothesis was that there would be a positive relationship between achievement motivation and job satisfaction. The results in Table 2 and table 3 indicated Cronbach's alpha coefficient of AOAS and JFS indicating a significant positive relationship between achievement oriented attitude and job satisfaction in doctors of public sector hospitals. The coefficient of correlation between two variables was 0.84, which was significant at 0.01 level. Table 3 also indicated Cronbach's alpha coefficient of AOAS and JFS indicating a significant positive relationship between achievement oriented attitude and job satisfaction in doctors of private sector hospitals. The coefficient of correlation between two variables was 0.85, which was significant at 0.01 level. That meant that there was a significant positive relationship between the two variables. The *second* hypothesis indicated that there would be a positive relationship between achievement motivation and life satisfaction. The results in Table 4 indicated Cronbach's alpha coefficient between AOAS and SWLS in doctors of public sector hospitals i.e. 0.80 which explained strong correlation between the two variables. Results in Table 5 indicated Cronbach's alpha coefficient between AOAS and SWLS in doctors of private sector hospitals i.e. 0.70 which explained good correlation between the two variables. The *third* hypotheses was that there would be a positive relationship between job satisfaction and life satisfaction. Results in Table 6 indicated Correlation between SWLS and JFS with its subscales in public sector hospitals. The value of correlation on total scale was 0.72 which showed good relationship between two variables and values on subscales range from .05 to 0.72. Most of the values suggest strong relationship significant at 0.01 level. Results in Table 7 indicated Correlation between SWLS and JFS with its subscales in private sector hospitals. The value of correlation on total scale was 0.70 which showed good relationship between two variables and values on subscales ranged from .07 to 0.82. Most of the values suggest strong relationship significant at 0.01 level. The *fourth* hypotheses was that there would be a significant difference between level of job satisfaction of high and low achievement oriented groups in public sector hospitals. Results in table 8 showed differences in the level of job satisfaction in high and low achievement oriented doctors of public sector hospitals. High achievement oriented group of doctors in public sector was more job satisfied than low achievement oriented group but the difference was non significant. Results in Table 9 showed differences in the level of job satisfaction in high and low achievement oriented doctors of private sector hospitals. High achievement oriented group of doctors in private sector was more job satisfied than low achievement oriented group and the difference was also significant at 0.01 level. The *fifth* hypotheses was that there would be a significant difference between level of life satisfaction of high



and low achievement oriented groups in private sector hospitals. Results in Table 10 showed differences in the level of life satisfaction in high and low achievement oriented doctors of public sector hospitals. High achievement oriented group of doctors in public sector was more life satisfied than low achievement oriented group but the difference was non significant. Table 11 showed differences in the level of life satisfaction in high and low achievement oriented doctors of private sector hospitals . High achievement oriented group of doctors in private sector was more life satisfied than low achievement oriented group and the difference is significant at 0.01 level. The *sixth* hypotheses was that male doctors would demonstrate higher achievement oriented attitude as compared to female doctors in public sector hospitals. Table 12 showed gender differences in the level of job satisfaction and achievement oriented attitude of doctors of public sector hospitals. Female doctors in public sector seemed to be more achievement oriented and job satisfied than male doctors but the difference was not significant at 0.01 level. The *seventh* hypotheses was that female doctors would be more dissatisfied with their life as compared to male doctors in private sector hospitals Table 13 showed gender differences in the level of job satisfaction and achievement oriented attitude of doctors of private sector hospitals. Male doctors in private sector seemed to be more achievement oriented and job satisfied than female doctors and the differences were significant at 0.01 level. These findings suggest that individuals with high achievement orientations set their goals high.

## Conclusion

Working men and women always need better working conditions especially if they are high on achievement motivation so that they could be able to perform better and challenging tasks, and get a valid level of satisfaction. The study explored gender differences also and on the variables of achievement orientation, job satisfaction and life satisfaction, differences existed and were significantly present. People often accept public sector jobs because in Pakistan there is a trend to achieve for that job which is a government job and also a pensionable job so that people can get benefit from government after retirement also. But people are often seem to be dissatisfied with private sector jobs as there is no any pension benefit and other employee benefit upon retirement. Only lump sum amount is provided to employees which is not considered to be a healthy amount and that does not bring a source of satisfaction for their jobs as well as for their lives. People perceive their jobs according to their extrinsic rewards rather than intrinsic rewards and do not want to get intrinsic benefits in organization.

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