

A Study on Organisational Climate and its Impact on Job Satisfaction of Nurses in the Multi-Speciality Private Hospitals in Coimbatore



Management

KEYWORDS : Health care Organization, Organizational climate, Job satisfaction

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ABSTRACT

The hospital as a health care organization has been defined in varied terms as an institution involved in preventive, curative/ameliorative, palliative or rehabilitative services. The WHO defines it as an integral part of the medical and social organization, which is to provide for the population complete health care, both curative and preventive, and whose outpatient services reach out into the family in its home environment. It is also a centre for the training of health workers and for bio-social research. Hospitals need to embrace the 'human resources' perspective in their approach towards people management. A hospital's success is largely dependent on the quality of work efforts of its employees.

Organizational climate is a measure by which members perceive the organization. It consists of set of characteristics and factors that are perceived by the employees about their organization. It is like an indicator that determines the employee's attitude towards organizational life. It serves as a major force in influencing employee's behavior towards their organization.

Job satisfaction has a positive impact on productivity, presence and performance. Satisfied employees like to perform more willingly and happily which increases the productivity. Job satisfaction includes employees to retain with the organizations. The behavior of the employee is improved when he works with satisfaction. Job satisfaction is seen more in higher level of employees with increase in productivity and performance.

INTRODUCTION

Hospitals are an integral part of the medical and social infrastructure, providing the population with complete health care. Nowadays, with the corporatization of hospitals, it has not only remained the place for medical treatment, but has emerged as a sophisticated service industry in which the major players compete with each other in terms of types and number of services, extra facilities, speed of service, expert doctors and staff, and also the price. Healthy human beings make a healthy society. They are as much a part of society as the healthiest of individuals. India has become an attractive destination for Medical Tourism, Clinical Studies and Research and Development Programmes.

Nursing services form an integral part of any hospital. Nursing is both art and science and it's a profession that calls for commitment, maturity (emotional) and an ability to access and synthesize information quickly and correctly. The nursing staff acts as a bridge between doctor and patient. Nursing department works through nursing staff that is competent and humane in its functioning. The staff provides assistance to doctors to carry out treatments efficiently. The nursing staff works in operation theatre, intensive care unit, surgical intensive care unit, intensive cardiac care unit and outpatient wards and rooms. Normally nurse-patient ratio is maintained at 1:1 in ICU, ICCU and SICU while in other clinical wards it is headed with one head nurse with 30-35 nurses.

According to the literature, job satisfaction in health-care organizations is related to many factors: optimal work arrangements; the possibility to participate actively in the decision-making process; effective communication among staff and supervisors; and to be able to express freely one's opinion. Collective problem-solving and the attitude of management are also important to the satisfaction of the employees.

Organizational climate is focused on organizational/institutional attributes as perceived by organizational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit about their work.

REVIEW OF LITERATURE

The working environment is a variable that can easily be transformed or modified to improve job satisfaction. The lack or limitation of essential factors that create psychological stress, are imperative in an effort to increase job satisfaction (Mackenzie, 2008)

According to Newman (2010), Joyce and Slocum (2010), the structure

of the organization can influence employees' perceptions of their climate. Steven P. Brown and Thomas W. Leigh (1996) stated that perceptions of motivating and involving psychological climate were related to job involvement, which in turn was related to effort. Effort was also related to work performance.

OBJECTIVES OF THE STUDY

- To examine demographic factors which are pertinent to Organizational Climate and Job Satisfaction of Nurses in Multi-Specialty Private Hospitals in Coimbatore.
- To measure the relationship between the factors influencing Organizational Climate and Job Satisfaction.

RESEARCH METHODOLOGY

The Methodology to be adopted for a particular area would depend upon the purpose and objectives to be achieved. The descriptive design was applied in this study to describe the characteristics of group of employees and to find out the relationship variables between Organizational Climate and Job Satisfaction. Primary data needed for the study was collected from Nurses of multi-speciality private hospitals in Coimbatore through a questionnaire, who constitutes the sample for the study. The researcher also personally contacted 565 respondents (10%) who have been chosen out the total population of 5648 Employees. The hypotheses framed in the present study are tested with the help of appropriate statistical tools (ANOVA).

DATA ANALYSIS AND INTERPRETATION

In this section, the data collected from the 565 nurses of multi-speciality private hospitals in Coimbatore are systemically processed, tabulated and made suitable for analysis and interpretations.

ANOVA TEST -I

ORGANIZATIONAL CLIMATE DIMENSIONS AND AGE

Factors	< 30yrs		30-40yrs		> 40yrs		F	Sig
	M	SD	M	SD	M	SD		
Work Environment	4.5	.60	4.9	.20	4.7	.27	14.24	.000
Team work	4.5	.54	4.6	.46	4.3	.44	3.600	.029
Autonomy	4.2	.67	4.4	.43	4.2	.34	3.018	.051
Integration	3.4	1.0	4.1	1.0	4.2	.41	13.24	.000

It is concluded that there exists a statistically significant differ-

ence between organizational climate dimensions of work environment, team work, autonomy, integration and the age of the respondents.

ANOVA TEST -II

JOB SATISFACTION DIMENSIONS AND AGE

Factors	>30yrs		30-40yrs		> 40yrs		F	Sig
	M	SD	M	SD	M	SD		
Job re-quirement	4.2	.54	4.6	.40	4.7	.38	21.86	.000
Staff Relation	4.4	.63	4.6	.44	4.2	.35	6.204	.002
Reward & recog nition	4.2	.93	4.8	.30	4.5	.48	17.61	.000
Work bal-ance	4.2	.79	4.7	.43	4.5	.51	13.37	.000

It is concluded that there exists a statistically significant difference between job satisfaction dimensions of job requirements, staff relations, rewards & recognition, work balance and the age of the respondents.

ANOVA TEST -III

ORGANIZATIONAL CLIMATE DIMENSIONS AND QUALIFI- CATION

Factors	Diploma in nursing		Bachelor in nursing		Master in nursing		F	Sig
	M	SD	M	SD	M	SD		
Work Environ-ment	4.7	.45	4.6	.57	4.9	.08	2.868	.059
Team work	4.6	.47	4.4	.54	4.2	.41	6.031	.003
Auto nomy	4.2	.54	4.3	.64	4.2	.40	.076	.927
Integ ration	3.3	1.1	4.3	.65	4.3	.45	27.00	.000

It is concluded that there exists a statistically significant difference between organizational climate dimensions of work environment, teamwork, integration and the qualification of the respondents and there is no statistically significant difference between organizational climate dimensions of autonomy and the qualification of the respondents.

ANOVA TEST -IV

JOB SATISFACTION DIMENSIONS AND QUALIFICATION

Factors	Diploma in nursing		Bachelor in nursing		Master in nursing		F	Sig
	M	SD	M	SD	M	SD		
Job re-quirement	4.4	.45	4.3	.61	4.9	.18	5.216	.006
Staff Relation	4.5	.59	4.4	.50	4.2	.42	3.641	.028
Reward & recog nition	4.5	.67	4.3	.90	4.8	.42	4.189	.016
Work bal-ance	4.5	.68	4.3	.71	4.8	.42	3.029	.050

It is concluded that there exists a statistically significant difference between job satisfaction dimensions of *job requirements, staff relations, rewards & recognition, work balance* and the *quali- fication* of the respondents.

SUGGESTIONS

Healthcare organizations must find periodic down time to improve the execution of their employees, to ensure that employees don't suffer from burnout either mentally or physically.

Healthcare organizations need to put into place personnel procedures that produce the desired ethical behaviors and disciplines. Take time during the spring to review the policy to see if it needs to be updated.

Healthcare organizations can support employee's growth by providing education and learning opportunities, cross training, coaching, and any other interactions that support employees' personal development. Training and education motivates people and makes them more productive and innovative.

Personal recognition is a powerful tool in building morale and motivation. Small, informal celebrations are many times more effective than a once a quarter or once a year.

The healthcare organizations should maintain a good a relationship with the employees and this brings a sense of connectedness and without which it would be difficult to make improvements in the work environment.

CONCLUSION

Organizational climate exerts a powerful influence on the behaviour of employees in workplace and plays a crucial role in any organizational process, improvement that requires the implementation of a major organizational change. The relationship between the constructs Job satisfaction and organizational climate and employees' perceptions of values espoused by the organization is important considerations for hospital management. Employees are likely to be more committed to the organization when they are provided with a proportionate amount of Job autonomy, reasonable workloads and adequate payment.

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