

SATISFACTION OF EMPLOYEES IN HEALTHCARE INDUSTRY

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ABSTRACT

► MANY STUDIES HAVE BEEN CARRIED OUT ON THE SATISFACTION OF THE HEALTHCARE EMPLOYEES AND THE BEHAVIOUR OF THE ORGANIZATION TOWARDS THEM. IF THE EMPLOYEES ARE HAPPY IN THEIR JOB THEY ARE MORE PRODUCTIVE AND DEDICATED TO THEIR JOB. THIS RESULTS IN HIGHER TURNOVER FOR THE ORGANIZATION. THOSE WHO ARE NOT SATISFIED MIGRATE TO OTHER ORGANIZATIONS WHERE THEY HAVE BETTER OPPORTUNITIES. THERE HAS BEEN A QUICK GROWTH IN THE HEALTHCARE ORGANIZATIONS RECENTLY. THE SATISFACTION OF THE EMPLOYEES IN THEIR JOB IS NECESSARY SO THAT THE ORGANIZATION CAN GIVE BETTER SERVICE TO THE PUBLIC AS WELL AS PREVENTING THE EMPLOYEES FROM LEAVING THEIR JOB. THE STUDY IS AIMED AT FINDING GAPS AND LOOKING INTO VARIOUS FACTORS INFLUENCING JOB SATISFACTION.

► MONETARY BENEFITS, APPRECIATION, CHANCES BEING GIVEN FOR GROWTH, PERSONAL INTEREST SHOWN BY THEIR BOSS AND CO-WORKERS, ALLOWANCE TO PERFORM A WORK INDEPENDENTLY AND PRESENCE OF GOOD FRIENDS GIVE A LOT OF SATISFACTION TO THE EMPLOYEES.

► THE STUDY WAS CONDUCTED ON 200 RESPONDENTS INCLUDING DOCTORS, NURSES AND EMPLOYEES IN THE GENERAL MANAGEMENT OF THE HOSPITALS. DATA REGARDING THE LEVEL OF SATISFACTION WAS COLLECTED USING A QUESTIONNAIRE INCLUDING 12 QUESTIONS AND ANALYSIS WAS DONE. THE OVERALL PERCENTAGE OF THE EMPLOYEES WHO HAD DIFFERENT LEVELS OF SATISFACTION HAS BEEN OBSERVED BEING 98.66%.

ORGANIZATION PROFILE

- ▶ HCG - The Cancer Care Specialists have been fighting against cancer. The Organisation has been the India's largest cancer care provider having 24 centres. It has been working efficiently for more than three decades. HCG was established with the aim to provide high-quality, result-oriented cancer care. Cancer care units across India are equipped with cutting-edge technology to provide high-quality cancer care including Surgical, Radiation, and Medical Oncology services all under one roof.



INTRODUCTION

- ▶ Many workers have conducted studies on the satisfaction of employees in their jobs in different healthcare organizations. Job satisfaction can be used to measure the emotional well-being of the employee. Managers should pay special attention to employee job satisfaction because if they are not satisfied they will not be able to perform nicely. Many hours in a day are consumed in performing the day's job and social standing of a person is affected by the job. Employees' well-being is influenced by their satisfaction with their jobs.
- ▶ Locke (1976) stated that appreciation and good experiences in the job brought job satisfaction.[1] Spector (1997) later stated that while performing the job if the employee enjoys it he /she is definitely satisfied.[2]
- ▶ According to Mullins (1999)[3], the factors which influence worker's job satisfaction are as follows:
 - ▶ Age, marital status, education, personality, intelligence/abilities, work orientation are all individual factors.
 - ▶ Organizational factors.
 - ▶ Cultural aspects like underlying beliefs, attitudes, and values.
 - ▶ Social factors e.g. interaction opportunities, coworker relationships, group work and norms, and informal organization.
 - ▶ Economic, governmental, technical and social influences on the environment
- ▶ If the healthcare workers are not satisfied in their jobs they find it difficult to take proper care of the patients in the hospital. As a result, hospital executives are accountable to both employees and patients. The satisfaction of employees as well as patients is highly important for the smooth running of a hospital. The satisfaction of patients indicates the quality of the hospital. Overall job satisfaction and growth are important factors in retaining hospital employee's for extra time. The employees performance has a direct impact on the satisfaction of the patients. It is highly important that the employees are kept constantly motivated and satisfied in their job in the organizations so that better health services are provided to the patients by them.

RESEARCH QUESTION

1. For the assessment of the different studies conducted earlier.
2. To identify areas which are yet to be explored.
3. To identify the impact of satisfaction of employees in the field of healthcare.

REVIEW OF LITERATURE

- ▶ In an Estonian hospital in 2004 Karna M. tried to assess the satisfaction of employees and to identify factors related to job satisfaction of the Physicians, Nurses, Nursing associates, Administrative staff and others. Supervisory relationship, variables of planning, and feeling of being a part of the organisation had a definite effect on the satisfaction of the employees in their job.^[4]
- ▶ Pietersen C., et al. (2005) carried out a study in Limpopo province in South Africa in the government hospital, upon the satisfaction of the nurses. More respondents (56 percent) were dissatisfied than those who were satisfied (44 percent). Most of the employees were not satisfied with the working condition; many of them were unhappy about their monetary gains; many of them were unhappy so far as interactions with their bosses were concerned; many of them were not satisfied with the atmosphere in the organization; and many of them were not happy because they were not getting promoted timely. The author concluded that it was necessary for the organizational leaders to take proper steps so that the employees are kept satisfied and do not try to leave their jobs.^[5]
- ▶ The satisfaction of faculty members regarding their salary, type of work, relationship with their boss as well as co-workers and their promotions was investigated by Kishtwar A. (2005). The author found that the type of work gave them highest level of satisfaction while their terms with their managers and colleagues gave them second highest level of satisfaction. It was noted that age had a direct correlation with all dimensions of satisfaction.^[6]
- ▶ In two teaching hospitals in Beijing in Mainland China, Lu H., et al. (2006) conducted a survey of 512 nurses regarding job perspectives and experiences. Majority of them were found to be happy or very happy with their boss as well as other workers. All the hospital nurses here had a positive attitude toward their work. However, 72.90 % nurses were not satisfied with their pay scale. The management was supposed to consider about an increase in their pay scale to prevent nurse's intention to leave the job.^[7]

- ▶ In South Africa Selebi C. and Minna A. (2007) conducted a survey of nurses posted at a public hospital. The nurses were not satisfied with responsibilities given to them. As they were not given chance to work independently, not a given chance for creativity, not being motivated and as their work was not being given due recognition they were not satisfied in their job. They were also dissatisfied with the hygiene aspects of their jobs. It was inferred that the hospital and nursing management was required to revise the salary given to Nurses, supervision methods as well as the implementation of health policies.^[8]
- ▶ In a study Isfahan, Iran, Mosaddegh et al. (2008) found that if the behaviour of the leaders and supervisors in the organisation was nice the hospital employees were highly satisfied and showed more sincerity towards the organization and they did not want to leave the job in the hospital.^[9]
- ▶ Peltier J. and Dahl A. (2009) conducted a study in a major hospital in New York city found that better patient experiences were provided by the hospital departments with higher levels of employee satisfaction. They emphasised upon the requirements of the employees such as respect, visibility and recognition.^[10]
- ▶ S. Kaur et al. (2009) took the help of a questionnaire which was given to 250 doctors in a Delhi tertiary hospital to investigate job satisfaction and find out the factors that influence it. There was dissatisfaction present in a significant number of doctors regarding the duration of the work in a day and the night duties assigned to them in a month.^[11]
- ▶ A study was conducted by Bhatnagar K. and Srivastava K. (2011) to create a scale for assessing medical teachers' job satisfaction. Questionnaires were given to 245 Teachers in medical colleges. Professional practise environment, job reward, job competency, work enthusiasm, were identified as common factors in this study. Mostly the medical teachers were dissatisfied as they were not being rewarded properly. These employees were also not satisfied with the conditions in which they were performing their duties. They emphasised that planning should be done so that the medical teachers are kept satisfied in their jobs.^[12]

In their study, Jathanna R., et al. (2011) looked at the relationship between an employee's personal profile and their job satisfaction. Age, sex, marital status, dependent children, parents and work experience were used to compare personal profile determinants with job satisfaction. It was concluded that variables from personal profile of an individual identified from a sociological and psychological aspect should be included in the determinants of job satisfaction.^[13]

In their study, Bagheri S., et al. (2012) looked at factors that affect job satisfaction among health-care workers. The factors were discussed in eight focus group discussions. They identified and confirmed the importance of these different groups of factors: structural and managerial, environmental, social, work-related and welfare.^[14]

In India, Singh Rajkumar G. (2013) carried out a study upon employees in a private hospital in Manipur. He stated that if the employee had good work experience his/her performance was good and pay and compensation happened to be very important factor so far as satisfaction of the employee was concerned.^[15]

Sharma, M., et al. (2014) chose 170 Indian physicians for their study from 2 medical institutions. A questionnaire containing 42 questions covering fifteen aspects of job satisfaction were given and their responses were analysed. They found that more than 70% of physicians were satisfied with their jobs as they were allowed to work freely, were given chances to use their ability, got praised for their nice work, behaviour of their boss was good, attitude of co-workers was nice, there payment was sufficient and the overall management was nice.^[16]

Elaraby, H. M., and Johari, F. (2014) in their study conducted on medical staff working in Libyan government hospitals, found work comfort, work treatment, salary, and incentives as factors affecting the satisfaction of employees. If the employees get good monetary gains and get behaved nicely by their superiors in the organization its performance can definitely improve.^[17]

Mohammad Sayed, A., and Akhtar, N. (2014) stated that if the employees spend there lives in a comfortable and pleasing manner in addition to their work their level of satisfaction is increased and results in long term organizational commitment among the employees.^[18]

Asamani et al. (2016) in their study tried to find effect of leadership on satisfaction in job among 273 Nursing personnel in 5 healthcare organisations in the Eastern part of Ghana. They observed that the leadership style of Nursing leaders had an influence on 29% of the nursing staff's job satisfaction.^[19]



According to Alshmemri et al. (2017) (A) the Hygiene job factors which lead to dissatisfaction in the job are: (1) salary (2) policies of the organisation (3) work conditions (4) interpersonal relations and (5) relationship with superiors. (B) the Motivational job factors which lead to satisfaction in the job are (1) personal development and growth (2) meaningful work (3) recognition (4) opportunities for advancement and (5) sense of achievement.^[20]

Amiri et al. (2017) examined the factors which brought satisfaction or dissatisfaction and in turn affected the performance of the employee and result of the work. They recommended that the leaders in the organization should take proper steps so that there is satisfaction in the employees while being in their jobs.^[21]

Irwan (2018) emphasised on the fact that there is a direct correlation between positive motivation of the employee and employee's performance.^[22]

According to Putri (2018), if the leadership is focussed on improving the factors which are going to increase the motivation of the employee, the performance of the organisation would be better.^[23]

OBJECTIVES

- ▶ The motive of study is for making out satisfaction of employees employed in the healthcare organizations and determine the factors that affect it. Proper steps could be taken by the leaders in the organisation to keep them satisfied by giving due consideration to the various factors.

METHODOLOGY

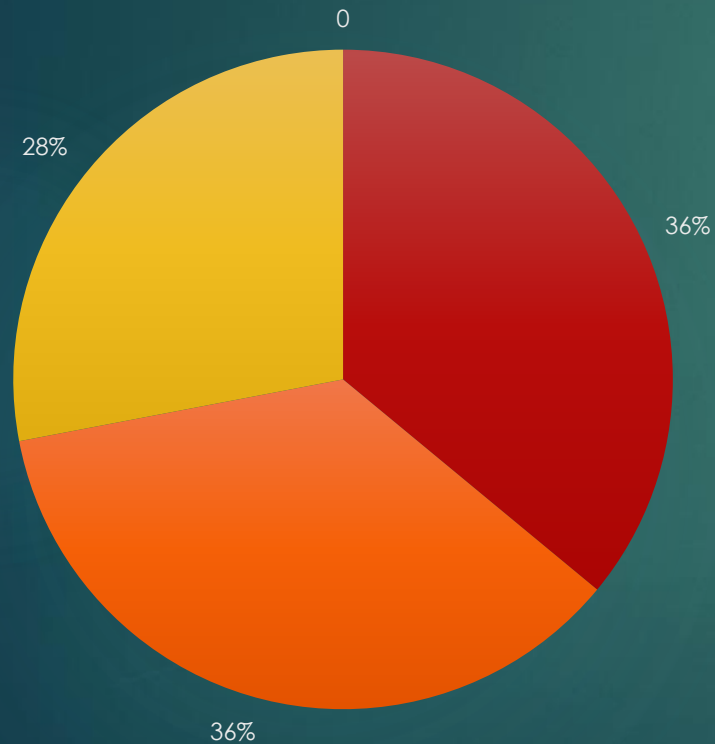
The study was conducted on 200 respondents including doctors, nurses and employees in the general management of the hospitals. Data regarding the level of satisfaction was collected using a questionnaire including 12 questions and analysis was done.

QUESTIONNAIRE

1. Do you understand your responsibilities at work?
2. Are you provided with all the materials and equipment required to complete your task?
3. Are you given opportunity to do a work which you can do very nicely?
4. Have you been recognized and praised during the last week for doing nice work?
5. Does your boss or any co-worker show personal interest in you?
6. Is your growth supported by somebody in the organization?
7. Is your input valued in a project?
8. Does your organization's mission/purpose make you feel that you are doing an important job?
9. Are your coworkers dedicated for producing a work of high quality?
10. Do you have best friend among your co-worker?
11. Has somebody in the organization shown interest in your progress in the previous half year?
12. Did you get chance for learning and growing in job in the previous year?

DATA ANALYSIS

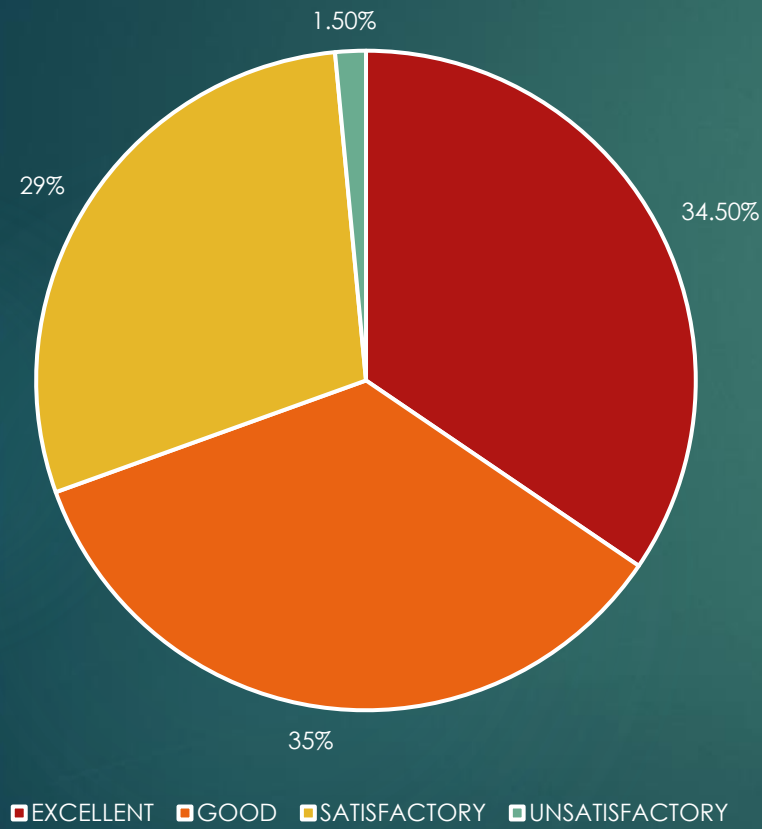
► 1) Do you understand your responsibilities at work?



■ EXCELLENT ■ GOOD ■ SATISFACTORY ■ UNSATISFACTORY

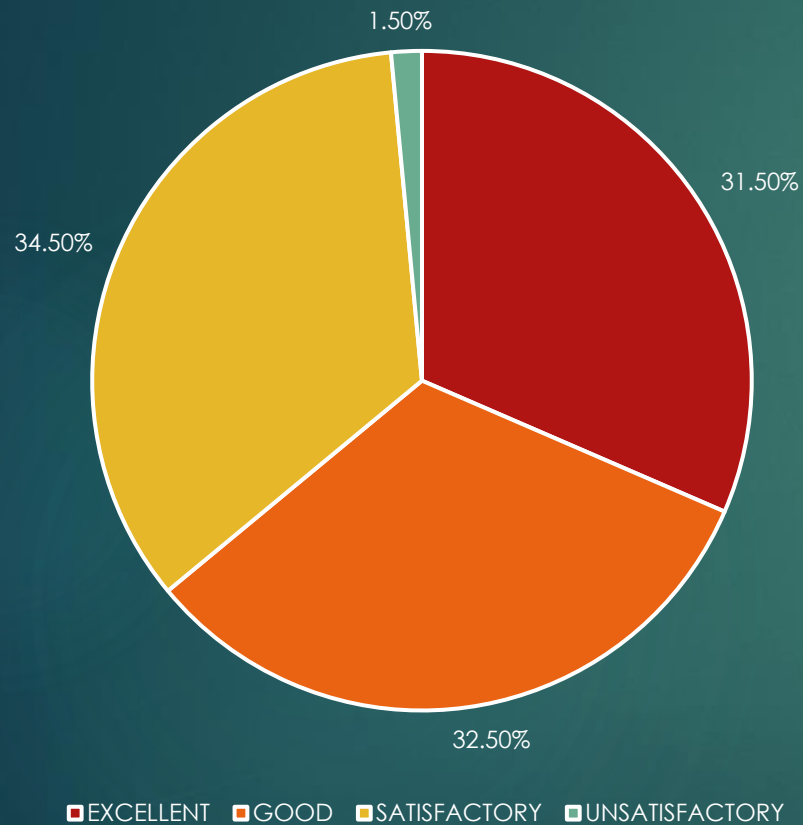
INTERPRETATION: No respondent was dissatisfied. 56 employees (28%) were satisfied whereas 72 (36%) were highly satisfied and 72 (36%) were extremely satisfied so far as understanding of their responsibilities at work.

► 2) Are you provided with all the materials and equipment required to complete your task?



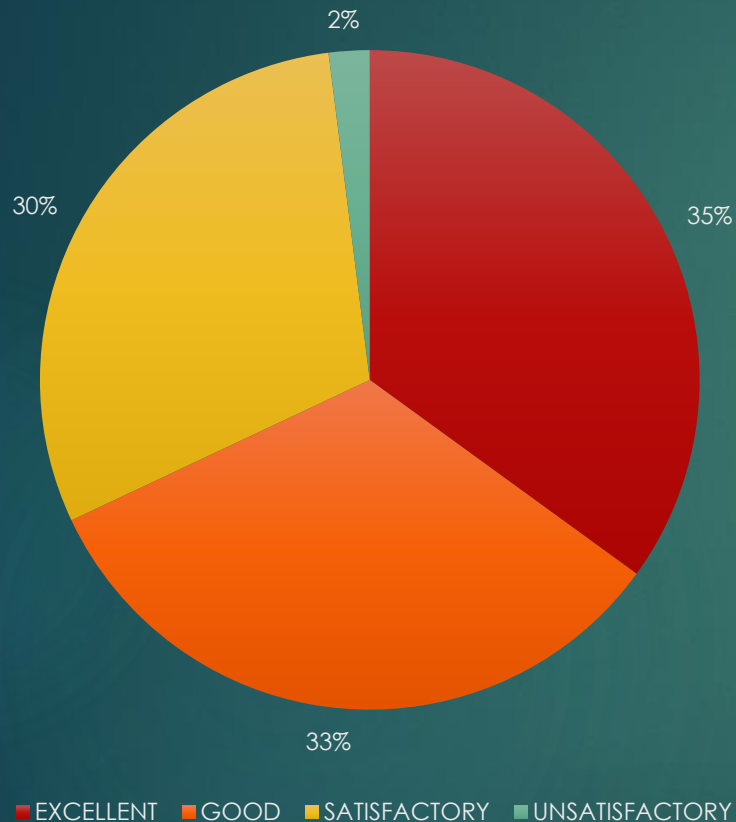
INTERPRETATION: Three (1.50%) of the employees were not satisfied with the materials and equipment provided to complete their task. Fifty-eight (29%) employees were just satisfied whereas 70 (35%) employees were highly satisfied and 69 (34.5%) were extremely satisfied in this regard.

►3) Are you given opportunity to do a work which you can do very nicely?



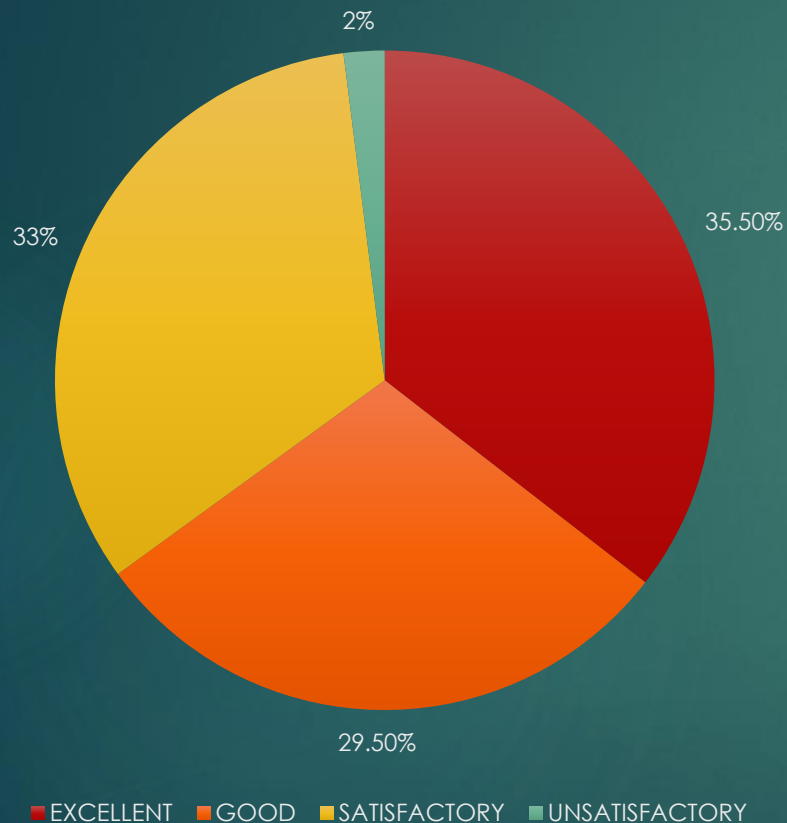
Interpretation: Three (1.50%) individuals were unsatisfied because they did not get a chance to do what they could do very nicely. However, 69 (34.50%), 65 (32.50%) and 63 (31.50%) employees were satisfied, highly satisfied and extremely satisfied.

► 4) Have you been recognized and praised during the last week for doing nice work?



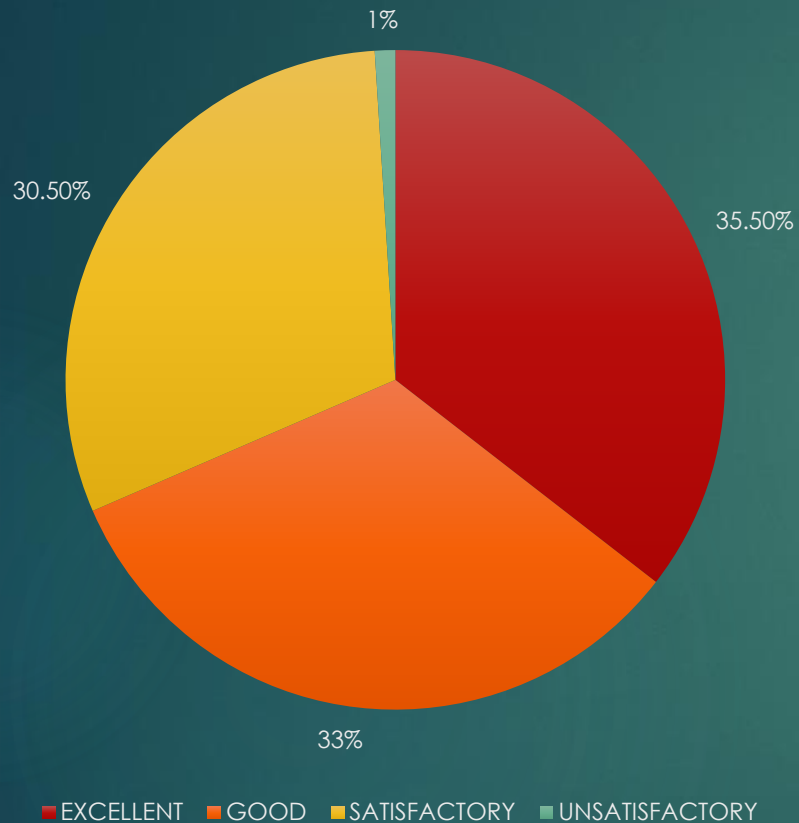
Interpretation: Four individuals (2%) were unsatisfied as they were not recognised and praised for the good work they had done during the last week. Sixty (30%), 66 (33%) and 70 (35%) employees were satisfied, highly satisfied and extremely satisfied respectively as they got recognition and appraisal for their good work in last week.

► 5) Does your boss or any co-worker show personal interest in you?



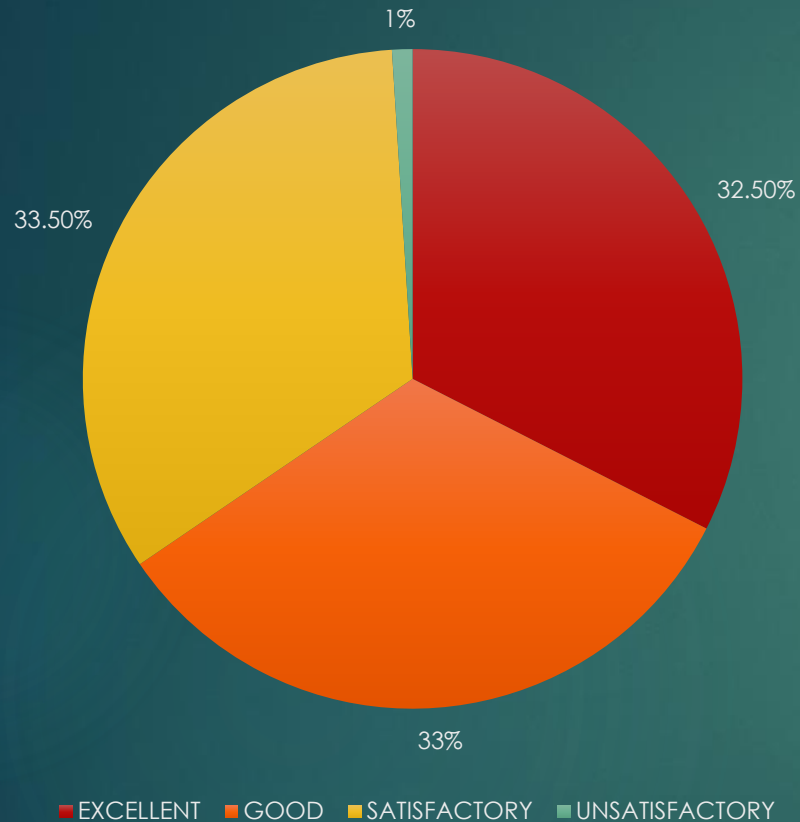
Interpretation: Four (2%) persons were not satisfied as their boss or a co-worker did not appear to be interested in them. In this regard 66 (33%) persons were satisfied; 59 (29.50%) persons were highly satisfied and 71 (35.50%) were extremely satisfied as their boss or co-worker appeared to be interested in them as a person.

► 6) Is your growth supported by somebody in the organization?



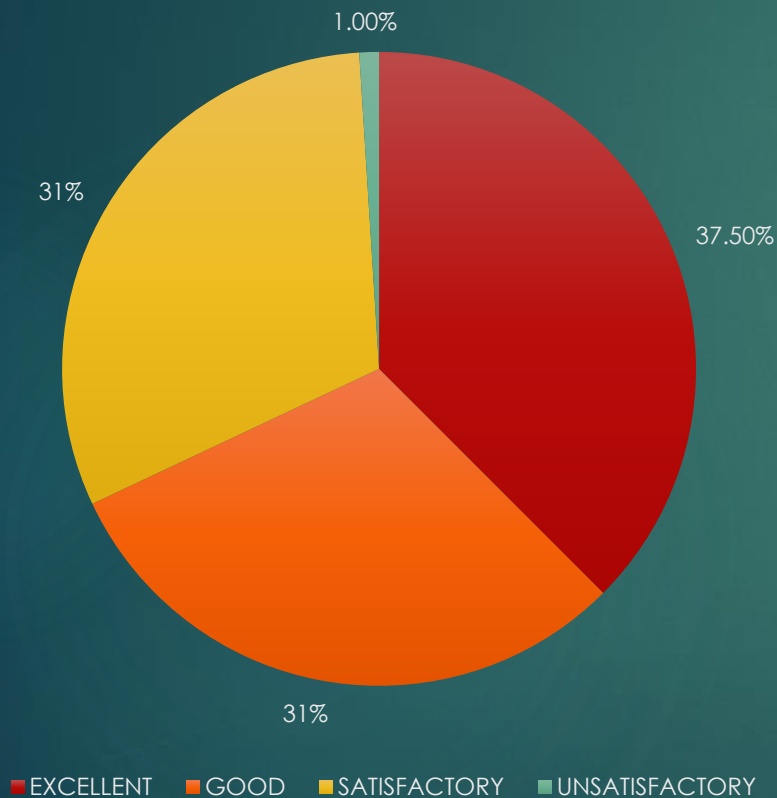
Interpretation: In case of getting support from somebody for the growth of the employees 2 (1%) were unsatisfied, 61 (30.5%) were satisfied, 66 (33%) were highly satisfied whereas 71 (35.5%) employees were extremely satisfied.

► 7) Is your input valued in a project?



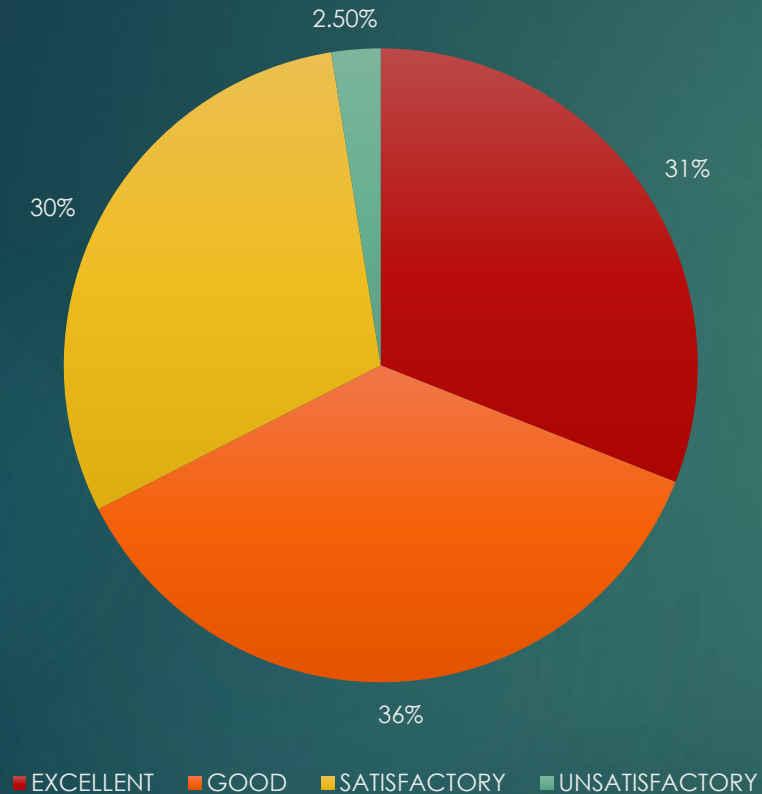
Interpretation: In the case of their input being valued in a project 2 (1%) employees were not satisfied while 67 (33.50%), 66 (33%) and 65 (32.50%) employees were satisfied, highly satisfied and extremely satisfied respectively.

8) Does your organization's mission/purpose make you feel that you are doing an important job?



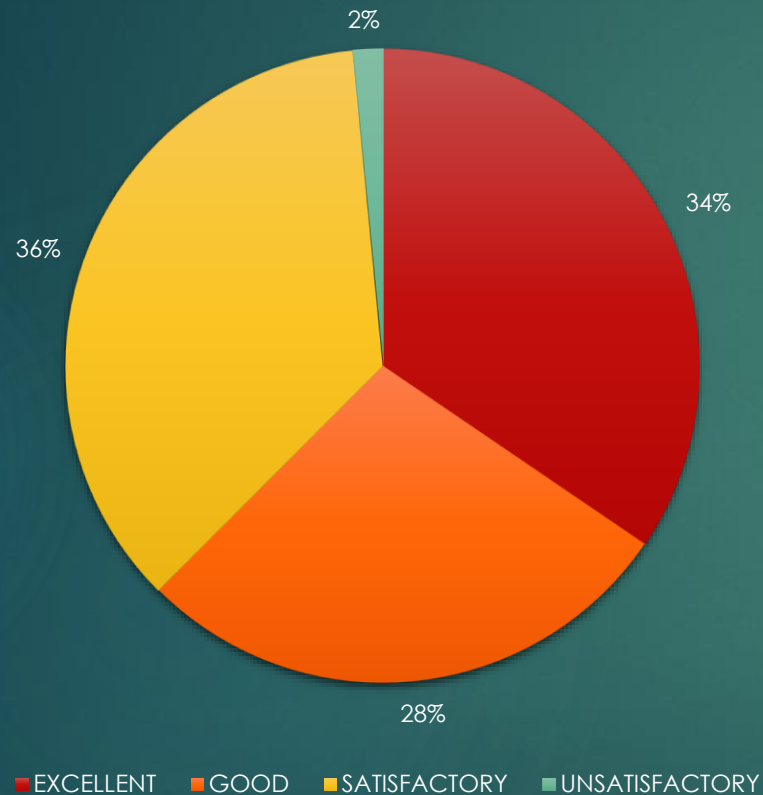
Interpretation: In response to this question asked 02(1%) respondents were unsatisfied, 62 respondents were satisfied, 61 (30.5%) were highly satisfied and 75 (37.5%) were extremely satisfied.

9) Are your coworkers dedicated for producing a work of high quality?



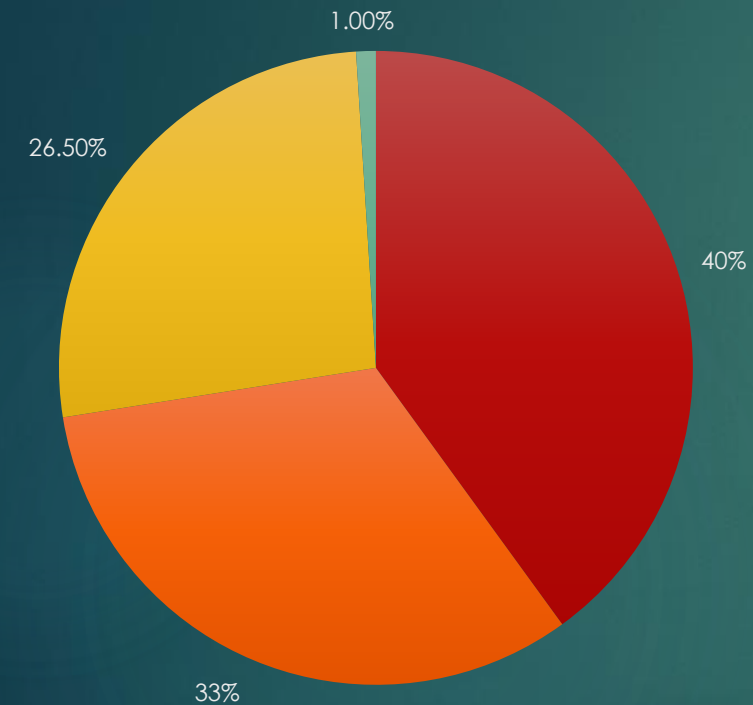
Interpretation: In connection with the dedication of co-workers in the production of high-quality work 05 (2.5%) respondents were unsatisfied whereas 60 (30%), 73 (36.50%) and 62 (31%) were satisfied, highly satisfied and extremely satisfied respectively.

10) Do you have best friend among your co-workers?



Interpretation: Three (1.5%) respondents were not satisfied because they did not have best friends among their co-workers. Many respondents 72 (36%), 56 (28%) and 69 (34.5%) were satisfied, highly satisfied and extremely satisfied to have best friends among their co-workers.

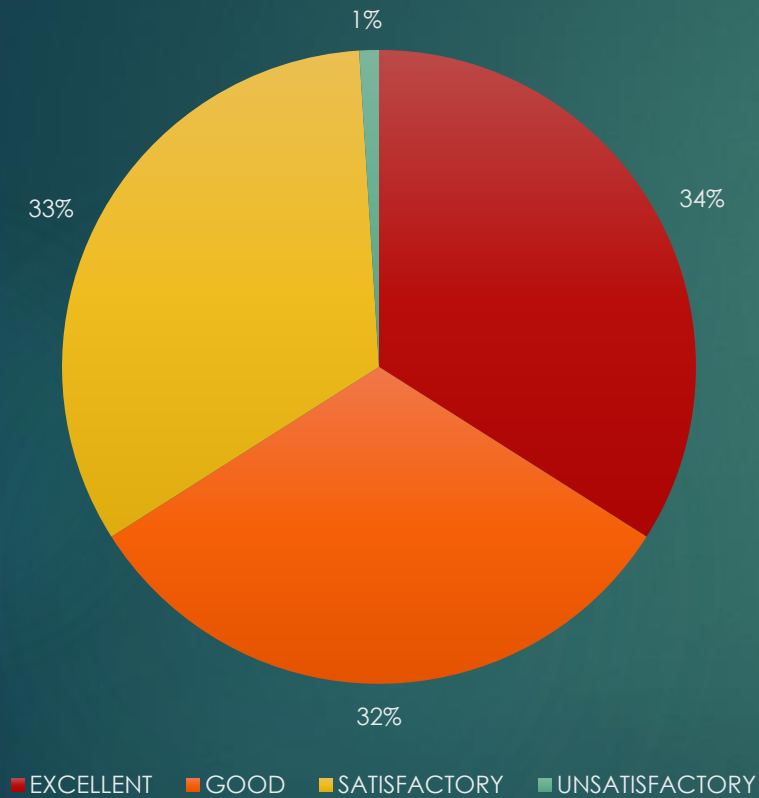
11) Has somebody in the organization shown interest in your progress in the previous half year?



■ EXCELLENT ■ GOOD ■ SATISFACTORY ■ UNSATISFACTORY

Interpretation: Two (1%) employees were unsatisfied because no one had shown any interest regarding their progress in the last half year. However Fifty-three (26.50%), 65 (32.50%) and 80 (40%) respondents were satisfied, highly satisfied and extremely satisfied respectively.

12) Did you get chance for learning and growing in job in the previous year?



Interpretation: In the case of getting opportunities to learn and grow at work in the previous one year 02(1%) employees were not satisfied whereas 66 (33%), 64 (32%) and 68 (34%) employees were satisfied, highly satisfied and extremely satisfied respectively.

RESULTS

- ▶ In the present study out of the 12 questions put up to the 200 respondents, 26.50% to 36% (average 31.25%) were satisfied, 28% to 36.5% (average 32.62%) were highly satisfied and 31% to 40% (average 34.79%) were extremely satisfied. Nobody had any dissatisfaction regarding the understanding of the responsibilities at work (Q. No 1). The range of dissatisfaction among the healthcare workers was 0% to 2.5% with an average of 1.33%. The overall percentage of the employees who had different levels of satisfaction has been observed being 98.66%.

DISCUSSION

- ▶ Karna. M. (2004) noted that when an employee felt that he/she was an important part of organization it brought job satisfaction in him/her. In his study Keshtkaran A. (2005) observed that the nature of their own work and the nature of their co-worker's work brought highest and 2nd highest level of satisfaction among the faculty members. Kaur. et al. (2011) found that many out of doctors were not satisfied with the working environment Number of working per day and night shifts per month and salary brought dissatisfaction. According to Elarabi (2014) despite good payment, nice treatment given by the managers was necessary. Sharma M. et al. (2012) had found that the most important factor which brought satisfaction among the physicians was that if their suggestions were considered and attention was paid by the leaders of the organization. Proper motivation of the employee is very much necessary as there is a positive relation between their motivation and their performance (Irwan (2018)). Dissatisfaction of healthcare personnel with their job can translate into reduced patient satisfaction and lower quality of care. By getting a feedback from the various employees at regular intervals the leaders should try to pay attention towards their grievances empathetically with compassion. This could result in increased job satisfaction among the employees and eventually increase the overall turnover and reputation of the organisation.

LIMITATIONS

- ▶ The study's limitations are that it is limited to only 200 respondents and does not ensure that all constituent groups of the Employees in the Healthcare Industry are included. The sample size (200 respondents) may not reflect the total perception of the employees and customers, and the results may differ. It can be beneficial to use a different method as a starting point for further investigation. Respondents may have given responses that differed from reality. The factors and variables not included in the study could provide a good starting point for future research.

CONCLUSION

- ▶ According to the present study it has been observed that if the employees are made to understand their responsibilities very clearly, provided with materials and necessary equipment for the performance of their work and given a chance to do what they can do best every day different levels of their satisfaction are more. If the employees are praised for their good work, their input is valued and if they have a feeling that their job is important in the organization's mission/purpose the different levels of satisfaction are increased. If their boss or someone else at work takes personal interest in the worker, their growth is supported by others at work and if they get opportunities to learn more and grow the workers become more satisfied. The presence of co-workers dedicated to producing high quality work gives them encouragement as well as satisfaction. If they have best friend or friends and someone enquires about their progress at work the workers are more and more satisfied.

RECOMMENDATIONS

- ▶ I recommend further research to be carried out by others in this regard as there have been limitations in my study. It is recommended that the leaders and the Human resource departments must focus on ensuring clarity of employee's role, providing the tools and equipment needed for performance of the required work by the employees, allowing the employee to perform a work which he/she is able to do very nicely, providing effective training to them and keeping the employees engaged in achievement of individual goals to increase the level of satisfaction in the employee. Furthermore, a good work performed by the healthcare employee must always be appreciated by their superior and their input must be valued and the bosses and co-workers should show personal interest in the employees and they should also support their growth so that the level of satisfaction of the healthcare employee is increased.

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THANK YOU !