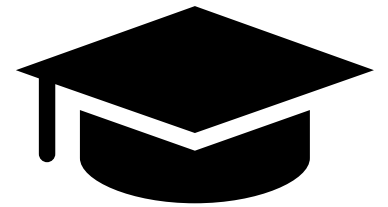


Job Satisfaction among clinical staff working at Sankara Eye Hospital, Coimbatore.



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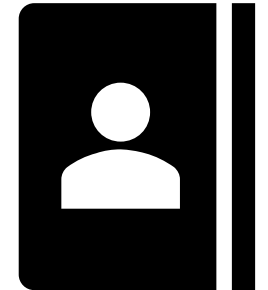
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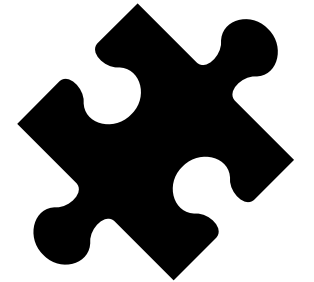
Backdrop

- **To deliver a value-based patient centric healthcare service** it is very important that the internal clients or the employees of an organization be **satisfied with their job roles and responsibilities**
- **Poor Job Satisfaction among** employees in an organization leads to various issues **such as absenteeism, attrition of employees and lack of quality care services.**
- **A successful HR implication** depends on various aspects surrounding a congenial environment for **job satisfaction among employees** which will eventually leads to **increased retention rate, loyalty of the employees towards the organization and enhanced quality of job output**
- A job environment that motivates the employees to **deliver, serve and be assured that their fundamental needs be taken care of in terms of compensatory allowances, working conditions, remuneration, independence at work, recognition for the work that they do** yields better extensive benefits for the organisation and also is indicative of a successful HR management
- According to a study by Collins in 2000, we see that **in developing countries such as India, workplace satisfaction is one of the major attributes of effectiveness and energy amongst employees**
- According to a study by Tzeng in 2002, we see that **employee satisfaction in a healthcare setting is directly related to patient care and organisational culture.**
- According to a study by Robbins in 2003, **Both intrinsic and extrinsic factors** or best described as “**Hygiene Factors**” are responsible for job satisfaction in corporate setups.
- Hence, it is important to gauge the employee satisfaction in an organisation which has a corporate healthcare setting from time to time in order to monitor and evaluate the successful functioning of service delivery



Research Question

- **What is the level of job satisfaction among doctors, nurses and clinical support staff working in Sankara Eye Hospital, Coimbatore?**
- **What are the factors that influence job satisfaction among doctors, nurses and clinical support staff working in Sankara Eye Hospital, Coimbatore?**



Aims and Objectives

Aim

The study aims to determine the level of job satisfaction among doctors, nurses and clinical staff and also the factors influencing job satisfaction among doctors, nurses and clinical staff working in Sankara Eye Hospital, Coimbatore

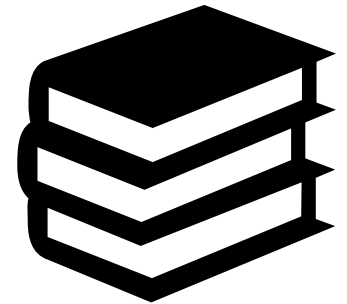
Objectives

1. To determine the level of job satisfaction among doctors, nurses and clinical staff working in Sankara Eye Hospital, Coimbatore.
2. To identify the factors influencing job satisfaction among doctors, nurses and clinical staff working in Sankara Eye Hospital, Coimbatore



Overview of Literature

1. An investigation of work effectiveness in 29 countries exhibited that **low motivation was the second most workforce prosperity issue after staff lacks** (Mathauer, 2006)
2. **Job Satisfaction** is an attitude that **relates to all around points of view towards life satisfaction** as referenced by Schneider and Bowen in 1985
3. A later importance of Job Satisfaction is from Hulin and Judge, who have seen that **Job Satisfaction scales move in how much they review feelings about the workers' job or the mental evaluation of the work.** Loaded with feeling work satisfaction is a theoretical create concerning the worker's eager tendency about their workplace progress.
4. As demonstrated by Smith (2002), **people respond awfully to restrictive working environments, so organisations must make a work environment that offers employees the limit and the chance to think, associating with the workforce to show up at a progressively raised degree of job satisfaction.**
5. **Psychometric properties play a huge role** in influencing a worker's zeal, motivation as well as the feelings to be loyal to the organisation as well as **produce effective outcome efficiently**
6. In the Healthcare setting, studies have shown that there is a **direct relationship between a clinician's quality of work and also the Job Satisfaction.**
7. **Edwin A. Locke's Extent of Impact Theory (1976), The Dispositional Theory ,Equity Theory, Discrepancy theory, "Fredrick Herzberg's two-factor theory"** are the famous theories of Job Satisfaction that are prevalent
8. Although there are different Scales for Measuring The Job Satisfaction in an organisation, For academic Research we would be using the **Minnesota Satisfaction Questionnaire – Short Form adopted in 1977**



Minnesota Satisfaction Questionnaire

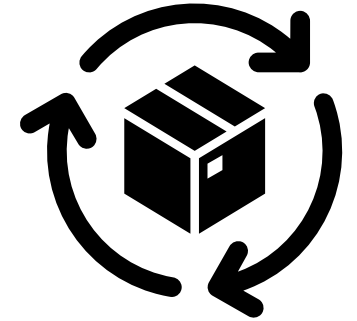
The Minnesota Satisfaction Questionnaire was one of the yields from the "**Work Change Undertaking**" at the School of Minnesota; the major model relies upon the assumption that job satisfaction is dependent upon the correspondence between the individual capacities and the strongholds that exist in the working environment. This is a self-uncovering measure, **sensible for individuals** of all organisational levels that can be administrated autonomously or independently. The 20 MSQ short-structure things are evaluated on a 5-point Likert scale (1 **"Very Dissatisfied"**, 2 **"Dissatisfied"**, 3 **"Neutral"**, 4 **"Satisfied"** and 5 **"Very Satisfied"**).

Minnesota Satisfaction Questionnaire

<u>S.No</u>	<u>SCALE TITLE</u>	<u>QUESTIONS</u>	<u>CATEGORY</u>
MSQ-1	Ability to Utilization	Being able to keep busy all the time	Intrinsic and General
MSQ-2	Achievement	The chance to work alone on the job	Intrinsic and General
MSQ-3	Activity	The chance to different thing from time to time	Intrinsic and General
MSQ-4	Advancement	The chance to be somebody in the community	Intrinsic and General
MSQ-5	Authority	The way my boss handles his/her workers	Extrinsic and General
MSQ-6	Company Policy and practices	The competence of my supervisor in making decisions	Extrinsic and General
MSQ-7	Compensation	Being able to do things that do not go against my conscience	General
MSQ-8	Co-workers	The way my job provides for a steady job	Intrinsic and General
MSQ-9	Creativity	The chance to do things for the other people	Intrinsic and General
MSQ-10	Independence	The chance to tell other people what to do	Intrinsic and General
MSQ-11	Moral Values	The chance to do something that makes use of my abilities	Extrinsic and General
MSQ-12	Recognition	The way my company policies are put to practice	Extrinsic and General
MSQ-13	Responsibility	My pay and the amount of work I do	Intrinsic and General
MSQ-14	Security	The chances for advancement on this job	Intrinsic and General
MSQ-15	Social Services	The freedom to use my judgement	Intrinsic and General
MSQ-16	Social Status	The chance to try my methods of doing the job	Intrinsic and General
MSQ-17	Supervision – Human Relation	The working conditions	Extrinsic and General
MSQ-18	Supervision – Technical	The way my co-workers have a good relationship with each other	Extrinsic and General
MSQ-19	Variety	The praise I get for doing a good job	Intrinsic and General
MSQ-20	Working Conditions	The feeling of accomplishment that I get from the job	General

Methodology

- **Study Design** – Descriptive cross-sectional study design
- **Study Site** – Sankara Eye Hospital, Coimbatore
- **Study Duration** – March 2020 to May 2020
- **Study Participants** – Doctors(Fellows, consultants, DNBs), Nurses (IP Nurses, OT Nurses Vision Care Technicians, Clinical Support staff (refractionists, optometrists, interns)
- **Sampling Method**- Purposive Random Sampling
- **Sample Size**- 171 (45 Doctors, 87 Nurses, 39 clinical Support Staff) at 95% confidence interval, margin of error was 5%, power of study being 90%, expected frequency of job satisfaction assumed at 50%
- **Inclusion Criteria** – Doctors, Nurses and Clinical Staff working at Sankara Eye Hospital, Coimbatore
- **Exclusion Criteria** – All nonclinical staff including management, administration and other service staff
- **Data Collection Tool** – Questionnaire (Self administered Socio-demographic questions + Minnesota Satisfaction Questionnaire Short Form - 1977)
- **Data Collection Method** – Online Survey using Microsoft Forms updated in the HIS of the hospital
- **Ethical Considerations** – Informed Consent was taken from the participants before taking the survey
- **Limitations of the Study** – Response Rate was 87% since due to COVID-19 , only 30% workforce in hospitals were allowed and over burden of work among employees led to the dropouts



Data Analysis Plan

- **Data Analysis Tool** – IBM SPSS Version 23
- **Data Interpretation Tool** - Microsoft Office – Excel 365
- **Plan for Analysis** – Data collected to were entered in Microsoft Excel, Descriptive Statistical functions were performed in Excel, For Associations with Chi-squared and Regression were done using SPSS. Also, the results were tabulated for inference
- **Criteria for Data Cleaning** – All the responses where the answers were inappropriate, or the survey form wasn't completed were removed before analyzing the data set



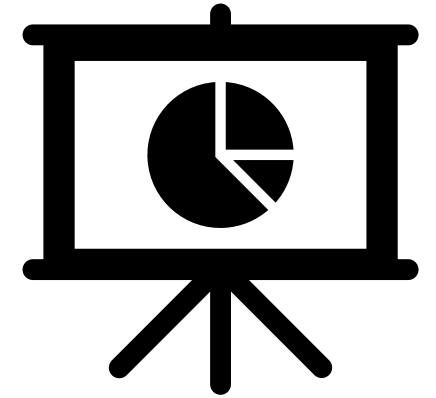
Results

The Results will be discussed in three sections:

Section A : Descriptive Statistics

Section B : Inferential Statistics

Section C : Associations



Results : (Section A : Descriptive Statistics)

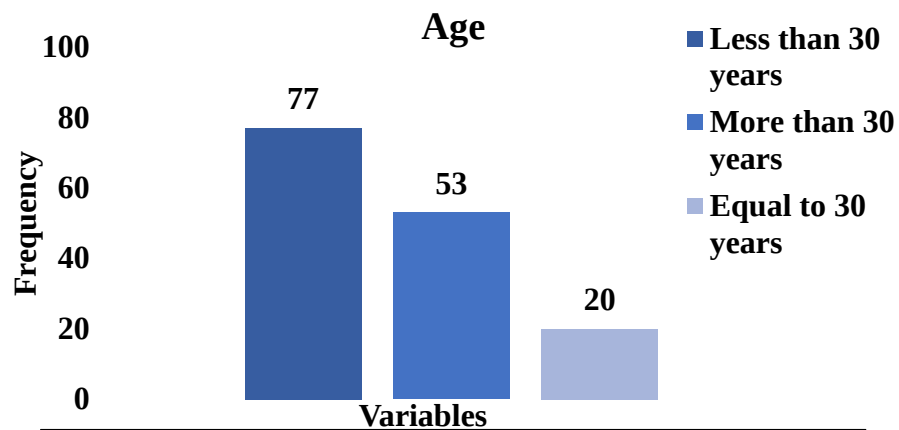


Fig: The bar graph showing the frequency of participants having their age more than, less than or equal to 30 years

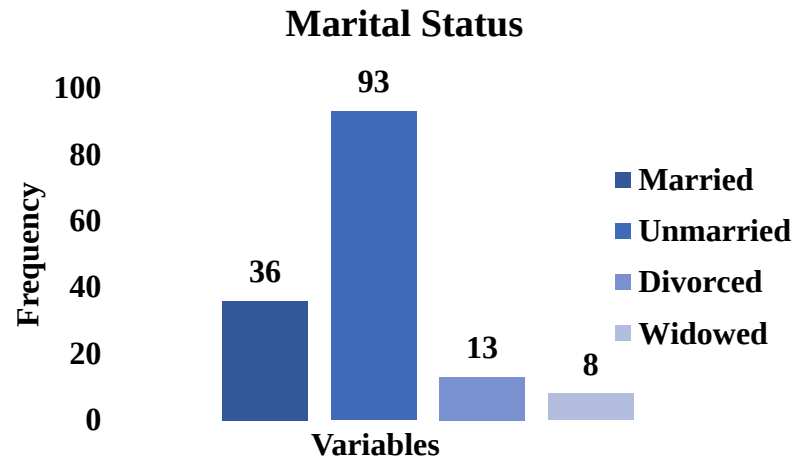


Fig: The frequency of participants having their Marital Status as Married, Unmarried, Divorced or Widowed

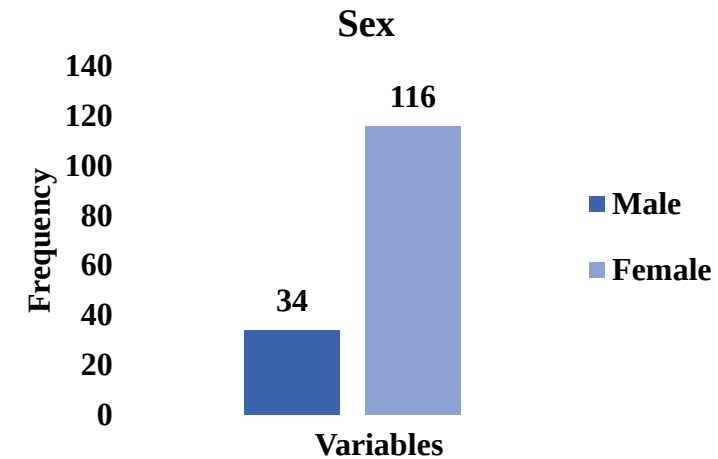


Fig: The bar graph showing the frequency of participants having their sex as Male or Female

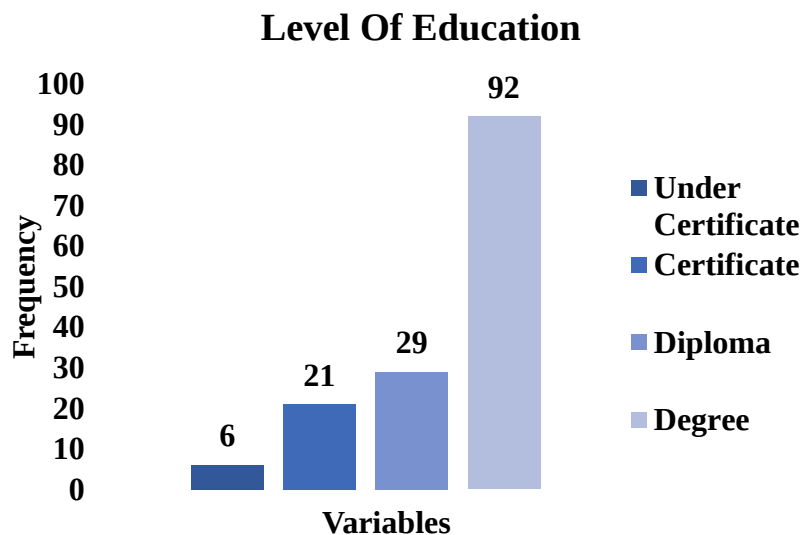


Fig: The bar graph showing the frequency of participants having their Level of Education as Under Certificate, Certificate, Diploma or Degree

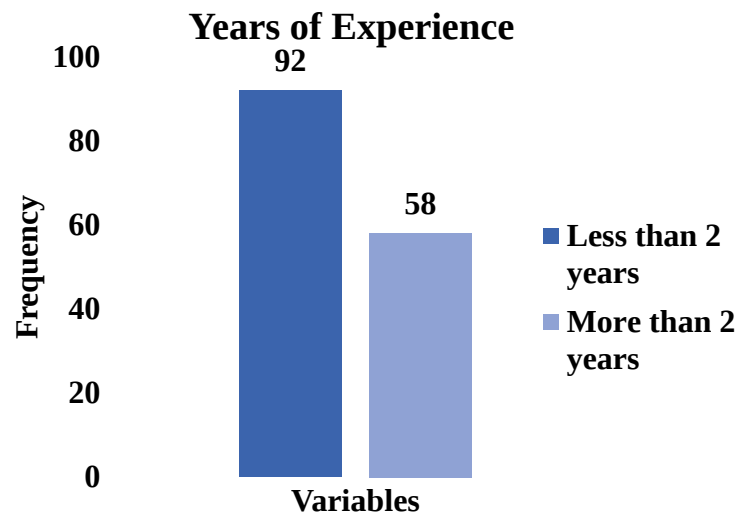


Fig : The bar graph showing the frequency of participants having their Years of experience as either less than 2 years or more than 2 years

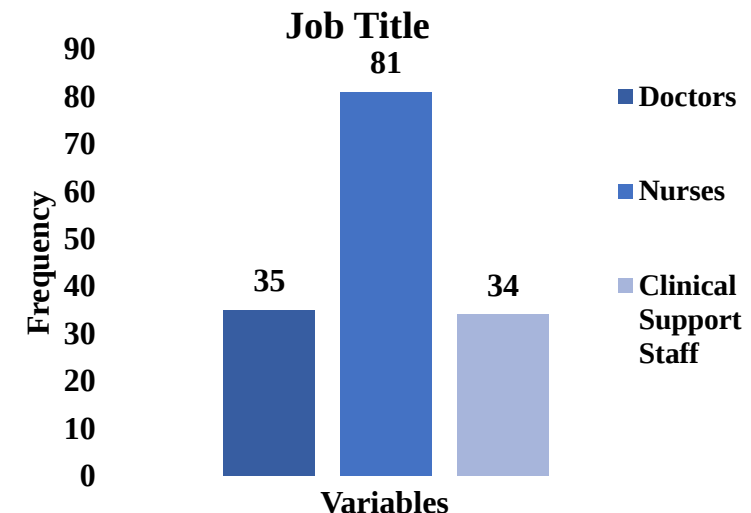
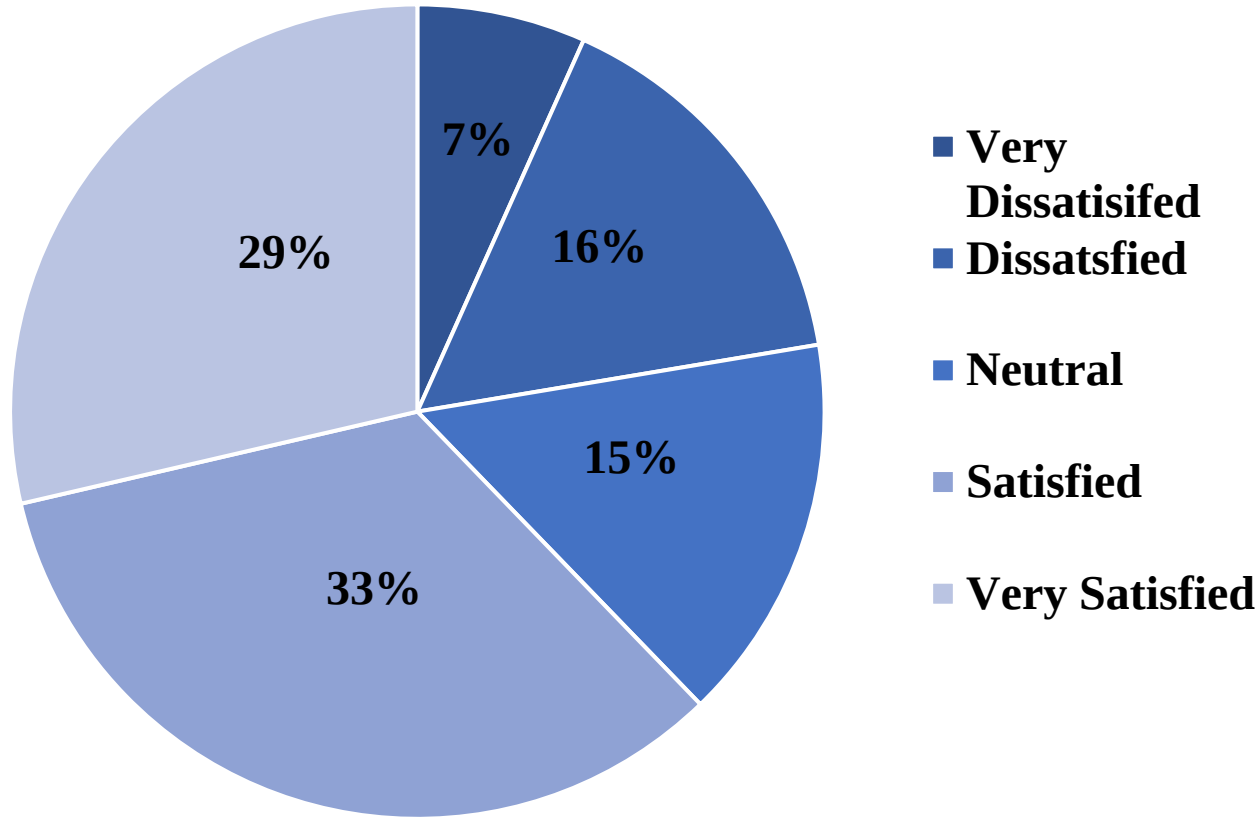


Fig: The bar graph showing the frequency of participants having their Job titles as either Doctors, Nurses, or clinical support staff

Results : (Section A : Descriptive Statistics)

Overall level Of Satisfaction



*Fig: Pie-chart showing the overall level of satisfaction in percentages as Very Dissatisfied, Dissatisfied, Neutral, Satisfied and Very Satisfied. **percentage out of total number of responses N=300*

Results : (Section A : Descriptive Statistics)

SATISFACTION LEVEL OF EACH OF MSQ ATTRIBUTES

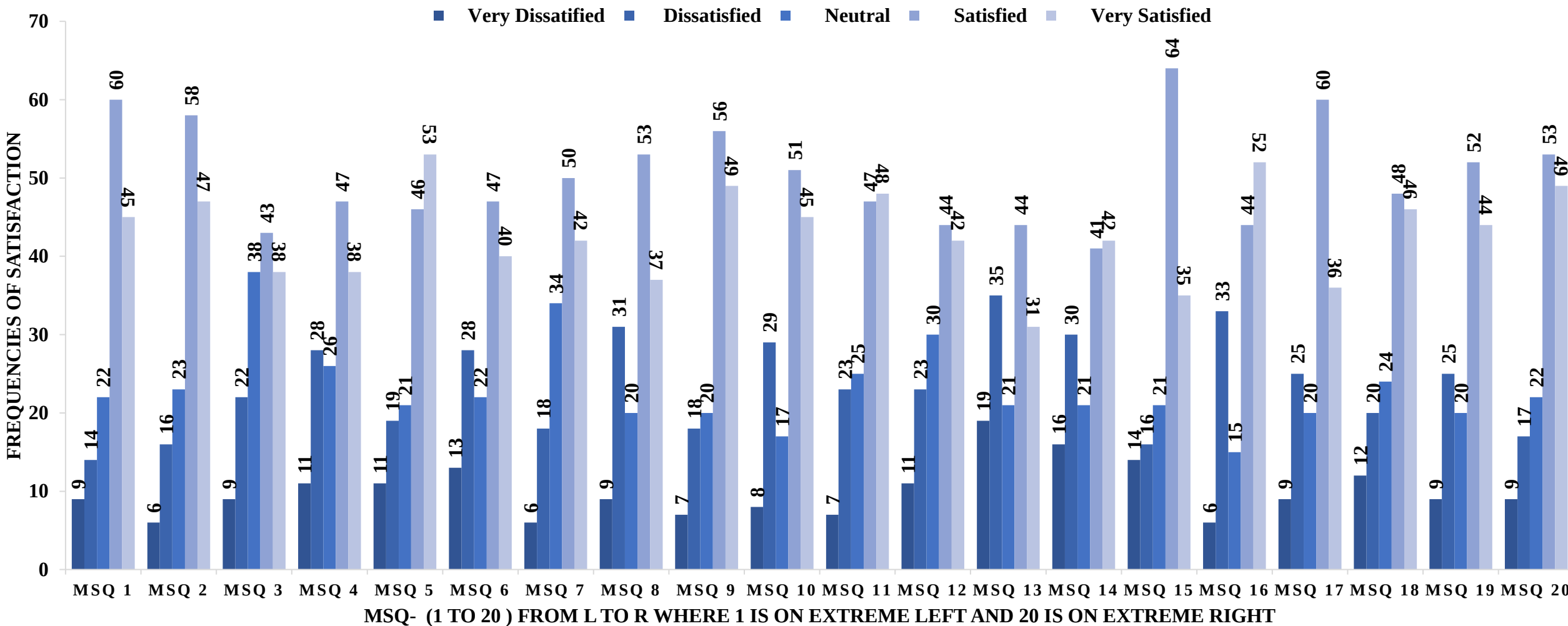


Fig: Histogram containing each of the attributes of the MSQ-Short Form where the responses have been plotted in their frequencies from Very Dissatisfied to Very Satisfied.

Results : (Section B : Inferential Statistics)

Table: Sociodemographic Variables of the Respondents and their results

<i>VARIABLE</i>		<i>Frequency(N)</i>	<i>Percentage</i>
Age	Less than 30 years	77	51.33%
	More than 30 years	53	35.33%
Sex	Equal to 30 years	20	13.33%
	Male	34	22.67%
Marital Status	Female	116	77.33%
	Married	36	24%
Level of Education	Unmarried	93	62%
	Divorced	13	8.67%
Years of Experience	Widowed	8	5.33%
	Under Certificate	6	4%
Job Title	Certificate	21	14%
	Diploma	29	19.33%
	Degree	92	61.33%
	Less than 2 years	92	61.33%
	More than 2 years	58	38.67%
	Doctors	35	23.33%
	Nurses	81	54%
	Clinical Support Staff	34	22.67%

Table: Mean and S.D. for the level of satisfaction for each question in MSQ- short form

<i>QUESTIONS</i>		<i>Mean ± S.D.</i>
MSQ – 1	Being able to keep busy all the time	3.79 ± 1.15
MSQ – 2	The chance to work alone on the job	3.83 ± 1.11
MSQ – 3	The chance to do different things from time to time	3.53 ± 1.19
MSQ – 4	The chance to be somebody in the community	3.49 ± 1.26
MSQ – 5	The way my boss handles his/her workers	3.74 ± 1.27
MSQ – 6	The competence of my supervisor in making decisions	3.49 ± 1.30
MSQ – 7	Being able to do things that do not go against my conscience	3.69 ± 1.12
MSQ – 8	The way my job provides for steady job	3.52 ± 1.24
MSQ – 9	The chance to do things for other people	3.81 ± 1.16
MSQ – 10	The chance to tell people what to do	3.64 ± 1.24
MSQ – 11	The chance to do something that makes use of my abilities	3.71 ± 1.20
MSQ – 12	The way my company policies are put into practice	3.55 ± 1.25
MSQ – 13	My pay and the amount of work I do	3.22 ± 1.35
MSQ – 14	The chances for advancement in this job	3.42 ± 1.36
MSQ – 15	The freedom to use my judgement	3.60 ± 1.22
MSQ – 16	The chance to try my methods of doing the job	3.69 ± 1.26
MSQ – 17	The working conditions	3.59 ± 1.19
MSQ – 18	The way my co-workers get along with each other	3.64 ± 1.27
MSQ – 19	The praise I get for doing a good job	3.65 ± 1.23
MSQ – 20	The feeling of accomplishment that I get from the job	3.77 ± 1.19

Results : (Section B : Inferential Statistics)

Table: Percentage Level of Satisfactions for each scale of MSQ Short Form

	<i>Very Dissatisfied</i>		<i>Dissatisfied</i>		<i>Neutral</i>		<i>Satisfied</i>		<i>Very Satisfied</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
MSQ – 1	9	6%	14	9.33%	22	14.6%	60	40%	45	30%
MSQ -2	6	4%	16	10.67%	23	15.33%	58	38.67%	47	31.33%
MSQ -3	9	6%	22	14.67%	38	25.33%	43	28.67%	38	25.33%
MSQ -4	11	7.33%	28	18.67	26	1.33%	47	31.33%	38	25.33%
MSQ -5	11	7.33%	19	12.67%	21	14%	46	30.67%	53	35.33%
MSQ -6	13	8.67%	28	18.67%	22	14.67%	47	31.33%	40	26.67%
MSQ -7	6	4%	18	12%	34	22.67%	50	33.33%	42	28%
MSQ -8	9	6%	31	20.67%	20	13.33%	53	35.33%	37	24.67%
MSQ -9	7	4.67%	18	12%	20	13.33%	56	37.33%	49	32.67%
MSQ -10	8	5.33%	29	19.33%	17	11.33%	51	34%	45	30%
MSQ -11	7	4.67%	23	15.33%	25	16.67%	47	31.33%	48	32%
MSQ -12	11	7.33%	23	15.33%	30	20%	44	29.33%	42	28%
MSQ -13	19	12.67%	35	23.33%	21	14%	44	29.33%	31	20.67%
MSQ -14	16	10.67%	30	20%	21	14%	41	27.33%	42	28%
MSQ -15	14	9.33%	16	10.67%	21	14%	64	42.67%	35	23.33%
MSQ -16	6	4%	33	22%	15	10%	44	29.33%	52	34.67%
MSQ -17	9	6%	25	16.67%	20	13.33%	60	40%	36	24%
MSQ -18	12	8%	20	13.33%	24	16%	48	32%	46	30.67%
MSQ -19	9	6%	25	16.67%	20	13.33%	52	34.67%	44	29.33%
MSQ -20	9	6%	17	11.33%	22	14.67%	53	35.33%	49	32.67%

Results : (Section C : Association)

Table: Association of Socio-demographic variables with the overall satisfaction among participants

VARIABLES(Frequency and Percentage)				OVERALL SATISFACTION				Chi-Square Values	p- values (p =0.05)
		N	%	Dissatisfaction		Satisfaction			
		N	%	N	%	N	%		
Age	Less than 30 years	77	51.33%	25	32.6%	52	67.53%	93.449*	0.182
	More than 30 years	53	35.33%	19	35.2%	34	64.15%		
Sex	Equal to 30 years	20	13.33%	5	25%	15	75%	36.700*	0.662
	Male	34	22.67%	9	27.3%	25	72.7%		
Marital Status	Female	116	77.33%	31	26.6%	85	73.4%	93.287*	0.979
	Unmarried	36	24%	9	25%	27	75%		
	Married	93	62%	20	21.25%	73	78.5%		
	Divorced	13	8.67%	3	28.3%	10	77%		
Years of Experience	Widowed	8	5.33%	1	21%	7	87.5%	47.843*	0.215
	Less than 2 years	92	61.33%	10	10.28%	82	89.13%		
Level of Education	More than 2 years	58	38.67%	10	17.16%	48	82.75%	123.541*	0.469
	Under Certificate	6	4%	1	16.67%	5	83.33%		
	Certificate	21	14%	5	23.80%	16	76.19%		
	Diploma	29	19.33%	7	22.63%	22	75.86%		
	Degree	92	61.33%	20	21.06%	71	77.17%		
Job Role	Doctors	35	23.33%	5	13.56%	30	85.71%	71.707*	0.784
	Nurses	81	54%	19	22.45%	62	76.54%		
	Clinical Support Staff	34	22.67%	7	19.26%	27	79.41%		

**Pearson Chi-Square values at Asymptomatic Significance (2-Sided)*

Results : (Section C : Association)

Table: Strength of Association between Scales and Overall Satisfaction (Linear Regression)

	<i>SCALE</i>	<i>SATISFACTION CATEGORY</i>	<i>R-Squared</i>	<i>Adjusted R- Squared</i>
MSQ - 1	Ability to utilisation	Intrinsic & General	0.170	0.164
MSQ -2	Achievement	Intrinsic & General	0.283	0.279
MSQ -3	Activity	Intrinsic & General	0.109	0.103
MSQ -4	Advancement	Intrinsic & General	0.353	0.348
MSQ -5	Authority	Extrinsic and General	0.245	0.240
MSQ -6	Company policy and practices	Extrinsic and General	0.290	0.285
MSQ -7	Compensation	General	0.283	0.278
MSQ -8	Co-workers	Intrinsic & General	0.233	0.228
MSQ -9	Creativity	Intrinsic & General	0.225	0.220
MSQ -10	Independence	Intrinsic & General	0.337	0.332
MSQ -11	Moral Values	Extrinsic and General	0.273	0.268
MSQ -12	Recognition	Extrinsic and General	0.279	0.274
MSQ -13	Responsibility	Intrinsic & General	0.191	0.185
MSQ -14	Security	Intrinsic & General	0.376	0.371
MSQ -15	Social Services	Intrinsic & General	0.223	0.218
MSQ -16	Social Status	Intrinsic & General	0.221	0.216
MSQ -17	Supervision-human relation	Extrinsic and General	0.272	0.267
MSQ -18	Supervision – Technical	Extrinsic and General	0.169	0.164
MSQ -19	Variety	Intrinsic & General	0.211	0.206
MSQ -20	Working Condition	General	0.268	0.263

**Regression coefficient R^2 and Adjusted R^2 , is significant to 0.01 level(1-tailed)*

The predictor variables are the independent variables and constant is Overall Satisfaction

Findings

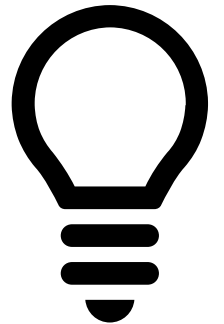
There are some noted findings from the analysis and the results that we obtained:

- **62% of the participants were satisfied with their jobs** among the respondents i.e. doctors , nurses and the clinical support staff at Sankara Eye Hospital, Coimbatore which is **approximately 2/3rd of the total respondents.**
- Also, **1/3rd of the participants seemed to be not happy with their jobs consisting around 23%.**
- The **average responses of each question** were calculated, and it **gave us a value of 3.83 ± 1.11 to 3.22 ± 1.35** which was well within the satisfactory limits.
- **No association** was found **between the socio-demographic variables and the overall level of job satisfaction** while analysing using Pearson's Chi-Square test in SPSS V.23.
- **Advancement, independence, Security, Social Status, Working Conditions, Moral Values, Policies and practises of the company, Compensation** were the major contributors towards the overall job satisfaction as per the Linear Regression Analysis
- **Ability to Utilisation, Technical Supervision and Responsibility** remains the area of improvement and was the least contributing factor to the job satisfaction
- Other parameters like **Co-workers, Creativity at work, Social Services, Variety at work, activity at work** were neither contributing to job satisfaction or were a cause of dissatisfaction among the doctors, nurses and clinical staff working at Sankara Eye Hospital, Coimbatore



Conclusion

- **Continuous job satisfaction assessments**, and checking ought to be done to figure out which parts of the activity could be improved
- **Improvement in connection among the executives and clinical staff** ought to be given most extreme significance.
- Regular preparing procedure and projects will help in enabling the staff to settle on choices that are important to accomplish quality results.
- **Incentives**, for example, reward, house stipend, compensation increase, improving emergency clinic offices and foundation can be utilized to build satisfaction among doctors, nurses and clinical support staff at Sankara Eye Hospital, Coimbatore.
- **Job Enrichment, Workplace Coherence, and also employee enrichment** at a motivational and also institutional level should be implemented and monitored for more effective functioning of the doctors, nurses and clinical support staff working at Sankara Eye Hospital, Coimbatore



THANK YOU

