

Job Satisfaction in Government Teaching Hospitals: A Case Study of Medical College at Punjab

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Abstract

Quality of services provided by an organization is a product of skill, motivation and job satisfaction levels of its personnel. Healthcare organisation being high on manpower requirements need to maintain high job satisfaction among employees by controlling the factor affecting the same. Objective of this study is to find the job satisfaction levels in a non-profit making teaching hospital and further trying to assess the possible variation in job satisfaction. **Methods and Material:** Study was conducted on all the personnel working at the medical college including all doctors, nurses, paramedics and non-medicos (class III and above). Respondents were ensured of the confidentiality of their response and in all 621 personnel responded and filled the questionnaire. **Statistical Analysis:** was done using SPSS v20. Combination of non-parametric and parametric tests was used like mean, percentages, t-test and ANOVA analysis dividing the study groups into demographic profiles and various categories of personnel like Doctors, Nurses, Paramedics and Non-Medics. **Results:** Showed variation in job satisfaction for different facets and significant differences in perceived job satisfaction for gender, regular/contractual personnel and professional groups. **Discussion:** Government medical colleges need to work to improve the operating condition of and communication within the organisation to improve the satisfaction levels of the staff members. At state level, Government needs to innovate policies on performance based pay, promotions and contingent rewards. Personnel of various categories have different job satisfaction for different facets, which need to be addressed by the organisation especially in case of nurses.

Keywords: Healthcare, Job Satisfaction, Public sector

1. Introduction

The concept of job satisfaction enjoys increasing attention from organisations, since its importance and pervasiveness in terms of organisational effectiveness has been firmly established quite some time ago. Managers now feel themselves morally responsible for maintaining high levels of job satisfaction among their staff members, probably primarily for its impact on productivity, absenteeism and staff turnover, as well as on union activity¹. Job satisfaction is facet specific. Facets of satisfaction may include pay, co-workers, supervision, promotion opportunities and the work itself^{2,3}. Instrumentally, although the direct impact of job satisfaction on performance or productivity has received relatively mixed reviews, its effect on turnover, absenteeism, citizenship behavior, and other organizational attitudes and behaviors is well established⁴.

Quality of services provided by an organization, is a product of skill, motivation and job satisfaction levels of its employees⁵. Dissatisfied staff lacks initiative and loses the quality focus. Healthcare organisation being high on manpower requirements need to maintain high job satisfaction among employees by controlling the factor affecting the same. Literature review was done and it was found that plenty of studies have been done assessing the job satisfaction among nurses in various organisational setups; a few studies have been done on doctors also. However, very few studies have been done in non-profit making healthcare organisations and that too mostly in non-teaching hospital. Aim of this study is to find the job satisfaction levels in a non-profit making teaching hospital and further trying to assess the possible variation in job satisfaction. The objectives of this study were to analyse various job satisfaction factors for:

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- To assess job satisfaction levels facets.
- To compare the job satisfaction in various groups.
- To identify the prominent areas of dissatisfaction among particular group of personnel.
- To recommend suggestions to improve the job satisfaction of personnel.

2. Materials and Methods

For the purpose a non-profit making Medical College, in Punjab was selected. This institute was established more than 30 years ago and currently has an average OPD of more than 1800 patients per days with more than 36000 admissions per year supported by 700 plus beds and being manned by 1000 plus personnel including 275 doctors, 282 nurses, 143 paramedics, 96 non-medicos and 250 plus class IV staff.

H₀1: That there is no significant difference in job satisfaction of male and female personnel.

H₀2: That there is no significant difference in job satisfaction of regular and contractual personnel.

H₀3: That there is no significant difference between job satisfaction based on the duration of service of personnel.

H₀4: That there is no significant difference in job satisfaction based on the age of the personnel.

H₀5: That there is no significant difference in job satisfaction among professional groups; Doctors, Nurses, Paramedics and Non-medico personnel.

3. Study Instrument

It consisted of two parts namely: Personal profile of the respondent and component of the assessment of job satisfaction. Job Satisfaction Survey (JSS) questionnaire proposed by Spector (1994) was used. Job satisfaction facets namely Pay, Promotion, Supervision, Fringe Benefits, Contingent rewards (performance based rewards), Operating procedures (required rules and procedures), Co-workers, Nature of Work, Communication were assessed (Table 1). Internal consistency of the scale was checked and found to be adequate with Cronbach's alpha found to be 0.955 which testified the strong reliability of the scale.

4. Sample Size and Sampling

For the purpose of this study all doctors, nurses, paramedics and non-medicos personnel (Class III) were

selected and a cross sectional study was performed. Questionnaire was distributed to 796 eligible personnel as per the above criteria. They were met either in small groups or individually and objectives of the study were explained at each meeting. Study instrument was pretested on 5 subjects for clarity, comprehension and flow of questions.

5. Statistical Analysis

Each of the job satisfaction facet was tested using 4 questions for each factor on a 6 point likert based scale ranging from non-agreement at score = 1 to exact agreement with score = 6 (Table 1). Further assessment of job satisfaction levels was done as comparative levels using t-test and ANOVA. To further examine variance between groups, a Tukey's post-hoc test was applied. Data management was done using Excel sheet and statistical package (SPSS, Ver.20). The items were scored on a six-point Likert scale according to the following response categories.

Table 1. Items in questionnaire pertaining to respective job satisfaction facets

Job Satisfaction facet	Items
Pay	1, 10, 19, 28
Promotion	2, 11, 20, 33
Supervision	3, 12, 21, 30
Fringe Benefits	4, 13, 22, 29
Contingent Rewards	5, 14, 23, 32
Operating Procedures	6, 15, 24, 31
Coworkers	7, 16, 25, 34
Nature of Work	8, 17, 27, 35
Communication	9, 18, 26, 36
Total	1-36

1 = Disagree strongly. 2 = Disagree Moderately. 3 = Disagree Slightly. 4 = Agree Slightly. 5 = Agree Moderately. 6 = Agree strongly.

Higher scores indicated higher job satisfaction. The negatively worded items were reverse scored using Microsoft Excel software. With respect to the data, imputation of missing values was applied for values among the items pertaining to items in that facet.

6. Results

Distribution of respondents: 621 respondents completed their questionnaire. The sex ratio of respondents was

in favour of females (66:34). 71% of the respondents were regular employees and the rest were contractual staff members. Study group respondents included 33% Doctors, 39% Nurses, 16% Paramedics and 12% Non-medicos.

Among the respondents job satisfaction facet 'Nature of work' had highest mean value of 18.40 followed by 'supervision' 17.62, 'co-workers' 17.24 and least mean value for 'operating conditions' 12.15 (Table 2).

Overall mean for total of perceived job satisfaction was higher in males (135.76) as compared to that of females (126.96). This difference was statistically insignificant using t-test at 0.05 levels of significance with $p = 0.089$ (Table 3). Overall mean values for individual job satisfaction facets; pay (13.95), promotion (13.93) and fringe benefits (12.81) were higher in females as compared to that of male personnel. Using t-test it was found that this difference was statistically significant only for four of the nine facets of job satisfaction; supervision

($p = 0.005$), operating conditions ($p = 0.001$), co-workers ($p = 0.017$), Nature of work ($p = 0.023$) among male and female personnel. **H_{01} : That there is no significant difference in job satisfaction between male and female personnel is thus partly rejected.**

Using t-test it was found that there was statistically significant difference in four of the nine facet of job satisfaction pay ($p = 0.01$), promotion ($p = 0.029$), fringe benefits ($p = 0.006$), communication ($p = 0.040$) among contractual and regular personnel (Table 4). Overall perceived total job satisfaction was were higher in regular employees (133.8) as compared to that of contractual personnel (122.60), and this difference was statistically significant at 0.05 levels of significance with $p = 0.03$. **H_{02} : That there is no significant difference in job satisfaction of regular and contractual personnel is thus partly rejected.**

Using ANOVA analysis, based on the duration of service, no statistical significant difference (at 0.05 level

Table 2. Mean values for different job satisfaction facets

	N	Minimum	Maximum	Mean	SD
Pay	619	4.0	24.0	13.722	6.6516
Promotion	620	4.0	24.0	13.895	6.4755
Supervision	621	4.0	24.0	17.627	7.4806
Fringe Benefits	620	4.0	24.0	12.728	6.0830
Contingent Rewards	621	4.0	24.0	13.925	6.5157
Operating Conditions	621	4.0	24.0	12.155	5.1736
Co-Workers	621	4.0	24.0	17.244	6.7334
Nature of Work	621	4.0	24.0	18.403	6.9395
Communication	621	4.0	24.0	15.464	6.7100
Total Satisfaction	621	36.0	216.0	129.983	61.2080
Valid N (listwise)	618				

Table 3. Mean values for job satisfaction facets among male and female personnel

	Male			Female		
	Mean	N	SD	Mean	N	SD
Pay	13.286	212	6.3368	13.950	407	6.8063
Promotion	13.819	212	5.9304	13.935	408	6.7481
Supervision	18.798	213	6.8024	17.016	408	7.7493
Fringe Benefits	12.572	213	6.0733	12.810	407	6.0939
Contingent Rewards	14.155	213	6.1291	13.805	408	6.7129
Operating Conditions	13.079	213	4.9860	11.673	408	5.2100
Co-Workers	18.097	213	6.0394	16.799	408	7.0349
Nature of Work	19.223	213	5.9617	17.974	408	7.3694
Communication	16.093	213	6.1360	15.136	408	6.9756
Total Satisfaction	135.762	213	52.5265	126.966	408	65.1409

Table 4. Mean values for job satisfaction facets among contractual and regular personnel

	Contractual			Regular		
	Mean	N	SD	Mean	N	SD
Pay	12.769	212	6.8497	14.219	407	6.4993
Promotion	13.109	213	6.6700	14.307	407	6.3409
Supervision	17.069	213	7.8296	17.919	408	7.2845
Fringe Benefits	11.796	212	6.0774	13.213	408	6.0366
Contingent Rewards	13.435	213	6.7502	14.181	408	6.3834
Operating Conditions	11.674	213	5.3278	12.407	408	5.0797
Co-Workers	16.492	213	7.1612	17.637	408	6.4734
Nature of Work	17.842	213	7.3862	18.695	408	6.6851
Communication	14.699	213	6.9681	15.864	408	6.5443
Total Satisfaction	122.607	213	63.9093	133.834	408	59.4662

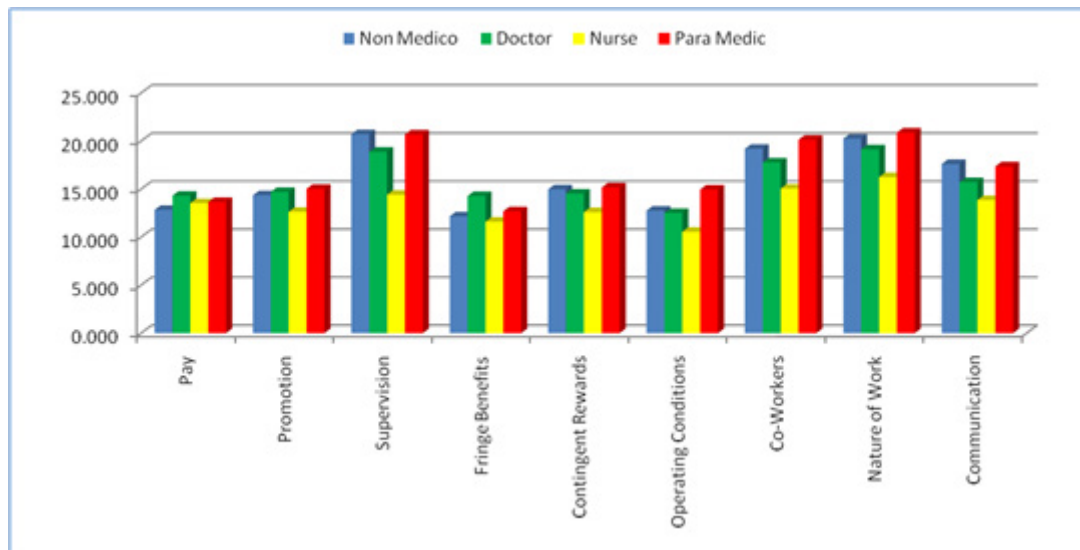
Table 5. Mean values for satisfaction among personnel split into professional categories like doctors, nurses, paramedics and non-medicos

	Non Medico		Doctor		Nurse		Para Medic	
	Mean	N	Mean	N	Mean	N	Mean	N
Pay	12.829	72	14.305	206	13.521	242	13.649	99
Promotion	14.347	72	14.697	206	12.623	243	15.020	99
Supervision	20.708	72	18.875	207	14.408	243	20.680	99
Fringe Benefits	12.157	72	14.273	207	11.594	242	12.686	99
Contingent Rewards	14.964	72	14.533	207	12.592	243	15.169	99
Operating Conditions	12.749	72	12.504	207	10.547	243	14.942	99
Co-Workers	19.181	72	17.774	207	15.040	243	20.137	99
Nature of Work	20.236	72	19.127	207	16.232	243	20.882	99
Communication	17.601	72	15.721	207	13.844	243	17.352	99
Total Satisfaction	143.057	72	138.928	207	110.978	243	148.422	99

of significance) was found in job satisfaction of personnel for all facets of job satisfaction Pay ($p = 0.673$), Promotion ($p = 0.934$), Supervision ($p = 0.923$), Fringe Benefits ($p = 0.488$), Contingent rewards ($p = 0.543$), Operating procedures ($p = 0.554$), Co-workers ($p = 0.884$), Nature of Work ($p = 0.599$), Communication ($p = 0.696$) and total of job satisfaction ($p = 0.771$). **H_03 : That there is no significant difference in job satisfaction based on the duration of service of personnel under study is this accepted.** Similarly ANOVA analysis, based on the age of personnel, revealed no statistical significant difference (at 0.05 level of significance) in job satisfaction for all facets of job satisfaction Pay ($p = 0.772$), Promotion ($p = 0.629$), Supervision ($p = 0.533$), Fringe Benefits ($p = 0.923$), Contingent rewards ($p = 0.116$), Operating procedures

($p = 0.858$), Co-workers ($p = 0.724$), Nature of Work ($p = 0.284$), Communication ($p = 0.656$) and total of job satisfaction ($p = 0.565$). **H_04 : That there is no significant difference in job satisfaction based on the age of the personnel is thus accepted.**

Further personnel were split into 4 groups based on their profession into Doctors, Nurses, Non-Medicos and Paramedics. Overall perceived job satisfaction was higher in paramedics (mean = 148.42), followed by non-medicos (mean = 143.05), doctors (mean = 138.92) and least was for nurses (mean = 110.97). ANOVA analysis was done and this difference was statistically significant ($p = 0.000$) at 0.05 level of significance. ANOVA analysis was done for each of the job satisfaction facets individually (Table 5, Graph 1) and following was observed.



Graph 1. Representation of job satisfaction levels among personnel split into professional groups: doctors, nurses, paramedics and non-medicos.

Mean value for perceived job satisfaction facet 'pay' was highest in doctors (14.30) and least for non-medicos (12.82). This difference was statistically insignificant ($p = 0.375$) using ANOVA at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'promotion' was highest in para-medics (15.02) and least for nurses (12.62). This difference was statistically significant ($p = 0.001$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'supervision' was highest in non-medicos (20.70) and least for nurses (14.40). This difference was statistically significant ($p = 0.000$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'fringe benefits' was highest in doctors (14.27) and least for nurses (11.59). This difference was statistically significant ($p = 0.001$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'contingent rewards' was highest in para-medics (15.16) and least for nurses (12.59). This difference was statistically significant ($p = 0.001$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'operating conditions' was highest in para-medics (14.94) and least for nurses (10.54). This difference was statistically significant ($p = 0.000$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'co-workers' was highest in para-medics (20.13) and least for nurses (15.04). This difference was statistically significant ($p = 0.000$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'nature of work' was highest in para-medics (20.88) and least for nurses (16.23). This difference was statistically significant ($p = 0.000$) at 0.05 level of significance.

Mean value for perceived job satisfaction facet 'communication' was highest in non-medics (17.60) and least for nurses (13.84). This difference was statistically significant ($p = 0.000$) at 0.05 level of significance. **H_05 : That there is no significant difference in job satisfaction between Doctors, Nurses, Paramedics and Non-medicos personnel under study is thus rejected for 8 of the nine facets of job satisfaction.** Variation in mean levels of perceived job satisfaction has been graphically represented in Graph 1.

Further on analysis using multiple comparisons between doctors and nurses it can be concluded that there is significant difference in perception for 8 of the 9 job satisfaction facets with higher satisfaction levels in doctors for each of these eight facets.

On analysis using multiple comparison between paramedics and non-medicos it can be inferred that there is significant difference in their perception on job satisfaction facet 'Operating Conditions' only and not for the rest 8 job satisfaction facets. For operating conditions para-medics had higher job satisfaction than non-medicos.

On analysis using multiple comparison between paramedics and doctors it can be inferred that there

is significant difference in their perception on job satisfaction facets 'Operating Conditions' and 'Co-workers' only and not for the rest 7 job satisfaction facets. For both 'operating conditions' and 'Co-workers', paramedics had higher job satisfaction than doctors.

Further on analysis using multiple comparison between nurses on one side and para-medicos and non-medicos on the other side it can be concluded that there is significant difference in perception for most of the job satisfaction factors with lower satisfaction levels in nurses for each pair.

7. Discussion

Healthcare organizations are manpower intensive industries and machines cannot substitute human touch⁵. Though driven by protocols, human touch has more psychological impact on patients than medications⁵. Being manpower intensive, satisfaction levels of the personnel affect the care of patients and satisfaction of their relatives. Human factor is as crucial in healthcare organisation as is for other service sector organisations, playing a crucial role in patient care and treatment outcomes⁶, and management should give particular attention to factors affecting the job satisfaction of its staff members.

A study conducted by⁷ and his colleagues indicated that giving attention to 6 factors 'good work environment', 'job security in the organization', 'official rules and regulations', 'reasonable payment', 'having a sense and responsibility towards the job', 'interest in the work' and 'being successful in the job' could have an effect on workers' performance. With respect to non-profit organizations, the limited job satisfaction research that does exist has mostly focused on overall job satisfaction levels and this study focuses on individual facet as each facet is likely to be affected by different factors. Lower levels for particular facets of job satisfaction will require different plan of action. Some of the conditions need to be changed in working environment and others will require redefining of job. Government institutions differ from other institution in lacking the scope for providing performance based pay, promotions and contingent monetary rewards, where any and all applicable incentives like salary rise and promotions are time bound and not bound to the performance of the individuals.

In our research, operating conditions has been perceived as lowest among the job satisfaction facets.

Government medical colleges need to work to improve the operating conditions of the organisation to improve the satisfaction levels of its staff members. At State level, Government needs to innovate policies on performance based pay, promotions and contingent rewards. Other factor that needs to be focused is to improve the communication within the organisation.

Lower perceived job satisfaction for facets supervision, operating conditions, co-workers and nature of work among female personnel is possibly due to personal characteristics such as marital status, rural setting and organisation characteristics such as lack of supportive supervision, positive feedback and good communication. Above correlates with findings of earlier studies⁸⁻¹⁰ and are contrary to the findings of others. In^{11,12} authors correlate this to the possible fact that male members in the society need to perform better to keep satisfying them; however the female personnel particularly in the rural segment of population, may have more commitment towards their families than work.

Higher job satisfaction in regular employees for facets pay, promotion and fringe benefits is obvious for the fact that regular employee get their full benefits while contractual staff gets limited of the above. Higher job satisfaction for facet communication among regular employees is possibly due to the fact that regular employees occupy higher positions and contractual personnel possibly occupy lower positions as per the hierarchy of organisation.

Contrary to finding of another study^{8,10,12,13} there was no difference in job satisfaction based on age of personnel. Also there was no significant difference in job satisfaction based on duration of service of the personnel, which was contrary to the findings of previous studies^{8,13}.

This study showed highest overall job satisfaction (mean score) for paramedics followed by non-medicos, doctors and least in nurses. These findings are in contrast to the finding of few of the earlier studies^{10,13,14} and correlate to the findings of another study⁹. The other explaining factors might be good pay perks (proportionate to working hours) for paramedics and non medicos in comparison to their colleagues working in the private sector, have favourable and safe working condition, flexible assignments, flexible duty hours, good collaboration between occupational groups, leave provision, etc. The reasons for nurses being the least satisfied could be due to improper recruitment policy, improper deployment, fewer

career growth opportunities, lesser options for training, non defined job description and priority towards family considering the rural segment of population, in addition to poor operating conditions. Further studies are required for investigation of lower level of job satisfaction among nurses in Government teaching hospitals.

Due to the limited scope and limitations of the study, the researcher recommends that further research on the factors affecting the job satisfaction of personnel, including for working conditions, communication channels, involvement in decision making, job stress, defined jobs, supervisory systems and inter-departmental channels. This will help authorities to align their policies for better performance of staff. And to eventually improve the optimum performance of their services.

8. References

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