

Study on Job Satisfaction of the Nursing Attendants Working in Home Healthcare

By

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*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr. Risho Singh student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone dissertation training at Portea Medical, Bangalore from 7th March 2016 to 22nd May 2016.

The candidate has successfully carried out the study designated to her during dissertation training and her approach to the study has been sincere, scientific and analytical. This internship is in fulfillment of the course requirements.

I wish her success in all her future endeavors.



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And has successfully completed her Project on

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20th May, 2016

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She comes across as a committed, sincere & diligent person who has a
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We wish her all the best for future endeavors

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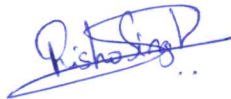
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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **“A Study on Job Satisfaction of Nursing Attendants working in Home Healthcare in Bangalore”** and submitted by **Dr. Risho Singh** Enrollment No. **IIHMR-U/MBA-HM/2014-2016/19-0202** under the supervision of **Dr. P.R.Sodani** for award of MBA in Hospital and Health Management of the University, carried out during the period from **1st March, 2016 to 22nd May, 2016** embodies my original work and has not formed the basis for the award of any degree, diploma association, fellowship, titles in this or any other Institute or other similar institution of higher learning.



Signature

ABSTRACT

INTRODUCTION

Employee satisfaction is the terminology used to describe whether employee is happy and contented with the work. The happier people are within their job, the more satisfied they are said to be.

Job satisfaction is not the same as motivation, although it is clearly linked. Many measures purport that employee motivation, in the workplace play an important role in job satisfaction.

Home healthcares Organizations all across the world find it difficult to hire, motivate and retain the nurses and nursing attendants. Therefore understanding the job satisfaction of nursing attendants and motivating them is very important.

RATIONALE

Nursing attendants in Home Healthcare face a lot of stress whether mental or physical and may feel pressurized by work. It is important to assess the factors that lead to satisfaction and dissatisfaction of the nursing attendants and thereby coming up with the solutions to address those factors.

RESEARCH QUESTION

1. What factors help in assessing the job satisfaction of the nursing attendants working in Home healthcare set-up?

OBJECTIVE

To assess the factors which lead to satisfaction and dissatisfaction among the nursing attendants working in Portea.

RESEARCH METHODOLOGY

A descriptive study was carried out during the period from 7th March 2016 to 22nd May 2016 in Portea Medical Home Healthcare in Bangalore. The data collected was both primary and secondary. Primary data was collected from the nursing attendants working in Bangalore and secondary data was collected with the help of HR and Operations team of the organization. The sample considered was 117 based on convenience sampling. The study was carried out through administration of self-structured questionnaire to the nursing attendants in a face to face interview. Finally the data was analyzed using advanced functions of Excel.

CONCLUSION

The assessment of job satisfaction of the nursing attendants working in home healthcare sector is important as that of the nurses in the hospitals. This helped in assessing the factors that leads to satisfaction and dissatisfaction of the employees and thereby coming up with the solutions to address the factors causing dissatisfaction. This also helps in reducing the employee turnover.

PREFACE

The conceptual knowledge acquired by the MBA students is best manifested in the projects. As a part of curriculum, every student studying MBA has to undertake a dissertation report on a particular subject assigned to him/her.

Accordingly, I have been assigned the project work on “**Job Satisfaction of the Nursing Attendants working in Home Healthcare**” at Portea Medical, Bangalore. The present project gives a perfect vent to my understanding of one of the important assets of the organization that is **Nursing Attendants** and their satisfaction related to their job.

The dissertation report is entitled, “**A Study on Job Satisfaction of the Nursing Attendants Working in Home Healthcare.**”

The present study was undertaken to understand the factors that determine the satisfaction of the employees in relation to their job.

I have tried to put my best effort to complete the task on the basis of skills that I have achieved during my studies in the institute. I also hope that this report will be beneficial for my next batches and for those who will be related to this topic.

ACKNOWLEDGEMENTS

On the completion of this project, I would like to extend my sincere and heartfelt obligation towards all the people both in my college as well as my working organization who helped me in this endeavour. Without their help, their active guidance, cooperation and encouragement, it would have been very difficult to complete the project and learn new things from them.

I am extremely thankful to my mentor **Ms. Ritu Vijay**, Project Manager for Nursing Attendant and Kangaroo & Roo services at Portea Medical, Bangalore. I thank her for being my greatest support and helping me to climb up the corporate ladder step by step.

My special thanks to **Mr. Vaibhav Tiwari**, Chief Operating Officer at Portea Medical, Bangalore to guide me and whose stimulating suggestions and encouragement helped me to move forward with my project.

I am obliged to *Portea Home Healthcare* for providing me the opportunity.

I am extremely thankful and pay my extreme gratitude to my faculty guide, **Dr.P.R.Sodani**, Dean (Training) for his valuable guidance and support in completion of this project.

I would like to extend my gratitude and appreciation to my college authorities and whole of the staff.

I also acknowledge with a deep sense of reverence, my gratitude towards my parents, family and friends who supported me morally in accomplishing the task.

Finally, and most importantly, I would like to thank God for allowing me to complete my project, my beloved parents for their blessings and my friends for their help and wishes for the successful completion of this training.

Thanking You

Risho Singh

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1. INTRODUCTION

Human being seeks satisfaction in every walk of life even as an employee to an organization. Briefly it can be said that unless an employee derives satisfaction in a job, it will not be well done in an effective manner or sometimes may not be done at all. Thus it becomes necessary to make the employees satisfied if we want to get better extraction of work from the feelings, emotions, sentiments, attitudes and motives combine to lead to a particular type of behaviour on the part of an individual or his group and this is what is referred to as an employee or group job satisfaction.

A sound climate in the long run is one of the valuable assets to the organisation. A management must consider creating a sound motivational climate in the long run. What organisation actually offers is of course important, yet more important is how an organisation perceives and to what extent it is meeting the needs of the employees. They desire security, recognition, new experience and independence. When these needs are not fulfilled, it leads to dissatisfaction among the employees which is undesirable and dangerous in any profession. Because of an employee's central role in an organization or a company, satisfaction with one's job is an important component in overall wellbeing.

1.1 DEFINITION OF JOB SATISFACTION:

According to Robbins and Sanghi (2006) "Job satisfaction is collection of feelings that an individual holds toward his or her job".

The same was contributed by Masud Ibn Rahman (2008) "Job satisfaction is defined as a general attitude toward one's job. It is in regard to one's feelings or state-of-mind regarding the nature of their work".

Again Mobey and Lockey (1970) expressed as an opinion that "Job satisfaction and dissatisfaction are function of the perceived relationship between what one expects and obtains from one's job and how much importance or value one attributes to it."

Job satisfaction describes how contented an individual is with his or her job. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include

- The level of pay and benefits,
- The perceived fairness of the promotion system within a company,
- The quality of the working conditions,
- Leadership and social relationships,
- The job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).

Positive attitude towards job is equivalent to job satisfaction whereas negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person's attitude towards job.

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and need of work. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Many measures purport that employee motivation, employee goal achievement and positive employee morale in the workplace play a very important role to contribute to job satisfaction (Robyn Stone, 2007)

Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

Questions related to factors that help in determining the job satisfaction level of the employees such as pay of the employees, work responsibilities, variety of tasks, benefits they receive, relationship with the co-workers and their supervisors, could be included. Some researchers ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale where 1 represents “strongly dissatisfied” and 5 represents “strongly satisfied”).

Job satisfaction can be increased by attending to motivating factors, such as making work more interesting, requiring more initiative, creativity and planning. This is especially relevant when budget constraints limit increases to pay and benefits (Royce, Dhooopers & Howars, 1989)

The present study is aimed to find out the levels of job satisfaction among Nursing Attendants working in Home Healthcare.

Nurse and Nursing Attendants shortage is a critical phenomenon which the Hospitals face world-wide (Beatrice, 2010). Not only the hospitals, but even the Home healthcares Organizations all across the world find it difficult to hire and retain the Nurses and Nursing attendants. It is even more difficult to hire, train and retain the Nursing Attendants for provision of home health care service.

Reducing the attrition rate is one of the most cost-effective ways to decrease the Nursing Attendant shortages rather than hiring new candidates and training them. The health care managers acknowledge the link between retention and job satisfaction (Murrow & Nowak, 2005). According to Igbaria, Meredith and Smith (1994), job satisfaction is the most important factor in determining a person's intention to stay with an organization. A logical starting point for any development and/or intervention program aimed at maintaining and/or enhancing the satisfaction of employees is to obtain input from employees on their job satisfaction (Gunner-Vaughn, 2003).

2. LITERATURE REVIEW

“Review of literature is a summary of research on a topic of interest, often prepared to put a research problem in the context or as the basis for an implementation project”. A literature review helps to play the foundation for the study and can also inspire new research ideas.

Review of literature helps to gain an insight into various aspects of the problem under study such as design, methods, instrument measures and techniques of data collection, The review of literature provides a basis for future investigations, justifies the need for replication, throws light on the feasibility of the study, indicates constraints of data collection and helps to relate findings of one study to another. It also helps to establish a comprehensive body of scientific knowledge in a professional manner.

But there are no studies done or any research conducted in India on Home healthcare as the latter being a recent initiative. Even if home healthcare existed, it was local and unorganized. The below reviews respond to foreign studies conducted on home healthcare aides, referred to as nursing attendants in Indian Home healthcare organizations such as the pioneer. Portea.

Home health aides are front-line workers in delivering home health care. Job satisfaction among these important workers has been associated with patient health outcomes and quality of services.

Providing job satisfaction measure for its Nursing Attendants is one of the objectives of Home Healthcare Organizations. Portea, pioneer in Home healthcare setup is one of the fast developing and progressing Home healthcare organization and hence a study on job satisfaction acquires more significance.

The primary concern of an organisation is its productivity and its efficiency. There is continuous environmental pressure for the efficiency and if an organization does not respond to this pressure it may find itself rapidly losing. To meet the increasing technological changes and competition, the productivity must be duly increased. For the smooth running of an organization the man-power must be duly motivated and mobilized. The man-power can be motivated by way of rendering regular welfare services.

Among all the employees in the home healthcare workforce, it is observed that home care aides or nursing attendants were reported to have the lowest satisfaction levels with respect to their wages, benefits, and overall job quality.

2.1 Literature related to job satisfaction among home health aides:

Robyn Stone (2007) used the data from the National Home Health Aide Survey to compare demographic and employment characteristics of different types of home care workers. He examined data from a survey of more than 3,000 home care workers representing over 160,000 individuals employed by certified home health agencies. HHAs are by far the largest subgroup of the employees, comprising nearly 85 percent of the surveyed workers. Of all the groups, home care aides were least likely to be satisfied at work. Only 34.4 percent said they were "extremely satisfied" with their jobs, compared with 47.8 percent of HHAs and 51 percent of hospice aides. Only 7 percent of home care aides were "extremely satisfied" with their wages, and just 10 percent felt the same way about their benefits. Nearly half (49.3 percent) of home care aides said they were at least "somewhat likely" to leave their jobs within the year.

Seokwon Yoon, Janice Probst, Christine Di Stifano (2014) conducted a cross-sectional study to examine the latent relationships between personal backgrounds, organizational factors, job related characteristics, and job satisfaction in order to identify how the predicting variables directly and indirectly influence job satisfaction by home health aides. A total of 3,274 female home health aides working in home health care industry were selected for this study from the nationally representative sample. Most home health aides were positively satisfied with their jobs. At the personal level, increasing age, being separated/ divorced versus other conditions and personal health were positively associated with satisfaction. Structurally, health insurance and training were positively associated with job satisfaction. Being trusted, having confidence in one's ability, and supervisor quality were significantly associated with satisfaction. SEM analysis suggested that personal factors were positively associated with attitude ($\beta = 0.03$, $p < 0.05$) and attitude was positively associated with job satisfaction ($\beta = 0.30$, $p < 0.05$). In addition, there was positive relationship between support and job satisfaction ($\beta = 0.12$, $p < 0.05$). Organizational support was positively related to attitude ($\beta = 0.16$, $p < 0.05$). It was concluded that support from organizations and supervisors, and personal support have positive direct effects on the job satisfaction of home health aides. Organizational

support and supervisor support have important roles in weakening the negative relationship between job-related stressors and job satisfaction. We conclude that support from organizations and supervisors might improve job satisfaction by home health aides through reducing stress.

2.2 SCOPE OF THE STUDY

The development of an organization depends upon the regularity of the employees. The job satisfaction study of the Nursing attendants is conducted to understand their level of job satisfaction and find out the reason for high attrition rate and to come up with recommendations to revert the high attrition rate and to motivate the employees. By studying their job satisfaction level, we can come up with recommendations and corrective measures to decrease the irregularities in the organization, which leads to organization growth.

3. RESEARCH MEHODOLOGY

3.1 Research Question

What are the factors that lead to job satisfaction and dissatisfaction of the nursing attendants working in Portea?

3.2 Research Objectives

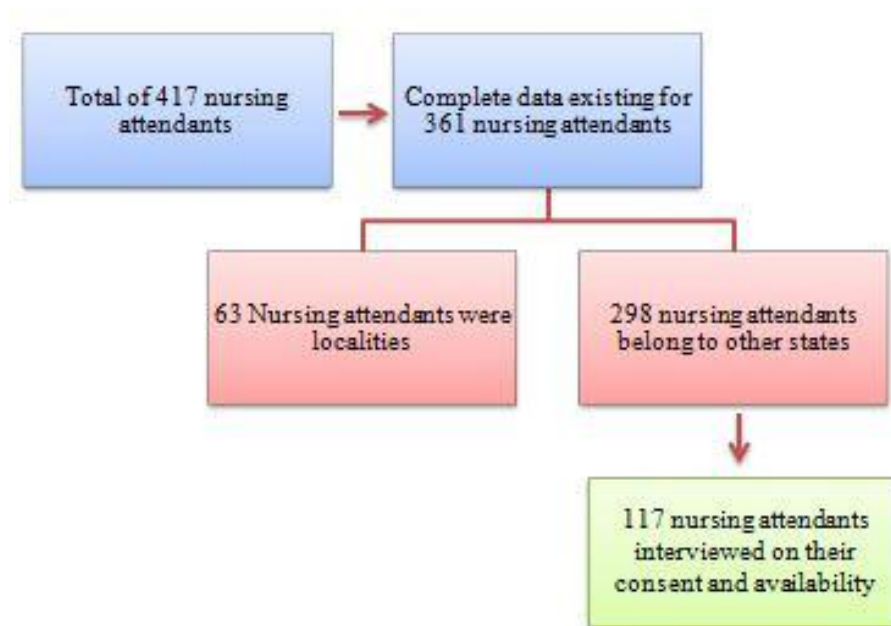
To assess the factors which lead to satisfaction and dissatisfaction among the nursing attendants working in Portea.

3.3 Research Design

A descriptive study was conducted at Portea Medical Home Healthcare in Bangalore for a duration from 7th March 2016 to 22nd May 2016.

3.4 Sampling

The sample population constitutes the nursing attendants. Nursing attendants are unlicensed nursing staffs who assist with basic patient care such as giving baths, checking vital signs, bed-making, and positioning. Nursing assistants usually must complete a training course, including classroom instructions and clinical practice under supervision. There are a total of 417 Nursing Attendants at Portea Medical Home Healthcare in Bangalore. Out of which the complete data existed for 361 nursing attendants. Among the 361 staff, there were 63 nursing attendants who were localities and 298 nursing attendants who were from other states. Out of 298 of them, 117 of the NAs were interviewed after taking their consent and based on their availability. The nursing attendants hired from other states were considered for the study. The local nursing attendants or the nursing attendants who were local to Bangalore were excluded from the study. The cases that finished their training but not yet assigned the role on field were excluded from the study.



3.5 Data collection

The primary data was collected from the nursing attendants by interacting with them and administering them a self-structured questionnaire based on the objectives. The instrument used was a self- structured questionnaire.

Method of data collection:

The questionnaire was administered through interviews of the participants. The questionnaire was designed in a manner to assess properly the nursing attendant's level of satisfaction.

Framework for the questionnaire:

There are many determining factors for Job satisfaction. The following factors were considered in the questionnaire

- Working conditions
- Relationship with the Co-workers
- Relationship with the Supervisors
- Relationship with the Patients and their Family
- Pay and the non-monetary benefits
- Career advancement

Job Satisfaction Scale:

There are many methods of measuring and collecting the data regarding job satisfaction. The most common method used is Likert scale, named after Rensis Likert. Likert scale is an interval scale designed to examine how strongly the subjects agree or disagree with statement on a 5-point scale with anchors.

The following points were used in the job satisfaction scale used in this study.

- Strongly satisfied
- Satisfied
- No response
- Dissatisfied
- Strongly dissatisfied

The responses to the questionnaire were taken from the nursing attendants by showing and explaining them the following picture.



3.6 Data analysis technique

The data has been collected from 117 employees through questionnaire and analyzed with the help of advanced Microsoft Excel functions. The data is analyzed with simple analysis technique. The data tool used here in the study is percentage method.

Percentage method is used in making comparison between two or more criteria. The below method was used to describe the relationship.

$$\text{Percentage of respondents} = (\text{No. of respondents} / \text{Total no. Of respondents}) \times 100$$

After analyzing the data, observations and findings are given.

3.7 Limitations of the study:

1. The study is limited only to nursing attendants in home healthcare sector in Bangalore city only.
2. Due to limitation of the time the research could not be made more detailed.
3. Due to confidentiality of some information accurate responses was not revealed
4. Some of the replies of the responses may be biased.
5. The study could not be generalized due to the fact that personal interview process was adopted.

4. OBSERVATIONS AND DISCUSSION

4.1 DEMOGRAPHIC CHARACTERISTICS

There were a total of 117 respondents who took part in the study and answered the questionnaire. Table 1 summarizes the demographic profile of the respondents. Most of the respondents were females with 67% preponderance. Most of the respondents were below 25 years of age corresponding to 71%. As for education attainment, majority of them had secondary education which was 31% and cumulative frequency of 77% of people with education of higher secondary or less. Majority of them had an experience of less than or equal to one year and 35% with experience more than one year.

Table 1: Demographic profile of the respondents

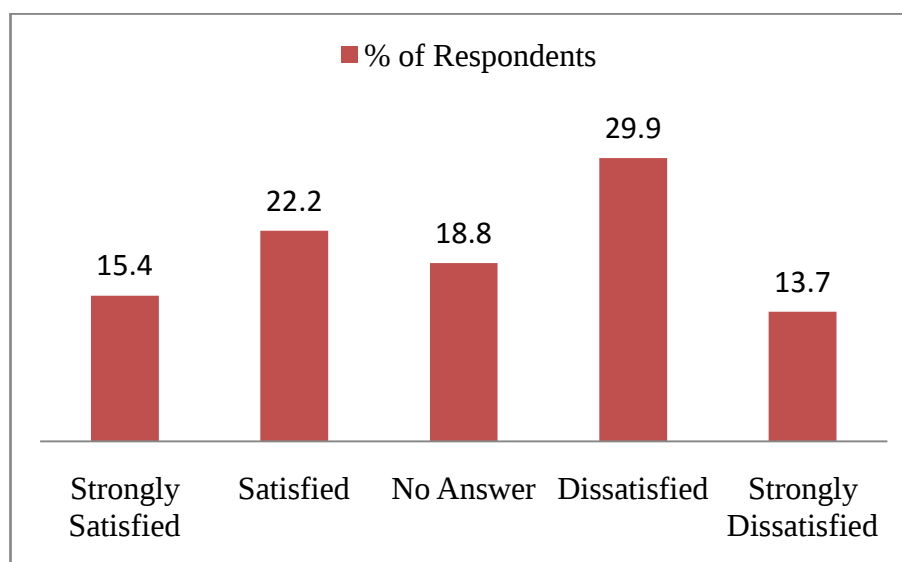
Characteristics	Total respondents (n)	Frequency (%)
GENDER		
Female	78	66.7
Male	39	33.3
MARITAL STATUS		
Single	101	86.3
Married	16	13.7
AGE (in years)		
15-20	52	44.4
21-25	31	26.5
25-30	23	19.7
> 30	11	9.4
EDUCATION		
Primary	22	18.8
Secondary	36	30.8
Higher secondary	33	28.2
Graduation	20	17.1
Post Graduation	6	5.1
EXPERIENCE		
0-6 months	40	34.2
7-12 months	36	30.8
> 1 year	27	23.1
> 2 years	14	12.0

4.2 PHYSICAL CONDITION OF THE WORK

Table 2: Employee Satisfaction With The Physical Condition Of The Work:

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	18	15.4
Satisfied	26	22.2
No Answer	22	18.8
Dissatisfied	35	29.9
Strongly Dissatisfied	16	13.7

Graph 1: Employee Satisfaction With The Physical Condition Of The Work:



Interpretation:

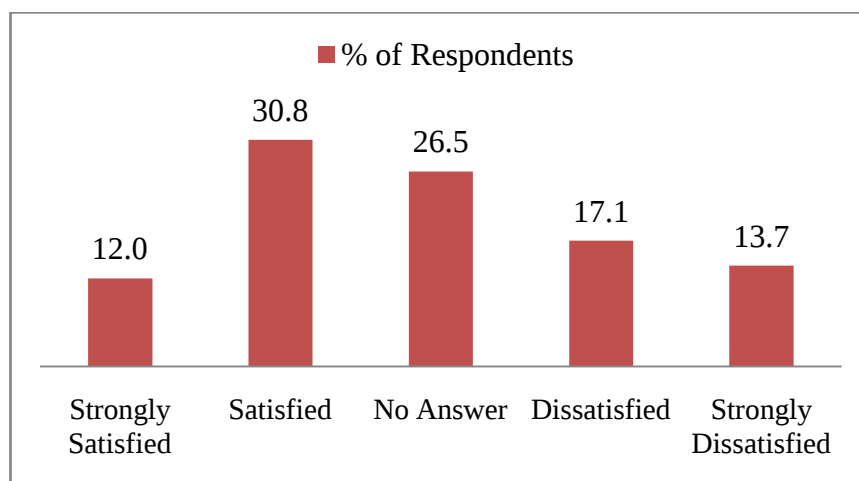
Nearly 37% of the employees are satisfied with their jobs. Around 29.9% are dissatisfied with the physical conditions of the work and 14% are very dissatisfied. This is due to different type of NA work assigned and also depends on the level of illness in the patient. Nearly 20 % of them did not respond.

4.3 DURATION OF WORK

Table 3: Employee Satisfaction with the duration of work

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	14	12.0
Satisfied	36	30.8
No Answer	31	26.5
Dissatisfied	20	17.1
Strongly Dissatisfied	16	13.7

Graph 2: Employee Satisfaction with the duration of work



Interpretation:

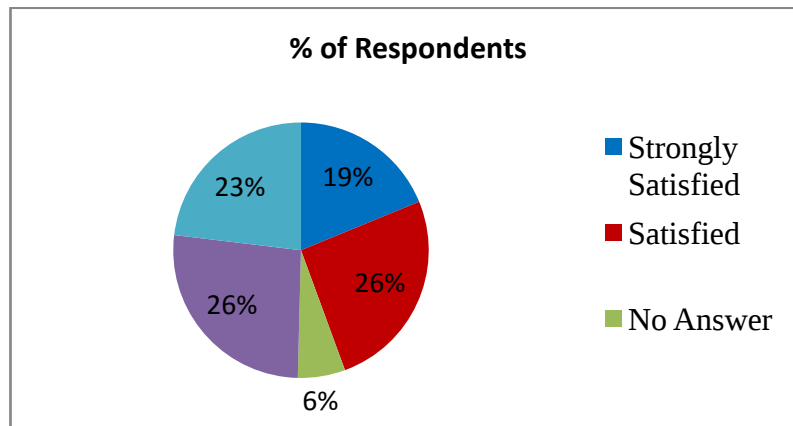
Nearly 17% of the respondents are dissatisfied and 14% are very much dissatisfied with the duration of work. Approximately 43% of the respondents were found to be satisfied with it with 12 % being very satisfied.

4.4 AMOUNT OF WORK

Table 4: Employee satisfaction with the duration of work

Level of Satisfaction	% of Respondents
Strongly Satisfied	18.8
Satisfied	25.6
No Answer	6.0
Dissatisfied	26.5
Strongly Dissatisfied	23.1

Graph 3: Employee satisfaction with the duration of work



Interpretation:

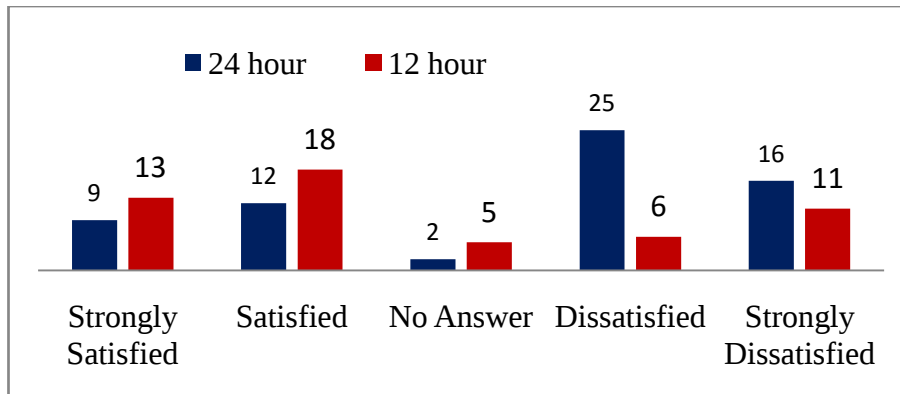
Nearly 27% were dissatisfied and 23% were very dissatisfied with the amount of work. It was also observed that 19% were very satisfied and nearly 26% were satisfied with it.

From the table 5 and graph 4 we come to a conclusion that the level of dissatisfaction was more in the respondents doing 24 hour duty.

Table 5: Satisfaction level in respondents doing 12 hour and 24 hour duty

Level of Satisfaction	24 hour	12 hour
Strongly Satisfied	9	13
Satisfied	12	18
No Answer	2	5
Dissatisfied	25	6
Strongly Dissatisfied	16	11

Graph 4: Satisfaction level in respondents doing 12 hour and 24 hour duty

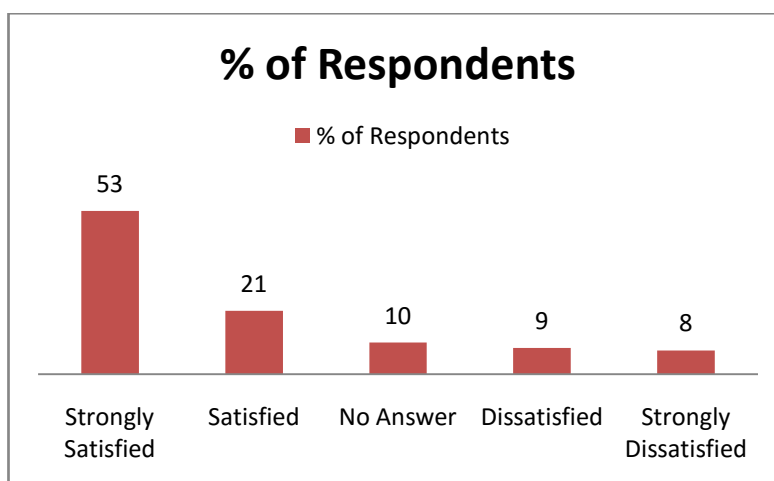


4.5 RELATIONSHIP WITH THE CO-WORKERS

Table 6: Employee satisfaction with the co-workers:

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	62	53
Satisfied	24	21
No Answer	12	10
Dissatisfied	10	9
Strongly Dissatisfied	9	8

Graph 5: Employee satisfaction with the co-workers:



Interpretation:

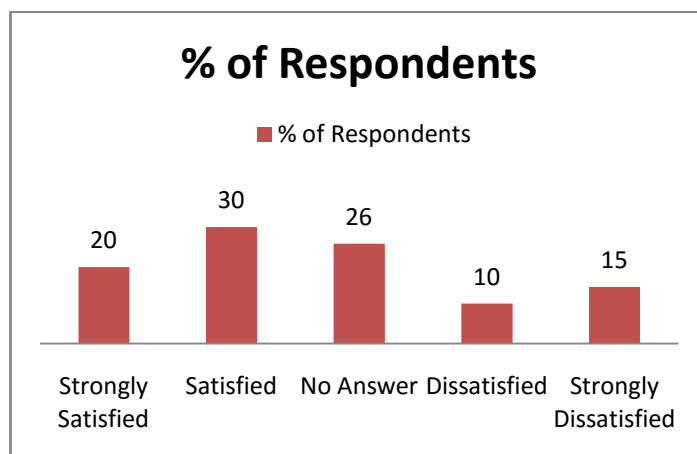
Seventy six percent of the employees reported satisfaction with their co-workers with 53% being very much satisfied. They responded that their co-workers helped and gave the support when needed. Only 17% of the respondents were dissatisfied with their co-workers. The reason may be due to comparison of the jobs and amount of pay.

4.6 RECOGNITION FROM THE SUPERVISORS

Table 7: Employee satisfaction with the recognition they receive from their supervisors

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	23	20
Satisfied	35	30
No Answer	30	26
Dissatisfied	12	10
Strongly Dissatisfied	17	15

Graph 6: Employee satisfaction with the recognition they receive from their Supervisors



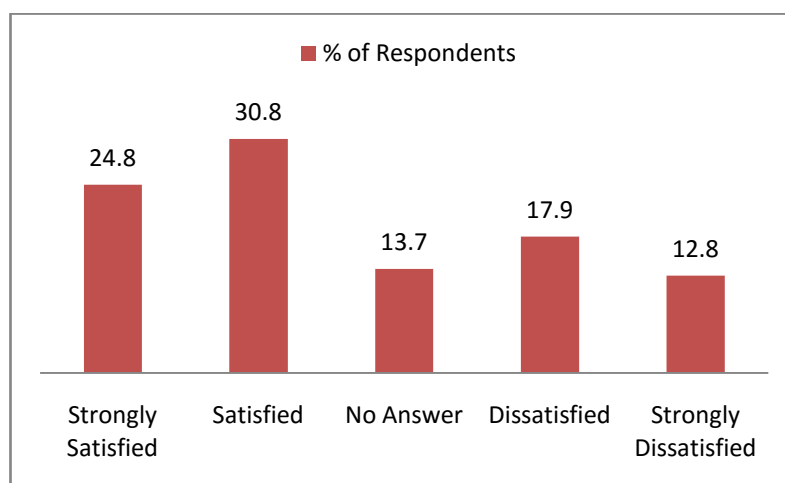
Interpretation:

Fifty percent of the respondents are recognized for their work by their respective supervisors with 20% being extremely satisfied. Nearly 25% are dissatisfied with 15% being extremely dissatisfied and other 25% were not sure.

4.7 RELATIONSHIP WITH THE MANAGER

Table 8: Employee satisfaction in relation to support provided by the coordinator:

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	29	24.8
Satisfied	36	30.8
No Answer	16	13.7
Dissatisfied	21	17.9
Strongly Dissatisfied	15	12.8



Interpretation:

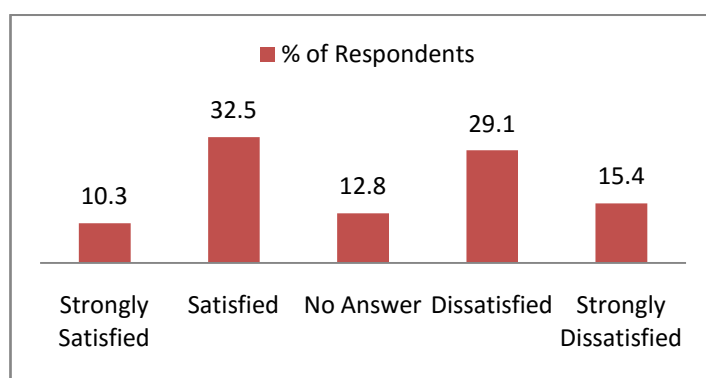
More than 50% of the NAs were satisfied with their managers with one-fourths (25%) being very satisfied.

4.8 SATISFACTION WITH PAY OR SALARY

Table 9: Employee satisfaction in relation to the pay/ salary

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	12	10.3
Satisfied	38	32.5
No Answer	15	12.8
Dissatisfied	34	29.1
Strongly Dissatisfied	18	15.4

Graph 8: Employee satisfaction in relation to the pay/ salary



Interpretation:

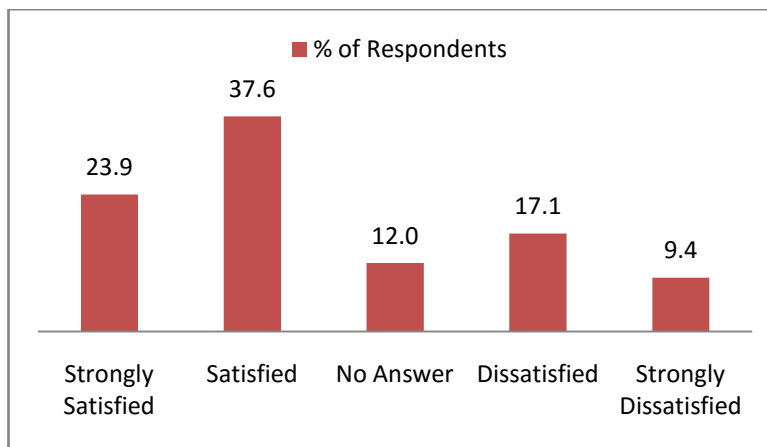
Approximately 66% of the respondents are either dissatisfied or did not want to speak about their salary.

4.9 APPRECIATION BY THE PATIENT AND THEIR FAMILY

Table 10: Employee satisfaction in relation to appreciation provided by patient or the Family

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	28	23.9
Satisfied	44	37.6
No Answer	14	12.0
Dissatisfied	20	17.1
Strongly Dissatisfied	11	9.4

Graph 9: Employee satisfaction in relation to appreciation provided by patient or the Family



Interpretation:

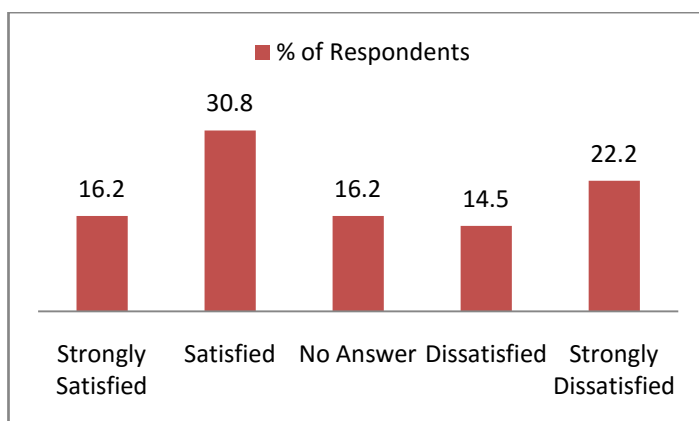
Approximately 72% of the respondents are satisfied with the appreciation given to them by their patients or their family. They are appreciated for their work performance and some of the patients who take long-term NA service, demand for the same NA to provide them the service for their performance.

4.10 CAREER ADVANCEMENT

Table 11: Employee satisfaction with the career advancement

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	19	16.2
Satisfied	36	30.8
No Answer	19	16.2
Dissatisfied	17	14.5
Strongly Dissatisfied	26	22.2

Graph 10: Employee satisfaction with the career advancement



Interpretation:

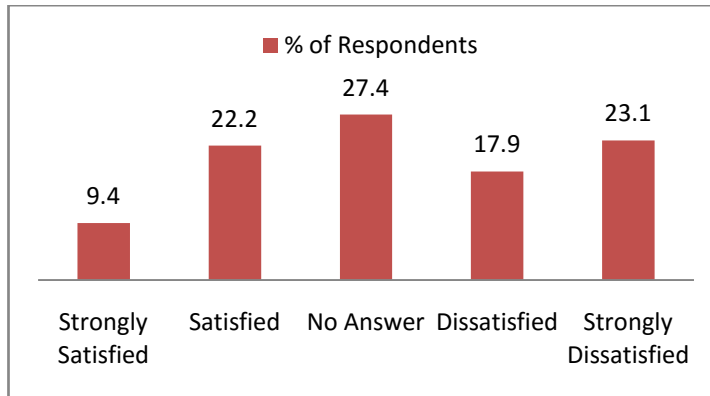
Forty seven percent of the respondents were found to be satisfied with career advancement. They feel that they could gain experience in healthcare working as a nursing attendant which would help in enhancing their skills in nursing. Nearly 37% of them were dissatisfied as they felt that the job as NA does not have much career growth.

4.11 SATISFACTION TO NON-MONETARY BENEFITS

Table 12: Employee satisfaction to non-monetary benefits

Level of Satisfaction	No. of Respondents	% of Respondents
Strongly Satisfied	11	9.4
Satisfied	26	22.2
No Answer	32	27.4
Dissatisfied	21	17.9
Strongly Dissatisfied	27	23.1

Graph 11: Employee satisfaction to non-monetary benefits

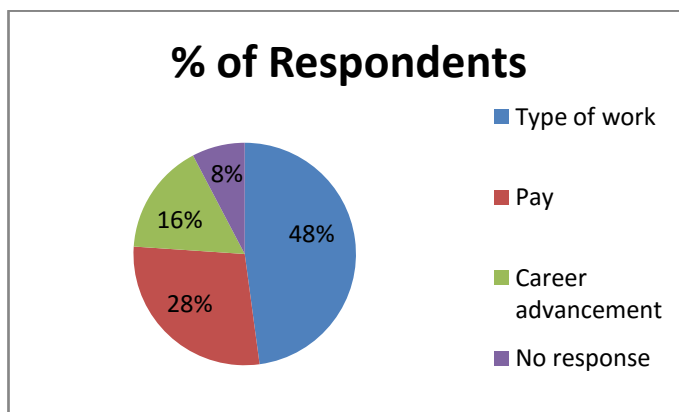


Interpretation:

One thirds of the respondents (32%) were found to be satisfied when it comes to non-monetary benefits. Forty one percent of the respondents were dissatisfied with the non-monetary benefits provided by the organization. This may be due to delay in receiving the benefits or non-availability of benefits to some employees of the benefits. Approximately 27% of the respondents did not respond to the question. This may be due to their unawareness regarding the non-monetary benefits.

4.12_FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION

Level of Satisfaction	No. of Respondents	% of Respondents
Type of work	56	47.9
Pay	33	28.2
Career advancement	19	16.2
No response	9	7.7



Interpretation:

It is observed that nearly 48% of the respondents find the type of work i.e. the patient care is the motivating factor for them to work in the organization. For 28% of the respondents, money is the motivating factor. Sixteen percent feel the career advancement as the motivating factor. Nearly 8% of them did not respond anything.

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4.13 CONCLUSION

From the above, it can be concluded that more than half of the nursing attendants are not satisfied with the duration and amount of the work. It is mostly for the NA doing 24 hour stay duty. Nearly 50% of the NAs were not happy with their super visors and managers. The dissatisfaction was high for salary and non-monetary benefits. More than half of them were not satisfied with the promotion and career advancement and also company policies. Type of work and pay was found to be motivating factors for many of them.

6.14 SUGGESSTIONS

- Motivation of the employees was found to be less and also there is a need to modify the behavior of the nas towards the job.
- As they come from low socio-economic class, the care of their living conditions to be properly taken up and also the salary to be paid on time as much as possible.
- Many of the NAs do not know about the non-monetary and other monetary benefits. it should be made visible.
- The managers and the supervisors should treat them like the employees of the organization.
- The education of the customers availing service is also important.
- The nursing attendants who do 24 hours duty for a period of time or the NAs who handle critical patients for a long time would be considered and given either 4 hr or 8 hr duty as a part of their fatigue or stress management.
- a pre-training psychometric assessment can be done to understand the behaviour and attitude of the person towards the job.
- Behaviour modification on a regular basis to modify their behaviour if required. this can be done by involving and engaging them in some programmes like
 - story telling
 - talks with the existing star nursing attendants
 - counselling of particular NAs' who are found to be de-motivated.
- Performance appraisal to be done regularly and visible to others.

ANNEXURE

7.1 JOB SATISFACTION QUESTIONNAIRE

PLEASE RATE THE LEVEL OF SATISFACTION IN
RELATION TO FOLLOWING

- | | |
|-----|--|
| A1 | Physical condition in which you work |
| A2 | Duration of work |
| A3 | Amount of work |
| A4 | Relationship with co-workers |
| A5 | Recognition by the supervisors |
| A6 | Relationship with the manager |
| A7 | Pay/ salary |
| A8 | Satisfaction with the hours of work |
| A9 | Non-monetary benefits |
| A10 | Your work is appreciated by the Patients or their family |
| A11 | You feel the opportunity for career advancement |
| A12 | Flexibility in the working hours |

Ratings: 5 strongly satisfied

4 satisfied

3 no answer

2 dissatisfied

1 strongly dissatisfied

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