

# A STUDY ON JOB SATISFACTION OF EMPLOYEES AT THE MULTI-SPECIALTY HOSPITAL IN CHENNAI

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## ABSTRACT

*Job satisfaction is one of the largely researched subjects in the area of organizational performance and human resource management. Due to globalization of health sector, there is a lot of opportunity, growth and fulfilling jobs for healthcare employees. Health care sector is more people centric service sector which is rising quickly in recent years. Ensuring hospital employee job satisfaction is important to retain the employees and to deliver health services successfully. This study is undertaken to study the overall job satisfaction among hospital employees. The aim is to improve the job satisfaction of employees in a multi-specialty hospital and to review that apart from financial benefits other motivational factors such as recognition, independence, achievement, opportunities for growth and development were positively linked with job satisfaction. Data was collected by research method through survey questionnaire and analysed. From the study it is evident that there is significant link between the initial training provided by the hospital and the job satisfaction of the employee, in addition to the overall benefits and package.*

**Keywords:** *Healthcare employees, job satisfaction, benefits and packages, employee training.*

## INTRODUCTION

The Job satisfaction has become an important subject to study for hospital employees. Employees should to be treated fairly and with admiration. Job satisfaction to some extent is an indication of good treatment and emotional well-being. Managers should focus on job satisfaction of employees because dissatisfied employees are get irritated and provide inferior services. Job is a main source of income as well as an important component of life. Job takes away a large part of worker's day and also contributes to one's social standing. Satisfaction with one's job is an important element for the happiness of employees but now a day it's getting destroyed due to various factors. Individual factors such as behavior, schooling, intelligence/ abilities, age, marital status, orientation to work influence the level of satisfaction. Social factors such as link with co-workers, group working also norm, opportunity for communication and unofficial organization. Cultural factors such as underlying attitudes, beliefs and values. managerial factors such as environment and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and styles of leadership, management systems and working conditions. Environmental factors such as economic, social, technical and governmental influences.

## IMPORTANCE OF JOB SATISFACTION AMONG HOSPITAL EMPLOYEES

Hospital people have difficulty in meeting the needs of patients, if their individual needs are not fulfilled, they get dissatisfied. Therefore, hospital managers have responsibilities to both staff and patients. Employee satisfactions and patient satisfactions together are important from the hospital point of visualization. Patient satisfaction forms one of the main outcomes for quality in hospitals. Job satisfaction is an important in health care management. Overall growth and job satisfaction are important factors to retain hospital employees in the long run. Therefore, job satisfaction has become necessary for motivation and dedication to work. Ensuring hospital employees' job satisfaction and motivation is important to effectively deliver health services and to retain employees. In a hospital setting, employee satisfaction has been found to be positively related to quality service and patient satisfaction. Employees can straight manipulate patient satisfaction because of their interest and communication with patients.

## REVIEW OF LITERATURE

### **Singh Rajkumar G.(2013)**

A study on hospital employees to check out the factors influencing job satisfaction. Author states that positive performance of employee in the organization is an outcome of his satisfactory job experience. Study investigate the factors influence the job satisfaction among the private hospital employees of Manipur in India. There was a significant relationship between job satisfaction of employees and connection behavior factors, pay and reward factors and training and career growth factors. Pay and expense factors were the most important factors absolutely linked with employee job satisfaction.

### **Elarabi.H. M., & Johari F.(2013)**

Studied the factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. Study recognized four factors: work comfort, Work management, salary, incentives and evaluated their contact on job satisfaction of the medical staff working in government hospitals in Libya. Recruits and medical workers were not satisfied with all the factors affecting job satisfaction which lead to low job awarding in the hospital.

### **Bagheri S., et.al.(2012)**

In their study investigate factors disturbing job satisfaction from the perception of employees working in the health system. With the help of eight focus group discussions, the factors affecting job satisfaction of the employees of health system were discussed. The factors acknowledged from literature review were categorized in four groups: structural and managerial, social, work in itself, background and welfare. A new factor related to individual character such as employee personal uniqueness and development was identified during focus group discussions. Author conclude that character individuality of the employee should be taken into account as a factor affect job satisfaction.

### **Bhatnagar K.,& Srivastava K.(2011)**

Conducted a study to develop scale and calculate job satisfaction status of medical teacher. Items pertaining to the scale of job satisfaction were generated with the help of closed ended and open ended questionnaires which were administered to medical specific Results showed that job satisfaction of faculty was at “Normally satisfied or not “on Likert scale. Most faculties found their job of importance. They felt most dissatisfied with work rewards, working condition and sense of work reaching.

### **Jethanna R., et.al.(2011)**

In their study, explore the co-relation between employee's personal profile and their satisfaction with the job. The personal profile determinants age, gender, work experience, marital status, dependent children and parents were compared with overall job satisfaction. Job satisfaction, job security, commitment to the organization was significantly associated with the facilities like insurance coverage, education of the dependent children provided by the organization.

### **Peltier J.,&Dahl A.(2009)**

This research study was consisted of two components. An advice-giving committee was establishing that participated in an online forum about the quality of service, motivation, satisfaction and show of employee. Quantitative analysis was conducted to match employee satisfaction data with patient satisfaction data to assess the relationship between employee satisfaction and patient experiences. Answer showed that the hospital department that had higher level of employee satisfaction provides better experience for patients. Participants in the online forum tinted the value of employees in enhancing the patient experience. They stressed out on the needs of employees like recognition, respect and visibility.

### **Mosadeghrad, et.al.(2008)**

Studied the connection between job satisfaction, organizational assurance and income intention among hospital employees in Isfahan, Iran. Within the items of the job satisfaction scale, the three scope of the job with which respondents were most satisfied were: co-worker, nature of the job and task necessity Respondents were least

satisfied with the salaries and benefits, working conditions, recognition, promotion and job security. Results revealed positive correlation between job satisfaction and organizational obligation. This indicates that those employees who are most satisfied with their job are also more places to the healthcare service. Findings revealed that highly satisfied employees had higher level of organizational commitment. Job satisfaction and commitment were extensively associated with employee's intention to leave.

#### **Keshtkaran A.(2005)**

Investigated the faculty members' satisfaction with various components of their academic career, such as nature of work salary, promotion, relations with the managers and colleagues. Study results revealed the highest and the second highest level of satisfaction with the nature of their work and their contemporaries correspondingly. Analysis of data revealed a statistically significant linear relationship between age and promotion aspects, salary and overall satisfaction score, years of employment and amount of salary, academic rank and promotion variable. Age was also shown to be directly related to all dimensions of satisfactions.

#### **Kaarana M.(2004)**

Conducted a study to evaluate the level of job satisfaction and to express factors related to the job satisfaction surrounded by the staff at an Estonian hospital. The respondents were separated into five professional categories: physicians, nurses and nursing associates, other health professionals, organizational staff and support staff. Study results show a positive correlation of job satisfaction with the variables: planning, relationship with the supervisor and emotion part of the organization. There was a major negative relationship between job satisfaction and knowledge, work stress, unrealistic expectation.

#### **Mohammad Sayed. A.,& Akhtar N.(2014)**

Studied the property of professed work life balance and job satisfaction on directorial commitment among healthcare employees. It was predict that perceived work life balance fosters job satisfaction which leads to the governmental commitment among employees in the long run. Consequences showed that respondents have fair level of professed work life balance, job satisfaction and organizational commitment. Author concludes that work life balance and job satisfaction are important for increasing and attractive organizational commitment among healthcare workers.

### **OBJECTIVES OF STUDY**

- To analyses the employee satisfaction in multi-specialty hospital in Chennai.
- To identify the sources of satisfaction in various department of hospital employees.
- To review of relationship between the employee satisfaction with overall benefits and package.
- To study relationship between the initial training provided by the hospital for the employee and satisfaction with overall benefits and package.

### **SCOPE OF STUDY**

The research study attempted to understand and analyse various HR factors including in the job satisfaction and to find out the factors affecting job satisfaction of the hospital employees.

### **LIMITATION OF STUDY**

Time limitation of study was only one month and the study carried out with available data from the employees. The administration and management activities reported here are based on the direct observation carried out during the internship period.

### **Methodology**

The study is exploratory in nature. It involved a survey of hospital employees of an organization in Chennai. Data was collected by research method through survey questionnaire with fifty-two hospital employees for a period of one month (September 2017). The collected data was analysed using percentage analysis and ANOVA method in spss. A structured questionnaire of 20 multiple choice questions and demographic details were collected and analysed.

**DATA COLLECTION**

**a. Primary data**

It is the first hand information, which is being collected by the researcher, or assistant is called primary data. In this study, the primary data was collected through structured questionnaire. Questionnaire was employed to collect the primary data from 52 respondents in the organization.

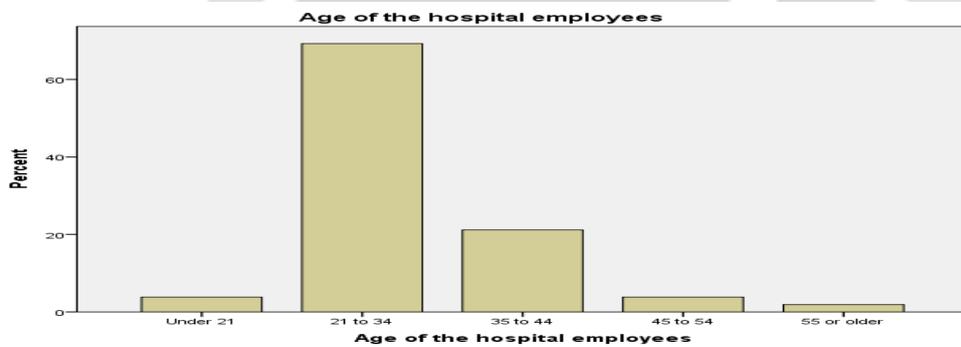
**b. Secondary data**

Besides the primary data, the secondary data was also collected for the study. Websites and books were referred for this purpose from the library to facilitate proper understating of the study

**DATA INTERPRETATIONAND ANALYSIS**

**PERCENTAGE ANALYSIS:**

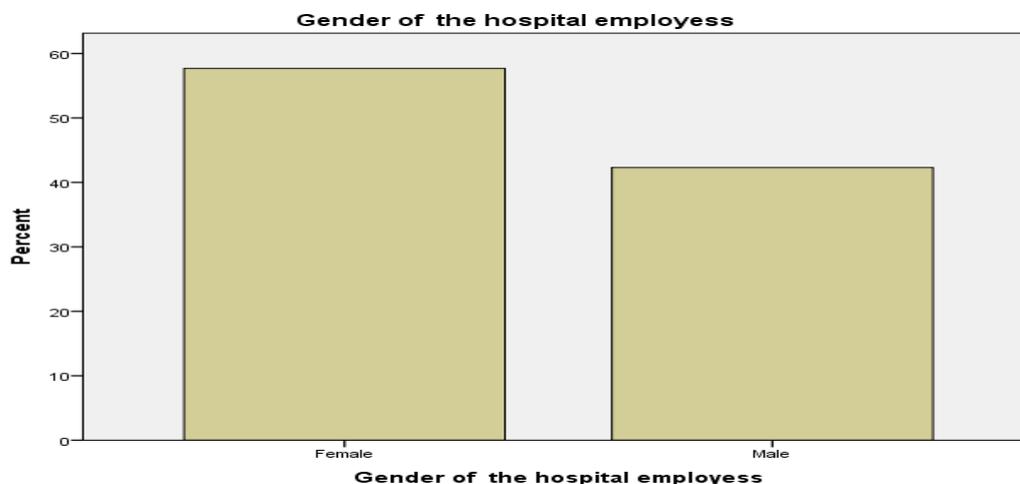
**1. AGE OF THE HOSPITAL EMPLOYEES**



**INFERENCE:**

The above table and chart shows that the age of the hospital employees, 69.2% of the respondent between the age of 21-34, 21.2% of the respondent between the age of 35-44, 3.8% of the respondent between the age of 45-54, 3.8% of the respondent age of under 21, 1.9% of the respondent between the age of 55 or older.

**2. GENDER OF THE HOSPITAL EMPLOYEES**



**INFERENCE:**

The above table and chart shows that the gender of the hospital employees, 57.7% of the respondents are female and 42.3% male.

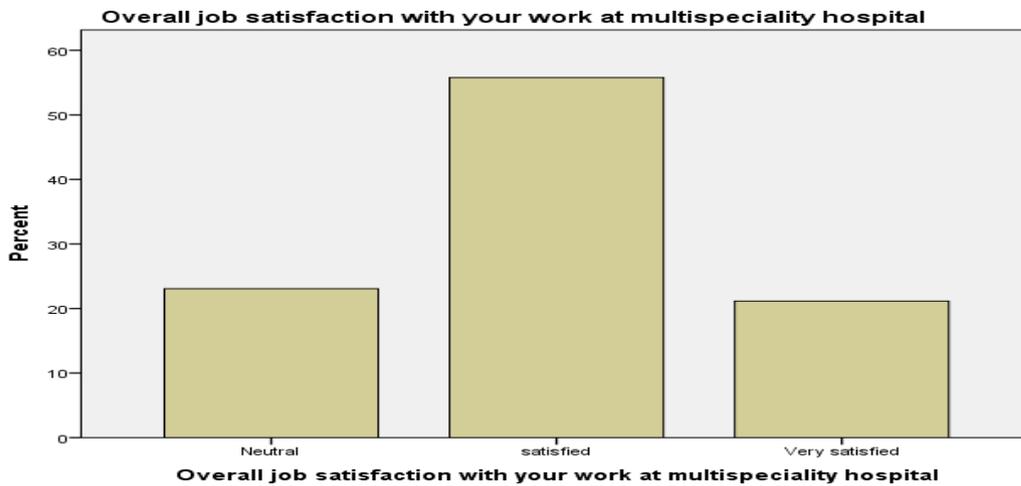
**3.DESIGNATION OF THE HOSPITAL EMPLOYESS**



**INFERENCE:**

The above table and chart shows that 38.5% of the respondents are Executives and 25.0% Managers, 23.1% Senior Executives, 13.5% officers.

**4.OVERALL JOB SATISFACTION WITH YOUR WORK AT MULTISPECIALTY HOSPITAL**



**INFERENCE:**

The above table and chart shows the overall job satisfaction of the employees, 55.8 % of the respondents satisfied with the job, 23.1% of the respondents moderately satisfied with the job, and 21.2% of the respondents very satisfied with the job.

**5.I HAVE CONFIDENCE IN THE HOSPITAL LEADERSHIP**



**INFERENCE:**

The above table and chart shows that confidence in the hospital leadership, 50.0% of the respondents agree with the Hospital leadership, 34.6% of the respondents strongly agree with the Hospital leadership, 13.5% of the respondents moderately agree with the Hospital leadership, 1.9% of the respondents disagree with the hospital leadership.

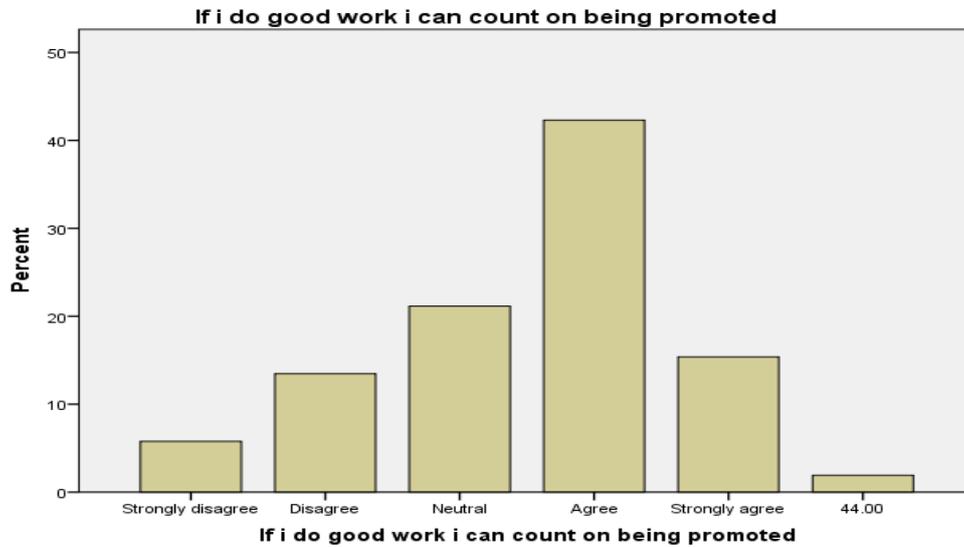
**6.IF I DO GOOD WORK I CAN COUNT ON GETTING BETTER SALARY**



**INFERENCE:**

The above table and chart shows that 50.0% of respondents agree to getting better salary, 26.9% of the respondents moderately agree to getting better salary, 9.6% of the respondents disagree to getting better salary, 7.7% of the respondents strongly agree to getting better salary, 5.8% of the respondents strongly disagree to getting better salary.

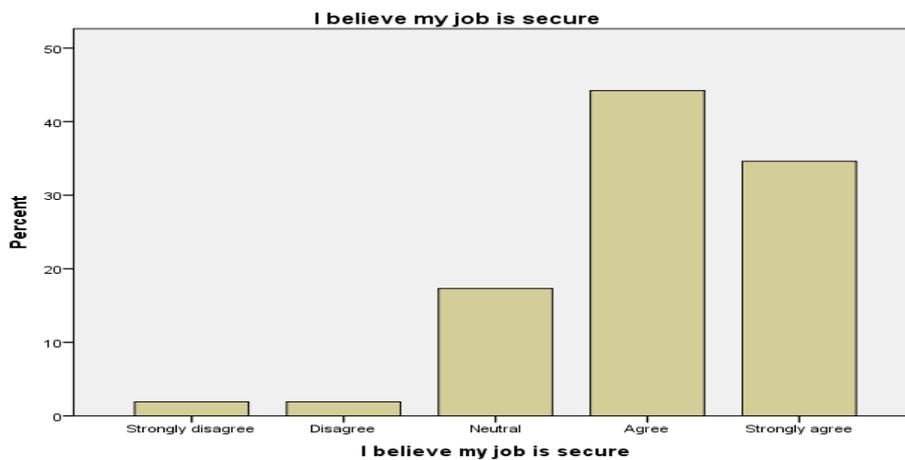
**7.IF I DO GOOD WORK I CAN COUNT ON BEING PROMOTED**



**INFERENCE:**

The above table and chart shows that 44.2% of respondent agree do good work being promoted, 21.2% of the respondent moderately agree do good work being promoted , 15.4% of the respondent strongly agree do good work being promoted, 13.5% of the respondent disagree do good work being promoted , 5.8% of the respondent strongly disagree do good work being promoted .

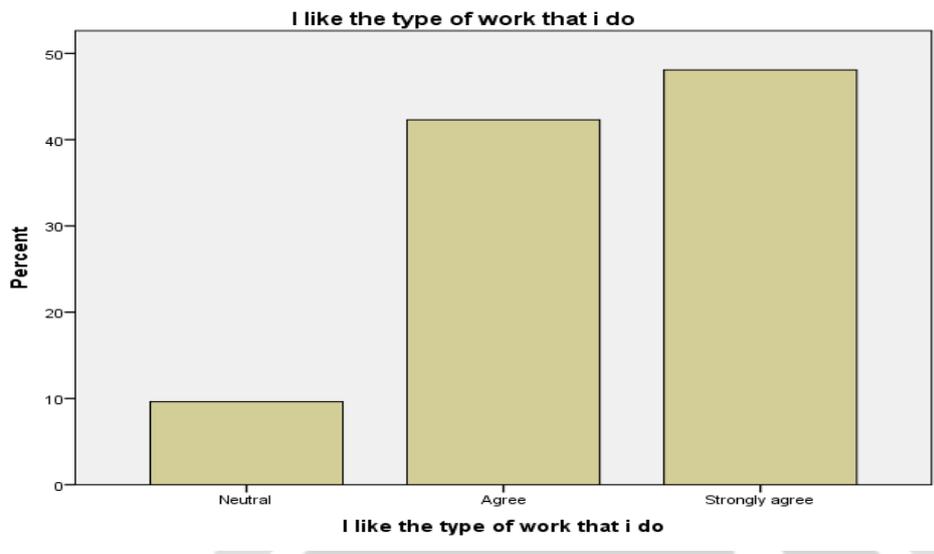
**8.I BELIEVE MY JOB IS SECURE**



**INFERENCE:**

The above table and chart shows that 44.2% of respondent agree believe my job is secure, 34.6% of the respondent strongly agree believe my job is secure , 17.3% of the respondent moderately agree believe my job is secure , 1.9% of the respondent disagree believe my job is secure,1.9% of the respondent strongly disagree believe my job is secure.

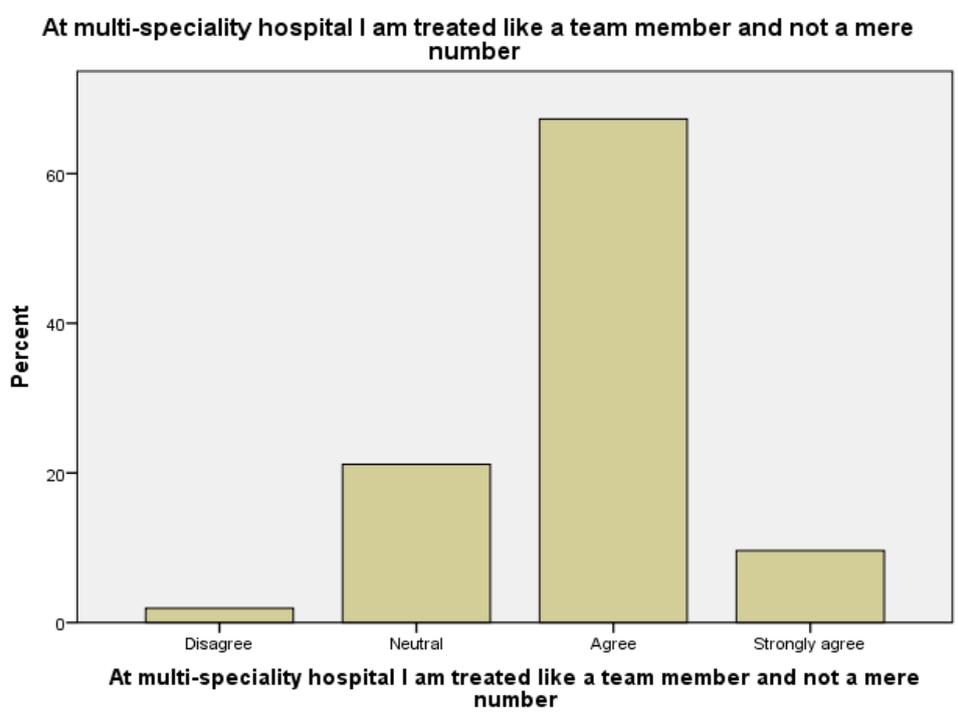
**9.I LIKE THE TYPE OF WORK THAT I DO**



**INFERENCE:**

The above table and chart shows that 48.1% of respondent strongly agree like the work, 42.3% of the respondent agree like the work, 9.6% of the respondent moderately agree like the work.

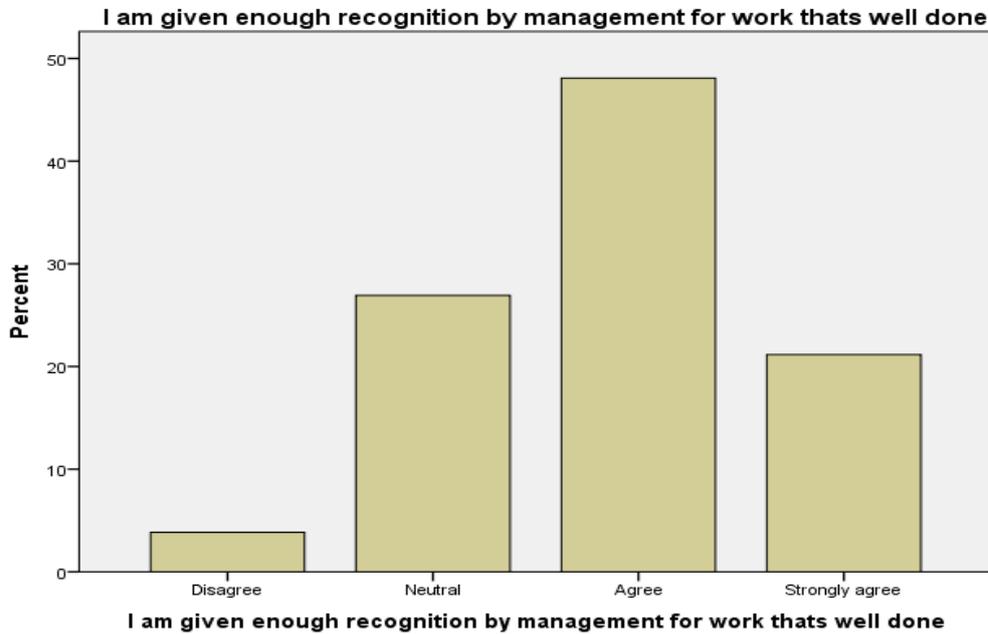
**10.AT MULTI-SPECIALITY HOSPITAL I AM TREATED LIKE A TEAM MEMBER AND NOT A MERE NUMBER**



**INFERENCE:**

The above table and chart shows that 67.3% of respondent agree treated like a member, 21.2% of the respondent moderately agree treated like a member, 9.6% of the respondent strongly agree treated like a member, 1.9% of respondent disagree treated like a member.

**11.I AM GIVEN ENOUGH RECOGNITION BY MANAGEMENT FOR WORK THAT S WELL DONE**



**INFERENCE:**

The above table and chart shows that 48.1% of respondent agree given enough recognition by management for work that’s well done, 26.9% of the respondent moderately given enough recognition by management for work that’s well done, 21.2% of the respondent strongly agree given enough recognition by management for work that’s well done, 3.8% of respondent disagree given enough recognition by management for work that’s well done.

**12.I FEEL THAT MY SUPERVISOR GIVES ME ADEQUATE SUPPORT**



**INFERENCE:**

The above table and chart shows that 48.1% of respondent agree supervisor gives me adequate support, 30.8% of the respondent strongly agree supervisor gives me adequate support, 19.2% of the respondent moderately agree supervisor gives me adequate support, 1.9% of respondent disagree supervisor gives me adequate support.

**13.I FEEL THAT MY SUPERVISOR TREATS ME FAIRLY**



**INFERENCE:**

The above table and chart shows that 61.5% of respondent agree supervisor treats me fairly, 26.9% of the respondent strongly agree supervisor treats me fairly, 11.5% of the respondent moderately agree supervisor treats me fairly .

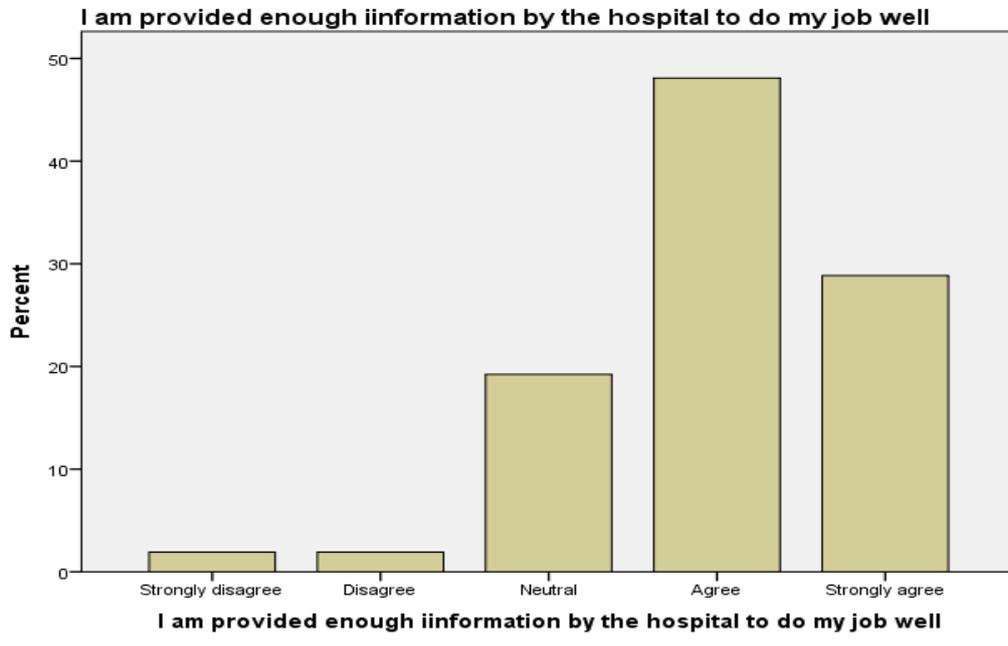
**14.MY SUPERVISOR TELLS ME WHEN MY WORK NEEDS TO BE IMPROVED**



**INFERENCE:**

The above table and chart shows that 57.7% of respondent agree supervisor helps me for my improvement, 25.0% of the respondent strongly agree supervisor helps me for my improvement, 17.3% of the respondent moderately agree supervisor helps me for my improvement.

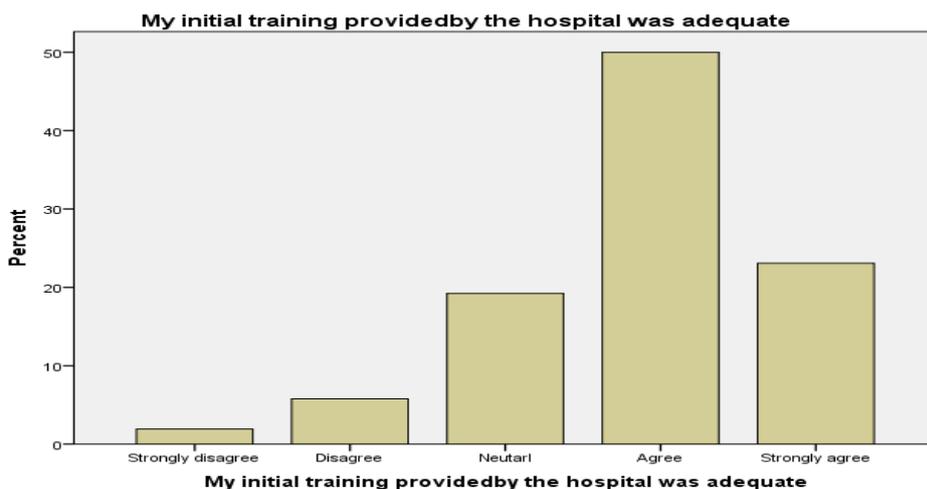
**15.I AM PROVIDED ENOUGH INFORMATION BY THE HOSPITAL TO DO MY JOB WELL**



**INFERENCE:**

The above table and chart shows that 48.1% of respondent agree provided enough information by the hospital to do my job well, 28.8% of the respondent strongly agree provided enough information by the hospital to do my job well, 19.2% of the respondent moderately agree provided enough information by the hospital to do my job well, 1.9% of respondent disagree provided enough information by the hospital to do my job well. 1.9% of respondent strongly disagree provided enough information by the hospital to do my job well.

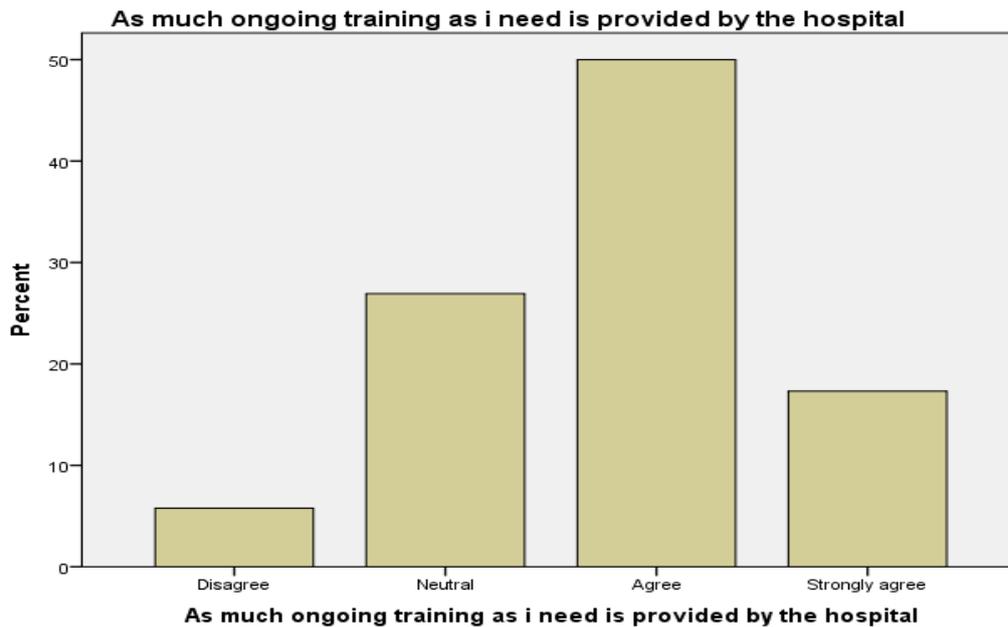
**16.MY INITIAL TRAINING PROVIDED BY THE HOSPITAL WAS ADEQUATE**



**INFERENCE:**

The above table and chart shows that 50.0% of respondent agree initial training provided by the hospital, 23.1% of the respondent strongly agree initial training provided by the hospital, 19.2% of the respondent moderately agree initial training provided by the hospital, 5.8% of respondent disagree initial training provided by the hospital. 1.9% of respondent strongly disagree initial training provided by the hospital.

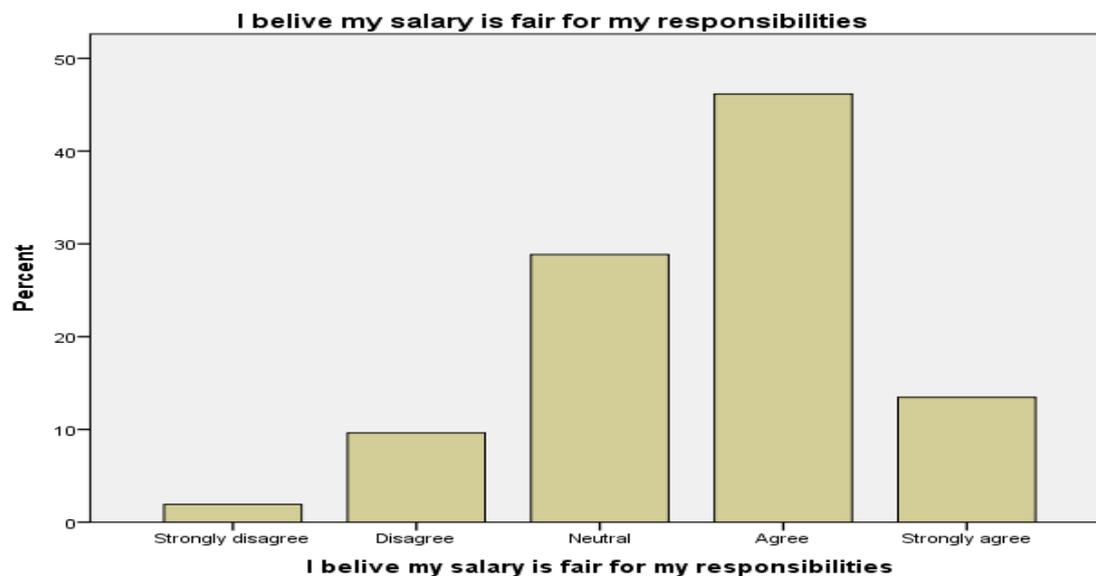
**17. AS MUCH ONGOING TRAINING AS I NEED IS PROVIDED BY THE HOSPITAL**



**INFERENCE:**

The above table and chart shows that 50.0% of respondent agree ongoing training provided by the hospital, 26.9% of the respondent moderately agree ongoing training provided by the hospital, 17.3% of the respondent strongly agree ongoing training provided by the hospital, 5.8% of respondent disagree ongoing training provided by the hospital.

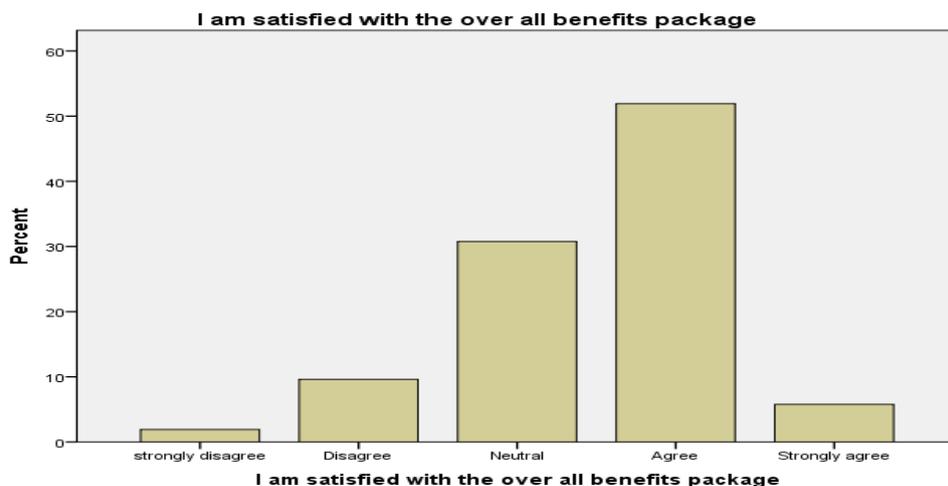
**18. I BELIEVE MY SALARY IS FAIR FOR MY RESPONSIBILITIES**



**INFERENCE:**

The above table and chart shows that 46.2% of respondent agree believe my salary is fair, 28.8% of the respondent moderately agree believe my salary is fair, 13.5% of the respondent strongly agree believe my salary is fair, 9.6% of respondent disagree believe my salary is fair. 1.9% of respondent strongly disagree believe my salary is fair.

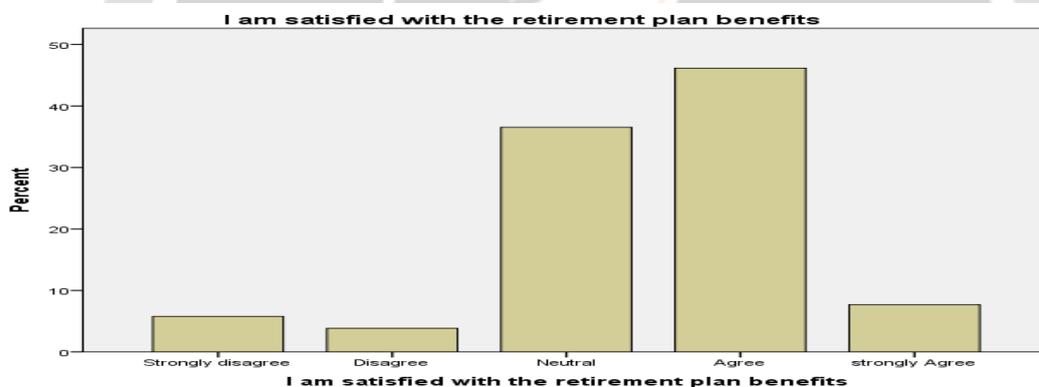
**19. I AM SATISFIED WITH THE OVER ALL BENEFITS PACKAGE**



**INFERENCE:**

The above table and chart shows that 51.9% of respondent agree satisfied with overall benefits package, 30.8% of the respondent moderately agree satisfied with overall benefits package, 9.6% of the respondent disagree satisfied with overall benefits package, 5.8% of respondent strongly agree satisfied with overall benefits package, 1.9% of respondent strongly disagree satisfied with overall benefits package.

**20.I AM SATISFIED WITH THE RETIREMENT PLAN BENEFITS**



**INFERENCE:**

The above table and chart shows that 46.2% of respondent agree satisfied with the retirement benefits, 36.5% of the respondent moderately agree satisfied with the retirement benefits, 7.7% of the respondent strongly agree satisfied with the retirement benefits, 5.8% of respondent strongly disagree satisfied with the retirement benefits, 3.8% of respondent disagree satisfied with the retirement benefits.

**ANOVA ONEWAY ANALYSIS USING SPSS –TWO FACTOR ANALYSIS**

**ANALYSIS BETWEEN INITIAL TRAINING PROVIDED AND OVER ALL BENEFITS PACKAGE OF THE HOSPITAL EMPLOYEES**

**NULL HYPOTHESIS:** There is no significant difference between initial training provided and over all benefits package of the hospital employees.

**ALTERNATIVE HYPOTHESIS:** There is a significant difference between initial training provided and over all benefits package of the hospital employees.

**TABLE-1**

**ANOVA**

I am satisfied with the overall benefits package

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.387	4	2.347	4.306	.005
Within Groups	25.613	47	.545		
Total	35.000	51			

**INTERPRETATION:**

The significant value is less than 0.05 hence Alternative hypothesis is accepted hence there is a significance difference between initial training provided and over all benefits package of the hospital employees.

**FINDINGS**

1. According to the surveys shows that age of the hospital employees, 69.2% of the respondents between the age of 21-34, 21.2% between the age of 35-44, 3.8% between the age of 45-54, 3.8% under 21, 1.9% between the age of 55 or older.

2. According to the surveys shows that gender of the hospital employees, 57.7% of the respondents are female and 42.3% male.

3. According to the surveys shows that 38.5% of the respondents are Executives, 25.0% Managers, 23.1% Senior Executives and 13.5% Officers.

4. According to the surveys shows that overall job satisfaction of the employees, 55.8 % are satisfied with the job, 23.1% moderately satisfied with the job and 21.2% very satisfied with the job.

5. According to the surveys shows that confidence in the hospital leadership, 50.0% of the respondent agrees with the Hospital leadership, 34.6% strongly agree, 13.5% moderately agree and 1.9% of the respondent disagrees with the hospital leadership.

6. According to the surveys shows that 50.0% of respondents agree to getting better salary, 26.9% moderately agree, 9.6% disagree, 7.7% strongly agree to getting better salary and 5.8% strongly disagree to getting better salary.

7. According to the surveys shows that 44.2% of respondents agree for good work being promoted, 21.2% moderately agree, 15.4% strongly agree, 13.5% disagree and 5.8% strongly disagree that doing good work gets promotion.

8. According to the surveys shows that 44.2% of respondent agree that they believe their job is secure, 34.6%strongly agree, 15.4% moderately agree, 1.9% disagree and 1.9% of the respondents strongly disagree to believe their job is secure.

9. According to the surveys shows that 48.1% of respondents strongly agree they like the work, 42.3% agree and 7.7% of the respondents moderately agree they like the work.

10. According to the surveys shows that 67.3% of respondents agree they are treated like a member of the family, 21.2% moderately agree, 9.6% strongly agree and 1.9% disagrees.

11. According to the surveys shows that 48.1% of respondents agree they are given enough recognition by management for work that's well done, 26.9% moderately agree, 21.2% strongly agree and 3.8% disagree.

12. According to the surveys shows that 48.1% of respondents agree supervisor gives me adequate support, 30.8% strongly agree, 19.2% moderately agree and 1.9% disagrees.

13. According to the surveys shows that 61.5% of respondents agree supervisor treats them fairly, 26.9% strongly agree and 11.5% moderately agree.

14. According to the surveys shows that 57.7% of respondents agree supervisor helps me for my improvement, 25.0% strongly agree and 17.3% moderately agree.

15. According to the surveys shows that 48.1% of respondents agree that they are provided with enough information by the hospital to do my job well, 28.8% strongly agree, 19.2% moderately agree, 1.9% disagree and 1.9% strongly disagree.

16. According to the surveys shows that 50.0% of respondents agree that initial training was provided by the hospital, 23.1% strongly agree, 19.2% moderately, 5.8% disagree and 1.9% strongly disagree.

17. According to the surveys shows that 50.0% of respondents agree about the ongoing training provided by the hospital, 26.9% moderately agree, 17.3% strongly agree and 5.8% disagree.

18. According to the surveys shows that 46.2% of respondents agree that their salary is fair, 28.8% moderately agree, 13.5% strongly agree, 9.6% disagree and 1.9% of respondents strongly disagree that their salary is fair.

19. According to the surveys shows that 51.9% of respondents agree that they are satisfied with overall benefits package, 30.8% moderately agree, 9.6% disagree satisfied, 5.8% strongly agree satisfied and 1.9% strongly disagree.

20. According to the surveys shows that 46.2% of respondents agree that they are satisfied with the retirement benefits, 36.5% moderately agree, 7.7% strongly agree, 5.8% strongly disagree satisfied and 3.8% disagree.

21. There is a significance difference between initial training provided and over all benefits package of the hospital employees.

## **SUGGESTION**

- The leave rules for the employees may be communicated and allowed as and when required by the employees.
- Initial training period should be compulsory given to the all employees which are directly reflected in their job satisfaction level.
- The supervisor should give adequate support to all the employees fairly and equally.

## **Conclusion**

- Nearly 82% of the employees are satisfied with overall benefit package in the hospital.
- Most of the employees believe their job is secure.
- Nearly 90% of the people employees satisfied with the work they do.
- Overall job satisfaction of employees 98%

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