Job Satisfaction in Hospital Employees: A Review of Literature

Rashmi.C.Sattigeri  
Asst.Professor,  
Department of MBA,  
PG studies VTU Belagavi

Dr.D.G. Kulkarni  
Professor  
Department of MBA ,  
KLE college of Eng&Technology Belagavi

Abstract : Job satisfaction among health-care professionals acquires significance for the purpose of maximization of human resource potential. This article is aimed at emphasizing importance of studying various aspects of job satisfaction in health-care organizations. Job satisfaction is one of the most widely researched subjects in the area of organizational behavior and human resource management. Satisfied employees are likely to be more productive and committed to their job and committed employee implies low turnover. Due to globalization of health sector there is a lot of migration of employees towards good opportunities, overall growth and satisfied job. Health care sector is more people centric service sector which is growing rapidly in recent years. Ensuring hospital employee job satisfaction is important to retain the employees and to deliver health services effectively. The purpose of the review is to identify gaps and explore different factors affecting job satisfaction. On the basis of previous literature review, it has been found that apart from monetary benefits other motivational factors such as recognition, autonomy, achievement, opportunities for growth and development were positively correlated with job satisfaction.

Keywords: Health care, job satisfaction, professionals

1. Introduction
Job satisfaction has become an important subject to study for researchers. Employees deserve to be treated fairly and with respect. Job satisfaction to some extent is a reflection of good treatment. Job satisfaction can also be considered as indicator of emotional well-being. Managers should concentrate on job satisfaction of employees because dissatisfied employees are more likely to provide inferior services. Job is a main source of income as well as an important component of life. Job takes away a large part of worker’s day and also contributes to one’s social standings. Satisfaction with one’s job is an important component for the well-being of employees.

There has been considerable emphasis on human resource management in recent past. In an organization, productivity and quality of service depend entirely on the organization's ability to manage the human resource. Human resource management encompasses organizational development, human resource development, and industrial relations. Human resource functions in an organization include everything that has to do with ‘people’, i.e., their recruitment, induction, retention, welfare, appraisal, growth, training, skill development, attitudinal-orientation, compensation, motivation, industrial relation and retirement, etc

2. Definition:
Schermerhorn define job satisfaction as the degree to which individuals feel positive or negative about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Job satisfaction is motivational and leads to positive employment relationships and high levels of individual job performance.

According to Locke and Hanne, the definition could be ‘the pleasant emotional state which flows from someone realizing his or her motives (values) in the work’. ‘Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. As it is generally assessed, job satisfaction is an attitudinal variable.'
According to Werner, job satisfaction has five facets, which can be put together to measure a job descriptive index (JDI) as follows:

- The work itself – responsibility, interest, and growth
- Quality of supervision – technical help and social support
- Relationships with co-workers – social harmony and respect
- Promotion opportunities – chances for further advancement
- Pay – adequacy of pay and perceived equity vis-à-vis others

3. Importance of Studying Job Satisfaction

Hospital personnel have difficulties in meeting the needs of their patients if their own needs are not met; therefore, hospital managers have responsibilities to both staff and patients. Employee satisfaction and patient satisfaction both are important from the hospital point of view. Patient satisfaction forms one of the main outcomes for quality for patient in hospital. Job satisfaction is an important variable especially in health care settings. Overall growth and job satisfaction are important factors to retain hospital employees in the long run. Hence job satisfaction has become an integral part of theories of motivation and dedication to work and retain employees. In a hospital setting, employee satisfaction has been found to be positively related to quality service and patient satisfaction. Employees can directly influence patient satisfaction because of their involvement and interaction with patients.

4. Review of Literature

Mohammad Sayed. A., & Akhtar (2014) studied the effects of perceived work life balance and job satisfaction on organizational commitment among healthcare employees. It was predicted that perceived work life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run. Results showed that respondents have moderate level of perceived work life balance, job satisfaction and organizational commitment. Author concludes that work life balance and job satisfaction are important for developing and enhancing organizational commitment among healthcare workers.

Singh Rajkumar G. (2013) conducted a study on hospital employees to probe the factors influencing job satisfaction. Author states that positive performance of employee in the organization is an outcome of his satisfactory job experience. Study investigated the factors influencing the job satisfaction among the private hospital employees of Manipur in India. There was a significant association between job satisfaction of employees and relationship behavior factors, pay and compensation factors and training and career growth factors. Pay and compensation factors were the most important factors positively correlated with employee job satisfaction.

Mosadeghrad, et.al.(2008) studied the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees in Isfahan, Iran. Within the items of the job satisfaction scale, the three dimensions of the job with which respondents were most satisfied were: co-worker, nature of the job and task requirement. Respondents were least satisfied with the salaries and benefits, working conditions, recognition, promotion and job security. Results revealed positive correlation between job satisfaction and organizational commitment. This indicates that those employees who are most satisfied with their job are also more committed to the healthcare service. Findings revealed that highly satisfied employees had higher level of organizational commitment. Job satisfaction and commitment were significantly associated with employee’s intention to leave. The results of this study revealed that management and supervision are important predictors of job satisfaction, organizational commitment and turnover intention among hospital employees.

Keshtkar A. (2005) investigated the faculty members’ satisfaction with various components of their academic career, such as nature of work salary, promotion, relations with the managers and colleagues. Study results revealed the highest and the second highest level of satisfaction with the nature of their work and their colleagues respectively. Analysis of data revealed a statistically significant linear relationship between age
and promotion aspects, salary and overall satisfaction score, years of employment and amount of salary, academic rank and promotion variable. Age was also shown to be directly related to all dimensions of satisfactions.

Kaarna M. (2004) conducted a study to evaluate the level of job satisfaction and to describe factors related to the job satisfaction among the staff at an Estonian hospital. The respondents were divided into five occupational categories: physicians, nurses and nursing associates, other health professionals, administrative staff and support staff. Study results showed a positive correlation of job satisfaction with the variables: planning, relationship with the supervisor and feeling part of the organization. There was a significant negative correlation between job satisfaction and knowledge, work stress, unrealistic expectation.

Conclusion and implications
The literature review indicates that, there are many factors which contribute to the job satisfaction of hospital employees. According to literature review not only salary, incentives, working conditions are important predictors but also other intrinsic factors such as achievement, recognition, responsibility, opportunity for personal growth are also important for job satisfaction. These factors resemble to Hertzberg’s motivators in two factor theory and Maslow’s esteem and self-actualization needs in the hierarchy of needs. From the past literature it is evident that job satisfaction leads to job performance and organizational commitment and which in turn leads to low turnover of employees. Specifically, in hospitals where patient experience is related to employee’s satisfaction, organizations should focus on hospital employees needs and should create an environment which will improve job satisfaction and commitment. So some more large-scale uniform studies are needed in this area to explore job satisfaction in hospitals specifically in teaching hospitals where employee has the dual responsibility of teaching and taking care of patients.

References


