



Original Article:

Determinants of Job Satisfaction among Healthcare Workers at a Tertiary Care Hospital

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Abstract: Job satisfaction can be defined as "the extent to which people like or dislike their jobs". This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. Family Roles are patterns of behavior by which individuals fulfill family functions and needs. Family role changes may affect their daily activities including a person's work. Unlike traditional job satisfaction surveys, this study was trying to explore the correlation between employee's personal profile and their satisfaction in their job. The personal profile determinants which were compared with overall job satisfaction were - Age, Gender, Work experience, marital status, dependent children and parents. It revealed that majority of the determinants studied were having positive impact on the job satisfaction. It is interesting to note that comparatively young employees with dependents were more satisfied with their job. They were feeling satisfied and motivated to work as they were contributing to the family.

Key Words: Health care worker; Dependent family; Job satisfaction

Introduction:

Job satisfaction is a complex function of a number of variables. A person may be satisfied with one or more aspects of his/her job but at the same time may be unhappy with other things related to the job. For example a healthcare worker may be satisfied with his/her designation but may not be satisfied with the level of income. Satisfied employees tend to be more productive, creative, and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction in health care organizations.¹

Explaining job satisfaction has been an enduring problem in the study of organization. The major motivation of behavioral scientists for studying job satisfaction has been to create a link between workers' job satisfaction and job performance. Although investigations to this end have provided varied and contrasting results, job satisfaction, in general, is believed to be related to several important organizational behaviors, such as turnover, absenteeism, and union activity.²

Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".³ This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different determinants of satisfaction. Examination of these determinants is often useful for a more careful examination of employee satisfaction with critical job factors.

Most of the analyses dealing with the relationship between job satisfaction and other variables of interest have been based on data collected in Western countries, even though data from Asian countries have begun to emerge.⁴ Although several models of job satisfaction have been proposed to predict an employee's level of job satisfaction, they are usually based on theoretical grounds and empirical evidence obtained mainly from Western countries, especially the United States and Great Britain.⁵ Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits. Current study explores the correlation of family roles with job satisfaction in a tertiary care hospital in India.

Family Roles are patterns of behavior by which individuals fulfill family functions and needs.⁶ Family roles can be dependent child, single, married (husband/wife) with dependent children, sandwich generation etc. The responsibility changes with each role. These role changes may affect their daily activities including their job.

In a comprehensive theoretical review Srivastava, (2008) has suggested to study and operationally define the concept of work-family facilitation especially in the Indian context. The author has illustrated that there is a considerably strong need for more empirical research on this dimension. Focusing on the benefits of multiple role involvement, the author has further emphasized that empirical research is required on the Indian employees working in the different occupational groups to understand how individual work and family factors contribute to the experience of work-family facilitation. Therefore, in the present study, our aim is to identify the components of work that positively influences the family life and vice versa in the

Indian context. The use of open ended responses and their qualitative analysis will enable further exploration of how family and work positively contribute to one another from the perspectives of employees.⁷

Materials and Methods

Employee satisfaction survey questionnaire consisted of 50 questions which is adapted from “Conducting Hospital Employee satisfaction Survey, Linda Powell, MSIPT, 2001”. Data was collected through survey method and database was created in MS Excel and was analyzed in excel and SPSS for test of significance.

This cross-sectional study was conducted at a tertiary care hospital. Because of the low cost involved in the collection of the required information, all the permanent staff were recruited for the study. The information was collected through the questionnaire which was given to all those who were selected for the study. After an interval of 2 weeks the filled questionnaires were collected. Out of 1156 staffs 1104 responded.

Percentages, and correlation (cross tabs) were used to identify the factors significantly related with job satisfaction or dissatisfaction. MS Excel was used for percentages & SPSS version 11.5 was used for test of significance.

Results and Discussion:

Out of 1104 samples, 660 (59.7%) were women and 444 (40.3%) were men. When considering the category wise-distribution, the results are as per Figure 1.

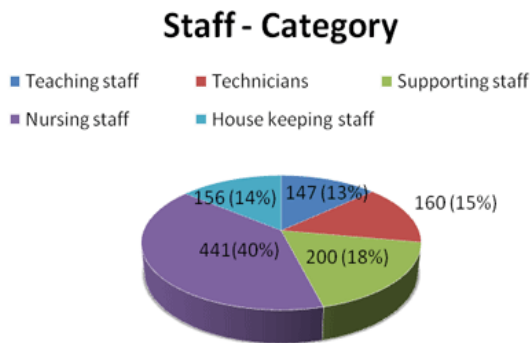


Figure 1: Category wise distribution of hospital staff

The category – wise distribution of hospital staffs (figure:1) shows that majority of them were nursing staff (40%), followed by supporting staff (18%), technicians (15%), house-keeping staff (14%) & teaching staff (13%).

When considering work experience - wise distribution of staffs, the observations were as per Figure 2.

Work experience wise distribution

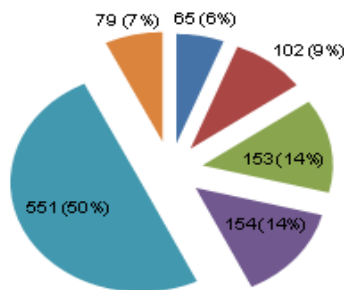


Figure 2: Service – wise distribution of employees

The above figure (Fig. 2) shows that, majority (50%) of the employees were working in the current set up for more than 10 years whereas, 14% were working for more than 5 years and less than 10 years & also for more than 2 years and less than 5

years. The rest of the employees (15%) were working for less than 2 years. The response rate is 93%.

Overall job satisfaction among the staff was studied and the responses are as per Figure 3.

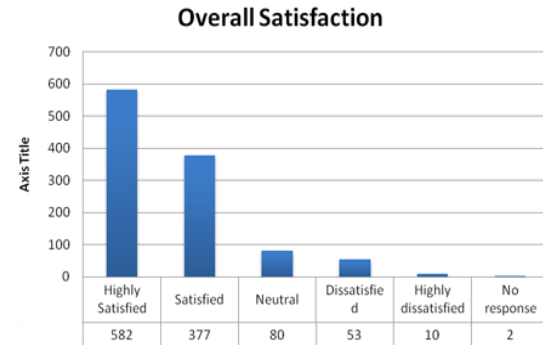


Figure 3: Overall job satisfaction

As per Figure 3, out of 1104 respondents, 582 (53%) responded they are highly satisfied, whereas 377 (34%) responded that they are “satisfied”, when 80 (7%) of them were “neutral”, 53 (5%) responded they are dissatisfied”, and 10 (1%) reported they are “highly dissatisfied” while 2(0%) did not respond. Then the overall satisfaction was compared with the age of the employees and the results are as per the Table 1.

Overall Satisfaction	Age Category						Total
	Under 21	21 to 34	35 to 44	45 to 54	55 & above	No response	
Highly Satisfied	10 (1.7%)	183 (31.4%)	210 (36.1%)	120 (20.6%)	37 (6.4%)	22 (3.8%)	582 (100%)
Satisfied	4 (1.1%)	134 (35.5%)	127 (33.7%)	62 (16.4%)	26 (6.9%)	24 (6.4%)	377 (100%)
Neutral	nil	34 (42.5%)	23 (28.8%)	18 (22.5%)	2 (2.5%)	3 (3.8%)	80 (100%)
Dissatisfied	nil	15 (28.3%)	18 (34.0%)	9 (17.0%)	5 (9.4%)	6 (11.3%)	53 (100%)
Highly Dissatisfied	nil	6 (60.0%)	3 (30.0%)	1 (10.0%)	nil	nil	10 (100%)
No response	nil	1 (50.0%)	0	1 (50.0%)	nil	nil	2 (100%)
Total	14 (1.3%)	373 (33.8%)	381 (34.5%)	211 (19.1%)	70 (6.3%)	55 (5.0%)	1104 (100%)

Overall satisfaction was correlated (cross tab) with the age of the staffs as shown in table 1. The result showed that majority of the staffs who are “highly satisfied” and “satisfied” were from the age group of 21 to 44 was 67.5% & 69.2% respectively. The test of significance showed that age was highly correlated (p= <.001) with the overall job satisfaction.

When gender and Overall Satisfaction was compared the results were as per Figure 4.

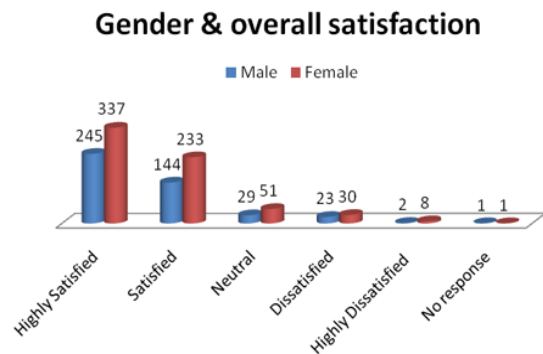


Figure 4: showing the correlation of gender with overall job satisfaction.

Figure 4 shows the correlation of gender with the overall job satisfaction. Majority of staffs who were highly satisfied were females (57.9%) and those who were satisfied were 61.8% males. Test of significance showed gender was highly significant ($p < .001$) for overall satisfaction.

Cross tabulation test was done between marital status and overall satisfaction. The results are as per Table 2.

Overall Satisfaction	Marital Status			Total
	Married	Single	No response	
Highly Satisfied	431 (74.1%)	123 (21.1%)	28 (4.8%)	582 (100.0%)
Satisfied	266 (70.6%)	81 (21.5%)	30 (8.0%)	377 (100.0%)
Neutral	55 (68.8%)	20 (25.0%)	5 (6.3%)	80 (100.0%)
Dissatisfied	37 (69.8%)	12 (22.6%)	4 (7.5%)	53 (100.0%)
Highly Dissatisfied	9 (90.0%)	1 (10.0%)	nil	10 (100.0%)
No response	2 (100.0%)	nil	nil	2 (100.0%)
Total	800 (72.5%)	237 (21.5%)	67 (6.1%)	1104 (100.0%)

The result shows (Table 2) that 74.1% of the staffs who were married had a higher level of job satisfaction compared to staffs those who were single. Only 21.1% of them agree that they are satisfied. The test of significance was highly significant ($p < .001$)

Satisfaction level of employees with dependent children was analyzed. The results are shown in Table 3.

Overall Satisfaction	Dependent Children			Total
	Yes	No	No response	
Highly Satisfied	382 (65.6%)	162 (27.8%)	38 (6.5%)	582 (100.0%)
Satisfied	189 (50.1%)	152 (40.3%)	36 (9.5%)	377 (100.0%)
Neutral	43 (53.8%)	31 (38.8%)	6 (7.5%)	80 (100.0%)
Dissatisfied	27 (50.9%)	21 (39.6%)	5 (9.4%)	53 (100.0%)
Highly Dissatisfied	6 (60.0%)	4 (40.0%)	nil	10 (100.0%)
No response	2 (100.0%)	nil	nil	2 (100.0%)
Total	649 (58.8%)	370 (33.5%)	85 (7.7%)	1104 (100.0%)

More than 65% of the staffs who had dependent children were highly satisfied with the job & more than 50% of them were in the satisfied category. The test of significance showed that there was a significant co relation between overall satisfactions with staffs who have dependent children.

Overall satisfaction of employees those who were having dependent parents was studied. The results are shown in Table: 4.

Overall Satisfaction	Dependent Parents			Total
	Yes	No	No response	
Highly Satisfied	484 (83.2%)	67 (11.5%)	31 (5.3%)	582 (100.0%)
Satisfied	265 (70.3%)	81 (21.5%)	31 (8.2%)	377 (100.0%)
Neutral	58 (72.5%)	17 (21.3%)	5 (6.3%)	80 (100.0%)
Dissatisfied	39 (73.6%)	10 (18.9%)	4 (7.5%)	53 (100.0%)
Highly Dissatisfied	8 (80.0%)	2 (20.0%)	nil	10 (100.0%)
No response	2 (100.0%)	nil	nil	2 (100.0%)
Total	856 77.5%	177 16.0%	71 6.4%	1104 (100.0%)

Table 4 shows that 83.2% of the staffs who had dependent parents were highly satisfied with their job and 70.3% of them were in the satisfied category. Only 11.5% of staffs who did not

have dependent parents agreed that they were satisfied with their job. The test of significance showed there was a significant co relation between overall satisfaction levels of the staffs who have dependent parents.

Conclusions:

Participant's responses indicated that workplace benefits (income, job satisfaction and profit from work) were an important factor that facilitates the family life. The study revealed that, majority of the determinants studied was having a significant correlation with the job satisfaction of employees. One of the participants has said that "nice income from my job makes me efficient to fulfill the requirements of my family members". Another has revealed that "my institute provides scholarship which is very helpful in educating my children". Similarly participants have said that "my organization provides Medicare facility not only for me for my parents also who are vulnerable for old age morbidities".

Family support was reported as a most important factor of family life that positively influenced the participant's work life. One employee from finance section has shared his experiences and said "my family members give me enough trust and respect that makes me a better person at work". Another has said "In case of problem situations I discuss the problems with my parents, and take their opinion about how to face that kind of situations."

Thus, the current study makes an important contribution to the literature in finding the determinant of job satisfaction built upon evidence from the findings. The variance of job contribution was the finding that significant determinants of job satisfaction include the socio demographic variables which was found to give them psychological support. This finding provides strong empirical evidence for the importance of social profile in explaining job satisfaction.

In addition, the results also confirmed the usefulness of structural variables, which have been examined in a large number of previous job satisfaction studies. Thus, it can be concluded that the determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspectives. Job satisfaction, job security, Commitment to the organization has significance association with the facilities like insurance coverage, education of the dependent children provided by the organization. Hence priority could be given to these areas while formulating the institutional policies.

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