



JOB SATISFACTION: A DETERMINANT FOR RETENTION AMONG MEDICAL PROFESSIONALS

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ABSTRACT

Over the last few decades, India has made significant efforts to improve and expand the health-care industry through growth and development, infrastructural improvements, and increased workforce supply, among other things. However, they conveniently avoided addressing some critical issues concerning personnel. However, the sector is focusing on a variety of issues in order to harness its expansion. This growth is generating new trends that are beneficial to the business and exposing noble practitioners, which may act as a good but delicate combination of strong and weak incumbents, which may aid in putting the right people in the right places, improving their professional level of satisfaction, and possibly affecting their turnover. With recent technological advancements, there have been significant operational modifications in the hospital sector system. The parameters of job satisfaction are Good package, working environment, job security, Opportunities for Professional Development, flexibility etc. The study has selected 185 Medical Professionals from Bhopal (GMC & Hamidia Hospital) and Indore (MGM College & Aurobindo Medical Collge) based on convenient sampling method. The study found that job satisfaction is an important determinant in retaining the Medical Professionals.

KEYWORDS : Job Satisfaction, Retention, Good package, working environment, Opportunities for Professional Development, flexibility etc.

INTRODUCTION

Employee satisfaction is essential for every employer, and it is also a requirement of the time. People expected more from medical practitioners since they were thought to be self-sacrificing individuals (Bhat, 1993). However, certain incidents of dissatisfaction have been documented in India and around the world in recent years. Resolving and confronting these difficulties is critical because they plainly predict an incommode in the hospital's immediate and long-term future if they go untreated. Everyone has specific expectations from their employment, yet most of the time, people are confronted with issues that lead to contentment, distrust, and dissatisfaction. Most of the time, especially in the case of medical professionals, the joy of giving life and saving it brings them a lot of happiness and fulfilment, which adds to their satisfaction level; however, it has been observed that they are still dissatisfied and disoriented at times, which leads to major issues at the organisational level, such as migration (Davidson, Folcarelli, Crawford, Duprat, & Clifford, 1997); lack of engagement, and high turnover rates.

Finally, all of the great aspects of the job don't seem to be enough, and discontent levels rise, hurting their performance; all of this eventually leads to turnover (Morrison, Burke, & Greene, 2007). Individual job satisfaction has been proven to be positively connected to quality of service and patient satisfaction in a healthcare setting (Tzeng, 2002). Several earlier studies have probed the intricate combination of job satisfaction, performance, commitment and retention (Griffeth, Hom, & Gaertner, 2000; Wood, Yaacob, & Morris, 2004).

The labour crunch is frequently discussed in relation to retention since it is expected to degrade individual and organisational performance while also hurting recruitment and retention opportunities in a variety of industries, including healthcare. As a result, a lack of medical professionals is regarded as a global issue (Kingma, 2001), particularly when the prospective outcomes include not just vacant positions, increased burden, and so on, but also lethal outcomes for their patients.

With the shifting dynamics of today's business circumstances in organisations, job satisfaction and retention have become a hotly debated topic due to its broad consequences. If an employee is unsatisfied, his or her performance may suffer, and if things do not improve, that individual may be compelled to resign from his or her position. People used to mentally despise the thought of retirement (the majority), but now the golden handshake is considered literally a golden opportunity by many. All of these factors have an impact on the medical professionals.

The volume of employees working in any organisation is also affected by turnover. "There is no consistent definition of turnover," according to Tai and Robinson (1998). Turnover, according to Mobley (1982), is "the discontinuation of membership in an organisation by an individual who received monetary compensation from the organisation." As a result, ignoring retention can have a variety of effects on companies at various levels. To successfully address circumstances and aid in retention, healthcare organisations and their administrators must identify the relevant determinants. This could also boost their services and help them earn more money, since studies show that happy and pleased personnel are more beneficial and perform better than others.

Job satisfaction is a multi-concept, ongoing, necessary, and extensively researched concept in the field of structural behaviour (Bassett, 1994). There is a lack of agreement on what work contentment is (Hall, 1986) and how personnel job contentment should be evaluated. Job satisfaction is described by Buss (1988) as an individual's sense that his or her job allows for the self-actualization of major criteria and essentials. According to Siegel and Lane (1982), motivational theories such as Maslow's hierarchical needs theory and Herzberg's two-factor theory all have significant implications for understanding job satisfaction. At the moment, numerous businesses recognise the need to monitor employee satisfaction levels (Terpstra & Honoree, 2004), because employee unhappiness can be costly and disruptive to organisational effectiveness. Over the last 20 years, nurses' job satisfaction has been extensively researched. Previous

study demonstrates that good work environment qualities improve nurses' job satisfaction and prevent turnover (Flynn, 2005). In a changing healthcare environment, with an increasing emphasis on cost conservation and monetary, fiscal, and economic responsibility, hospitals face a major problem in retaining and recruiting qualified healthcare employees, particularly registered nurses and other health professionals. Healthcare firms should focus on generating and creating an environment that enhances job satisfaction and retains productive and experienced staff in order to save costs and improve performance. Job satisfaction in the health workforce is now a critical topic in human resource studies. Employment satisfaction is a positive psychological emotion that an employee feels toward his or her job. Job satisfaction induces favourable emotional states in employees, which typically imply a positive work attitude.

Literature Reviews

A happy employee is an asset to any organization as they become more imaginative and responsible towards their duties and responsibilities (Ajmir, 2001). Job satisfaction is an important parameter to measure their contentment and the outcomes depend upon both employees and the Management. The main criterion is to care the patients so it is an essential to keep the professionals happy and well satisfied with their jobs. Job happiness is a significant component in determining the extent of work performance and career goals. According to Borda and Norman (1997) and Lu, While, and Barriball (2005), studies on the retention and employment of nurses have revealed that low pay and job satisfaction are the primary reasons why nurses leave their current employers. Their dissatisfaction is frequently attributed to important duties, leadership intents, motivation, exhausted coaching, and a loss of esteem (Lu, While, & Barriball 2005). Nursing home facility workforces are frequently underpaid in comparison to their counterparts in other health care settings, such as home health care, staffing agencies, and acute care facilities. (Lu, While, & Barriball 2005). Wilson (2005) stated that recruiting and retention efforts should focus on increasing financial incentives to those workforce members and creating an interesting work environment, which will lead to greater job satisfaction because the experience required to direct carers and the serious work they're assigned frequently far outweigh the financial compensation they receive. Job satisfaction studies are now being conducted in a number of different countries with distinct populations of health workers using a variety of techniques. Job satisfaction has been considered both dimensionally (satisfaction with specific job metrics such as promotion, salary/compensation, and mutual connections with coworkers) and globally (general satisfaction with a job). A number of important aspects of job satisfaction have been identified in the literature, which may be useful in considering job satisfaction in the nursing profession. To begin, a variety of personal variables, such as gender, race, age, marital status, children, and education, have been demonstrated to have significant effects on job satisfaction. Sherital et. al. (2022) also studied that job satisfaction is strongly related to retention. Although various factors (compensation, leadership, and mentorship) are connected with job satisfaction and retention, the association of demographic features has received less attention in the research. The study's goal is to see if professional role and demographic parameters are related to job satisfaction and intention to stay among nurses and physicians in a military medical hospital.

Employee retention is a critical component of human resource management in both corporate and governmental sectors. However, it should be noted that staff turnover and mobility is a global problem. Because of the increasing demand for qualified people in many sectors of the economy, firms with poor working conditions have a high turnover rate. This has

had an immediate and indirect impact on employers, as well as their productivity and profitability (Soundarapandiyam and Ganesh, 2015). Many scholars and practitioners have written extensively about the concept of employee retention, therefore there is no universally accepted definition of employee retention. According to James and Matthew (2012), employee retention is a voluntary process that boosts employees' working circumstances and encourages them to stay for the longest period of time in a business. Employees leave companies for a variety of reasons. As a result, it is critical for firms to establish effective retention measures in order to reduce worker turnover. Furthermore, according to Balakrishnan and Vijayalakshmi (2014), it is critical for firms to properly adopt retention strategies in order to improve the number of employees who stay with the company for an extended period of time. According to Fatima (2011), firms must provide professional growth opportunities, awards, a pleasant working atmosphere, and supervisor assistance to boost employee retention. In lieu of the studies, Chellaiyan D V, Gupta S, Britto J. J, Kamble B. (2022) revealed that job satisfaction among doctors is critical for the health care system to guarantee commitment, effective training, service provision, and retention. Job satisfaction is important to doctors because it contributes to their pleasure, fulfillment, service to patients, and obligation to their employers. The quality of performance in the health industry is heavily influenced by whether healthcare providers are content or unsatisfied with their jobs.

Research Gap

From the reviews of the studies conducted on various issues related to satisfaction and retention in every sector but researcher have an opportunity to consider the related parameters of job satisfaction and retention among the medical professionals. The gap found in terms of the effects on job satisfaction and retention. Hospital management should encourage norms and values which bring unity and camaraderie at the hospital. This can be done by having team building sessions for all medical professionals to ensure that all the employees are conforming to the good norms and values espoused by the hospital. In addition, hospital management together with the ministry of health and childcare should provide essential resources required to improve the delivery of services. If there are no finances, donors should be considered in the immediate or short term as this will assist in the delivery of services. However, sustainable measures should be found to ensure that there is adequate supply of resources to the health sector as a long term solution.

Objective of the Study

To examine the impact of Factors of Job Satisfaction on Retention of Medical Professionals.

Hypothesis

H₀₁:

There is no significant impact of job satisfaction on retention among the medical professionals.

Research Methodology

Research Design: The study is descriptive in nature.

Scale for Questionnaire Design

The job satisfaction items are adapted from Traynor and Wade (1993). This survey questionnaire is used to measure demographic effects on job satisfaction and retention. The job satisfaction consists of 15 items related to Personal Growth (Personal Growth, Accomplishment, Independent, Challenge) Salary Package (Salary, Benefits, Fairly Paid) and Professional Support (Communications, People Around, Chance to know others; Chance to help others, Work life).

The items on retention are based on four constructs such as; Appreciation and Stimulation ((Kyndt, Dochy, & Michielsen,

2009) and measured by 6 statements),

Sampling Unit –

Consultant Physicians/Surgeons, Duty Doctor, Nursing Staff, Paramedical Staff/Allied Healthcare Staff, Nurses, Para medical staff and Healthcare Academicians are the participants for the Hospitals located in Madhya Pradesh.

Sample Size and Sampling

The researcher has covered four hospitals of Indore and Bhopal in Madhya Pradesh and chosen 185 Medical Professionals.

Sample Area -

Hospitals of Indore and Bhopal (Madhya Pradesh)

Sources for Data Collection:

Data is collected from both primary and secondary sources. Developed scale as primary data collection is used to receive their responses. Secondary data is collected from extensive literature available like, existing published research work, Yearly Reports of Accreditation, Internet etc..

Data Analysis –

Correlation & Regression is applied to test the hypothesis by using SPSS.

RESULTS

H_{01a}:

There is no significant impact of Good Package, a determinant for job satisfaction on Retention among the medical professionals.

Table 1: Model Summary on Good Package for retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.860	.740	.738	.65972	.740	520.618	1	183	.000

α. Predictors: (Constant), Good Package

The table 1 reflects a very strong positive correlation between Good Package, a determinant for job satisfaction and Retention among the Medical Professionals. The combined value of correlation is .860 indicating a very strong bonding among the variables to retain the Medical Professionals.

The regression value is .740 means 74 per cent variance in retention is explained by Good Package, a determinant for job satisfaction. The 'F' value (520.618) is significant at 0.000 so the null hypothesis 'There is no significant impact of Good Package, a determinant for job satisfaction on Retention among the medical professionals' is not accepted.

Table 2: Coefficients on Good Package for retention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound
1	(Constant)	.479	.141	3.408	.001	.202	.757
	Good Package	.857	.038	.860	.000	.783	.932

α. Dependent Variable: Retention

The table 2 shows the coefficients on Good package, a determinant for job satisfaction for Retention among the

medical professionals. It reveals the increased units in dependent variables that is explained by Good package, a determinant for job satisfaction. The equation is formed as:
 $Y(\text{Retention}) = .479 + .857GP(X_1)$

The equation explains that if one unit is increased in the independent variable then 8.60 unit is increased in Retention among the medical professionals by Good package, a determinant for job satisfaction.

H_{01b}:

There is no significant impact of Working Environment, a determinant for job satisfaction on retention among the medical professionals.

Table 3: Model Summary on Working Environment for retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.800	.640	.638	.77605	.640	325.486	1	183	.000

α. Predictors: (Constant), Working Environment

The table 3 reflects a very strong positive correlation between Working Environment, a determinant for job satisfaction and Retention among the Medical Professionals. The combined value of correlation is .860 indicating a very strong bonding among the variables to retain the Medical Professionals. The regression value is .740 means 74 per cent variance in retention is explained by Working Environment, a determinant for job satisfaction. The 'F' value (325.486) is significant at 0.000 so the null hypothesis 'There is no significant impact of Working Environment, a determinant for job satisfaction on Retention among the medical professionals' is not accepted.

Table 4: Coefficients on Working Environment for retention

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
						B	Std. Error
1	(Constant)	.852	.157	5.427	.000	.542	1.162
	Working Environment	.778	.043	.800	.000	.693	.863

α. Dependent Variable: Retention

The table 4 shows the coefficients on Working Environment, a determinant for job satisfaction for Retention among the medical professionals. It reveals the increased units in dependent variables that is explained by Working Environment, a determinant for job satisfaction. The equation is formed as:

$Y(\text{Retention}) = .852 + .778GP(X_1)$

The equation explains that if one unit is increased in the independent variable then 8.00 unit is increased in Retention among the medical professionals by Working Environment, a determinant for job satisfaction.

H_{01c}:

There is no significant impact of Opportunities for Professional Development, a determinant for job satisfaction on retention among the medical professionals.

Table 5:: Model Summary on Opportunities for Professional Development for retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.836	.700	.698	.70910	.700	426.029	1	183	.000

α. Predictors: (Constant), Opportunities for Professional Development

The table 5 reflects a very strong positive correlation between Opportunities for Professional Development, a determinant for job satisfaction and Retention among the Medical Professionals. The combined value of correlation is .836 indicating a very strong bonding among the variables to retain the Medical Professionals. The regression value is .700 means 70 per cent variance in retention is explained by Opportunities for Professional Development, a determinant for job satisfaction. The 'F' value (426.029) is significant at 0.000 so the null hypothesis 'There is no significant impact of Opportunities for Professional Development, a determinant for job satisfaction on Retention among the medical professionals' is not accepted.

Table 6: Coefficients on Opportunities for Professional Development for retention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
		1	(Constant)	.760	.142		5.341	.000
	PD	.819	.040	.836	20.640	.000	.741	.897

α. Dependent Variable: Retention

The table 6 shows the coefficients on Opportunities for Professional Development, a determinant for job satisfaction for Retention among the medical professionals. It reveals the increased units in dependent variables that is explained by Opportunities for Professional Development, a determinant for job satisfaction. The equation is formed as:
 $Y(\text{Retention}) = .760 + .819PD(X)$

The equation explains that if one unit is increased in the independent variable then 8.36 unit is increased in Retention among the medical professionals by Opportunities for Professional Development, a determinant for job satisfaction.

Conclusion and Suggestions

The study's numerous assumptions is clearly demonstrate that the healthcare setup in India has undergone and continues to endure several changes that are steadily affecting several areas of this sector ranging from employment to operation level. However, due to its critical nature, healthcare is one of the most important areas for every developing economy. The particular identification of the persistent long-term requirements in healthcare, as well as the associated effects on job satisfaction, should not be overlooked, as they affect the services provided by employees and hospitals. Because satisfied medical professionals are critical to an organization's performance, health care firms must pay attention to and comprehend the significance of employee job satisfaction.

So, studies have recommended that employees' job satisfaction levels be monitored on a frequent personalised

basis to avoid significant concerns, particularly in critical areas such as healthcare; and that this be done extensively to avoid unhappiness and facilitate retention.

Good and competent staff frequently depart quickly, burdening mediocre employees by increasing their workload, stress, and so on, and eventually costing hospitals money. Thus, work satisfaction is a requirement for any hospital if it wishes to remain in the health care market, and inattention to retention can drain the profits of any company, regardless of its level of accomplishment. So, it is crucial to pay attention to job satisfaction and retention among Medical Professionals of selected Hospitals.

Overall, contributions from this study include a better understanding of how intrinsic motivators impact job satisfaction and retention among mental health direct care workers. I concluded from the findings that greater attention should be paid to their intrinsic motivation to stay committed to the job. The research shows that the demand for these skilled workers will continue to rise, thus should efforts to satisfy and retain this skilled group of workers. In an effort to increase their satisfaction and commitment, the voices of these workers have called on leadership and administration to create better growth opportunities and improve ways that acknowledge and show appreciation for their work and dedication to the organization.

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