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Job Satisfaction of Women Employees of Hospitals: A Case Study on Eastern Uttar Pradesh

ORIGINAL ARTICLE



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Abstract

The study handover the details related with job satisfaction of women employees of eastern Uttar Pradesh. An attempt had been made to measure the job satisfaction of women employees of Eastern Uttar Pradesh working in public and private sector hospitals along with their comparative analysis, the role of the ethical climate of the hospitals, its role in job satisfaction as well as women employee's job satisfaction on the basis of certain standard variables. Through the investigation, this paper it was discovered that the health care sector depends mostly on human compassion and sensitivity. Private and Government hospitals' management must show compassion to their staff.

Key Words

Hospital, Education, Health, women, private sector, Public Sector.

Introduction

Human Resources are one of the most vital resources of a country, as it exploits the natural environments for the entire population. The importance and significance of various aspects of development scientific and technological, economic and social, to name a few can be evaluated on a criterion of their utility and service for the welfare of human being. All the aspects of development in the ultimate analysis are or should be aids to human development.

The development is not just about factories dams and roads. Development is basically about people. The ultimate goal is people's material, cultural and spiritual fulfillment. For this human factor, the human context is of supreme value. However, because of obsession with economic development, the importance of human factor in development is greatly undermined.

Women Resources and their Importance

From the time immemorial, women have been the unrecognized and unacknowledged contributors to the wealth of a Nation. They have been and continue to be indispensable to the cultivation of the fields and many matters of this kind.

Women form a significant proportion of our country's population, but they represent a source of untapped potential, a cause and consequence of our country's slow progress. In the traditional Indian society employment of women has been looked down upon. With the increase in urbanization and modernization this attitude has

been changing. The women have to cope with double load of a house wife and a worker. A women by virtue of her role as a home maker, it has been stated only gives secondary importance to the job. Besides the organizational and personnel variables, the family environment has also a direct bearing on their job performance and consequent job satisfaction.

Job Satisfaction

People are the heart of success of any organization. What they are made of and what motivates them are questions more critical to the success of firms than mechanistic innovations or other initiatives. The key to motivation is an ambience of transparency and openness. Where communication is frank and transparent, people are fully empowered and free from the fear of reprisals due to failure.

Job satisfaction is a generalized feeling of fulfillment of an employee's economic and psycho-social needs and aspirations in life which he seeks to obtain through the expression of his abilities and aptitudes in accordance with his interest via the medium of an organization. The opportunity he gets for such an exercise in his place of work determines his attitude towards the organization and its goals. The overall performance of an organization thus becomes the function of the degree of job satisfaction.

Locke (1976) defines job satisfaction as "Pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

According to Keith Davis (1986) "Job satisfaction is the favourableness or unfavourableness with which employees view, their work.

There are five major organization factors toward which employees form attitudes: pay, opportunities for promotion, the nature of the work itself, policies and procedures of the organization, and working conditions. Clearly, a person may experience different levels of satisfaction toward each factor. For example, an employee may believe he/she is underpaid (dissatisfied with pay) but simultaneously feel very positive about the other organization factors.

The job satisfaction of individuals within a work group also may be influenced by both their co-workers and their supervisor or manager. The supervisor could be regarded as an organizational factor, but because the position is described and defined by the organization, it is often his or her individual characteristics (warmth, understanding, integrity) that most strongly influence employee attitudes.

Review of Literature

The contemporary studies on the given topic help the researcher to work out his strategy as how to precede as far his work is concerned. The review of literature also provides an insight in to the tools and techniques being used in the related areas of work.

The present study aims at study of job satisfaction of women employees of Hospitals in Eastern Uttar Pradesh, and for this purpose, a large number of articles published in national and international journals were studied. The available literature has been reviewed

Lewis and Borders (1995) have done studies on the Life satisfaction of middle aged women and their study examined 10 factors and their relation to life satisfaction of middle aged professional women. The proposed regression model, which included support, health, financial resources, leisure time activities, sexual satisfaction, and regrets regarding life circumstances, was explored through a questionnaire. A total of 526 questionnaires were distributed to women members. Responses were received from 152 women.

The significance of regrets, internal locus of control, and leisure activities to life satisfaction suggested there are some unique factors to be considered for this particular population. Taken further the five significant predictors may imply the importance of a balanced life of work and leisure for these women on the basis of their overall responses, these satisfied women have careers, friends and leisure activities.

Prakaram and Suriabala (2003) have published their article “Job satisfaction of women employee in cooperatives. The study is confirmed to two districts (Trichy and Dindigul) of Tamil Nadu State. In total 268 women employees including 112 from credit cooperatives, 29 from consumer cooperative, 34 from hand loom cooperatives and 37 from dairy cooperatives were considered. In women employees, satisfaction with job factors relating to personnel’s policies and practices of cooperatives, high positive attitude is found in the case of provision of provident fund and provision of gratuity, followed by their satisfaction with performance appraisal, provision of special benefits and job security. The mean scores represented next positive attitude as regards training policy and welfare facilities.

Karsh and Booske al., (2005) have done studies on organisational determinants and job satisfaction. The purpose of this study was to examine whether job characteristics, the work environment, participation in quality improvement activities and facility quality improvement environment predicated employee commitment and satisfaction predicted turnover intention. A total of 6584 nursing home employee from 76 nursing homes in a mid-western state participated. A self-administered questionnaire was used to collect the data. The results supported the hypotheses that job and organisational factors predicted commitment and satisfaction while commitment and satisfaction predicted turnover intentions.

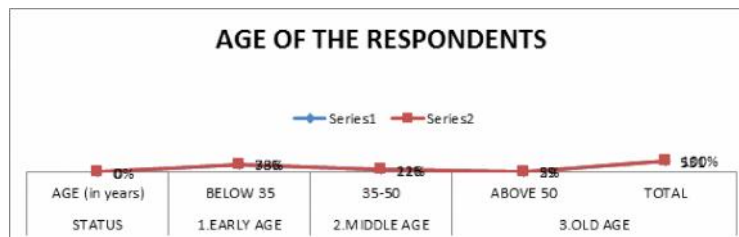
Objective of Study

- To gauge the degree of job satisfaction among women working in hospitals in the public and private sectors.
- To evaluate the effect of employee work satisfaction on both personal and organisational performance.

Analysis & Interpretation

Analysis and interpretation is the most vital part of any research. For this research, presentation of the data is done with the help of tables, pie charts, bar diagrams etc. Processing was done with coding, classification, assimilation, tabulation and editing of data collected in such a manner that it is consistent with inferences.

Age of the Respondents



The above Graph makes it very clear that age group below 35 years has maximum number of respondents (386 respondents, a 73% of the total respondents). The age group above 50 has least number of respondents (29 respondents, a 5% of the total respondents). The age group 35-50 years formed the middle group (116 respondents, a 22% of the total respondents).

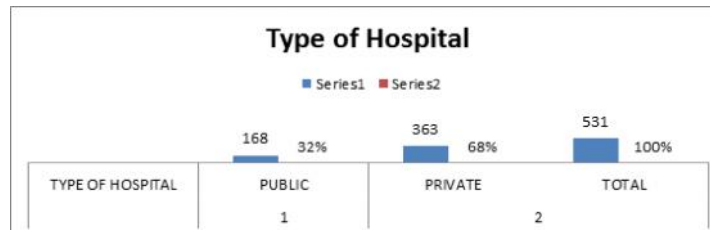
Qualification



The respondents were classified on the basis of their educational qualifications as in the scatter diagram shows that maximum number of respondents 216 (41%) are having qualification 10+2. The graduate and post graduate percentage are 203 (38%) and 69 (13%) respectively. Below 10th qualification group is the lowest qualification group which are 16 (3%). The second lowest qualification group is 10th passed group which are 27 (5%).

Type of the Hospital

This section of the demographic profile, the respondents is classified into Government sector hospital and private sector hospitals as shown in below:



Hence from the table 3 it is clear that the though the number of respondents working in Private sector hospitals 363 (68%) are more than those of the respondents working in Government sector hospital 168 (32%)

Type & Number of Respondent with Designation in Govt. & Private Sector Hospitals

The section of this demographic profile deals with the respondents working in Government and Private sector hospitals each. The results of the respondents with designation is shown in Table-

Table 1: Type & Number of Respondent with Designation in Govt. & Private Sector Hospitals

DESIGNATION					
DOCTOR	GOV	17	3%	56	11%
	PRIVATE	39	7%		
NURSE	GOV	96	18%	338	64%
	PRIVATE	242	46%		
COUNSELOR	GOV	9	2%	47	9%
	PRIVATE	38	7%		
WARD AAYA	GOV	26	5%	74	14%
	PRIVATE	48	9%		
SWEEPER	GOV	5	1%	16	3%
	PRIVATE	11	2%		
TOTAL		531	100%	531	100%

(Source: Primary Data)

The table 1 shows that Private Nurses formed the largest group i.e. 46% whereas Government nurses formed the second largest group 18% each. The smallest group is of Government sweepers i.e. 1%. The other are Government doctors 3% , private doctors 7%, Government counselor 2% , private counselor 7% , private sweeper 2% , ward aaya Government 5% and private is 9%.

Location of the Hospital

Location of the Hospital suggests that maximum number of respondents 418 (79%) are from town where as number of respondents at village level are 113 (21%) out of 531 respondents respectively.

Hence the respondents from towns and villages have been taken for this study. Most of the private sector hospitals are based in towns and Government hospitals at town level has also better infrastructure.

Validation of Age and Work Experience of Women Employees on Job Satisfaction. The age of the respondents is classified in to early age, middle age and old age. This question was included in questionnaire

to examine the impact of age groups on job satisfaction level. Similarly the experience of the employees has also been classified into three categories viz. beginners, sustainers and finishers.

Following hypotheses were framed to examine the difference in means:

H_0 2 There is no difference among age groups and their job satisfaction level.

H_1 3 There is difference within length of work experience of job and their job satisfaction level.

These hypotheses were examined using t- test of significance at 5% level..

Influence of Age and Work Experience on Job Satisfaction

Hypotheses	t-test	Significance	Results
H_0 2	5.421	0.000	Rejected

The values of table show that the calculated value is less than the table value in case of null hypotheses due to which the hypotheses has been rejected. Therefore the inference can be drawn that age has influence on job satisfaction level. The relative magnitude means for three categories indicate that the employees of middle age group had relatively greater degree of job satisfaction followed by old age group employee. The level of a fulfillment of high expectations of early age group employees may be the reason of the significant difference in this. Usually it is seen that youth age group has high excitement and capability of performing variety of activities but non-availability of opportunities to meet there expectations may cause dissatisfaction. With the advancement in age people get tuned with the organisational work culture.

On the contrary job satisfaction level across the three categories of work experience viz beginners, sustainers and finishers do not statistically differ significantly as the hypothesis has been accepted.

This may be due to the fact that with increase in number of years of experience in job. Increase in salary, responsibilities also takes place which in a way changes the evaluation criterion of job satisfaction. Therefore it seems that the respondents of the three categories have used their own criterion for evaluating their level of job satisfaction on the variables in the questionnaire which resulted in no significant difference across the three categories of work experience..

Validation of Type of Hospital on Ethical Climate

As it has been discussed in operational definitions that the type of hospital is classified in to public and private sector respectively. The scores obtained for ethical climate instrument have been used to test following hypotheses:

H_0 4: There is no significant difference between public and private sector hospitals with regards to aggregate ethical climate.

H_1 4: There is significant difference between public and private sector hospitals with regards to aggregate ethical climate.

These hypotheses were tested using statistical techniques to see that, whether the public and private sector hospital’s ethical climate scores (aggregate and factor wise) differ significantly. The test of difference between means was used for testing the hypotheses at 5% significance level with the help of t-test following table.

Influence of Type of Hospital on Ethical Climate

Hypotheses	t value	Significance	Results
H_0 4	3.402	0.000	Rejected
H_1 4	2.153	0.502	Accepted

As it can be observed from the table that the significance values of hypotheses H_0 4 is lesser than 0.05. Thus there is a significant level of difference among public and private sector with regards to aggregate ethical climate, ethical - Governance and Ethical Gesture. In such cases hypotheses have to be rejected. This may be

due to the fact that ethical climate of public sector hospitals is better than that of the private sector hospitals.

The testimony to this fact is that the public and private sector hospitals have independence and more or less free hand in setting of the ethical code of conduct. Hence public sector hospitals put higher priority to ethical issues as compared to private sector hospitals.

The alternate hypothesis H_1 4 is accepted as its significance value is greater than 0.05 which is an indication that with regards to ethical guidance significant differences do not exist between public and private sector hospitals. One of the reasons for this aspect may be that the employees are more inclined towards morality or humanitarian aspects. The result also indicates that the individuals have been God fearing in both type of hospitals and try to incorporate moral or ethical values.

Findings

- Both public and private sector hospitals are giving promising opportunities resulting in job satisfaction. These organisations are governed by same set of regulations; hence all these factors have same influence on the job satisfaction of women employees of both the type of hospitals.
- Job satisfaction from work place contentment, organisational culture were high in public sector in comparison to private sector hospitals where as issues like recognition panorama, administrative responsibility and professional aptitude were dominant in the private sector hospitals.
- The employees of low status hospitals have comfortable working environment and less work pressure, therefore, in most of the cases they have personal interactions with most of the patients which results in good ethical practices as the female employees find an emotional attachment with the patients. The people working in higher status hospitals have high work load and they have to deal with more complicated cases as well as political pressures. Thus they are not able to put attention to ethical issues.
- Three categories of employee's age group indicate that the employees of middle age group had relatively greater degree of job satisfaction followed by old age group employee. The level of a fulfillment of high expectations of early age group employees may be the reason of the significant difference in this. Usually it is seen that youth age group has high excitement and capability of performing variety of activities but non-availability of opportunities to meet there expectations may cause dissatisfaction.
- Job satisfaction level across the three categories of work experience viz beginners, sustainers and finishers do not statistically differ significantly as the hypothesis has been accepted. This may be due to the fact that with increase in number of years of experience in job. Increase in salary, responsibilities also takes place which in a way changes the evaluation criterion of job satisfaction. Therefore it seems that the respondents of the three categories have used their own criterion for evaluating their level of job satisfaction on the variables in the questionnaire which resulted in no significant difference across the three categories of work experience.
- The ethical climate of an organisation does affect employee's feelings and perceptions of that particular organisation. If the ethical climate of an organisation is conducive then the employee has a positive frame of mind and this is also reflected in his job satisfaction and vice versa.
- The level of job satisfaction does depend on to a certain extent that how well she is supported or cooperated at her home by the family members. She will enjoy at her work place more if there is positive cooperation from her family members and vice-versa.
- In private sector hospitals employees are having insufficient authority to take decisions and perform duties due to heavy work pressure. There is less coordination and cooperation among women employees which leads there to job dissatisfaction.
- Young women employees in the early part of their career have high energy, excitement and expectations from their job. They have very high capabilities at this particular age group. The young people need an outlet for the fulfillment of their desires, needs and expectations.

- It has been found that most of the hospitals in Govt. sector are still following the traditional practices and this has led to the enforcement of heavy work pressure on the subordinate staff.

Conclusion

After analyzing the data it found that most of the women employees were satisfied with their job. Women employees are satisfied with the work culture, working environment, appraisal, training etc. Monetary motivation is more effective than non-monetary. Through the study it found that this health care industry mainly depends upon the human care and sensitivity. Management of hospitals private as public must indulge with the employees on the humanity.

Suggestions

- The private sector hospitals being more profit or image oriented, concerns and concentrates more on organisational objectives. Thus they do put ethical issues at stake and more often damage their basic concept. The Role of the top management becomes quite important for the maintenance of ethical issues.
- It is the need of the hour that public sector hospitals develop professional orientation with regard to these issues as early as possible. In the age of computerization, and information technology the traditional paper work and administrative burdens must be replaced.
- Private sector hospitals do not have uniform policy for all its employees with regard to working conditions, work-hours, career opportunities etc. it is therefore suggested that a uniform policy with regards to all these issues must be developed and disclosed to the employees of the private sector hospitals.
- The present study has shown that hospitals face the problem of man power shortage. The working women employees are pressurized to handle the task as well as responsibilities of other employees. This has resulted in not only their job dissatisfaction but also damage to ethical climate of the hospitals. This problem of work pressure is more acute in private sector hospitals as well as in higher status hospitals of Government Sector. Therefore it is advised that these hospitals should have arrangements and sufficient recruitment of health care professionals and employees.

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