

A Comparative Study of Job Satisfaction among Employees in A Private And A Government Hospital In Ernakulam District

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Abstract: Human capital is a physical means of production. Job satisfaction can be defined as sum total of positive feelings or attitudes that individuals developed towards their jobs. It is straightly related to performance. Higher satisfaction can lead to higher productivity. However job dissatisfaction can detrimentally affect the performance of the organization. So the hospital management is continuously introducing certain methods using which they can build an effective relationship with the subordinates.

This study focuses on making a comparative study of job satisfaction level of employees in both private and government hospital in Ernakulam District. The focal point of the study was doctors, nurses and pharmacists and the data was collected through questionnaires.

Keywords: human capital, job satisfaction, Productivity.

I. Introduction

The term human capital is variously defined in political economy and economics, where it was normally called labour, one of the four factors of production. Human capital is similar to “physical means of production” eg: Factories and machines .One can invest in human capital and one’s income depends partly on the rate of return on the human capital one owns. Thus human capital plays a vital role in the smooth running of any organization and an organization is nothing without employees.

Job satisfaction refers to one’s feeling and attitude towards one’s job. It is often depends on how well outcomes meet or exceed expectations. Satisfaction in one’s job means higher commitment in the fulfillment of formal requirements. There will be greater willingness to invest personal energy and time in job performance. An individual having satisfaction will naturally be more positive towards the job. Thus job satisfaction has direct positive correlation with performance but significantly negative correlation with job stress, lower performance and tendency to quit the job. Studies have revealed that job satisfaction is to be on the most important factor for effective functioning of any organization. It has been found to be undoubtedly related to morale. It is the main factor in workers’ productivity, affects his attendance and stability and has a spillover effect on employee relations and accidents.

Blenkin and Agius(1996) has pointed out that environmental demand, perception of demand, consequences of coping responses and feedback among various stages of the stress process are the major contributors to satisfaction and dissatisfaction of the doctors.

Job satisfaction or dissatisfaction is a function of perceived relationship between what one expect and obtains from one’s job and how much importance or value it attributes to it.

Job satisfaction is one of the main indicators of how employees feel about their job and an important determinant of work behavior such as organization citizenship, absenteeism, turnover etc. Job satisfaction leads to reduction in complaints and grievances, absenteeism, turnover and termination, it also improves punctuality and worker morale. Job satisfaction is also help to develop a healthier workforce. Notwithstanding from salary increases and material bonuses, simple steps like showing respect for all staff, making a point of congratulating staff on good work and helping colleagues develop by encouraging skills and knowledge sharing contributes to creating a more human and wholesome environment that staff are not easily tempted to abandon Thakur(2011).

Job satisfaction is very important attribute and is frequently measured by organizations. The most common method for measurement is the use of rating scales where employees report their thought and reactions to their jobs. Burnout and high levels of job stress were most responsible for the staff to leave and that increasing the number of program staff and consequently reducing the number hours of work were important areas of job satisfaction. Bennett, Plint, Clifford(2005).

Statement Of The Problem

Job satisfaction may be favorable or unfavorable according to the view of employees towards the job. It expresses the amount of agreement between once expectations of the job and rewards that the job provides. The employee’s dissatisfaction can cause serious industrial problem and on the other hand employee satisfaction can lead to increase in productivity.

So the purpose of this research is to analysis the job satisfaction of employees in both private and government hospitals .The researcher can also find out which sector provide more employee satisfaction.

Scope Of The Study

This is an attempt to compare the job satisfaction level of employees in both private and government hospital in Ernakulam District.

Objectives

- To make a comparative study of employee satisfaction in private and government hospitals.
- To access the job satisfaction level of employees working in private and government hospitals
- To identify the prominent areas of dissatisfaction among the employees in hospital.
- To recommend suggestions to improve the performance of employees

II. Research Methodology

- For the purpose of the study, both primary and secondary data were used.
- Primary data was collected through questionnaires consisting of 35 questions and secondary data was collected from published documents of hospitals, periodicals, magazines, articles, reports and documents. The sampling method used in the study was random sampling. Sampling size for the study was 100 (50 employees from private sector and 50 from government sector). Percentage method was used for analyzing the data collected.

III. Findings

- From the analysis it was found that in private hospital 36% of the employees are satisfied with their salary package but most of the employees that is 64% of the employees are not fully satisfied with their salary package provided in private hospitals.
On the other hand, in the case of government hospital it was found that majority of the employees that is around 84% of the employees not at all satisfied with their salary package, where as 16% of the employees are satisfied.
- From the analysis it was found that 30% of the employees working in private hospital are satisfied with their work autonomy and work independence where as 70% of the employees are not satisfied.
In the case of government hospital it was found that majority of the employees that is 84% of the employees working in government hospital is satisfied with their work autonomy and work independence, but 16% of the employees is in the opinion that they are not satisfied.
- From the analysis it was found that in private hospitals 90% of the employees are satisfied with the promotions provided to them and rest of the employees that is 10% of the employees are not satisfied.
In the case of government hospital it was found that 88% of the employees are satisfied with the promotions provided to them whereas rest 12% of the employees are in the opinion that they are not satisfied.
- From the analysis it was found that in private hospital 58% of the employees are satisfied with the time schedule and flexibility of working hours and 42% of the employees are not fully satisfied with the time schedule and flexibility of working hours provided in private hospitals.
On the other hand, in the case of government hospital it was found that majority of the employees that is around 86% of the employees satisfied with the time schedule and flexibility of working hours, where as 14% of the employees are dissatisfied.
- From the analysis it was found that in private hospital 90% of the employees are satisfied with the refreshment and canteen facilities and 10% of the employees are not fully satisfied with the refreshment and canteen facilities provided in private hospitals.
On the other hand, in the case of government hospital it was found that majority of the employees that is around 88% of the employees dissatisfied with the refreshment and canteen facilities, where as 12% of the employees are satisfied.
- From the analysis it was found that in private hospital 72% of the employees are satisfied with the position they hold and 28% of the employees are not fully satisfied with the position they hold in private hospitals.
On the other hand, in the case of government hospital it was found that majority of the employees that is around 88% of the employees satisfied with the position they hold, where as 12% of the employees are dissatisfied.
- From the analysis it was found that in private hospital 88% of the employees are satisfied with the management policies and regulations and 12% of the employees are not fully satisfied with the management policies and regulations in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 66% of the employees satisfied with the management policies and regulations, where as 34% of the employees are dissatisfied.

- From the analysis it was found that in private hospital 66% of the employees like to continue working and 34% of the employees don't like to continue working in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 92% of the employees like to continue working, where as 8% of the employees don't like .

- From the analysis it was found that in private hospital 94% of the employees are satisfied with the job security and 6% of the employees are not fully satisfied with the job security in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 96% of the employees satisfied with the job security, where as 4% of the employees are dissatisfied.

- From the analysis it was found that in private hospital 16% of the employees are satisfied with the training and facilities and 84% of the employees are not fully satisfied with the training and facilities in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 82% of the employees satisfied with the training and facilities, where as 18% of the employees are dissatisfied.

- From the analysis it was found that in private hospital 0% of the employees are satisfied with the provident fund, pension, and gratuity provided and 100% of the employees are not fully satisfied with the provident fund, pension, and gratuity provided in private hospitals.

On the other hand, in the case of government hospital it was found that the employees that 100% of the employees satisfied with the provident fund, pension, and gratuity provided, where as 0% of the employees are dissatisfied.

- From the analysis it was found that in private hospital 70% of the employees are satisfied with the employee-employer relationship and 30% of the employees are not fully satisfied with the employee-employer relationship in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 24% of the employees dissatisfied with the employee-employer relationship, where as 76% of the employees are satisfied.

- From the analysis it was found that in private hospital 92% of the employees are satisfied with the availability of infrastructure and equipments and 8% of the employees are not fully satisfied with the availability of infrastructure and equipments in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 76% of the employees dissatisfied with the availability of infrastructure and equipments, where as 24% of the employees are satisfied.

- From the analysis it was found that in private hospital 30% of the employees are satisfied with the time scheduling and 70% of the employees are not fully satisfied with the time scheduling in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 80% of the employees satisfied with the time scheduling, where as 20% of the employees are dissatisfied.

- From the analysis it was found that in private hospital 20% of the employees agree that it is a pretty good place to work and 80% of the employees disagree that it is a pretty good place to work in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 80% of the employees agree that it is a pretty good place to work, where as 20% of the employees are disagree.

- From the analysis it was found that in private hospital 50% of the employees are satisfied with the supports that they get from their colleagues and 50% of the employees are not fully satisfied with the supports that they get from their colleagues in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 70% of the employees satisfied with the supports that they get from their colleagues; where as 30% of the employees are dissatisfied.

- From the analysis it was found that in private hospital 50% of the employees agree that their job makes best use of their abilities and 50% of the employees disagree that their job makes best use of their abilities in private hospitals.

On the other hand, in the case of government hospital it was found that majority of the employees that is around 70% of the employees agree that their job makes best use of their abilities; where as 30% of the employees disagree.

- From the analysis it was found that in private hospital 66% of the employees are satisfied with the working condition and 34% of the employees are not fully satisfied with the working condition in private hospitals. On the other hand, in the case of government hospital it was found that majority of the employees that is around 52% of the employees satisfied with the working condition; where as 48% of the employees are dissatisfied.
- From the analysis it was found that in private hospital 72% of the employees are satisfied with the health and hygiene and 28% of the employees are not fully satisfied with the health and hygiene in private hospitals. On the other hand, in the case of government hospital it was found that majority of the employees that is around 60% of the employees dissatisfied with the health and hygiene; where as 40% of the employees are satisfied.
- From the analysis it was found that in private hospital 46% of the employees are satisfied with the opportunity to air grievances without fear of relationship and 54% of the employees are not fully satisfied with the opportunity to air grievances without fear of relationship in private hospitals. On the other hand, in the case of government hospital it was found that majority of the employees that is around 56% of the employees are satisfied with the opportunity to air grievances without fear of relationship; where as 44% of the employees are dissatisfied.
- From the analysis it was found that in private hospital 42% of the employees are satisfied with the opportunity to learn and grow and 58% of the employees are not fully satisfied with the opportunity to learn and grow in private hospitals. On the other hand, in the case of government hospital it was found that majority of the employees that is around 66% of the employees are satisfied with the opportunity to learn and grow; where as 34% of the employees are dissatisfied

Suggestions

Government hospital

In government hospitals the job satisfaction level can be increased by providing better infrastructure, latest equipments, giving performance based promotions, giving rewards in recognitions for good work, giving priorities to quality of work, provides adequate trainings to upgrade knowledge and skill of employees, refreshment and canteen facilities and should also try to avoid political interference.

Private hospital

Private hospital should give fair salaries to employees, provide job securities, give retire benefits like pension, reduce workload, ensure good shift, and liberalize management policies.

In general,

- The employee should be continuously evaluated in order to motivate them and to maintain a high level of job satisfaction among them.
- A full fleshed human resource department needed to be set up to look into the problem faced by the employees.
- Open house meeting should be conducted on regular basis in the presence of employees to address major issues faced by the employees and invite suggestions from employees.
- Even personal meeting and interviews need to be scheduled with the employees in rotational basis to understand their expectations and requirement.
- Performance appraisal and star of the month award can be declared which help in employee motivation to a great will extend.
- A grievances cell need to be set up to address all the complaints and issues faced by the employee.
- A study should be conducted in order to understand the methods adopted by others in the other hospital in the areas of general functioning and employees welfare

IV. Conclusion

The study reveals that the job satisfaction of private hospital employees is more than government hospital employees as a result specialist doctors move into private hospital due to availability of modern equipments, good working condition, recognition and challenging work and chances of advancement. The nurses and paramedical staff are happier in government hospital due to high salary as compared to private hospitals. Quality of health care in government hospital is almost degraded due to lack of latest instrument and support of staff. The doctors get a competitive exposure in the private hospital and their skills are optimally utilized and they are promoted on performance basis only. The private hospital has an edge over government hospital in terms of infrastructure, autonomy given by management on clinical activities and improvement in clinical processes. The sponsoring of doctors to fellowship programs and nurses and paramedical staff to

diploma courses is done on the basis of achievement and performance. They are provided with good refreshment and canteen facilities. Due to above reason the health care is going day by day into private hands. From government there is efficient management in terms of manpower, materials, procedures and funds.

The survey has brought certain features regarding the job satisfaction of government and private hospital employees. The prominent areas of satisfaction among government hospital employees are job security and benefits were as in private hospital areas of satisfaction are good working conditions, better superior subordinate relationship and inter personal relationship. One of the major findings is that benefits in case of government hospitals are more than in private hospitals. In government hospital the salary is on the basis of post held and seniority and not on the performance basis where as in private hospital it is based on number of patients per day treated by the doctor or cared by the staff nurses. In fact the staff has to serve 24 hours with a shift system. During national and state holidays the management persons get leave while the doctors and the nurses and paramedical staffs have to be present. In government hospital the employees get more retirement benefits like pension gratuity and leave encashment even after 20 years of services whereas in private hospitals no such benefits are given.

The quality of work life plays an important role in bringing job satisfaction in employees. The study reveals that it is more in private hospitals. The quality work life factors are health and safety policies, personal growth and development, provision for good refreshment and canteen facilities and job related training programs. Employees of government hospitals are dissatisfied mainly due to lack of adequate and modern infrastructure, and lack of interpersonal relationship and non upgradation of equipments. The prominent areas of dissatisfaction in private hospitals are in terms of benefits like pension, insurance policies and job security.

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