

Research Article



A Study on Job Satisfaction among Para-medical Employees' In Chennai City Hospitals

P. Nithya Preetha*, R. Krishnaraj

Faculty of Management, SRM University, Tamil Nadu, India.

*Corresponding author's E-mail: nitiprakash09@gmail.com

Accepted on: 31-03-2016; Finalized on: 30-04-2016.

ABSTRACT

Locke defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Hospital industry in India has witnessed tremendous boom in recent years. It is inextricably linked to the tourism and the growth in the Indian tourism industry has fuelled the growth of Indian Medical Tourism industry. Satisfaction is viewed as the psychological reaction which occurs when people perceive an imbalance between the level of demand upon them and their capability to meet those demands. To study the occupational satisfaction among the Para-medical employees of the Hospitals, 150 sample respondents were selected from the leading Hospitals Hotels in Chennai city, identified based on IMA list, by convenience sampling method. Respondents include nurses, surgical assistants, and laboratory assistants. Likert scale was utilized to measure the output of respondents. The collected data were analyzed for interpretation. This study deals with the factors leading the satisfaction among the employees of Hospitals in Chennai city.

Keywords: Job satisfaction, Job experience, occupation satisfaction, convenience sampling method.

INTRODUCTION

A hospital is a health care institution providing patient treatment with specialized staff and equipment. The concept of job satisfaction has been analyzed by many different researchers and practitioners. It deals with how an individual like the nature of the job.¹ Locke (1976), defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".²

Healthcare in Chennai is provided by both government-run and private hospitals. Chennai attracts about 45 percent of health tourists from abroad arriving in the country and 30 to 40 percent of domestic health tourists.³ The city has been termed India's health capital. Multi and super-specialty hospitals across the city bring in an estimated 150 international patients every day. Factors behind the tourists' inflow in the city include low costs, little to no waiting period,⁴ and facilities offered at the speciality hospitals in the city.⁵

Hospital industry in India has witnessed tremendous boom in recent years. It is inextricably linked to the tourism and the growth in the Indian tourism industry has fuelled the growth of Indian Medical Tourism industry. The thriving economy and increased business opportunities in India have acted as a boon for Indian Hospital industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. One Chennai (Madras) hospital has claimed patients from Oman, UAE, Bahrain, Qatar, Saudi Arabia, Mauritius, Seychelles, Maldives, Sri Lanka, Bhutan, Nepal, East Africa, Germany, Australia, Canada and the UK (Times of Oman, 11 June 2005). European patients favour India, Thailand and Malaysia. Early on, Malaysia primarily

focused on the Middle East, stressing its Islamic credentials, including the presence of halal food and Islamic practices in hospitals. This increase in the need for accommodation has hugely increases the demand for Hospitals which in turn has boosted the growth of this industry.

Lehtinen and Lehtinen (1982) defined the service quality in terms of physical quality, interactive quality and corporate (image) quality. Physical quality relates to the tangible aspects of the service. Interactive quality involves the interactive nature of the services and refers to the two-way flow that occurs between the customer and the service provider, or representative, including both automated and animated interactions.

Corporate quality refers to the image attributed to a service provider by its current and potential customers, as well as the general public.⁶

The job demands also lead to burnout and other occupational health issues among employees. Thus by monitoring the employees' health, Job Demand Resources can predict if job demands can lead to employee's turnover and thereby predict the health of the organization.⁷ Excess job demands can be mitigated by sufficient job resources and thus job demand can interact with job resources to amplify the job engagement of employees.⁸

MATERIALS AND METHODS

Satisfaction is viewed as the psychological reaction which occurs when people perceive an imbalance between the level of demand upon them and their capability to meet those demands. Most people view satisfaction as a positive feature in their job careers as well as in their lives



too. But there might be a different response from various individuals for satisfaction.

Non-satisfaction among Para-medical employees has an adverse effect on the effectiveness of organization.

This study has been undertaken to know the satisfaction among Para-medical employees of various Hospitals in Chennai city.

Objectives

The main objective is to know selection and placement criteria, level of training and placement, employees' participation in the management, the working condition, the salary and benefits provided to them and the level of satisfaction prevailing among the employees in Chennai city Hospitals.

Methodology

It is a descriptive type of research based on primary and secondary data. Primary data has been collected from the sample respondents by administering questionnaires.

To study the occupational satisfaction among the Para-medical employees of the Hospitals, 150 sample respondents were selected from the leading Hospitals Hotels in Chennai city, identified based on IMA list, by convenience sampling method.

Respondents include nurses, surgical assistants, and laboratory assistants.

Three point Likert scale was utilized to measure the output of respondents. The collected data were analyzed for interpretation.

RESULTS AND DISCUSSION

The present study has been undertaken to know the satisfaction level among the Hospital Para-medical employees in Chennai city.

To understand the cause and consequence of satisfaction, 150 employees from various Hospitals in Chennai city were selected by way of adopting convenience sampling method. These collected data were analyzed by way of tabulation and percentage analysis techniques.

(Table 1) Respondents were segmented based on their opinion towards selection and placement procedures. Around 85 per cent of respondents were satisfied with source of appointment; 81 per cent with selection procedure; 79 per cent with long service award and 78 per cent were satisfied with promotion policies in Chennai city Hospitals.

Table 1: Selection and Development leads to employees' satisfaction level

S. No.	Variable	Satisfied	Not Satisfied	Total respondents	Percentage of satisfied
1.	Source of Appointment	127	23	150	85
2.	Selection Procedure	121	29	150	81
3.	Promotion	117	33	150	78
4.	Long service Award	119	31	150	79

Table 2: Training and Development leads to employees' satisfaction Level

S. No.	Variable	Satisfied	Not Satisfied	Total respondents	Percentage of satisfied
1.	On job training	95	55	150	63
2.	Promotion/Incentive	110	40	150	73
3.	Surgical Training	65	85	150	43
4.	Diagnostic training	90	60	150	60
5.	Sponsoring for higher studies	82	68	150	55
6.	Off job training	80	70	150	53

Table 3: Employees' Participation in Management objectives lead to Job satisfaction

S. No.	Variable	Satisfied	Not Satisfied	Total respondents	Percentage of satisfied
1.	Employees participation	122	28	150	81
2.	Quality Circle	118	32	150	79



Table 4: Working Condition of employees leads to Job Satisfaction

S. No.	Variable	Satisfied	Not Satisfied	Total respondents	Percentage of satisfied
1.	Working Hours	112	38	150	75
2.	Over Time Duty allowance	98	52	150	65
3.	Shift in Duty	90	60	150	60
4.	Job resources	88	62	150	59

Table 5: Monetary benefit leads to employees' job satisfaction

S. No.	Variable	Satisfied	Not Satisfied	Total respondents	Percentage of satisfied
1.	Scale of Pay	102	38	150	68
2.	Increment	78	72	150	52
3.	Incentives	90	60	150	60
4.	Washing, Travelling allowance etc.	95	55	150	63

Table 6: Accommodation and other benefits lead to job satisfaction

S. No	Variable	Satisfied	Not Satisfied	Total respondents	Percentage of satisfied
1.	Free Accommodation	98	52	150	65
2.	Free canteen facilities	118	32	150	79
3.	Free transportation	96	54	150	64
4.	Free treatment for employees	80	70	150	53
5.	Concession treatment for relatives	95	55	150	63

(Table 2) Respondents were segmented based on their opinion towards training and development components. Around 73 per cent of respondents expressed their satisfaction towards promotion/incentive; 63 per cent on "on-Job Training"; 60 per cent on diagnostic training; 55 per cent on sponsoring higher studies; 53 per cent on "off-job training" and 43 per cent expressed their satisfaction on surgical training. This study revealed that Para-medical employees of Hospitals in Chennai city are being provided with effective training.

The current trend of Indian Hospital industry is to give multi skill training.

The leading Hospital chains in India are offering this. One of the main reasons for the increasing staff exodus in Hospital industry is lack of proper training, which impedes their career development.

Table 3 shows the level of satisfaction of employees' participation in achieving management objectives lead to job satisfaction among paramedical in Chennai Hospitals.

Around 81 per cent of respondents were satisfied with participation in achieving management's objectives and 79 per cent of respondents were satisfied with the performance of quality circle in Chennai Hospitals.

The study concludes that Para-medical employees' participate in fulfilling management's objectives, which leads to employees' job satisfaction.

(Table 4) The level of satisfaction of respondents varied from 59 per cent to 75 per cent, based on various factors. Around 75 per cent of respondents expressed their satisfaction towards working hours; 65 per cent expressed their satisfaction towards over time duty allowance, 60 per cent of respondents expressed their satisfaction towards shift in duty (Day or Night) and 59 per cent of respondents expressed their satisfaction towards job resources such as superior support, social support and job autonomy.

(Table 5) The level of satisfaction has been measured among Para-medical employees' on the basis of their



opinion towards monetary benefits.

Around 68 per cent of respondents expressed their satisfaction about scale of pay; 63 per cent of respondents expressed their satisfaction towards washing allowance, travelling allowance and others; 60 per cent of respondents expressed their satisfaction towards incentives for the successful completion of various task and 52 per cent of the respondents expressed their satisfaction towards increment provided by the Hospitals.

Monetary benefits are highly correlated with experience and qualification of the Para-medical employees associated with various hospitals in Chennai city.

(Table 6) The level of satisfaction has been measured among Para-medical employees' on the basis of their opinion towards accommodation and availability of other facilities.

Around 79 per cent of respondents expressed their satisfaction on free canteen facilities; 65 per cent expressed their satisfaction towards free accommodation; 64 per cent on free transportation; 63 per cent on concession towards treatment for relatives and 53 per cent of respondents expressed their satisfaction towards free treatment for employees.

The study concludes that majority of Hospital employees are getting these facilities.

It is suggested that Hospitals should extend more facilities for the dependent family members.

Findings

Findings of the study are given below:

- In Hospital industry, the common criteria for selection are purely performance and knowledge in the relevant field.
- In the recruitment of staff, especially in the operational side, due weightage is not given for qualifications, but given only for work exposure and previous experience.
- There are lot of political interference with regard to recruitment, promotion and termination of staff.
- Hospitals give long service awards. State public sector Hospitals do not provide this.

Training and Development

- Staffs in general are reluctant to undergo training.
- Hospital industry does not follow proper employee appraisal methods.
- There is very little scope for the employees' promotion or incentive even after undergoing training.
- Though fire-fighting training in Hospitals is compulsory for those who work in security, generally it is not given.

Workers Participation in Management

- Hospital industry in general does not encourage paramedical employee participation in management. But in recent days Hospital industries started encouraging the paramedical to participate.
- Quality circle, a recent management development, is encouraged by the Hospital industry.

Working Conditions

- Most of the private sector Hospitals do not follow the relevant provisions of the Tamilnadu Shops and Commercial Establishments Act, 1947 and which restricts the normal working hours to 8 hours a day for the staff.
- Long working hours make the employees feel that they are exploited. This is a reason for high staff exodus in Hospital industry.
- It is found that the Standing Orders Act 1946 is not at all applied in Hospitals wherever the number of staff members exceeds 100.
- Hospital industry does not encourage in giving leave to employees.

Salary

- Quality of work from old staff is very low but the salary offered to them is very high compared to their qualification and experience.
- The study reveals that employees in Hospitals do not follow any systematic laid down procedure for distributing tips and service charges among employees.

Only some of the Hospitals collect service charge and distribute it to all employees including managers, once in three months.

- The provision in the Minimum Wages Act that minimum wages of Hospital employees should be revised once in five years is complied with.
- Majority of the employees are given increment once in a year and they are following the proper scheduled for salary revision.

Accommodation and Food Benefits

- Most of the Hospitals are providing free food or subsidized food to staffs on duty.
- Hospitals are giving accommodation for operational staff. In Private sector multi chain properties give free accommodation to staff and manager.
- In Public sector Hospitals, they do not entertain personal guests of staff in the Hospital's restaurant.
- Hospitals generally offer Hospital-familiarization plan to their employees, especially managers.



CONCLUSION

The present study concluded that the factors leading the satisfaction among the employees of Hospitals in Chennai city. So, the above-mentioned suggestions are made with a view to ascertain the potential of satisfaction among the employees.

The administrative control will be effective, only if there is a comprehensive legislation for Hospital industry in the state. The legislation should be such that it should satisfy the occupational and progressive aspirations of the employees working in the Hospital industry. It helps to contribute valuable human resources to our nation.

REFERENCES

1. Spector P.E., Job satisfaction: Application, assessment, causes and consequences. Sage, Thousand Oaks, CA, 1997.
2. Locke E.A., The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), Handbook of industrial and organizational psychology, Chicago: Rand McNally, 1976, 1297-1349.
3. National Accreditation Board for Hospitals & Healthcare Providers, Chennai – India's Health Capital, India Health Visit, Retrieved 1 September 2012.
4. Chennai High: City gets most foreign tourists, The Times of India (Chennai: The Times Group), 27 August 2010, Retrieved 11 September 2012.
5. Hamid, Zubeda. The medical capital's place in history, The Hindu (Chennai: The Hindu), Retrieved 15 September 2012.
6. Lehtinen J.R. and Lehtinen U., Service quality a study of quality dimensions, service management institute, Helsinki, (1982).
7. Demerouti, Evangelia, Bakker, Arnold B, Nachreiner, Friedhelm, and Schaufeli, Wilmar B., "The job demands-resources model of burnout," Journal of Applied psychology, 86(3), 499, 2001.
8. Demerouti, Evangelia, Bakker, Arnold B, The job demands-resources model: challenges for future research, SA Journal of Industrial Psychology, 37(2), 2011, 1-9.

Source of Support: Nil, **Conflict of Interest:** None.

