

# A STUDY OF JOB SATISFACTION OF NURSES WORKING IN SELECTED PRIVATE & PUBLIC HOSPITAL IN JABALPUR CITY

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**ABSTRACT:** *In current scenario it is become a big challenge for employer to retain their employees for a longer period of time and satisfy them, because satisfied workers gives their full dedication to their job. Employees demands monetary and non monetary benefits from their employer, monetary benefits cannot satisfies them alone. This paper aimed to study about job satisfaction of nurses working in selected private and public hospital in Jabalpur city and identify the favorable conditions for them. In my research I have taken one private and one public hospital of Jabalpur city. 100 sample size of nurses included as a respondent. Research is based on primary database and structured questionnaire have prepared for data collection and secondary data have collected from articles, books, journals, internet etc. Collected data have analyzed by frequency calculation. By this whole research study we found that the hypothetical condition which has taken as a alternative has been proved but both sectors are providing same conditions to their nursing staff so we cannot say there is any major difference between them This study aimed to offer some suggestions to improve the job satisfaction level of nurses for retention.*

**IndexTerms-** Job satisfaction, private and public hospital, nursing staff.

## 1. INTRODUCTION

### 1.1 Job Satisfaction

Early human relationship held rather uncritically, that employees job satisfaction was an important element in managerial effectiveness.

Parker and Kleemeir observed in 1951: management has a long last discovered that there is a greater production and hence greater profit when workers are satisfied with their jobs.

This view was refuted by Roethlisberger, who one of the leading researcher at the Hawthorne Plant of the western Electric company. Discussing the implication of the Hawthorne findings of the Managers, he observed that “the factors which make for the happiness collaboration team work morale or any other work which may be used to refer to cooperative situations”

Later on researchers have brought out that the nature of relationship between job satisfaction and productivity in fragile. They have at the same time confirmed that there is a negative relationship between turnover and absenteeism, job satisfaction and grievances.

Keith Davis observes that “one of the surest signs of deteriorating conditions in a organization is a low job satisfaction. In its more sinister form it lurks behind wildcat strikes slowdowns absenteeism and employees turnover it may be also part of grievances, low productivity, disciplinary problems and other organizational difficulties.” Thus, satisfaction is an integral component of organizational health and an important factor in management worker relationships.

### 1.2 Theories of Job Satisfaction

#### Fulfillment theory

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct/ positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by Willing, is not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor/ variable that should be included to predict job satisfaction accurately is the strength of the individual’s desire of his level of aspirations in a particular area. This led to the development of the discrepancy- theory of job satisfaction

#### Discrepancy theory

The proponents of this theory argue that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. Job satisfaction and dissatisfaction are functions of the perceived relationships between what one wants from one’s job and what one perceives it is offering. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how does it differ from dissatisfaction. This led to the development of equity theory of job satisfaction.

#### Equity Theory

Equity theory is primarily a motivation theory, but it has some important things to say about the causes of satisfaction /dissatisfaction. The proponents of this theory are of the view that a person’s satisfaction is determined by his perceived equity, which in turn is determined by his input- output balance compared to his comparison of others input-output balance is the perceived ratio of what a person receives from his job

relative to what he contributes to the job. This theory is of the view that both under and over rewards lead to dissatisfaction. While the under-reward causes feelings of unfair treatment, over-reward leads to feelings of guilt and discomfort.

### **Herzberg's Motivation/ Hygiene Theory (Two factors theory).**

This theory was developed by Herzberg, Manusner, Peterson and Cap well who identified certain factors as satisfiers and dissatisfies. Factors such as achievement, recognition, responsibility etc, are satisfiers, the presence of which causes satisfaction but their absence does not result in dissatisfaction. On the other hand, factors such as supervision, salary, working conditions etc are dissatisfies, the absence of which causes dissatisfaction. Their presence however, does not result in job satisfaction. The studies designed to test their theory failed to give any support to this theory, as it seems that a person can get both satisfaction and dissatisfaction at the same time, which is not valid.<sup>20</sup> Fredrick Herzberg's motivation/hygiene theory assumes that one group of factors, motivators, accounts for high level of motivation. Another group of factors, hygiene or maintenance factors can cause discontent with work. The implications of Herzberg's research for management and HR practices is that although managers must carefully consider hygiene factors in order to avoid employee dissatisfaction, even if all these maintenance needs are advanced, people may not be motivated to work harder.

Employees play a very vital role in Organization, We can say that they are the essential assets of organization without them not a single organization dare to think about run or survive. Therefore their satisfaction is also important because they spend their whole day in work so each and every job satisfaction factor should be meaningful to them. Likewise Healthcare sector employees are also important to discuss about their satisfaction. There are so many researches about other staff but very few researches have been done on nursing staff. Because nurses keep direct relation with their patient. They look after the patient unless the patient discharges from the hospital. Patient satisfaction is real revenue for the hospitals. So their job satisfaction is highly important. Day by day nursing shortage are becoming more crucial problem because hospitals are not facilitating them and ignoring their problems. That's why I have done my research on a study of job satisfaction of nurses working in private hospitals in Jabalpur city.

## **2. PROBLEM STATEMENT**

Based on the above discussion the study aims to identify the impact of working environment, job security, rewards and recognition, welfare measures and level of fairness on job satisfaction of Nurses.

## **3. LITERATURE REVIEW**

**3.1 Lim Bee(2007)** made a study titled, "A Study on the Job Satisfaction and Burnout among Medical Social Workers in Government Hospitals in Malaysia", this study surveyed the job satisfaction and burnout levels of all medical social workers in Malaysian government hospitals. It aimed to find the association between the individual / demographic factors of the medical social workers to the Human Service Job Satisfaction Questionnaire scores (HSJSQ scores), and it identified other important factors which influenced the medical social workers' job satisfaction and burnout levels.

**3.2 Naser Ibrahim Saif and Afnan Sharif Saleh (2013)** in their study on, "Psychological Empowerment and Job Satisfaction in Jordanian Hospitals", this study empirically tested the impact of psychological empowerment on job satisfaction in Jordanian private hospitals. It was hypothesized that the dimensions of psychological empowerment (meaning, competence, self-determination and impact) have a positive impact on employee satisfaction in Jordanian hospitals. The study was designed to be descriptive and quantitative. A questionnaire was designed and distributed to a sample of 554 participants, resulting in a response rate of 78%. The researchers analyzed the collected data using a group of statistical methods, including frequencies, descriptive statistics, reliability analysis, testing data validity and regression tests.

**3.3 Adriana AnaMaria DAVIDESCU and Tania Marji ISSA EID ( 2017)** Worked on Identifying the main determinants of retention in Jordan Hospitals :An Empirical Analysis Bsaed On *MCCLOSKEY/MULLER SATISFACTION SCALE*.

This paper aimed that to identify the main determinants of job satisfaction and intention of retention in Jordanian hospitals using a sample of 325 employees from six hospitals at the level of the year 2015. In order to do that, we used McCloskey/Mueller Satisfaction Scale (MMSS), applying logistic regression models for measuring the intention of stay among health employees. The study also analyzed the differences between socio-demographic variables and the retention and satisfaction factors using t-test and ANOVA analysis. The empirical results revealed that the main job satisfaction factors that could be considered as predictors of the intention of retention are satisfaction related with recognition, satisfaction with extrinsic rewards and satisfaction with professional opportunities. A significant impact on the decision of remaining employed has also the socio-demographic variables like type of hospital, age, and graduation degree and time experience in hospitals.

**3.4 Rajkumar Giridhari Singh(2013)** made a study titled, "Factors Explaining Job Satisfaction among Hospital Employees", the present study was conducted on the hospital employees as they are one of the most important stakeholders in hospitals to probe the factors influencing their job satisfaction. Factor analysis was performed using principal component analysis (PCA) method for extracting factors to establish characteristic components of the job satisfaction variables measured.

By examining the extent of variability in the employees' job satisfaction explained by the factors determined, the study further identified the correlation of each resulted factor with the job satisfaction scores. The study was employed on a sample of 129 employees of the private hospitals of Manipur in India showing significant association between job satisfaction of employees and the key factors comprising job satisfaction.

## **4. RESEARCH METHODOLOGY**

**Research Title:** Job satisfaction public Vs private  
**Research problem:** Nursing shortage in hospitals due to dissatisfaction.

**Hospitals under study:** (a) Private : Jabalpur Hospital (b) Public : Medical Hospital  
**Area Of Study:** Jabalpur (MP)  
**Sample Size :** 100 samples have been taken for research (50 each )  
**Data Collection :** (a) Primary data : based on structured questionnaire.  
 (b) Secondary data: Published Material, Reports, articles, magazines, Journals, Books, internet etc.

**Objectives of study:**

The objectives of study are following :

1. To study the satisfaction level of the employees working conditions.
2. To find out the measures of job satisfaction within organizations.
3. To suggest some measures for improving the satisfaction level and job retention of employees and to open a way for future research.

**Hypothesis:**

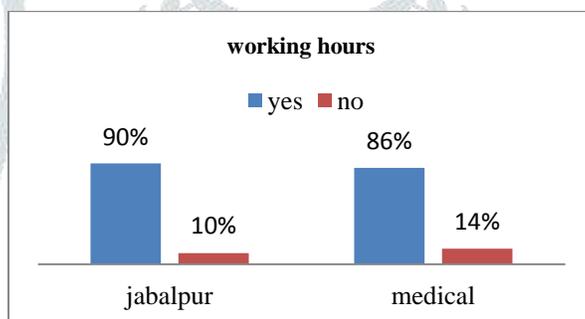
1. There is a relationship between job satisfaction and the availability of favorable working condition.
2. There is a no relationship between job satisfaction and the availability of favorable working conditions.

**5. DATA ANALYSIS**

Q.1 Are you satisfied with the working hours of hospital?

Range	Private	Public
	Jabalpur	Medical
Yes	45(90%)	43(86%)
No	5(10%)	7(14%)
<b>Total</b>	<b>50</b>	<b>50</b>

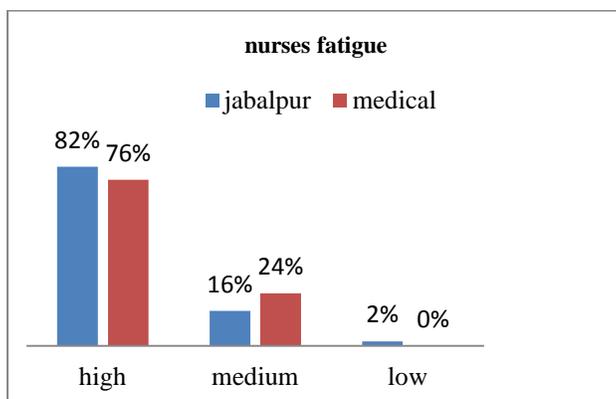
Table-1.1



Q.2 What is the degree of staff nurse fatigue?

Range	Private	Public
	Jabalpur	Medical
high	41(82%)	38(76%)
medium	8(16%)	12(24%)
low	1(2%)	0
<b>Total</b>	<b>50</b>	<b>50</b>

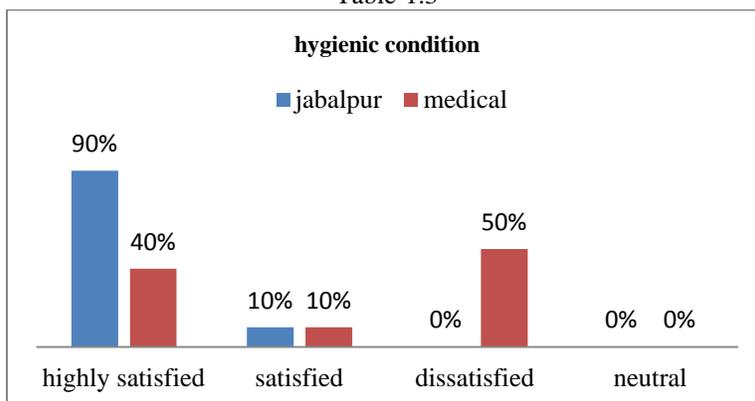
Table 1.2



Q.3 Are you satisfied with hygienic conditions of working places?

Range	Private	Public
	Jabalpur	Medical
Highly Satisfied	45(90%)	20(40%)
Satisfied	5(10%)	5(10%)
Dissatisfied	0	25(50%)
Neutral	0	0
<b>Total</b>	<b>50</b>	<b>50</b>

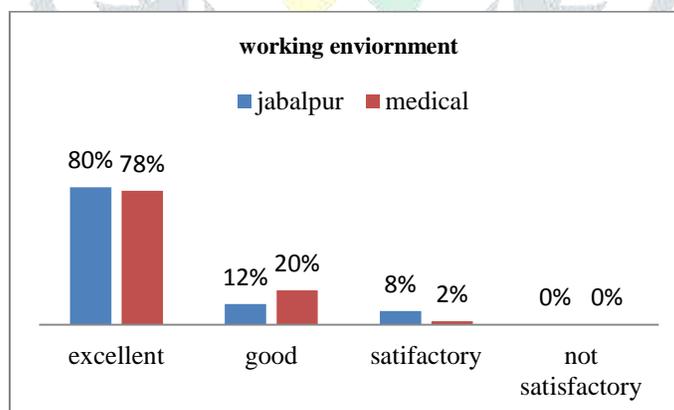
Table-1.3



Q 4 How do you feel the working environment?

Range	Private	Public
	Jabalpur	Medical
Excellent	40(80%)	39(78%)
Good	6(12%)	10(20%)
Satisfactory	4(8%)	1(2%)
Not satisfactory	0	0
<b>Total</b>	<b>50</b>	<b>50</b>

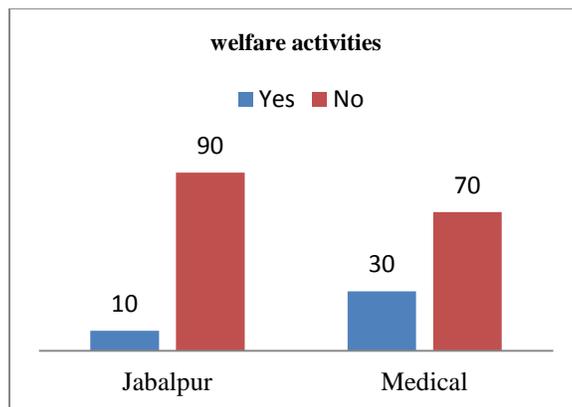
Table-1.4



Q.5 Are there welfare activities conducted by hospitals?

Range	Private	Public
	Jabalpur	Medical
Yes	5(10%)	15(30%)
No	45(90%)	35(70%)
<b>Total</b>	<b>50</b>	<b>50</b>

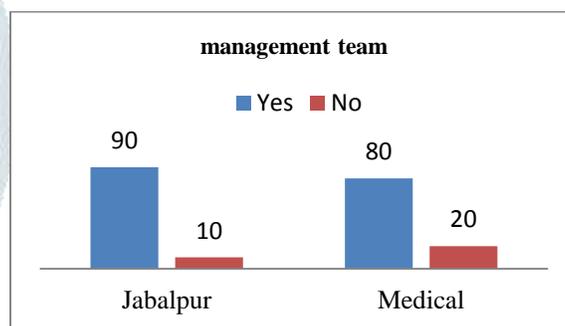
Table-1.5



Q.6 Do you feel the management team here in transparent?

Range	Private	Public
	Jabalpur	Medical
Yes	45(90%)	40(80%)
No	5(10%)	10(20%)
<b>Total</b>	<b>50</b>	<b>50</b>

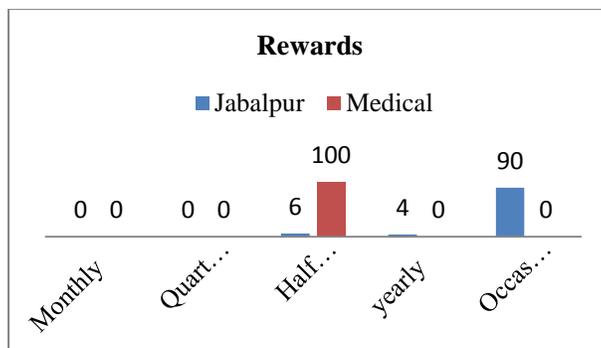
Table-1.6



Q.7 How often are nurses awarded ?

Range	Private	Public
	Jabalpur	Medical
Monthly	0	0
Quarterly	0	0
Half yearly	3(6%)	50(100%)
yearly	2(4%)	0
Occasionally based on extra ordinary performance	45(90%)	0
<b>Total</b>	<b>50</b>	<b>50</b>

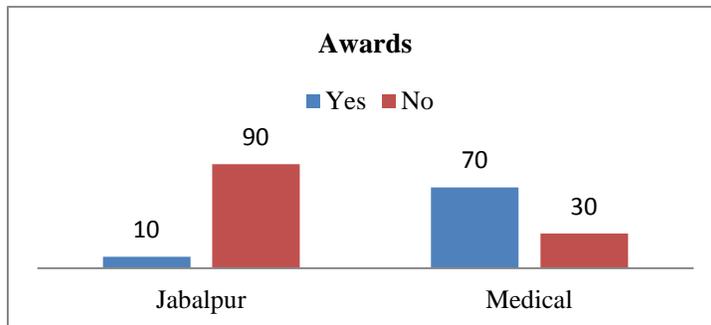
Table-1.7



Q.8 Have you ever received award from hospital ?

Range	Private	Public
	Jabalpur	Medical
Yes	5(10%)	35(70%)
No	45(90%)	15(30%)
<b>Total</b>	<b>50</b>	<b>50</b>

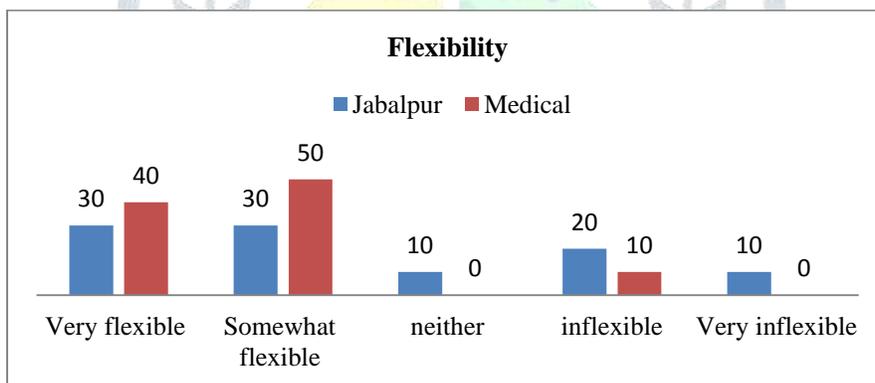
Table-1.8



Q.9 How flexible is the hospital with respect to your family responsibilities?

Range	Private	Public
	Jabalpur	Medical
Very flexible	15(30%)	20(40%)
Somewhat flexible	15(30%)	25(50%)
neither	5(10%)	0
inflexible	10(20%)	5(10%)
Very inflexible	5(10%)	0
<b>Total</b>	<b>50</b>	<b>50</b>

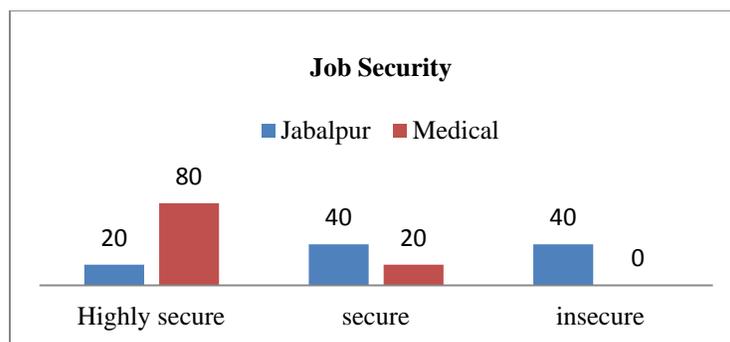
Table-1.9



Q.10 How secure do you feel in your job ?

Range	Private	Public
	Jabalpur	Medical
Highly secure	10(20%)	40(80%)
secure	20(40%)	10(20%)
insecure	20(40%)	0
<b>Total</b>	<b>50</b>	<b>50</b>

Table-1.10



## 6. FINDINGS , SUGGESTIONS AND CONCLUSION

### 6.1 Findings

1. We found from the data collected 90% nurses are satisfied in private hospital from their working hours while in public hospital 86% are satisfied , very few of them are not satisfied from their working hours. In both sector, nurses are highly satisfied with their working hours and they enjoy their work as they chosen their selves this profession.
2. As their busy schedule nurses attained fatigue due to high work load, so there 82% response came from private and 76% response came from public hospital, which was very little from private, therefore nurses fatigue is equally in both hospitals.
3. Private hospital keeps their organization hygienic , neat and clean. They keep their floor germs free by Using disinfectant as compare to public hospital. Due to this step private nurses are highly satisfied while public nurses are less satisfied.
4. There are no such welfare activities conducted by their employer side in both hospitals. So nurses are unsatisfied. They want welfare activities like transportation, housing, break for food/snacks etc, but in public hospital they provide housing and some other facilities like canteen to their staff. So they are satisfied in some extent.
5. About working environment both are satisfied with their staff . 80% feels Working environment are excellent & good in both sector, they are cooperative in nature, so it become too easy to work in hospital .
6. Likewise every employees, nurses also want rewards in monetary form. Because money plays important Role, basic needs can be fulfill by money only.
7. We asked about award from the nurses, so we found that in private hospital award has given on Occasionally based on extra ordinary performance while in public hospital half yearly award is there in 26<sup>th</sup> January and 15 august,80% are satisfied by this activity .
8. Nurses in private hospital are dissatisfied in because they never received any kind of award from the hospital but on the other hand in public they are highly satisfied due to receiving award half yearly.
9. We have found about hospital flexibility because work life is very important for every employees to manage their family specifically in female due to high numbers of females working as a nurses.80% are satisfied in public hospital while in private, Nurses face very crucial condition sometime in hospital workload.
10. Job security is very necessary for employees in each profession. So we observed in private somewhere they have fear to fire out if they perform bad while in public hospital their job are secure so they are highly satisfied with them.

### 6.2 Conclusion

The result of the study indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies, and job stability increase the degree of job satisfaction. Efficient human resource management and maintaining higher job satisfaction level in hospital determine not only the performance of the nurses but also affect the growth and performance of the entire economy. So, for the success of hospitals, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization.

By the above research the second hypothesis has been proved but both sectors are providing same working conditions to their nursing staff so we cannot say there is any major difference between them.

### 6.3 Suggestions:

We have some suggestion as have taken already in objectives, when I gone through in my research I found some deficiency in both hospitals. So I have made some suggestions due to this hospitals can take a further step to make their nurses satisfied.

Suggestions are given below:

1. Hospitals should be increase their nursing staff so that nurses can reduce their workload.
2. Hospitals should provide leave facility to their nurses so that they can easily manage their personal life.
3. Hospital should provide some welfare facilities like canteen, transportation, holidays leave, festive gifts, housing facility to their nurses, so that can feel better in their job.
4. Apart from job security, management must provide job stability. There should be a challenging environment. The job structure should comprise horizontal as well as vertical growth. The job should provide enough scope for the nurses in terms of promotion and transfer.
5. Private hospitals provide job security so that high number of nursing staff attract towards their organization.
6. Private hospitals should increase salary structure time to time .
7. Public hospitals should improve their cleanliness. Because dirty and unhygienic environment may cause their illness then how the nurses will take care of the patient.

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