



**JOB SATISFACTION AMONG EMPLOYEES OF PRIVATE
HOSPITALS IN INDIA**

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ABSTRACT

Job satisfaction is employees positive feelings towards their jobs. There are several variables that influence job satisfaction level of employees. This study is intended to investigate the level of job satisfaction among the employees of hospitals in India. The study has used primary data collected from 156 hospital employees from different job levels of different hospitals operated in India the help of structured questionnaire. The collected data are processed and analyzed with the help of graphical representation. The result of study shows that employee highly valued pay & promotion, working environment, and peer relation as major influencing factors for their job satisfaction while majority of hospital employees are satisfied with their current position in jobs. Similarly, it is found that the demographic characteristics of hospital employees have significant association with their level of job satisfaction. However, it is recommended that flexible working arrangement and proper planning of employees job security could lead the high level of job satisfaction among hospital employees in India.

Keywords: *Job Satisfaction, Employee, India, Demographic Characteristics etc.*

INTRODUCTION

Job satisfaction reflects the positive psychological perception of an employee towards his job. It is often said that “A happy employee is a productive employee.” Higher the level of satisfaction among employee, better the result and productivity (Anju and George, 2011). Job satisfaction implies the magnitude of likeliness or unlikeliness among employees regarding their job (Spector, 1997; Beyene and Gituma, 2017). An individual who is highly satisfied with the job tends to show positive attitude towards the entire environment and vice-versa. A well satisfied HR is the key to achieving the organizational goal, its mission and vision. It is a duty on an employee to meet the working standard prescribed by an organization. To meet organizational performance criteria, employee expects and environment that nurture the skills to express their full potential. When employees are satisfied with their job, they tend to be more loyal to an organization they work for. Hence, Job satisfaction is considered as one of the key variables of employee retention. The presence of satisfied employees in a hospital ensures the better working culture and environment. And opposite to this, unsatisfied employees can be a hinder to the hospital environment. There is evidence that employee involvement increases work performance and overall productivity, creates a better and more productive work environment, reduces employee absence and work leaving. Job satisfaction is an tremendously crucial aspect that shows an individuals working attitude towards the job. High levels of job satisfaction among employees display a positive feeling whereas employees with low-levels display a negative feeling. Highly satisfied employees are more productive and key resources of grabbing competitive advantage for any hospital success. In the context of hospital sector where there is high level of employee turnover, it is immensely important to ensure employee satisfaction to attract and retain satisfied workers to maintain competitive advantage also regarded employee satisfaction as a key to organizational survival and success.

Literature Review

An individual's job satisfaction depends upon various reasons. Some of the aspects are level of compensation, fair performance appraisal, working environment, leadership style, social associations among stakeholders, nature of job and alike. (Singh and Jain, 2013; Abuhashesh et al., 2019).

According to Ahmed (2015), the factors such as recruitment & selection, training & development, compensation, and reward have a positive influence on level of job satisfaction whereas supervisory role and job security have an adverse effect.

Similarly, Uddin et al. (2016) from his research on the employees of the hospitals in Bangladesh realized that the factors like pay and promotional potential, systematic chain of command and working environment justifies job satisfaction and vice-versa.

Meanwhile, Panghal and Bhambu (2013) in their published work expressed that there is a close and positive relationship among work nature, management prowess, organizational behavior, compensation, promotion prospects and alike.

Likewise, Jeet and Sayeeduzzafar (2014) expressed the influence of HRM policies and practices on job satisfaction level of private hospitals employees.

METHODOLOGY

This study has implemented graphical research design to identify the different factors associated with job satisfaction among the employees of hospitals operated in India and to assess the level of their job satisfaction at present context. For this, among the total employees of private hospitals of India, 156 employees from the different departments from different levels of the hospitals have been selected as sample for this study. This study relies on the primary data collected from the structured questionnaire.

Objectives

To study the satisfaction level of employees of private hospitals in India.

Hypothesis

H0: There is no significant relationship between employees job satisfaction and salary given by hospital.

H1: There is significant relationship between employees job satisfaction and salary given by hospital.

DATA ANALYSIS

Table 1: Profile of Respondents (Based on Age & Job Position)

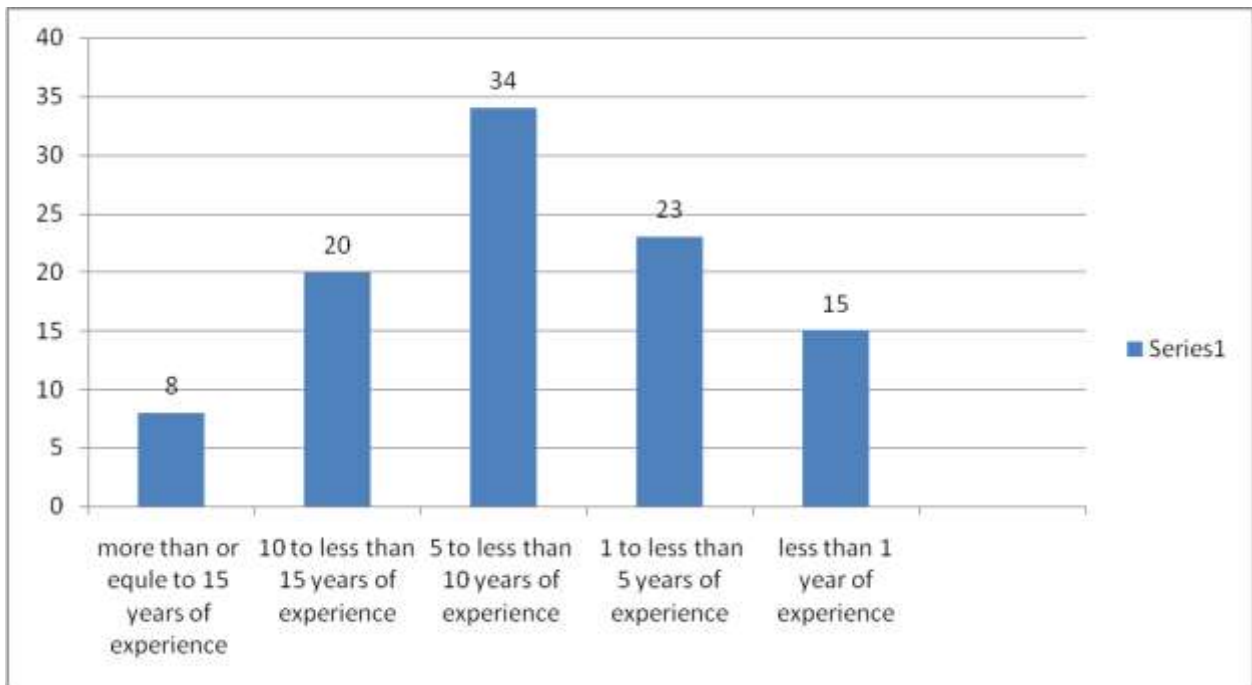
Age	Job					Total Percentage
	Cleaning	Junior Nurses	Senior Nurses	Junior Doctors	Senior Doctors	
Above 40 Years	-	-	-	7.69	5.	12.82
35 to 40 Years	-	-	5.13	5.77	2.	13.46
30 to 35 Years	-	4.	12.8	1.92	-	19.22
25 to 30 Years	2.	17.30	6.41	-	-	26.27
20 to 25 Years	14.75	8.	-	-	-	23.10
Below 20 Years	5.	-	-	-	-	5.13
Total	22.44	30.13	24.3	15.3	7.69	100.00

n=15

Interpretation

Table 1 shows the respondents profile based on their current job position and their age. Table displays that 12.82% respondents are from age of more than 40 years from which 7.69% are Junior Doctors and 5.13% are Senior Doctors. Similarly, 13.46% respondents are from age of 35 to 40 years from which 5.13% Senior Nurses, 5.77% Junior Doctors and 2.56% Senior Doctors. Likewise, 19.22% respondents are form age of 30 to 35 years form which 4.48% are Junior Nurses, 12.82% are Senior Nurses and 1.92% are Junior Doctors. The table also express that 26.27% respondents are form age of 25 to 30 years from which 2.56% are Cleaning Staff, 17.30% are Junior Nurses and 6.41% are Senior Nurses. In the same way 23.10% respondents are form age of 20 to 25 years from which 14.75% are Cleaning Staff and 8.35% are Junior Nurses. Table also shows that only 5.13% respondents are from age of below 20 years which are Cleaning Staff. In conclusion table indicated that as the respondents age increases the current job position of respondents also increases which could be because of their increased qualification and work experience.

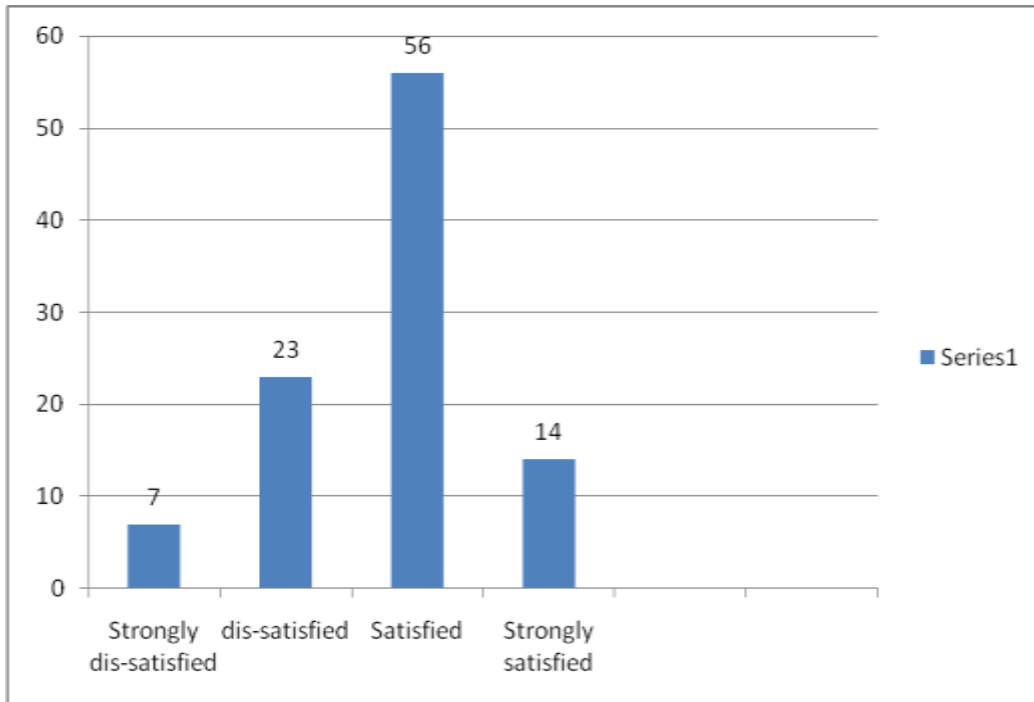
Figure 1: Profile of Respondents (Years of Experience)



Interpretation

Figure 1, shows that the years of experience of respondents in hospital sector. Figure displays that 8% of respondents has more than or equal to 15 years of experience in hospital sector. It also shows that 15% respondents have less than 1 year of experience. Similarly, 20% respondents have 10 to less than 15 years of experience. Likewise, 34% of respondents have 5 to less than 10 years of experience and 23% respondents have 1 to less than 5 years of experience. The figure explain that majority of respondents has more than 5 years of experience in hospital sector.

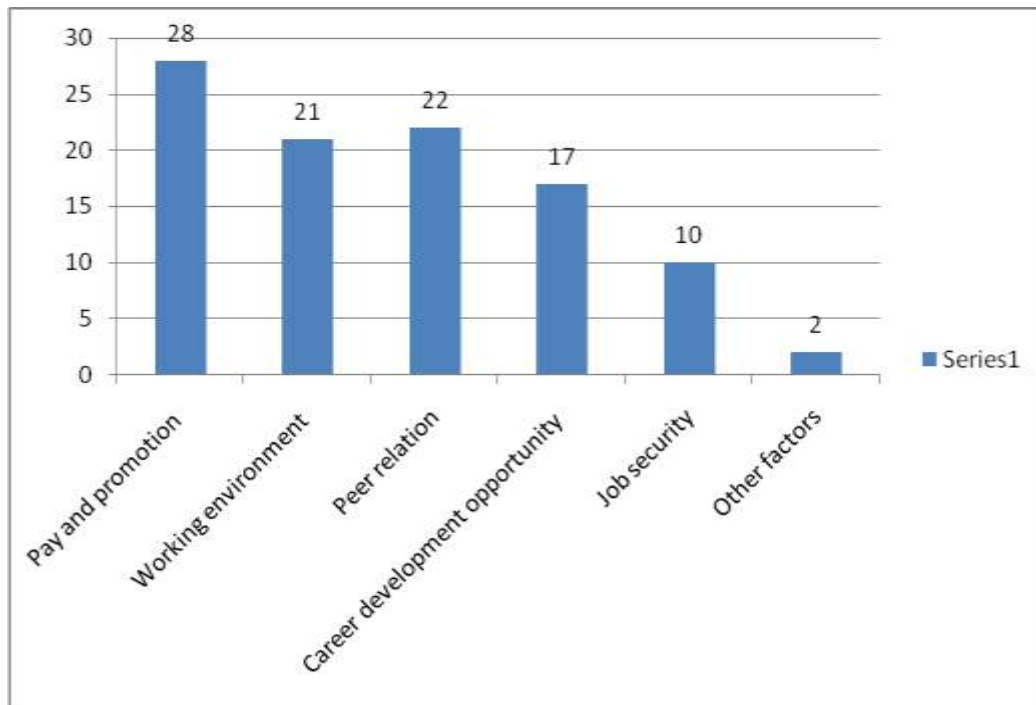
Figure 2: Job Satisfaction level of hospital employees



Interpretation

Figure 2 shows the overall level of job satisfaction of 156 respondents employees of private hospitals in India. Figure displays that 7 percent respondents are strongly dissatisfied with their job whereas 23 percentage respondent employees are dissatisfied with their current job. While, 56 percentage respondent employees are satisfied with their current hospital job and 14 percentage respondent employees are strongly satisfied with their current job. The figure indicated that majority of hospital employees of private hospitals operated in India are satisfied with their current hospital job.

Figure 3: Factors Influencing Job Satisfaction of Private hospitals



Interpretation

Figure 3 shows that employees preference among different factors influencing their job satisfaction in private hospitals in India. Figure shows that 28 percentage respondents prefer hospital payment schemes and promotion policies as a major influencing factor for their job satisfaction. Whereas, 22 percentage respondents feels that their relation with other staff members in hospitals as influencing factor of their job satisfaction. Similarly, 21 percentage respondents senses that working environment of hospitals is major determinant of their job satisfaction. Likewise, 17 percentage respondents think that career development opportunity in hospital as the source of their job satisfaction. While, 10 percentage respondents believed that job security in hospital as a major determining factor of their job satisfaction and 2 percentage of respondents thought that there are others influencing factors for their job satisfaction in private hospital of India. Figure indicates that good payment of financial benefits and appropriately promotion of employee is one of the major determining factors of employees job satisfaction followed by peer relation and working environment in private hospitals. Hence hypothesis that is “There is significant relationship between employees job satisfaction and salary given by hospital” is accepted.

CONCLUSIONS

In today's competitive market to grab the competitive advantages, sustainability and success of hospitals is largely dependent upon the motivated employees/staffs. The empirical studies show that satisfied employees are highly motivated towards their jobs leading to the success of hospitals. The study reflects that majority of hospital employees (respondents) are satisfied with their jobs. The study also shows that pay and promotion is one of the major influencing factors of job satisfaction in private hospitals in India, which is similar with the findings of Asadullah et al. (2019) concluding that compensation is the major element that affects the employees' satisfaction and performance. Likewise, Judge et al. (2010) and Mahnaz et al. (2013) showed that employees with higher salary tend to be more satisfied. In contradiction, Young et al. (2014) found that there is an inverse relationship between salary and job satisfaction. This study found that working environment, peers relation, career development opportunity and job security has also significant influence on job satisfaction of hospital staffs. So, this study concludes that the majority of hospital employees of India are satisfied with their current hospital jobs. Besides they suggested for flexible working hours as per changing scenario and job security for the higher job satisfaction. Further, the ongoing Covid-19 pandemic has created an unusual working environment in hospital sector, many hospital employees infected by this pandemic. Hence, the proper plan and strategy is needed for staff motivation to stay motivated and satisfied with their job in such critical situations. Moreover, the researcher also recommended that, flexible working hours along with job security and timely trainings for adapting changing business environment for employees' productivity and job satisfaction. Thus, the knowledge generated through this study can be useful to future researcher and concerned authority for their future concerned strategies.

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