

JOB SATISFACTION OF NURSES AND ITS IMPACT ON SERVICE QUALITY: EMPIRICAL EVIDENCE FROM CHENNAI CITY USING FRIEDMANTEST

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1.0: Executive Summary

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al.,1985). Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).

The Present study is focused on measuring the role of work environment and culture, professional variables and organizational variables and Hygiene and motivating factors impact on the job satisfaction of nurses working in the private hospitals in Chennai city. The data required for the study is collected through structured questionnaire. The present study covers the entire Chennai city covering all the corporate and bigger size private hospitals. Majority of these hospitals are 24X7 in nature and dealt with multi specialty care services. Many hospitals are equipped with latest medical and surgical and diagnostic care facilities. The results state that, there is a highly significant impact of work environment and culture, professional variables and organizational variables and Hygiene and motivating factors on the job satisfaction of the nurses working in the private hospitals in the sample area. A care and concern on improvement of working conditions, professional and organizational factors can help in improving the job satisfaction and there by quality of services in the health care industry. The care of nurses is keen in the development of hospitals and its brand loyalty among the patients visiting the hospitals.

Key Words: Professional variables- Organizational variables-Work environment- hygiene factors

1.1 Introduction

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007). Job satisfaction can be defined also as the extent

to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

2.0 Review of Literature

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars. When talking about factors of job satisfaction the fact that they can also cause job

dissatisfaction must be kept in mind. Therefore the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).

3.0 Research Methodology

The present study covers the entire Chennai city covering all the corporate and bigger size private hospitals. Majority of these hospitals are 24X7 in nature and dealt with multi specialty care services. Many hospitals are equipped with latest medical and surgical and diagnostic care facilities. These hospitals get patients from the southern and northern states of India. Few hospitals have the foreign patients and also have NRI and foreign patient facility centres. Some of the hospitals in the study are Apollo Group, Billroth group, Bharathiraja Group, Mehta Group, Sundaram Group, Fortis Malar, Vijaya group, Miot Group, SRM Group, Global Hospitals, Chettinad group, and Balaji group of hospitals etc. The study covers all age groups of nurses and all divisions of medical care.

Outpatient service care is also considered for the study.

Aim of the Study

1. To study the work environment and culture, professional variables and organizational variables and Hygiene and motivating factors among the private hospitals in the sample area.

Hypothesis

Null Hypothesis: H_0 : work environment and culture, professional variables and organizational variables and Hygiene and motivating factors have a direct significant effect on job satisfaction of nurses in private hospitals.

Questionnaire was validated in respective sector and with the help of pilot surveys and recommendations was incorporated in the questionnaires. For the purpose of the present study, primary data has been used. The primary data was obtained through direct communication with the respondents through a structured questionnaire.

4.0 Data Analysis and Results Discussion:

Null Hypothesis: There is no significant difference between mean ranks of work environment and climate factors affecting job satisfaction of nurses in private hospitals.

Table 4.6.1 Friedman test for significant difference between mean ranks of work environment and climate factors affecting job satisfaction of nurses

Work environment factors influencing job satisfaction	Mean Rank	Chi square value	P value
The feeling of fulfillment and satisfaction get from job	9.82		
Recognition from supervisors	10.82		
Respect from co-workers	11.29		
Feedback from supervisors	9.66		
Feedback from patients	11.78		
Promotion	10.96		
Opportunities for further learning	9.52		
Career development	11.99		
Responsibility allotted to you	11.63	144.434	0.000**

Flexibility and independence allowed	11.53		
The feeling of being treated equally	10.65		
Salary	11.18		
The rules and routines of supervision	11.69		
The comprehensive goal and guideline in your hospital	10.87		
The organizational climate	11.39		
The quantity of work allotted to you (workload)	11.43		
The equipments used in your hospital	10.92		
The criticality	11.13		
The relationship with doctors	10.76		
The relationship with co-workers	10.46		
The relationship with patients	11.53		

Since p value is less than 0.001, the null hypothesis, There is no significant difference between mean ranks of work environment and climate factors affecting job satisfaction of nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between mean ranks of work environment and climate factors affecting job satisfaction of nurses in private hospitals. Based on the mean ranks, the primary variables in work environment affecting job satisfaction of the nurses in private hospitals are Flexibility and independence to work, respect

from co-workers, feedback from patients, opportunity for career development, allocation of responsibilities well in advance, attractive salary, the rules and routines of supervision, the organizational climate, the reasonable workload, the equipment used in the hospital, and the quality of relationships with the patients are recorded in the sample survey.

Null Hypothesis: There is no significant difference between mean ranks of Professional factors affecting job satisfaction of nurses in private hospitals.

Table 4.6.1 Friedman test for significant difference between mean ranks of professional factors affecting job satisfaction of nurses in private hospitals.

Professional factors	Mean Rank	Chi-square value	P value
Mutual communication	7.61		
Personal growth	7.00		
Communication with doctors	8.36		
Work organization	6.86		
Amount of autonomy	7.59		
Leisure time	7.36		
Working conditions	6.93	88.833	0.000**
Nature of work	7.47		
Role of immediate boss	7.51		
Work load	7.72		
Self expression	8.04		
Career prospects	6.97		
Financial security	7.99		
Job security	7.56		

Since p value is less than 0.001, the null hypothesis, There is no significant difference between mean ranks of Professional factors

affecting job satisfaction of nurses in private hospitals is rejected at 1% level of significance. Based on the mean scores, it is found that the

primary variables of professional related affecting the job satisfaction of the nurses in private hospitals in Chennai city are mutual communication among the peers, communication with the doctors, work load, self expression capacity and financial security. These professional factors need to be focused to ensure

the better levels of job satisfaction.

Null Hypothesis: There is no significant difference between mean ranks of Organisational factors affecting job satisfaction of nurses in private hospitals.

Table 4.6.1 Friedman test for significant difference between mean ranks of organizational factors affecting job satisfaction of nurses

Organizational variables	Mean Rank	Chi square value	P value
The work	9.65		
Management of the organization	9.55		
Coworkers	10.75		
Interpersonal relations	9.63		
Superior's leadership style	11.44		
Provided feedback	11.06		
Opportunities for promotion	9.78		
Pay for the work	10.18		
One's status in the organization	10.08		
Motivation for professional development	10.60	233.085	0.000**
Security and reliability of employment	10.40		
The amount of work and the number of assignments	10.06		
Forms of motivation	11.47		
Working conditions	10.58		
Education possibilities	10.35		
The existing control and penalty system	11.14		
Working hours	12.41		
With concern for employees' well-being	8.65		
Praise and the level of trust	11.19		
The ability to participate in the decision-making	11.03		

Since p value is less than 0.001, the null hypothesis, There is no significant difference between mean ranks of Organisational factors affecting job satisfaction of nurses in private hospitals is rejected at 1% level of significance. hence, it is concluded that, There is a highly significant difference between mean ranks of Organisational factors affecting job satisfaction of nurses in private hospitals in Chennai city. based on the mean scores observed in the sample survey, the primary variables in the dimension of organizational variables influencing the level of job satisfaction of the nurses working in the private hospitals observed are Superior's leadership style, positive and encouraging

feedback, forms of motivation, existence of penalty and control system, working hours, praise and the level of trust, and the ability to participate in decision making process. The organization is a set of framed rules and regulations with lot of flexibility and opportunity to change based on the needs of the organization and its components from time to time. As long as it is not diluted, the level of job satisfaction will not be affected. The trust on the system and transparency among the transactions with employees can help in enhancing the level of job satisfaction.

Data Analysis using Regression:

Regression is the determination of statistical relationship between two or more variables. In simple regression two variables are used. One variable (independent) is the cause of the behaviour of another one (dependent). When there are more than two independent variables the analysis concerning relationship is known as multiple correlations and the equation describing such relationship is called as the multiple regression equation. Regression analysis is concerned with the derivation of an appropriate mathematical expression is derived for finding values of a dependent variable on the basis of independent variable. It is thus designed to examine the relationship of a variable Y to a set of other variables $X_1, X_2, X_3, \dots, X_n$. the

$$Y = b_1 X_1 + b_2 X_2 + \dots + b_n X_n + b_0$$

Here Y is the dependent variable, which is to be found. X_1, X_2, \dots and X_n are the known variables with which predictions are to be made and b_1, b_2, \dots, b_n are coefficient of the variables.

In this study, the dependent variable is job satisfaction levels of nurses in private hospitals, Independent variables are Demographic factors (X_1), Working environment and climate variables (X_2), Profession factors affecting job satisfaction (X_3), Organizational factors affecting job satisfaction (X_4) and Hygiene and motivating factors (X_5) are discussed as follows:

Table 4.7.1 showing Variables Entered/ Removed(b)

Variables Entered
Demographical factors, Working environment and climate variables, Profession factors affecting job satisfaction, Organizational factors affecting job satisfaction, and Hygiene and motivating factors, job satisfaction of nurses working in private hospitals (a)

a All requested variables entered.

b Dependent Variable: job satisfaction of nurses in private hospitals

Dependent variable : job satisfaction of nurses in private hospitals (Y)

Independent variables :

Demographic factors (X_1)

Working environment and climate variables (X_2)

Profession factors affecting job satisfaction (X_3)

Organizational factors affecting job satisfaction (X_4)

Hygiene and motivating factors (X_5)

Multiple R value : 0.772

R Square value : 0.596

F value : 192.799

P value : 0.000**

Table 4.7.2 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.772(a)	.596	.593	3.140

a Predictors: (Constant), Demographic factors (X_1), Working environment and climate variables (X_2), Profession factors affecting job satisfaction (X_3), Organizational factors affecting job satisfaction (X_4) and Hygiene and motivating factors (X_5).

Table 4.7.3: ANOVA(b)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9503.715	5	1900.743	192.799	.000(a)
Residual	6447.588	654	9.859		
Total	15951.303	659			

a Predictors: (Constant), Demographic factors (X₁), Working environment and climate variables (X₂), Profession factors affecting job satisfaction (X₃), Organizational factors affecting job satisfaction (X₄) and Hygiene and motivating

factors(X₅).

b Dependent Variable: job satisfaction of nurses in private hospitals

Table 4.7.4 Variables in the Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.848	.697		19.880	.000**
Demographic factors (X ₁)	.023	.015	.053	1.500	.134
Work environment and climate variables(X ₂)	.033	.012	.101	2.634	.009**
Professional factors(X ₃)	.355	.024	.515	14.681	.000**
Organizational factors (X ₄)	.037	.029	.057	1.265	.206
Hygiene and motivating factors(X ₅)	.115	.034	.164	3.420	.001**

a Dependent Variable: Measures of job satisfaction among nurses in private hospitals

The multiple regression equation is

$$Y = 13.848 + 0.023X_1 +$$

$$0.033X_2 + 0.355X_3 + 0.037X_4 + 0.115X_5$$

The multiple correlation coefficient is 0.772 measures the degree of relationship between the actual values and the predicted values of the Adjustment. Because the predicted values are obtained as a linear combination of Demographic factors (X₁), Working environment and climate variables (X₂), Profession factors affecting job satisfaction (X₃), Organizational factors affecting job satisfaction (X₄) and Hygiene and motivating factors(X₅) the coefficient value of 0.772 indicates that the relationship between adjustment and the five independent variables is quite strong and positive.

Here the coefficient of X₁ is 0.023 represents the partial effect of employee based measures on job satisfaction of nurses in private hospitals as constant. The estimated positive sign implies that such effect is positive that adjustment score would increase by 0.023 for every unit increase in job satisfaction and this coefficient value is not significant at 5% level. similarly for work environment and climate (X₂), and Organizational factors affecting job satisfaction (X₄) partial impact is observed with co efficient values are significant at 1 percent for not significant at 5% respectively. On the other hand, it is noted that, Professional factors affecting job satisfaction (X₃) recorded the coefficient at 0.355 represents positive and considerable level of effect on the job satisfaction of nurses in private hospitals and is significant at 1% level of significance. Similarly organizational variables recorded the coefficient of 0.37, and finally hygiene and motivating factors recorded the co-efficient of 0.115 represents the average level of impact on the job satisfaction of nurses in private hospitals and significant at 1% level.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is 0.596 simply means that about 59.6% of the variation in adjustment is explained by the estimated SRP that uses Demographic factors (X₁), Working environment and climate variables (X₂), Profession factors affecting job satisfaction (X₃), Organizational factors affecting job satisfaction (X₄) and Hygiene and motivating factors(X₅) as the independent variables and R square value is significant at 1 % level.

5.0: Summary and Conclusion

The results state that, there is a highly significant

impact of work environment and culture, professional variables and organizational variables and Hygiene and motivating factors on the job satisfaction of the nurses working in the private hospitals in the sample area. A care and concern on improvement of working conditions, professional and organizational factors can help in improving the job satisfaction and there by quality of services in the health care industry. The care of nurses is keen in the development of hospitals and its brand loyalty among the patients visiting the hospitals.

Work environment and climate (X_2), and Organizational factors affecting job satisfaction (X_4) partial impact is observed with co efficient values are significant at 1 percent for not significant at 5% respectively. On the other hand, it is noted that, Professional factors affecting job satisfaction (X_3) recorded the coefficient at 0.355 represents positive and considerable level of effect on the job satisfaction of nurses in private hospitals and is significant at 1% level of significance. Similarly organizational variables recorded the coefficient of 0.37, and finally hygiene and motivating factors recorded the coefficient of 0.115 represents the average level of impact on the job satisfaction of nurses in private hospitals and significant at 1% level.

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