



A Study on Employee Satisfaction Among the Employees of Health Care Sector

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ABSTRACT

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and positive management within a success framework of goals, measurements, and expectations.

KEYWORDS : Employee Satisfaction, Job Satisfaction and Rank Correlation

Introduction

Employee satisfaction is often measured by anonymous employee satisfaction surveys administered periodically that gauge employee satisfaction. Employee satisfaction is looked at areas such as management, understanding of mission and vision, empowerment, teamwork, communication, and coworker interaction.

REVIEW OF LITRATURE

Herzberg et. al (1957) suggested a U-shaped relationship between age and job satisfaction and between organizational tenure and job satisfaction.

March and Simon (1958) suggested that workers perceive a decrease in the availability of job alternatives as they become older.

Tannenbaum, Kavcic, Ronner, Vianello and Weiser (1974) attempted to assess the relationship of job satisfaction with level of authority and a variety of other works related variables. They used nine variables to predict job satisfaction, salary and level of authority in the work organization were non-significant, using a regression equation. They found that the most significant contributions were opportunities on the job, age, physical job qualities, and perceived influence. Such findings suggested that position in the work hierarchy is not an independent contributor to job satisfaction.

Bedeian and Armenakis (1981) tested their model with a sample of nurses and they found support for the linkages between: (1) job satisfaction and propensity to leave, (2) tension and job satisfaction, and (3) both the influences of role conflict and role ambiguity on tension. Role conflict was found to exert a greater influence to tension than did role ambiguity. Both role strains and role ambiguity influenced job satisfaction directly, although the most of their impact was mediated by the direct effects on tension.

Objectives of the study

- To undertake a study on employee satisfaction with special reference to health care sector.
- To compile the profile of the respondents.
- To measure employee satisfaction with respect to factors such as responsibilities, working conditions, motivation and so on.
- To rank work-environment factors.
- To make suggestions.

Limitations of the study - The accuracy of findings is limited by the accuracy of statistical tools used for analysis; the findings of the study are solely based on the information provided by the respondents; restricted geographical scope and sample size

Research methodology

Research design - This Study follows descriptive research method.

Descriptive studies aims at portraying accurately the characteristics of a particular group or situation.

Sampling Plan Sampling technique

The Sampling technique used here is simple random sampling, a type of probability sampling. From the known population, the samples are selected randomly.

Sample size

The Sample Size taken for this study is 100 employees of different corporate hospitals at Madurai, Tamil Nadu.

Data collection

Primary data – The Primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The primary data was collected from the employees directly through questionnaire.

Secondary data - The Secondary data are those which are already been collected by someone else and which have already been passed through the statistical process.

Data analysis and Interpretations

Experience

Experience	Respondents	Percentage
Fresher	8	8
1-5 years	32	32
6-10 years	50	50
Above 11 years	10	10
TOTAL	100	100

Inference

From the above table, it is observed that 50% of the respondents have got 6-10 years of experience, 32% of the respondents have got 1-5 years, 10% of the respondents have got above 11 years of experience and 8% of the respondents are freshers.

Salary Benefits

Salary Benefits	Respondents	Percentage
Highly Satisfied	36	36
Satisfied	62	62

Neutral	2	2
TOTAL	100	100

Inference

From the above table it is inferred that 62% of the respondents are satisfied with salary benefits and, and 36% of the respondents are highly satisfied with the salary benefits.

Working conditions

Working Condition	Respondents	%
Highly Satisfied	44	44
Satisfied	37	37
Neutral	8	8
Dissatisfied	5	5
Highly Dissatisfied	6	6
TOTAL	100	100

Inference

Above table shows that 44% of the respondents are highly satisfied with the Working Conditions, 37% of the respondents are satisfied with the Working Conditions, 8% of the respondents are neutral with the Working Conditions, 6% of the respondents are highly dissatisfied with the Working Conditions and 5% of the respondents are dissatisfied with the Working Conditions.

Motivation

Motivation	Respondents	Percentage
Highly Satisfied	27	27
Satisfied	52	52
Neutral	14	14
Dissatisfied	5	5
Highly Dissatisfied	2	2
TOTAL	100	100

Inference

From the above table, it is interpreted that 52% of the respondents are satisfied with the Motivation from the respective hospital, 27% of the respondents are Highly Satisfied and 14% of the respondents are Neutral with the Motivation provided from the hospital, 5% of the respondents are Dissatisfied with the Motivation given 5% and of the respondents are Highly Dissatisfied with the Motivation offered in the hospital.

Relationship with others

Relationship with Others	Respondents	%
Excellent	18	18
Good	57	57
Satisfactory	19	19
Unsatisfactory	6	6
TOTAL	100	100

Inference

Above table shows that 57% of the respondents opined 'Good for relationship with others', 19% of the respondents opined Satisfactory, 18% of the respondents felt Excellent and 6% of the respondents opined Unsatisfactory.

Job interference

Job Interference	Respondents	Percentage
Sometimes	25	25
Rarely	30	30
Never	45	45
TOTAL	100	100

Inference

From the above table, it is noticed that 45% of the respondents

opined that there was no interference between job and family life whereas 30% of the respondents opined rarely and 25% of the respondents told sometimes there was the interference between job and family life.

Freedom to use skills

Freedom to use Skills	Respondents	%
Strongly Agree	47	47
Agree	23	23
Neutral	15	15
Disagree	6	6
TOTAL	100	100

Inference

From the above table, it is identified that 47% of the respondents Strongly Agree with the Freedom to use their skills, 23% of the respondents that there was the freedom in hospital to use their skills, 15% of the respondents opined Neutral, 6% of the respondents Disagree, and 4% of the respondents Strongly Disagree with the Freedom to use their Skills.

Job satisfaction

Job Satisfaction	Respondents	Percentage
Highly Satisfied	30	30
Neutral	12	12
Dissatisfied	5	5
Highly Dissatisfied	3	3
TOTAL	100	100

Inference

From the above table, it is interpreted that 50% of the respondents are Satisfied with the Satisfaction on Job, 30% of the respondents are Highly Satisfied with the Satisfaction on Job, 12% of the respondents are Neutral, 5% of the respondents are Dissatisfied with the Satisfaction on Job and 3% of the respondents are Highly Dissatisfied with the Satisfaction on Job.

Rank Correlation Method

Welfare facilities

Welfare Measures	Mean	Rank
Transport	3.88	2
Canteen	3.45	3
Medical	4.54	1
Co-operative	2.12	4
Accommodation	1.06	5

Inference

Among the welfare facilities, the 1st rank was given to medical facilities with the mean value of 4.54, the 2nd rank was given to transport facilities with the mean value of 3.88, the 3rd rank was given to canteen facilities with the mean value of 3.45, the 4th rank was given to co-operative facilities with the mean value of 2.12 and the 5th rank given to accommodation facilities with the mean value of 1.06.

Ranking the working environment

Working Environment	Mean	Rank
Ventilation	2.70	3
Water	4.30	1
Lightening	4.10	2
Movement of machines	2.35	4
Seating Arrangements	1.55	5

Inference

Among the working environment, the 1st rank was given to water facility with the mean value of 4.30, the 2nd rank given to lightening facilities with the mean value of 4.10, the 3rd rank was given to ventilation facilities with the mean value of 2.70, the 4th rank was given to movement of machines facilities with the mean value of 2.35, the 5th rank was given to seating arrangements facilities with the mean value of 1.55.

Chi-square analysis
Experience & Job interference

Sl. No.	EXPERIENCE	JOB INTERFERENCE	Total
1	8	0	8
2	32	25	57
3	50	30	80
4	10	45	55
Total	100	100	200

H₁ – Experience has relevance with Job interference.

H₀ – Experience has no relevance with Job interference.

Calculation of Chi-square

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
8	4	4	16	4
0	4	-4	16	4
32	28.5	3.5	12.25	0.429
25	28.5	-3.5	12.25	0.429
50	40	10	100	2.5
30	40	-10	100	2.5
10	27.5	-17.5	306.25	11.136
45	27.5	17.5	306.25	11.136
			TOTAL	36.13

χ^2 (Calculated Value) = 36.13

$\infty = 5\%$

Degrees of freedom = (R-1) (C-1)
= (4-1) (2-1) = 3

$\chi^2 = 7.815$

$\chi^2 > \chi^2$

(Calculated) (Table)

36.13 7.815

Result - Null Hypothesis is rejected. The Experience has no relevance with Job interference.

Findings

- 62% of the respondents are satisfied with salary benefits.
- 44% of the respondents are highly satisfied and 6% of the respondents are highly dissatisfied with working conditions.
- 52% of the respondents are satisfied and 2% of the respondents are highly dissatisfied with the motivation given in the hospitals.
- Medical facilities get first rank by the mean value of 4.54 among welfare facilities.
- 57% of the respondents have good relationship with others in the hospital.
- 45% of the respondents told that job has no relevance with family life.
- 47% of the respondents strongly agree and 4% of the respondents strongly disagree with freedom to use their skills in their working field.
- Water facility gets first rank by the mean value of 4.30 in the working environment.
- 50% of the respondents are satisfied and 3% of the respondents are highly dissatisfied with their jobs.

Suggestions

- Corporate hospitals may provide training facilities to the employees to increase the knowledge and skills of employees.
- Job security and Promotion opportunities with monetary and non-monetary benefits have to be offered.
- Suggestions from the employees have to be welcomed.
- The communication is not effective between employees and employers, so the efficacy of communication should be ensured.

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