

# A STUDY ON THE JOB SATISFACTION OF PARAMEDICS IN PRIVATE AND PUBLIC HOSPITALS IN BANGALORE CITY

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## ABSTRACT

Hospitals are the social systems, which combine science, people and technology and are form on the basis of mutual interests. Human resources have been described as “The heart of the health system in any country”. Human resource development in the hospital is directed by various physical and psychological factors. Modern researches have proved that not only fine materials, sophisticated technology, good working conditions make for progress and effectiveness of an organization but employees motivation, performance, abilities and skills plays a crucial role in determining the effectiveness of organization. In modern hospitals, different categories of staff work in different capacities. The doctors, the nursing staff, different types of technicians, management personnel contribute substantially to the smooth functioning of the hospital. Hospital employees are supposed to work with the single motto of making available to the patients, the services upto their expectations. Nurses play an integral role in the healthcare system. This is why they have been correctly referred to as the heart of healthcare. Being a nurse is one of the most demanding professions in the world and needs a lot of dedication and commitment to the job. Humans perform optimally when satisfied with their work. Job satisfaction is determined by the degree to which the characteristics of a job fulfil a person’s needs. The higher the balance of satisfaction over dissatisfaction, the more likely it is that an individual will play an active role in the fulfilment of organizational goals. The health care system can efficiently deliver the services with the assistance of nurses who find satisfaction in their jobs. This paper dwells on the roles of nurses and the impact of job satisfaction of nurses in both private and public hospitals and also the factors responsible for job satisfaction. This paper also evaluates the variables and their impact on job satisfaction.

**KEY WORDS-** job satisfaction, paramedics, nurses, health workforce, variables

Hospitals are the social systems, which combine science, people and technology and are form on the basis of mutual interests. Human resources have been described as “The heart of the health system in any country”. Human resource development in the hospital is directed by various physical and psychological factors. Modern researches have proved that not only fine materials, sophisticated technology, good working conditions make for progress and effectiveness of an organization but employees motivation, performance, abilities and skills plays a crucial role in determining the effectiveness of organization.

As multidimensional changes are occurring in the medical sciences in addition to the changes in the behavior profile of patients, management personnel and human resources in the hospital is given due weightage. Hospitals need sophisticated technologies and skilled personnel for a good patient care. It is difficult to offer quality healthcare services to patients because of unavailability of professionally sound, technically skilled and personally committed personnel in hospital. Strong educational efforts, employee training and development practices benefits hospital in various ways.

Hospitals need to deal with improving the patient experience as a long term strategic goal that leads to continued growth. Improvement in patient experience and satisfaction in healthcare organizations is important for future survival. The speed at which change is occurring, the availability of technology needed to deliver quality care, and the expertise and style of health care resource management available may also influence quality. Entry-level knowledge, skills and understandings of hospital employees are affected by the quality of the basic educational system, the links between the health education and hospital industry and the extent to which the educational system promotes continuing learning skills. The ability of the existing employees to acquire new skills may also be limited as they need support from management to carry out further education and training.

The hospitals are focusing towards patient safety and care by creating skilled professionals. A significant competitive growth strategy will lead to higher quality care, more satisfied staff, fewer preventable medical mistakes, fewer malpractice, law suits and an improved financial bottom line. Performance of health care personnel depends on the environment in the hospital and the management whether they provide training programs for employees or not. Hospitals need to improve the quality of the care provided and maintain the depth of health service coverage. Most of the multispecialty hospitals are introducing changes in healthcare delivery system as per technological changes and growing expectations of quality.

## REVIEW OF THE LITERATURE

Goodale Hall et.al.<sup>1</sup> conducted a survey in understating how they perceive the phrase “Quality of Life”. From the study they could conclude that the most frequently mentioned components defining Quality of Life were psychological well-being, the work environment, realizing or working towards one’s aim in life and the social environment provided to him. The authors viewed that it is safe to conclude that the work environment not only one of the most important domains in people’s lives, but also contains many of the components of Quality of Life. Therefore, this domain plays an important part in the individual’s general Quality of Life and sense of well-being.

Barry et.al.<sup>2</sup> in their paper assessing the methodology of Job satisfaction among paramedical staff and organizational effectiveness described the development and implementation of a standardized set of definitions, measure and costing methods for behavioral outcomes.

Kavoussi et.al.<sup>3</sup> in their paper compared unauthorized absenteeism rates between two large textile factories in Isfahan, Iran. The study could make the finding that the working conditions in the sample factories were unsatisfactory. The study could also find that there is a significant relationship between absenteeism rates and age and length of employment. The study suggested that workers’ dissatisfaction toward unsatisfactory working conditions may be expressed in terms of unauthorized absenteeism. In view of the widespread consequences of such absenteeism, it is recommended that closer attention be paid to improve the Job Satisfaction of Paramedical employees.

Lawler<sup>4</sup> in their study identified that cross nation experiences amply demonstrate the improvement in Job satisfaction among paramedical staff which has definite potential and scope for improving productivity and overall organizational effectiveness.

Haughey et.al.<sup>5</sup> in their study on “Job Satisfaction of Paramedical employees and Rural Teachers Perception” attempted to understand the opinion of the rural teachers on working condition; professional autonomy and interaction with students and administration were obtained. The result of the study indicated that the teachers were far from satisfied with their Job Satisfaction of Paramedical employees.

Cacioppie et.al.<sup>6</sup> in their study of on Australian public and private sector employees could statistically established that the Quality of Work experience is not a uni-dimensional construct. Factor analysis was carried out for the subsets of public and private employees. The result revealed that for public employees five first order and one second order were identified as underlying their perception of Job satisfaction among paramedical staff experience, the first order being (1) Efficiency, (2) Management, (3) Development, (4) Affiliation and (5) Atmosphere. The second order factor was (1) Job satisfaction among paramedical staff especially the Managements role. Further the result of private employee revealed that six first order factors and one second factor were identified. The first order factors were: (1) Nature of Work, (2) Management, (3) Social utility, (4) Meetings, (5) Efficiency, (6) Atmosphere and the second order factor was Quality of Work Life.

Herman<sup>7</sup> in his article on Job satisfaction among paramedical staff emphasized on quality circles, flex time and wellness in the workplace for improving America’s business.

Levine et.al.<sup>8</sup> studied the perceptions of white collar employees including supervisors and managers of an American company. These people participated in Delhi panel for defining Quality of Work Life. Results of the study revealed that Job satisfaction among paramedical staff is a unidimensional construct with as many as 7 items emerging from a total of 86 Job satisfaction among paramedical staff topics. These include: a) The degree to which superiors treat employee with respect and have confidence in their abilities, b) Variety of daily work routine, c) Challenge of work, d) Present work load to future opportunities, e) Self-esteem, f) Extent to which life outside of work that affect life at work and g) Extent to which work contributes to society. Further responses to 7 item scale from a sample of 450 employees revealed that Job satisfaction among paramedical staff measure was extremely reliable.

Stouffer et.al.<sup>9</sup> found that in the Military, factors such as ambition to become an officer, level of education, the chance to choose the post and appointment formed the important factor of job satisfaction. Satisfactory was also associated with formal status and with informal status (for example: Men in more prestigious corps were more likely to be satisfied with their jobs than men in other branches).

Rice et.al.<sup>10</sup> in their study could identify that there is a significant relationship between the work satisfactory and quality of people's life. The study could reveal that in the work place, the work experience and outcome have a direct bearing on a person's general Quality of Life while the family interaction, leisure activity and level of health and energy are said to have an indirect influence.

Gordon Digacomo<sup>11</sup> in his research article titled "Trade Unions and the Reform of the Job satisfaction among paramedical staff" viewed that ergonomic and other Job satisfaction among paramedical staff reforms have limited goals and are held no substitute for labour involvement. The study found that the management initiated programmes and reforms were implemented with the co-operation of the North American labour unions. The author concluded that labour unions therefore need to participate in Job satisfaction among paramedical staff initiatives while simultaneously making new types of demands at the bargaining table and seeking input into strategic decisions.

Mandeell et.al.<sup>12</sup> indicated through their study on "Does a better work life boost productivity" that a clear definition of the various projects that composed Job satisfaction among paramedical staff is lacking. The study indicated that the basic conceptual criteria for Job satisfaction among paramedical staff include adequate and fair compensation, safety and healthy environment growth, social integration and social relevance. They further indicated that the common feature of many successful experiments has been inclusion of financial benefits for the employees who increase the production through learning new skill or increased responsibility and participation at work. They added that the HR professional contemplating the introduction, of Job satisfaction among paramedical staff project should consider realistic expectation, the level of commitment from all level of the organization and capability of employees.

Robert et.al.<sup>13</sup> in their article on Job satisfaction among paramedical staff in City Hall: Toward an Integration of political and organizational realities", emphasized the need to consider the political factors in the implementation of Job satisfaction among paramedical staff programmes. In their analysis, they stressed the importance of background circumstances relevant to Job satisfaction among paramedical staff in the public sector and the city in particular and the political behaviours. The model that was fitted in explaining the factors determining the Job satisfaction among paramedical staff could identify that Job satisfaction among paramedical staff has been influenced beyond the immediate boundaries of the public sector organization while it takes the political environment into account. They viewed that the model is found to be relevant to state and federal agencies operating in geographical border but equally political environment in which the constraint on previous Job satisfaction among paramedical staff activity seem similar. The author concluded the article stating public-sector Job satisfaction among paramedical staff will never be free from politics, but it is possible to make politics works on behalf of Quality of Work Life.

Boswell et.al.<sup>14</sup> conducted a study to investigate the work life conflict. The study investigated how the use of communication technology beyond normal working hours relates to work related attitudes. The analysis of work to life conflict revealed that employees with higher ambition and job involvement were more likely to use communication technologies after working hours. The study concluded that as reported by the employees, the use of communication technologies after working hours was significantly associated with the employees' work to life conflict.

Anne Wilcock et.al.<sup>15</sup> studied Job satisfaction among paramedical staff activities that existed in a sample of knit wear companies in South Western Ontario. The researchers identified three levels of activities. The results showed that active companies were largely non-unionized, with high annual sales, high level of technology and an articulated corporate responsibility toward employees. Mid range companies which were privately owned were unionized and had medium level technology. The inactive young companies were privately owned with low technology levels and were attempting to establish corporate stability. The researcher concluded that the employees of mid range companies were more satisfied with working conditions, social integration, constitutionalism and work and life components than were employees of active companies. The discrepancy theory of satisfaction was used by the researcher to explain result.

Arnetz<sup>16</sup> in a study of physicians could found that 25 percent of the sample respondents were unable to unwind after work while 8 percent drank too much. The researcher concluded that the work environment and the way in which work was organized were closely linked to stress over which the physician felt they had little control.

## DEFINITION OF TERMS

Nurses are men and women who are responsible (along with other health care professionals) for the treatment, safety and recovery of acutely or chronically ill or injured people, health maintenance of the healthy, and treatment of life-threatening emergencies in a wide range of health care settings.

### Key Words:

**Job satisfaction-** job satisfaction is the feeling as how content someone is with their job and the sense of accomplishment they get from doing it.

**Paramedics -** A **paramedic** is someone trained to assist medical professionals. The workers in an ambulance are **paramedics**. Rather, **paramedics** help doctors and nurses: **paramedics** are assistants. **Paramedics** are most well-known for working in ambulances.

**Nurses-** A nurse is a health care professional who is engaged in the practice of nursing

**Health workforce-** Health workers are "all people engaged in actions whose primary intent is to enhance health

**Variables -** an element, feature, or factor that is liable to vary or change

## STATEMENT OF THE PROBLEM

Healthcare organizations are continually battling against conflicting priorities. To become successful they need to focus on delivering high quality patient care which can be possible with good nursing staff and their dedicated efforts. Hospitals these days are facing a lot of challenges with respect to the retention of nurses, their loyalty and their job satisfaction. The job satisfaction experienced by nurses in private hospitals is different that of the nurses in public hospitals. There are many variables responsible for the job satisfaction experienced by nurses and this area should be addressed appropriately to achieve the objectives of the hospitals.

Hence the aim of this study is to examine and critically evaluate the factors and variables that determine and compare the job satisfaction of nurses in both private and public hospitals.

## SIGNIFICANCE OF THE STUDY

This study focuses on the impact of job satisfaction of paramedics in hospitals which fosters positive impact on the growth of the hospitals.

## METHODOLOGY

Data includes secondary types like newspapers, journals, internet and books.

## OBJECTIVES

- To find out the level of job satisfaction of nurses in both private and public hospitals.
- To compare the job satisfaction level of nurses in private and public hospitals.
- To find out the factors responsible for increasing the job satisfaction of nurses.
- To find out the impact of monetary benefits on job satisfaction of nurses.
- To find out the impact of non-monetary benefits on the satisfaction level of nurses
- To suggest measures to improve the satisfaction level of nurses.

## LIMITATIONS OF THE STUDY

1. The study is confined to Bangalore city only.
2. The study is with reference to nurses.
3. The study is confined to the job satisfaction of nurses in hospitals.

## ROLE OF NURSES IN HOSPITALS

Nurses develop a plan of care, sometimes working collaboratively with physicians, therapists, the patient, the patient's family and other team members. In advanced countries practice nurses, such as clinical nurse specialists and nurse practitioners, diagnose health problems and prescribe medications and other therapies. Nurses may help coordinate the patient care performed by other members of a health care team such as therapists, medical practitioners, dietitians, etc. Nurses provide care both interdependently, for example, with physicians, and independently as nursing professionals. As the nation's hospitals face increasing demands to participate in a wide range of quality improvement activities, the role and influence of nurses in these efforts is also increasing. At the top of the educational ladder is the doctoral-prepared nurse. Nurses may gain the PhD or another doctoral degree such as Doctor of Nursing Science (DNSc) or Doctor of Nursing Practice (DNP), specializing in research, clinical nursing, etc. These nurses practice nursing, teach nursing and carry out nursing research. As the science and art of nursing has advanced, so has the demand for doctoral-prepared nurses.

Nurses are on the frontlines of administering and evaluating the treatment. Nurses are of greatest advocate for patients. Because they spend more time with them, nurses can comprehensively moderate their progress. They know what symptoms might be a red flag and can assess the effectiveness of treatment. They then communicate all of this to the doctor. Keeping this open dialogue is just one of the countless things nurses do to ensure the quality of care.

Nurses also provide invaluable emotional support. They understand the complexities and implications of an illness. They can counsel the family through everything from understanding a chronic condition to coping with death and dying. Their knowledge of illness combined with exceptional people skills provides comfort and stability. For many patients, this relationship is an anchor in the tumultuous waters of the hospital system.

Nursing is a true calling. It's a physically demanding position; many nurses cycle through 12-hour shifts on their feet. They give up holidays with their families and work through nights and weekends. This selflessness is also reflected in their commitment to their patients.

## INFERENCE

The study reveals that job satisfaction of private hospital employees is more than government hospital employees as a result, specialist doctors move in private hospitals due to availability of modern equipments, good working conditions, 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 hospital and less work. Due to high job security in government hospital the nurse and paramedical people do not support the doctors in performing operations and medical duties. The class four people show disobedience in performing their duties pertaining to cleaning and maintaining the hospital premises, rather these people enjoy their working more in government hospital than private hospital i.e. why the private hospitals are always in short of nurses & paramedical staff. In government sector the promotion is on seniority basis than on performance and is timely. These people have access to political persons. The quality of health care in government hospital is almost degraded due to lack of latest instruments and support of staff which led to the proliferation of private hospitals in Bangalore city. The review 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 where as in private hospital areas of satisfaction are good working conditions, better superior-subordinate relationship, interpersonal relations, promotion on performance basis and recognition of good work. The employees of government hospital are dissatisfied mainly due to lack of adequate and modern infrastructure, interference of seniors, bureaucracy and politicians in the working of physicians, nurses and paramedical staff, lack of support, disobedience from lower staff and lagging behind the private hospital in terms of up gradation of equipments. The prominent area of dissatisfaction in private hospital is in terms of benefits (like pension, insurance policies) and job security. Thus the government hospital is not at par with private hospital.

## SUGGESTIONS

In government hospital the satisfaction level can be increased by providing better infrastructure, latest equipments, decentralizing the power to make decisions, making adequate planning, giving performance based promotions, by giving rewards in recognition to good work, giving priority to quality of work and by imparting adequate training to upgrade knowledge and skill of employees through of seminars, workshops and medical camps. The senior should contribute to the development of juniors by sharing their experience with juniors, and by avoiding the political interference. In private hospital the employees satisfaction level can be increased further by giving fair salary to the employees, by providing security of job, giving retirement benefits like pension, gratuity, leave encashment, adequate number no of leaves, health and insurance policies. The growing health needs of national and global populations require health systems with strong infrastructures and sustainable domestic workforces that effectively deliver equitable care. Working conditions are crucial in sustaining migrants. These include the quality of physical and social infrastructure but also crucially the attitudes of employers, colleagues and patients Respect recognition and acknowledgement of nurses for professional expertise and Empower nurses and increase the autonomy of profession.

## CONCLUSION

It can be concluded that satisfied employees play a crucial role in an organization's success, so health care organizations must be aware of the importance of employees' job satisfaction. It is recommended to monitor employees' job satisfaction levels on an annual basis.

It is important for nurse managers in the source countries to advocate incentives to retain nurses. In the recipient countries the number of international nurses continues to increase implying the need for more innovative ways to mentor and orientate these nurses. It is important to look at nurse mobility within the context of the nursing shortage and to consider the paradox of unemployed nurses seen in the very countries with the greatest shortage, so as to understand how various societal forces contribute to the effects of nurse migration. The growing health needs of national and global populations require health systems with strong infrastructures and sustainable domestic workforces that effectively deliver equitable care. Without a doubt, satisfied employees are the ultimate goal of every leader. On the other hand, the goal of every employee is to find the kind of work that matches their abilities and interests as closely as possible, enables them success, and provides them with opportunities for promotion. Satisfied employees tend to be more productive and committed to their employers, and a direct correlation has been shown between staff satisfaction and patient satisfaction in health care organizations

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