

A comparative study of factors affecting Job satisfaction of employees in public and private health care sector

Dr.Shaji .K. Joseph

Associate Professor, Dept. of Commerce

D.T.S.S college of Commerce

Email: skjoseph_2000@yahoo.com

Mobile No :7977319079

Prasuna.Kuragayala

Assistant Professor, Dept. of commerce,

NCRD's Sterling College of Arts, commerce & Science

Email : nagaprasuna79@gmail.com

Mobile : 9987833998

Abstract : In Health care sector the skills, motivation and satisfaction of health workers is important as they are the primary health care providers and are important for delivering qualitative health care services. Job satisfaction is an important issue to be focussed by the health care organizations, particularly of nurses as there is potential shortage of health workers. To deliver high quality health care services it is essential to understand, sustain and improve the job satisfaction of nurses. The present study focused on the job satisfaction of nurses and identifying factors resulting in job satisfaction by analyzing the significance of non financial rewards in enhancing the job satisfaction level of Nurses. The Nurses working in Public and Private hospitals of Navi Mumbai region on full time basis were considered for the purpose of study. A survey questionnaire was developed for the purpose of study and the respondents views were collected and analysed.

Keywords: Job attributes, Job characteristics, job design, Job satisfaction, motivation

Introduction : The shortage of health workers especially nurses and allied health care workers is a global issue for both developed and developing countries (Aiken et al., 2001). This shortage would have an impact on the quality of health care services provided. To address this concern it is essential to focus human resource practices aimed at retention of nursing staff (Lundh 1999) and understand their job satisfaction levels (Irvine and Evans, 1995). The traditional literature concentrates on all the individual feelings about his or job considered to measure job satisfaction. The Maslow's need hierarchy suggested (1954) and suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Need fulfilment results in job satisfaction as per Maslow's theory (Conrad et al., 1985). In contrast job satisfaction also depends on the expectations that individuals have of what their job should provide. The most important information to have regarding an

employee in an organization is a validated measure of his or her level of job satisfaction (Roznowski and Hulin 1992).

The significance of various rewards for employee's satisfaction and performance are not just financial but also the non financial rewards have an equal role in enhancing the satisfaction level of individuals (Spector 1997). Depending upon the rewards given for performance the job satisfaction follows as per the Expectancy-based theories of motivation (Naylor, Pritchard, & Ilgen, 1980; Vroom, 1964). When intrinsic and extrinsic rewards are provided good performance results which leads to job satisfaction (Lawler and Porter (1967). Motivation is important for expecting a behavior which results in performance thereby which rewards follow (Deci and Ryan's ,1985) .

1. Review of Literature

Job satisfaction of health workers is important for motivating and retaining them. In a health care organization there needs to be considerable emphasis on human resource management practices as the quality of health care directly depends on an organization's ability to manage the human resource in terms of environment provided for their growth prospects, motivation and overall job satisfaction. This is essential for retention of health workers. The most important information to have regarding an employee in an organization is a validated measure of his or her level of job satisfaction (Roznowski and Hulin 1992). Depending upon the rewards given for performance the job satisfaction follows as per the Expectancy-based theories of motivation (Naylor, Pritchard, & Ilgen, 1980; Vroom, 1964). When intrinsic and extrinsic rewards are provided good performance results which leads to job satisfaction (Lawler and Porter (1967). Job satisfaction is the degree to which employees feel positive or negative about their jobs .

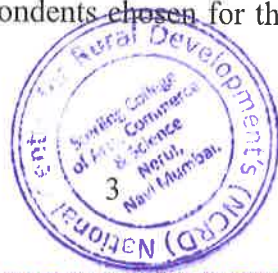
- i) **Defining Job Satisfaction** :Job Satisfaction is an emotional response to the task given to an employee within the physical and social condition at workplace (Schermerhorn,2000). Job satisfaction leads to positive employment relationships and high levels of individual job performance. A pleasant emotional state which results when the employee realizes his or her motives and values in the work environment (Locke & Hanne,1986) . Job satisfaction is how people feel about different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job (Spector PE, 1997). Certain job characteristics specific to professions influence the psychological state of employees. Positive psychological states are associated with high internal work motivation, high-quality work performance, high satisfaction of work, and low absenteeism and turnover (Bohlander & Snell, 2013; Hackman & Oldham, 1975, 1976; Moorhead & Griffen, 2008).

ii) **Job satisfaction in Health care sector** :In Health care settings it is essential that the employees are satisfied. Health care organizations primary the hospitals provide services to the patients round the clock and therefore the important human resources of health care primarily Doctors and nurses spend a significant part of their time at the hospitals. Apart from regular work handling emergency situations can lead to stress. It is essential to provide a positive work environment by providing the best of facilities and incentives so as to combat negative effects on their behavior and motivate them for better satisfaction of their jobs. Satisfied employees having a balanced psychological state of mind can serve and provide qualitative health care services to patients.

iii) **Factors affecting Job satisfaction** : Apart from financial rewards the factors which effect Job satisfaction and help retain health workforce can be categorized into non-financial incentives which include fringe benefits, personal safety, family wellbeing, career progression, continuing education, hospital infrastructure/work environment, resource availability which refers to equipment and medical supplies which will enable health workers to perform their job, hospital management and personal recognition or appreciation from seniors, colleagues and community(Mathauer & Imhoff,2006). Some factors which act as Disincentives and limit Job satisfaction are limited opportunities for professional development ,Lack of infrastructure and Technological barriers to adopt Health management information systems (Arole&Arole, 1975, Garai ,2012). Heavy workload, Mismatch in skills & opportunities and limited scope for professional development and up-gradation of qualifications are also some of the challenges resulting in dissatisfaction of health workers (Rao et.al 2010, Binnendijk et.al 2012, Patra et.al2013)

2. **Research Objectives:** Based on the above literature review it is evident that job satisfaction is an important aspect in health care sector. Therefore the current study aims to understand the job satisfaction and the factors affecting job satisfaction of employees working in public and private hospitals of Navi Mumbai. The respondents chosen for the purpose of study are nurses as they are

Suresh K. Patil
Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Narui - 400 706.



Suresh K. Patil
Principal
NCRD'S Sterling College of Arts, Commerce & Science
Narui, Navi Mumbai - 400706

the most important part of health care team next to doctors. The following are the objectives of the study:

- i) To measure job satisfaction among nurses working in public and private hospitals of Navi Mumbai.
- ii) To identify and compare various factors which lead to job satisfaction in public and private hospitals of Navi Mumbai.

3. Methodology

For the purpose of the study the required data was collected from health workers working in public and private hospitals of Navi Mumbai region in Maharashtra. The category of health workers chosen are mainly Nurses and . The sample of 72 employees had been selected using the simple random sampling technique.

4. Research Design

This study was conducted using a questionnaire. Health workers were asked to fill out the questionnaire about their demographics and, job characteristics, and Job satisfaction. Prior to the analyses, all variables were examined for accuracy of data entry and missing values. Missing cases were excluded from the data while carrying out analyses using the SPSS software. The data was analyzed using descriptive analysis, correlation and regression techniques

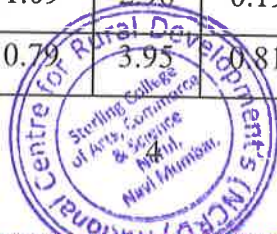
Data Analysis and Findings:

This section includes the data analysis in detail and testing of hypothesis framed for the comparative study of job satisfaction and its factors in private and public hospitals of Navi Mumbai.

Table 1: Comparative study of various Factors of job satisfaction in Public Hospital and Private Hospitals

S. No.	Particulars	Public Hospital		Private Hospital		F-value	p-value	Hypothesis
		Mean	S.D	Mean	S.D			
1	Organizational Factors	3.38	1.20	3.34	1.23	0.168	0.682	Accepted
2	Job Related Factors	3.60	1.09	2.98	0.19	5.058	0.009	Rejected
3	Individual Factors	3.97	0.79	3.95	0.81	0.057	0.812	Accepted

Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.



Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400706

4	Overall Job Satisfaction	4.02	0.81	2.02	1.12	9.009	0.025	Rejected
---	--------------------------	------	------	------	------	-------	-------	----------

Interpretation: Researcher has made a comparative study of private and public hospitals of Navi Mumbai on the basis of mean value of satisfaction of employees towards various factors namely; organizational factors, job related factors and individual or personal factors. Overall job satisfaction among employees has also been compared on the basis of type of hospitals.

H_{01} : There is no significant difference in the employees' satisfaction towards organizational factors in Public Hospitals and Private Hospitals.

It was found from the One –way ANOVA test that the mean value of public hospitals was found to be 3.38 for 'organizational factor' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 0.168 at a p -value of 0.682, indicates that there is no significant difference in the mean values of private and public hospitals for the variable 'organizational factors'. Hence it can be said that the employees' satisfaction towards the organizational factors is almost equal in both the private and public hospitals. Null hypothesis got accepted and it can be said that there is no significant difference in the employees' satisfaction towards the organizational factors in private and public hospital.

H_{02} : There is a significant difference in the employees' satisfaction towards Job Related Factors in Public Hospitals and Private Hospitals.

It was found from the One –way ANOVA test that the mean value of public hospitals was found to be 3.60 for 'Job Related Factors' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 5.058 at a p -value of 0.009, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Job Related Factors'. Hence it can be said that the employees' satisfaction towards the organizational factors is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there is significant difference in the employees' satisfaction towards the Job Related Factors in private and public hospital.

H_{03} : There is no significant difference in the employees' satisfaction towards Individual Factors in Public Hospitals and Private Hospitals.

It was found from the One –way ANOVA test that the mean value of public hospitals was found to be 3.97 for 'Individual Factors' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 0.057 at a p -value of 0.812, indicates that there is no significant difference in the mean values of private and public hospitals for the variable 'Individual Factors'. Hence it can be said that

the employees' satisfaction towards the Individual Factors is almost equal in both the private and public hospitals. Null hypothesis got accepted and it can be said that there is no significant difference in the employees' satisfaction towards the organizational factors in private and public hospital.

H₀₄: There is a significant difference in the employees' satisfaction towards Overall Job Satisfaction in Public Hospitals and Private Hospitals.

It was found from the One -way ANOVA test that the mean value of public hospitals was found to be 4.02 for 'Overall Job Satisfaction' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 9.009 at a p-value of 0.025, indicates that there is a significant difference in the mean values of private and public hospitals for the 'Overall Job Satisfaction'. Hence it can be said that the employees' satisfaction towards the Overall Job Satisfaction is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there is significant difference in the employees' satisfaction towards the Job Related Factors in private and public hospital.

Thus, overall it can be said that the job satisfaction is high in public hospitals than private hospitals. Among all the three factors of job satisfaction, only for job related factor there was a significant difference in the mean values of the public and private hospitals.

This section discusses the employees' satisfaction towards the various sub factors related to the job satisfaction in Public Hospital and Private Hospital.

Table 2: Employees' satisfaction towards the various sub factors related to the job satisfaction in Public Hospital and Private Hospital

S. No.	Particulars	Public Hospital		Private Hospital		F-value	p-value	Hypothesis
		Mean	S.D	Mean	S.D			
1	Organization as a support	4.62	0.48	4.66	0.47	1.440	0.231	Accepted
2	Wok Environment	4.44	0.49	2.34	0.47	6.745	0.010	Rejected
3	Training and Development	4.49	0.50	3.46	0.49	0.588	0.444	Accepted
4	Career Advancement Opportunities	2.43	0.49	4.51	0.50	4.981	0.026	Rejected
5	Monitoring and Evaluation system	2.37	0.48	4.48	0.50	9.234	0.002	Rejected

Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.



Principal
NCRD's Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400706

6	Recognition	4.46	0.49	2.34	0.47	9.387	0.002	Rejected
7	Job Itself	4.41	0.49	3.34	0.47	3.027	0.082	Accepted
8	Interpersonal Relations	4.57	0.49	4.46	0.49	7.272	0.700	Accepted
9	Role perception	4.60	0.49	2.51	0.50	4.695	0.031	Rejected
10	Safety, Security & other benefits	4.55	0.49	2.48	0.50	3.693	0.055	Rejected

Interpretation: Researcher has made a comparative study of private and public hospitals of Navi Mumbai on the basis of mean value of satisfaction of employees towards various factors namely; Organizational support, Wok Environment, Training and Development, Career Advancement Opportunities, Monitoring and Evaluation system, Recognition, Job Itself, Interpersonal Relations, Role perception, Safety, Security & other benefits. Overall job satisfaction among employees has also been compared on the basis of type of hospitals.

H_{1.1}: There is no significant difference in the employees' satisfaction towards organizational as a support in Public Hospitals and Private Hospitals.

The mean value of private hospitals was found to be 4.66 for 'Organization as a support' which was higher than the mean value of public hospitals. Further, the value of f which was found to be 1.440 at a p-value of 0.231, indicates that there is no significant difference in the mean values of private and public hospitals for the variable 'Organizational support'. Hence it can be said that the employees' satisfaction towards the Organization as a support is almost equal in both the private and public hospitals. Null hypothesis got accepted and it can be said that there is no significant difference in the employees' satisfaction towards the Organization as a support in private and public hospital.

H_{1.2}: There is a significant difference in the employees' satisfaction towards Wok Environment in Public Hospitals and Private Hospitals.

The mean value of public hospitals was found to be 4.44 for 'Wok Environment' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 6.745 at a p-value of 0.010, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Wok Environment'. Hence it can be said that the employees' satisfaction towards the Wok Environment is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there is significant difference in the employees' satisfaction towards the Wok Environment in private and public hospital.

Coordinator, ICAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.



Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400706

H_{1.3}: There is no significant difference in the employees' satisfaction towards Training and Development in Public Hospitals and Private Hospitals.

The mean value of public hospitals was found to be 4.49 for 'Training and Development' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 0.588 at a p-value of 0.444, indicates that there is no significant difference in the mean values of private and public hospitals for the variable 'Training and Development'. Hence it can be said that the employees' satisfaction towards the Training and Development is almost equal in both the private and public hospitals. Null hypothesis got accepted and it can be said that there is no significant difference in the employees' satisfaction towards the Training and Development in private and public hospital.

H_{1.4}: There is a significant difference in the employees' satisfaction towards Career Advancement Opportunities in Public Hospitals and Private Hospitals.

The mean value of private hospitals was found to be 4.51 for 'Career Advancement Opportunities' which was higher than the mean value of public hospitals. Further, the value of f which was found to be 4.981 at a p-value of 0.026, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Career Advancement Opportunities'. Hence it can be said that the employees' satisfaction towards the Career Advancement Opportunities is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there is significant difference in the employees' satisfaction towards the Career Advancement Opportunities in private and public hospital.

H_{1.5}: There is a significant difference in the employees' satisfaction towards Monitoring and Evaluation system in Public Hospitals and Private Hospitals.

The mean value of private hospitals was found to be 4.48 for 'Monitoring and Evaluation system' which was higher than the mean value of public hospitals. Further, the value of f which was found to be 9.234 at a p-value of 0.002, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Monitoring and Evaluation system'. Hence it can be said that the employees' satisfaction towards the Monitoring and Evaluation system is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there is significant difference in the employees' satisfaction towards the Monitoring and Evaluation system in private and public hospital.

H_{2.1}: There is a significant difference in the employees' satisfaction towards Recognition in Public Hospitals and Private Hospitals.


Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.




Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400706

The mean value of public hospitals was found to be 4.46 for 'Recognition' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 9.387 at a p -value of 0.002, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Recognition'. Hence it can be said that the employees' satisfaction towards the Recognition is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there is significant difference in the employees' satisfaction towards the Recognition in private and public hospital.

$H_{2,2}$: There is no significant difference in the employees' satisfaction towards Job Itself in Public Hospitals and Private Hospitals.

The mean value of public hospitals was found to be 4.41 for 'Job Itself' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 3.027 at a p -value of 0.082, indicates that there is no significant difference in the mean values of private and public hospitals for the variable 'Job Itself'. Hence it can be said that the employees' satisfaction towards the Job Itself is almost equal in both the private and public hospitals. Null hypothesis got accepted and it can be said that there no significant difference in the employees' satisfaction towards the Job Itself in private and public hospital.

$H_{2,3}$: There is no significant difference in the employees' satisfaction towards Interpersonal Relations in Public Hospitals and Private Hospitals.

The mean value of public hospitals was found to be 4.57 for 'Interpersonal Relations' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 7.272 at a p -value of 0.700, indicates that there is no significant difference in the mean values of private and public hospitals for the variable 'Interpersonal Relations'. Hence it can be said that the employees' satisfaction towards the Interpersonal Relations is almost equal in both the private and public hospitals. Null hypothesis got accepted and it can be said that there no significant difference in the employees' satisfaction towards the Interpersonal Relations in private and public hospital.

$H_{3,1}$: There is a significant difference in the employees' satisfaction towards Role Perception in Public Hospitals and Private Hospitals.

The mean value of public hospitals was found to be 4.60 for 'Role perception' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 4.695 at a p -value of 0.031, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Role perception'. Hence it can be said that the employees' satisfaction towards the Role perception

is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there a significant difference in the employees' satisfaction towards the Role perception in private and public hospital.

H_{3.2}: There is a significant difference in the employees' satisfaction towards Safety, Security & other benefits in Public Hospitals and Private Hospitals.

The mean value of public hospitals was found to be 4.55 for 'Safety, Security & other benefits' which was higher than the mean value of private hospitals. Further, the value of f which was found to be 3.693 at a p -value of 0.055, indicates that there is a significant difference in the mean values of private and public hospitals for the variable 'Safety, Security & other benefits'. Hence it can be said that the employees' satisfaction towards the Safety, Security & other benefits is almost equal in both the private and public hospitals. Null hypothesis got rejected and it can be said that there a significant difference in the employees' satisfaction towards the Safety, Security & other benefits in private and public hospital.


Overall, it can be said that the employees in public hospitals were found to be highly satisfied towards the working environment, training & development opportunities, role perception, safety or security measures, job itself, recognition and the interpersonal relationship while the employees working in private sector hospitals were found to be highly satisfied towards the career development opportunities, monitoring & evaluation system and organizational support. Thus, it can be said that job satisfaction is different in employees working in private and public hospitals. Public hospitals have better working environment, employees enjoy good interpersonal relationships, and satisfied towards their job as well.

Limitations: The study was limited to one city only i.e. Mumbai, which can be extended to other parts of the country. The study was limited to 72 respondents only which is very less if we compare it with the total number of health care employees.

Managerial Implications: Study was important for the human resource managers of private hospitals as the employees of private hospitals were found to be dissatisfied towards the job related factors such as; recognition, interpersonal relationships and also private hospitals need to improve their working environment as well. Study is useful for the human resource manager of public hospitals also as the employees working in public hospitals were found to be less satisfied towards career development opportunities and the organizational support. Public hospitals should provide opportunities to its employees for the career growth and development.


Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.




Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Nerul Mumbai - 400706

References :

Aiken, L. H., Clarke, S. P., Sloane, D. M., & Sochalski, J. A. (2001). An international perspective on hospital nurses' work environments: The case for reform. *Policy, Politics, & Nursing Practice*, 2(4), 255-263.

Arole, M., & Arole, R. (1975). A comprehensive rural health project in Jamkhed (India).


Binnendijk, E., Koren, R., & Dror, D. M. (2012). Hardship financing of healthcare among rural poor in Orissa, India. *BMC health services research*, 12(1), 23.

Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.




Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400706

- Conrad, K. M., Conrad, K. J., & Parker, J. E. (1985). Job satisfaction among occupational health nurses. *Journal of Community Health Nursing*, 2(3), 161-173.
- Deci, E.L., Koestner, R., & Ryan, R. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627-626. <http://dx.doi.org/10.1037/0033-2909.125.6.627>, PMID:10589297
- Garai, A. (2012). seven factors for Designing successful mHealth projects. *XRDS: Crossroads, The ACM Magazine for Students*, 19(2), 16-19.
- Irvine, D. M., & Evans, M. G. (1995). Job satisfaction and turnover among nurses: integrating research findings across studies. *Nursing research*, 44(4), 246-253.
- Lawler, E. E., & Porter, L. W. (1967). The effect of performance on job satisfaction. *Industrial relations: A journal of Economy and Society*, 7(1), 20-28.
- Lundh, U. (1999). Job satisfaction among Swedish nurses and laboratory technologists. *British Journal of Nursing*, 8(14), 948-952.
- Mathauer, I., & Imhoff, I. (2006). Health worker motivation in Africa: the role of non-financial incentives and human resource management tools. *Human resources for health*, 4(1), 24.
- Naylor, J. C., Pritchard, R. D., & Ilgen, D. R. (2013). *A theory of behavior in organizations*. Academic Press.
- Patra, S. K., Annam, L., & Ramadass,(2013) M. National Rural Health Mission (NRHM) & Health Status of Odisha: An Economic Analysis
- Rao, K. D., Ramani, S., Murthy, S., Hazarika, I., Khandpur, N., Chokshi, M., ...& Ryan, M. (2010). Health worker attitudes toward rural service in India: Results from Qualitative Research
- Roznowski M, Hulin C. The scientific merit of valid measures of general constructs with special reference to job satisfaction and job withdrawal. In: Cranny CJ, Smith PC, Stone EF, editors. *Job satisfaction: How people feel about their jobs and how it affects their performance*. New York: Lexington Books; 1992.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. California: Sage.
- Vroom, V. 1964. *Work and motivation*, New York: Wiley.


Coordinator, IQAC
NCRD'S Sterling College of Arts,
Commerce & Science
Nerul - 400 706.




Principal
NCRD'S Sterling College of Arts, Commerce & Science
Nerul, Navi Mumbai - 400706