



ISSN: 2249-894X
IMPACT FACTOR : 5.7631 (UIF)
UGC APPROVED JOURNAL NO. 48514
VOLUME - 8 | ISSUE - 8 | MAY - 2019



JOB SATISFACTION OF EMPLOYEES IN THE PRIVATE HEALTH CARE INSTITUTIONS IN KERALA

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ABSTRACT:

The main aim of conducting this research study is to know the job satisfaction of employee in the private health care institutions in Kerala. To conduct this study and to achieve the aim of the study, the primary data has been collected by using direct personal interviews employing structured interview schedule. For collecting the primary data random sampling method is used. To undertake this study, the sample sizes of 836 respondents were taken. Means and two-way ANOVA technique were applied for analyzing the job satisfaction of employee in the private health care institutions

in Kerala. The primary data collected were analyzed by using Statistical Package for Social Sciences (SPSS 21). The result concluded that the majority of the respondents in small, medium and large hospitals expressed a very high level of satisfaction with the method of staff selection and salary whereas; they expressed the least satisfaction with training facilities. Regarding the level of satisfaction with the workplace rules, working conditions, welfare facilities, and status of staff, all the employees were found as satisfied. The study suggested that the management of the hospitals should focus more on training facilities for employees to increase their satisfaction level.

KEYWORDS: *Employee, Hospital, Job Satisfaction, Kerala, Private Health Care Institutions.*

INTRODUCTION:

Job satisfaction has become an important subject to study for researchers. Employees deserve to be treated fairly and with respect. Job satisfaction to some extent is a reflection of good treatment. Job satisfaction can also be considered as an indicator of emotional well-being. Managers should concentrate on job satisfaction of employees because dissatisfied employees are more likely to provide inferior services. Job is the main source

of income as well as an important component of life. The job takes away a large part of a worker's day and also contributes to one's social standings. Satisfaction with one's job is an important component for the well-being of employees (Pestonjee, 2005).

Employees are the real capital of every industry; they are the ones that make a difference between successful strategy implementation and a mediocre one. Employee satisfaction is a requirement for good employee performance as well as employee retention. Retaining and finding the best staff is becoming harder and harder.

Positively influencing staff is one way to develop an environment and culture where people want to do their best and want to stay. Employee satisfaction may be defined as, "the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace." Employee dissatisfaction can be a catalyst for major issues within an organization — especially within a customer-driven field like healthcare. Happy employees

equal happy patients (Government of Kerala, 2006).

A hospital has many organizational and operational elements in common with other services industrial organizations like hotels and educational institutions. However, there prevail certain conditions which are peculiar to the administrative work in the hospitals. For instance, the consumers of the services provided in the hospital are physically or mentally ill and are rendered services within the four walls of a hospital. As each patient requires highly personalized services, the services in all respects have to be tailored to the needs of each customer. Also, many of the services of a hospital are provided continuously round the clock, throughout the year. Hence, it requires a well-knit organizational division of labour and more efficient and responsible management, as its motto is to provide the best possible patient care (Bhaskaran, 2000).

STATEMENT OF THE PROBLEM

Hospital personnel has difficulties in meeting the needs of patients if their own needs are not met. Therefore, hospital managers have responsibilities to both staff and patients. Employee satisfaction and patient satisfaction both are important from the hospital point of view. Patient satisfaction forms one of the main outcomes for quality for a patient in the hospital. Job satisfaction is an important variable, especially in health care settings. Overall growth and job satisfaction are important factors to retain hospital employees in the long run. Hence job satisfaction has become an integral part of theories of 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 is positively related to quality service and patient satisfaction. Employees can directly influence patient satisfaction because of their involvement and interaction with patients (Alexander, 1972).

In the present scenario with most of the major private hospitals in Kerala offering more or less the same quality treatment facilities, customer satisfaction as expressed by patients, bystanders and relatives become an important factor deciding the success of an organization. Both the service provider and receiver being human beings the attitude and behavior of the hospital staff are of utmost importance in enhancing the level of satisfaction of patients. Hence the present study is undertaken to study the job satisfaction of employee in the private health care institutions in Kerala.

RESEARCH METHODOLOGY

The descriptive type of research was adopted in the present study. To achieve the purpose of the study, the total of 836 employees consisting of 45 administrative personnel, 341 doctors and 450 Para-medical, technical and ministerial (PTM) staff were selected by random sampling method. In the light of the aim of the study, all information and data were collected from the sampled respondents through direct personal interviews employing structured interview schedule. Means and two-way ANOVA technique were applied for analyzing the job satisfaction of employee in the private health care institutions in Kerala. The primary data collected were analyzed by using Statistical Package for Social Sciences (SPSS 21).

ANALYSIS AND RESEARCH FINDINGS

The analysis is based on the primary data obtained by a survey using a structured interview schedule. To analyze the data a five-point scale was used. Based on the extent of satisfaction or extent of opportunities or extent of effectiveness, values were assigned, where '1' denoted the lowest and '5' the highest, and thus mean values were computed.

As in any study regarding the satisfaction of the employee, the primary factors studied here are also those related to the job itself. Though there are numerous factors which can be studied, let us restrict ourselves to a few of them relevant to our study.

The first is the staff selection – which should be fair and transparent, giving the employee self-esteem regarding the position he is holding. Every organization needs specialized employees and only adequate training can equip an employee to do specialized jobs required of him in a hospital. The single

most important factor, in our country, related to any job is salary, which should be in line with one's qualifications, the quantum of work, and above all his expectations. Fixation of salary should be scientific and not as per whims and fancy of the management, as salary reflects the status of a particular job more than any other factor, and is also a significant motivating force.

Over and above this come various other factors like flexible workplace rules, good working environment, and adequate welfare facilities, which all help in improving the morale of an employee leading to higher productivity and efficiency on his part.

Personnel management in a hospital involves more complexities. Not only must hospital employees be given adequate training in the professional skills necessary to perform their daily tasks, but they must also be trained in the art of getting along with people who are sick and worried. Participation in manpower planning, as well as staff postings, helps develop a sense of understanding and belonging in the mind of managers. The management can secure the commitment of their staff by involving them in human resource planning.

The level of satisfaction of employees regarding the job-related factors such as (i) Method of staff selection, (ii) Training facilities provided, (iii) Salary and other benefits, (iv) Workplace rules, (v) Working conditions, (vi) Welfare facilities provided, (vii) Status of job among friends and relatives, were assessed by using a 5-point scale. Mean values were used for analysis. The results of means and two - way ANOVA on the job satisfaction of employees in the private health care institutions in Kerala are explained in table 1.

Table 1
Job Satisfaction of Employees; Category-wise

Category	Type of hospital	Staff selection	Training facilities	Salary	Workplace rules	Working conditions	Welfare facilities provided	Status of job
Administrators	Small	4.14	2.86	3.50	3.64	3.71	3.07	3.57
	Medium	3.89	3.64	3.94	4.06	4.00	3.56	3.94
	Large	3.69	3.23	3.85	3.85	3.85	3.38	3.92
	Total	3.91	3.27	3.78	3.87	3.87	3.36	3.82
Doctors	Small	4.02	3.52	3.88	3.88	3.91	3.33	3.76
	Medium	3.67	3.63	3.76	3.85	3.88	3.65	3.91
	Large	3.86	3.32	3.78	3.76	3.79	3.29	3.75
	Total	3.81	3.50	3.79	3.82	3.85	3.45	3.82
PTM staff	Small	3.93	2.93	3.72	3.89	3.86	3.34	3.78
	Medium	3.59	3.44	3.45	3.80	3.89	3.51	3.71
	Large	3.92	3.38	3.88	3.85	3.91	3.49	3.82
	Total	3.80	3.30	3.68	3.84	3.90	3.47	3.77
ANOVA Test Results [The exact level of significance - P value]								
Mean difference by Category		0.545	0.002	0.035	0.846	0.637	0.683	0.618

Mean difference by Type of Hospital	0.001	0.001	0.261	0.269	0.262	0.013	0.071
Interaction	0.138	0.008	0.000	0.034	0.152	0.111	0.005

Source: Field Survey

Concerning Administrators in small hospitals, the level of satisfaction with staff selection was very good; with the highest mean score of 4.14. The level of satisfaction was good for all other parameters (mean value between 3.07 and 3.71) with the exception of training, for which it was only average, the mean value is 2.86. About Administrators in the medium hospitals, the level of satisfaction was good for all parameters except workplace rules, for which it was very good with the mean value of 4.06. Concerning Administrators in large hospitals, their satisfaction was good for all the parameters with the highest mean value of 3.92 for the status of job among friends and relatives.

The level of satisfaction of Doctors in the small hospitals was very good for the method of staff selection (mean value 4.02) and good for all other parameters, with a mean value between 3.33 and 3.91. The level of satisfaction of the Doctors in medium hospitals was good for all parameters, with a mean value between 3.63 and 3.91. The level of satisfaction of the Doctors of large hospitals was good for all parameters (mean value between 3.29 and 3.86) and the mean value was the highest for staff selection (mean value 3.86).

Regarding the level of satisfaction of the PTM staff in the small, medium and large hospitals, it was good for all parameters with the mean value ranging between 3.34 and 3.93. The only exception was the opinion of the PTM staff of small hospitals on training, for which their satisfaction was only average, the mean value is 2.93.

The analysis revealed that the majority of the respondents in small, medium and large hospitals expressed a higher level of satisfaction with the 'method of staff selection'. In small, medium and large hospitals, the Administrators (total mean value 3.27), the Doctors (total mean value 3.50) and PTM staff (total mean value 3.30) expressed the least level satisfaction with training facilities when compared to all other job-related parameters. It is interesting to observe that none of the respondents had reported a low level of satisfaction with any of the identified parameters.

The mean values of 'extent of satisfaction of employees regarding job-related factors for all the above parameters were estimated and the differences in the mean level among different categories, types of hospitals and their interaction were statistically examined using Two-way ANOVA Test.

The ANOVA at 5 percent level of significance revealed that the mean difference by category was statistically significant for (i) training facilities provided, and (ii) salary and other benefits. For all other parameters, the mean differences were statistically insignificant.

Mean difference by type of hospital was found statistically significant for (i) method of staff selection, (ii) training facilities provided, and (iii) welfare facilities provided. For all other parameters, the mean differences were found statistically insignificant.

At the same time, their interaction effect showed statistically significant differences in the mean values for some of the parameters like (i) training facilities provided, (ii) salary and other benefits, (iii) workplace rules, and (iv) status of job among friends and relatives among different categories of staff in different types of hospitals. For all other parameters, the mean differences were found statistically insignificant.

The analysis leads to the conclusion that almost all categories of employees in all types of hospitals gave a good rating for staff selection because the majority of the highly skilled and qualified and experienced people were mostly inducted into their present job by many offers and incentives by the management and had nothing to complain about. Most of the semi-skilled and unskilled workers, with the existing level of unemployment in the society, were only too happy to have landed in their present job and hence had no reason to complain regarding their selection.

Regarding the training facility, the informal information gathered from most of the hospitals was that the management was more keen on getting trained personnel from other hospitals than on training people in their hospital. Real training is imparted only when a new procedure, protocol or equipment is pressed into service about which all staff members have a good opinion. Regarding salary, there is a big monetary divide, with the super-specialists getting monthly salary in lakhs while an unskilled labourer has to be satisfied with a few hundreds. The highly paid employee had nothing to complain while the low paid worker he rather is an employee with a low salary than he an ex-employee who complained about his salary. Regarding the level of satisfaction with the workplace rules, working conditions and welfare facilities, all the respondents were found to be satisfied and the same was the opinion regarding the status of the job.

CONCLUSION

The analysis revealed that the majority of the respondents in small, medium and large hospitals expressed a very high level of satisfaction with the method of staff selection. This is because the highly skilled, qualified and experienced staffs were mostly inducted into their job with sufficient incentives by the management, and they, in general, had nothing to complain about. Most of the semi-skilled and unskilled workers, with the existing level of unemployment in the State, were only too happy to have landed in their present job and hence had no reason for complaint regarding their selection. They, however, expressed the least satisfaction with training facilities, when compared to all other job-related parameters. The informal information gathered from most of the hospitals was that the management was keener on getting trained personnel from other hospitals than on training people in their hospital. Real training is imparted only when a new procedure, protocol or equipment is pressed into service, about which all staff members appeared to have a good opinion. Regarding salary, the majority of the respondents in small, medium and large hospitals expressed a very high level of satisfaction. There is a big monetary divide, with the super-specialists getting monthly salary in lakhs, while an unskilled labourer has to be satisfied with a few hundreds. The highly-paid employee had nothing to complain, while the low-paid worker would rather be an employee with a low salary than be an ex-employee who complained about his salary. Regarding the level of satisfaction with the work-place rules, working conditions and welfare facilities, all the employees were found as satisfied and the same was the opinion regarding the status of the job.

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