

# A Study On Improvement On Job Satisfaction Of Hospital Employees

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**Abstract:** *Job satisfaction is most widely used topic to be researched in the area of human resource management. The topic job satisfaction is so important to be researched because major portion of most of people life is spend at their work places. Moreover satisfied workforce is likely to be more productive and more loyal towards there work and hence generate more output. Job satisfaction puts a great impact on professional as well as on personal lives of employees also. As healthcare is more people centric service sector which has grown rapidly in recent years. So it is more important for hospital staff to be more satisfied with there jobs so as to provide & deliver quality and effective healthcare services to the needy patients. Due to globalization more people are migrating towards better opportunities, better growth & better jobs. The purpose of the study is to identify the gaps and explore different factors affecting job satisfaction of hospital employees.*

**Keywords:** Work force, job satisfaction, productivity, hospital, Healthcare, employees.

## I. INTRODUCTION

Job satisfaction has become most important topic for research these days. Human being seeks satisfaction in every walk of life. It can be said briefly that unless a person derives satisfaction in a job it will not be done in a proper manner or you can say it won't be done at all.

Thus it is very important to make human beings satisfied if we want to get better extraction of work from feelings, emotion, attitudes, sentiments, & motives combine to lead to a particular type of behavior on the part of an individual or his group & this is what is referred to an employee or group job satisfaction. Employees deserve to be treated fairly & with respect. Job satisfaction is an indicator of good treatment to some extent. It can also be considered as a indicator of emotional well being. Managers top most function should be to concentrate on job satisfaction of employees because dissatisfied employees are more likely to provide inferior services.

Retaining talented employees is the greatest challenge which is faced by today's majority of organizations. Human asset is the most important asset & retaining them is most important than finding a successor to the vacant position

which has been created. Job satisfaction of hospital employees to the large extent is affected by the satisfaction of the customer i.e. patients. As hospital is a service industry it is important to provide consistent services to all patients, because in a service sector satisfaction of customer is directly leads to success of the business. Dissatisfied patients leads to failure of business. for e.g. if doctors or nurses don't give good services to the patients next time that patient will never come again and this is a major drawback of service sector that one cannot correct his mistake. Once service is given it is consumed simultaneously.

Rising opportunities for carrier development, lifestyle decision, unbalanced work life, job changing, poor mentoring, & stress are some of factors which contribute in one's decision to either continue or quit the job. Thus nowadays challenges are not to attract the best talent but to retain them.

Factors influencing job satisfaction of workers are as follows:

- ✓ Social factor-relation ship with co-workers, group working norms, opportunities for interaction & informal organization.
- ✓ Individual factors-education, personality, intelligence, orientation to work, marital status, age etc.

- ✓ Organizational factors-nature & size, formal structure, personnel policies& procedures, employees relation, nature of work, technology, supervision &styles of leadership.

- ✓ Cultural factors-beliefs, values, underlying attitudes.

Sound climate in a long run is one of the important asset to any organization .The management must consider in creating a sound & healthy motivational climate in the long run .What organization actually offers is of course important yet more important is to what extant it is considered as vehicle for meeting the needs of employees. They desire for recognition, security, new experience, & independence. When these needs of individual employees is not fulfilled he/she becomes tensed, dissatisfied .And this is very dangerous & undesirable among employees in any profession.

Job is not the main source of income but also important component of life .As work takes away a large part of workers day & also contributes to ones social standing. Because of employee's central role in many peoples life, satisfaction with ones job is an important component in over all wellbeing. In this global world job satisfaction has been one of the most important issue. Nowadays irrespective of whether the job is in public or private sector people prefer to work in industry which provides various factories such as regulatory hours & least intervals, satisfactory leave policies, loans bonus, medical aids, leave travel concessions etc.

## II. IMPORTANCE OF JOB SATISFACTION AMONG HOSPITALS EMPLOYEES

As we know hospital industry is a service industry .Therefore job satisfaction of any employee plays a major role in treatment of patient .Hospital personnel's have difficulties in meeting needs of patients if there own needs are not met in a proper manner. There hospital managers /administrators has responsibilities towards both staff & patients. Employee's satisfaction & patient satisfaction are both important from hospital point of view.

Patient satisfaction forms one of the most important indicators of quality services in hospitals. Job satisfaction is an important variable especially in healthcare industry /setting. Overall growth & job satisfaction are important factors to retain hospital employees in a long run.

Ensuring hospital employees of job satisfaction and motivation is important to effectively deliver health services and to retain employees. It is found that in hospital setting employees satisfaction has been found to be positively related to quality service and patient satisfaction. Employees play major role in influencing patient satisfaction because of their involvement and interaction of patient.

## III. RESEARCH METHODOLOGY

### OBJECTIVE OF STUDY

- ✓ To study in detail about the factors affecting job satisfaction of hospital employees.

- ✓ To know the importance of job satisfaction among hospital employees.
- ✓ To study the gap in current literature.

### METHODOLOGY USED

**SECONDARY DATA:** secondary data has been collected from different websites, different journals and internet, books and magazines. The result of the study is that other than monetary factors other factors also play major role in promoting job satisfaction in hospital employee.

## IV. ANALYSIS AND INTERPRETATION

### FACTORS AFFECTING JOB SATISFACTION

#### a. WORK CONTENT

One of the major source of satisfaction is work content itself. The work should be such that it uses employee's skills, ability & experience to the fullest. The content of work should be challenging, encouraging & interesting & have variety inbuilt in it so that it is not boring. Once the job which is to be done is completed successfully the workers get great sense of satisfaction. work should neither be too easy nor too challenging as it brings frustration and feeling of failure hence job should be moderately tough so that individual has to stretch his ability & imagination and skills.

#### b. SALARY & PROMOTION

Salary and promotion plays an important role in study of job satisfaction. Benefits can be of varied nature such as pay, perks, and rewards are associated with motivation of employees. The salary administration and promotion policy in an organization should be fair.pay system and promotion on policy of organization must be just, unambiguous and in line with the prevalent industry norms and employees expectations. Employee's wages and salary must ensure him social status and should be able to fulfill the expectation.

#### c. SUPPORTIVE WORKING CONDITIONS

Working conditions in a hospital have modest but lasting effects on job satisfaction. Due to fast advancements in technology it is necessary the hospitals are operating on upgraded technology. The place should be neat and clean with necessary facilities per factories act, ventilation, light, cleanliness, enough space for work, immediate availability of supervision, adequate latest tools & generally good surrounding will definitely add to job satisfaction.

#### d. SUPERVISION

Supervision also affects the job satisfaction .Qualified superiors should be available for advice, guidance, & problem solving. Superiors should be such one to take personal interest in affair of employee both on personal and official levels.

Supervision is related to leadership, proper supervision improves the morale & job satisfaction of employees.

#### e. WORK GROUP

Work group of multiskilled persons with one goal will be able to function effectively if they are friendly and cooperative work group serves an important source of support, advice, comfort and assistance to individual worker. A good and comfortable work group makes job more enjoyable. The factor of work group support is essential for job satisfaction.

### V. REVIEW OF LITERATURE

#### ANALYSIS

M. D. PUSHPAKUMARI (2008) conducted a study to examine the impact of job satisfaction on performance. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee. It also considered influence of age, sex and experience of employees on level of job satisfaction. In addition it investigated in most satisfying event of an employee in the job, why employees stay and leave the organization. And researcher found that there is a positive correlation between job satisfaction and employee performance. That means satisfied employee perform well as compared dissatisfied employee.

Bulent Aydin, Adnan Ceylan (2009) conducted a study on Employee satisfaction in terms of Organizational Culture and Spiritual Leadership The main subject of the research model is to investigate the employee satisfaction in terms of organizational culture and spiritual leadership; and the aim is to contribute to academic researchers as well as businesses, about how to maximize the employee satisfaction. The research was applied on 578 employees of the related industry. By the results, it has found that the employee satisfaction has positive significant correlations with organizational culture and spiritual leadership

Mrs Anju K J and Mr. Sona George (2011) conducted a study to evaluate how human resource factors affect the satisfaction level of employees in BPCL – Kochi Refinery Limited. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company. And they found that the employees are satisfied with the medical facilities, pension packages, club facilities and canteen facilities provided by the BPCL – Kochi Refinery Limited. Certain recommendations are given which may be considered by management to satisfy their employees. Thus, the priceless value of human resources is revealed and there lies the need to satisfy them.

Dr. P. K. Mishra (2013), conducted a study .on Job satisfaction and describe job satisfaction is one of the most crucial but controversial issues in industrial Psychology and behavioral management in organization. It ultimately decides the extent of employ motivation through the development of organizational climate or environment satisfaction is specific subset of attitudes held by organizational members. It is the attitude one has towards his or her job. Stated another way, it

is one's effective response to the job. Job satisfaction in a narrow sense means attitudes related to the job. It is concerned with such specific factors as wages, supervision, steadiness of employment, conditions of work, social relation of the job, prompt settlement of grievances, fair treatment of employer and other similar items. Job satisfaction is related to different Socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc. and he examine the different factors affecting job satisfaction in pharmaceutical company and found Despite different policies and programmes by Government on Industrial Development, employees welfare and statutory norms employees of different industries are dissatisfied with the facilities provided to them by the management of the industrial establishment.

Jitendra Kumar Singh\* Dr. Mini Jain\*\* (2013) studied the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction. They concluded that employee attitudes typically represent the moral of the company. In areas like customer service and sales, happy employees are most important because they represent the company to the public. Each and Every organization should develop strategies that strengthen the work environment and increase the employee's morale and employee's satisfaction to enhance performance level of employee and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

Masooma javed, Rifat Balouch, Fatima Hassan (2014) conducted a study on determinants of job satisfaction and its impact on Employee Performance and Turnover Intentions and describe Job satisfaction - or lack of it - hinges on a productive, accomplishing relationship between staff and management; indeed, the success of any organization depends on staff members who enjoy their jobs and feel rewarded by their efforts. Ultimately, of all the people in the marketplace may suffer the most when this vital success factor is lacking. In earlier ages, many researchers have been directed on job satisfaction but this still remains an issue for many organizations. The study is been done to examine the satisfaction level of the employees and helps organizations to know about the elements that influence job satisfaction. Researcher found a significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Furthermore, there is a significant negative relationship between job satisfaction and turnover intention..

Mrs. Shweta Rajput\*, Mr. Mayank Singhal\*\*, Mr. Shivkant Tiwari\*\*\* (2015). conducted a study to find the impact of job satisfaction on employee loyalty in case of academicians. The study also finds out various factors underlying job satisfaction and employee loyalty. And concluded that there is no impact of job satisfaction on employee loyalty in case of academicians.

AbdulRaziq Raheela Maulabakhsh (2015) conducted a study on impact of working Environment on job satisfaction and state that In modern scenario organizations are facing various challenges due to dynamic environment .One of the important challenge is satisfy its work force in order to cope with the environment change and to achieve success and

remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions .the study analyse the impact of working environment on employee job satisfaction. The results indicate a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction.

Archana G. Nemmaniwar\*, Dr. Madhuri S. Deshpande\*(2016) conducted a study that Job satisfaction is one of the most widely researched subjects in the area of organizational behavior and human resource management. Satisfied employees are likely to be more productive and committed to their job and committed employee implies low turnover. Due to globalization of health sector there is a lot of migration of employees towards good opportunities, overall growth and satisfied job. Health care sector is more people centric service sector which is growing rapidly in recent years. Ensuring hospital employee job satisfaction is important to retain the employees and to deliver health services effectively. The paper presents review of past literature of job satisfaction among hospital employees. The purpose of the review is to identify gaps and explore different factors affecting job satisfaction. Researcher found that apart from monetary benefits other motivational factors such as recognition, autonomy, achievement, opportunities for growth and development were positively correlated with job satisfaction.

## VI. CONCLUSION

The literature review reveal that there are so many factors that are responsible for job satisfaction viz financial factors like salary, bonus , incentives , medical facility, education to their children etc . Apart from financial factor there some non monetary rewards which satisfy the employee like Status, Recognition, Appreciation, Achievement, and Opportunity for growth. It also indicates the job satisfaction of an employee to a large extent depend upon the organizational climate, organizational facilities, good working environment.

From the Past literature it is evidence that job satisfaction leads to better performance and increases productivity which in turn increases the profit of an organization. Job satisfaction leads to reduction in the attrition rate in an organization.

Since Hospital is a service sector where people component play very important role. The success or failure of

any hospital depends upon its employee. So Each and every hospital should focus on the need of the employee as fulfillment of the need increases the job satisfaction of the employee and made sound strategies that leads to the development of good working environment and so that employee perform their task well.

## RECOMMENDATIONS

- ✓ Proper induction and orientation programme should be given to employees at the time of joining.
- ✓ There should be good coordination and effective, informative and systematic communication between inter and intra departments.
- ✓ There should be time to time effective training programmes to enhance and develop interpersonal and soft skills of the employees.
- ✓ Transparency should be maintained in compensation and benefit plans for the employees.
- ✓ Proper and unbiased performance appraisal techniques should be followed periodically.
- ✓ Superiors should discuss developmental plans with the employees as and when required, also the employees should know about their KRA'S.
- ✓ Periodic counseling of employees should be done whenever required.
- ✓ Development of conducive and productive work culture in any hospital setup.

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