Research Paper Management

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

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**ABSTRACT**

The purpose of this study is to investigate organizational climate and its impact on job satisfaction of doctors in the multispecialty private hospitals. The researcher collected Primary data by using a Proportionate Stratified sampling method. The researcher also personally contacted 135 respondents, .These respondents were working in the Multi Specialty private hospital in Coimbatore. For this study the researcher has confined to 135 respondents only The Statistical Package for the Social Science (SPSS) for Microsoft Windows 20.00 was used to complete the analysis of the collected data. Descriptive statistics, including means, standard deviations were implemented in order to investigate the demographic data, one-way analysis of variance (ANOVA) were used to determine whether any significant relationships exist among respondents. In addition, the .05 level of statistical significance was set at all statistical tests in the present study. The findings of the study were generalized as follows: Statistically significant differences were found. In the end of the study implications and conclusion were provided.

**KEYWORDS** buying, social, personal, cultural, psychological

Hospitals are an integral part of the medical and social infrastructure, providing the population with complete health care. Now a days 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. The Indian health care industry is worth Rs. 820,000 million today which is approximately 4 percent of the country's GDP.

In view of economic liberalization, there is a likelihood of a boom in corporate hospitals and other associated activities in the economy, which will result in increased competition among corporate hospitals. The health care industry is the world's largest industry and India is emerging as a major player because of its high population. A WHO report states that India needs to add 80,000 hospital beds each year to meet the demand of its population. The huge shortage of beds outlines a major opportunity for the Industry.

Hospitals are considered the focal points for health services delivery and consume nearly 30 percent of the national health care budget. Lower cost is the main issue that weighs the balance heavily in favor of India. The cost benefit advantage is phenomenal. An open –heart surgery could cost between dollar 34,000 and dollar 70,000 in the UK or US, but in India it could cost between dollar 3,000 and dollar 10,000 in the best of hospitals. Health care cost differences, therefore, could be anywhere between 200 percent and 800 percent lower. Privatization is the key to resurgence of this sector. People have more confidence in their services compared to government –owned ones even though they are on an average 60 percent more expensive.

Lafolletle and Sims (1975) investigated as to whether organizational climate was redundant so far has job satisfaction was concerned and the observed interaction effects personality and climate dimensions were less related to pay and promotion satisfaction. First, he defined job satisfaction and organizational climate. The broad objective of this research was to examine Johansson's propositions that perceptual organizational climate research was redundant for job satisfaction research.

Kishore & other (1981) designed for study to find out the different in the perception of middle management executives and first line supervisors in respect of organizational climate and job satisfaction. The main objectives were to study the inter correlation of the factors related to these two variables, to find out the relationship of dimensions and to know the inter correlation of the factors related to job satisfaction and total score for both middle management executives and supervisor group.

Gunter and Furnham (1996) State that Organizational Climate can directly cause work outcomes that are either positive or negative. Positive work incentives are incentives that make work interesting. Therefore this study hopes to establish the relationship that exists between the different variables of Organizational climate and Job Satisfaction among Multi-specialty Private Hospitals

## STATEMENT OF THE PROBLEM

Organizational climate is the quality of working environment that includes a number of measurable aspects and collectively influence the organizational climate and job satisfaction (Litwin and Stringer, 1968). According to Payne and pugh (1976) Organizational climate is a conception that enables the organizations employees to identify how the organization is an expressively meaningful environment for individual organization members. The researcher proposes that if employees are not satisfied with their Job, there will be a serious negative effect on the entire health care service of the country in the future. Therefore it is imperative to investigate the factors contributing to employee's satisfaction in the context of the health care organization. With this the present study was designed to explore the relationship between Organizational climate and Job Satisfaction.

## OBJECTIVES OF THE STUDY

1. To examine demographic factors which are pertinent to organizational climate and job satisfaction of doctors in Multi-specialty private hospitals in Coimbatore.

**RESEARCH METHODOLOGY**
The Methodology to be adopted for a particular area would depend upon the purpose and objectives to be achieved.

**SAMPLING DESIGN**
The study examines primary as well as secondary data. The researcher collected Primary data by using a Proportionate Stratified sampling method. The researcher has confined to 135 respondents only and also personally contacted them to collect the data .These respondents were working in the Multi Speciality private hospital in Coimbatore.

**SOURCES OF DATA**
In tune with the objectives of the study the researcher has to depend on both primary and secondary data. The primary data have been collected from doctors in Multi-specialty private hospitals in Coimbatore, with the help of a Questionnaire. The secondary data have been drawn from different sources like newspapers, magazines, journals, books, websites, pamphlets, etc., for which the researcher has approached the librarian of various institutions namely, Bharathiar University, Coimbatore and Research Learning Centre of PSG Institute of Management, Coimbatore and so on.

**FRAME WORK OF ANALYSIS**
The Statistical Package for the Social Science (SPSS) for Microsoft Windows 20.0 was used to complete the analysis of the collected data and tests were conducted at five per cent level of significance. The objectively collected data have been suitably classified and analyzed in tables, charts and graphs in appropriate chapters. The following are the techniques adopted for the analysis of data namely Mean and Standard Deviation, Analysis of variance

**HYPOTHESIS OF THE STUDY**
To substantiate the objectives of the study, the following hypothesis were framed and tested in the appropriate places:

Demographic Variables has no influence on Organizational Climate factors and Job Satisfaction factors of doctors

**PRE TEST AND PILOT STUDY**
In order to check the viability and feasibility of the current study the researcher made a pilot study in Coimbatore with few Doctors chosen for the study. The researcher made a discussion and the questionnaire meant for the respondents was pre-tested with Doctors in Multi Speciality Private Hospitals Coimbatore to identify the roots and successful completion of this research work. After pre-test necessary modification were made in the questionnaire, to fit in the same on the track of present.

**RESULTS AND DISCUSSIONS**
**TABLE NO: 1**
**Age (organizational climate)**

| S: No | Factors | Below 30yrs | | 30-40yrs | | Above 40yrs | | F | Sig |
|---|---|---|---|---|---|---|---|---|---|
| | | Mean | SD | Mean | SD | Mean | SD | | |
| 1 | Environment | 4.608 | .4278 | 4.755 | .3484 | 4.700 | .1154 | 1.85 | .138 |
| 2 | Team work | 4.573 | .4474 | 4.630 | .4131 | 4.344 | .6002 | 3.8 | .011 |
| 3 | Autonomy | 4.495 | .5295 | 4.698 | .3064 | 4.522 | .4389 | 4.4 | .005 |
| 4 | Challenging job | 4.543 | .4924 | 4.684 | .2847 | 4.513 | .4962 | 3.0 | .030 |
| 5 | Involvement | 4.297 | .6304 | 4.634 | .3802 | 4.351 | .7102 | 6.9 | .000 |
| 6 | Training | 4.489 | .5081 | 4.626 | .4569 | 4.388 | .5491 | 2.7 | .042 |
| 7 | Innovation | 4.625 | .4495 | 4.277 | .6197 | 4.333 | .7698 | 5.7 | .001 |
| 8 | Commitment | 4.500 | .5426 | 4.681 | .3788 | 4.625 | .5493 | 2.0 | .108 |

**Interpretation:-** From the above table we can see that the significance level of environment is .138 (p=.138) which is above .05 and therefore there is no statistically significant difference between environment and age.

The significance level of tem work is .011 (p=.011) which is below .05 and therefore there is statistically significant difference between team work and age.

The significance level of autonomy is .005 (p=.005) which is below .05 and therefore there is statistically significant difference between autonomy and age.

The significance level of challenging job is .030 (p=.030) which is below .05 and therefore there is statistically significant difference between challenging job and age.

The significance level of involvement is .000 (p=.000) which is below .05 and therefore there is statistically significant difference between involvement and age.

The significance level of training is .042 (p=.042) which is below .05 and therefore there is statistically significant difference between training and age.

The significance level of innovation is .001 (p=.001) which is below .05 and therefore there is statistically significant difference between innovation and age.

The significance level of commitment is .108 (p=.108) which is above .05 and therefore there is no statistically significant difference between commitment and age.

**TABLE NO: 2**
**Age (job satisfaction)**

| S: No | Factors | Below 30yrs | | 30-40yrs | | Above 40yrs | | F | Sig |
|---|---|---|---|---|---|---|---|---|---|
| | | Mean | SD | Mean | SD | Mean | SD | | |
| 1 | Extrinsic reward | 4.156 | .7909 | 4.556 | .4629 | 4.511 | .6314 | 5.8 | .001 |
| 2 | Support | 4.293 | .5304 | 4.645 | .3338 | 4.430 | .4766 | 9.8 | .000 |
| 3 | Reward & Recognition | 4.391 | .6065 | 4.687 | .3787 | 4.333 | .4635 | 9.3 | .000 |
| 4 | Work balance | 4.434 | .4149 | 4.621 | .4868 | 4.629 | .5272 | 2.2 | .083 |
| 5 | Stress/work load | 4.260 | .8314 | 4.534 | .6501 | 4.088 | 1.071 | 4.2 | .006 |
| 6 | opportunity to Develop | 4.226 | .7549 | 4.556 | .4850 | 4.244 | .7987 | 5.2 | .002 |
| 7 | Responsibility | 4.550 | .4400 | 4.643 | .4962 | 4.444 | .5745 | 1.7 | .164 |
| 8 | Professional status | 4.507 | .6730 | 4.771 | .3625 | 4.722 | .4101 | 4.3 | .006 |

**Interpretation:-** From the above table we can see that the significance level of extrinsic reward is .001 (p=.001) which is below .05 and therefore there is statistically significant difference between extrinsic reward and age.
The significance level of support is .000 (p=.000) which is below .05 and therefore there is statistically significant difference between support and age.

The significance level of reward & recognition is .000 (p=.000) which is below .05 and therefore there is statistically significant difference between reward & recognition and age.

The significance level of work balance is .083 (p=.083) which is above .05 and therefore there is no statistically significant difference between work balance and age.

The significance level of stress/work load is .006 (p=.006) which is below .05 and therefore there is statistically significant difference between stress/work load and age.

The significance level of opportunity to develop is .002 (p=.002) which is below .05 and therefore there is statistically significant

difference between opportunity to develop and age.

The significance level of responsibility is 164 (p=.164) which is above .05 and therefore there is no statistically significant difference between responsibility and age.

The significance level of professional status is .006 (p=.006) which is below .05 and therefore there is statistically significant difference between professional status and age.

**TABLE NO: 3**
**Gender (organizational climate)**

| S:No | Factors | Male | | Female | | T | Sig (2tailed) |
|---|---|---|---|---|---|---|---|
| | | Mean | SD | Mean | SD | | |
| 1 | Environment | 4.6985 | .33336 | 4.7265 | .33661 | -.630 | .529 |
| 2 | Team work | 4.6000 | .44282 | 4.5388 | .48771 | .996 | .320 |
| 3 | Autonomy | 4.6179 | .40705 | 4.6449 | .37282 | -.517 | .606 |
| 4 | Challenging job | 4.6455 | .35791 | 4.6071 | .40614 | .762 | .447 |
| 5 | Involvement | 4.5323 | .46358 | 4.5000 | .60069 | .463 | .644 |
| 6 | Training | 4.5858 | .45379 | 4.5255 | .53546 | .926 | .355 |
| 7 | Innovation | 4.5970 | .44604 | 4.4218 | .60836 | 2.532 | .012 |
| 8 | Commitment | 4.6493 | .41599 | 4.6122 | .49498 | .617 | .538 |

**Interpretation:-** From the above table we can see that the significance level of environment is .529 (p=.529) which is above .05 and therefore there is no statistically significant difference between environment and gender.
The significance level of tem work is .320 (p=.320) which is above .05 and therefore there is no statistically significant difference between team work and gender.

The significance level of autonomy is .606 (p=.606) which is above .05 and therefore there is no statistically significant difference between autonomy and gender.

The significance level of challenging job is .447 (p=.447) which is above .05 and therefore there isno statistically significant difference between challenging job and gender.

The significance level of involvement is .644 (p=.644) which is above .05 and therefore there is no statistically significant difference between involvement and gender.

The significance level of training is .355 (p=.355) which is above .05 and therefore there is no statistically significant difference between training and gender.

The significance level of innovation is .012 (p=.012) which is below .05 and therefore there is statistically significant difference between innovation and gender.

The significance level of commitment is .538 (p=.538) which is above .05 and therefore there is no statistically significant difference between commitment and gender.

**Table No:4**
**Gender (job satisfaction)**

| S:No | Factors | Male | | Female | | T | Sig (2tailed) |
|---|---|---|---|---|---|---|---|
| | | Mean | SD | Mean | SD | | |
| 1 | Extrinsic reward | 4.5164 | .55728 | 4.4041 | .62457 | 1.441 | .151 |
| 2 | Support | 4.5709 | .41767 | 4.5000 | .44129 | 1.240 | .216 |
| 3 | Reward & Recognition | 4.5851 | .47723 | 4.5578 | .52164 | .415 | .679 |
| 4 | Work balance | 4.5970 | .45347 | 4.5578 | .52164 | .610 | .542 |
| 5 | Stress/work load | 4.4060 | .79545 | 4.3959 | .78700 | .095 | .924 |
| 6 | opportunity to Develop | 4.4328 | .57789 | 4.4367 | .69481 | -.047 | .963 |
| 7 | Responsibility | 4.5473 | .47914 | 4.6531 | .52850 | -1.590 | .113 |
| 8 | Professional status | 4.7363 | .35886 | 4.6667 | .57036 | 1.139 | .256 |

**Interpretation:-** From the above table we can see that the significance level of extrinsic reward is .151 (p=.151) which is above .05 and therefore there is no statistically significant difference between extrinsic reward and gender.

The significance level of support is .216 (p=.216) which is above .05 and therefore there is no statistically significant difference between support and gender.

The significance level of reward & recognition is .679 (p=.679) which is above .05 and therefore there is no statistically significant difference between reward & recognition and gender.

The significance level of work balance is .542 (p=.542) which is above .05 and therefore there is no statistically significant difference between work balance and gender.

The significance level of stress/work load is .924 (p=.924) which is above .05 and therefore there is no statistically significant difference between stress/work load and gender.

The significance level of opportunity to develop is. 963 (p=.963) which is above .05 and therefore there is no statistically significant difference between opportunity to develop and gender.

The significance level of responsibility is .113 (p=.113) which is above .05 and therefore there is no statistically significant difference between responsibility and gender.

The significance level of professional status is .256 (p=.256) which is above .05 and therefore there is no statistically significant difference between professional status and gender.

**CONCLUSION**

As the number of Medical Centers and hospital employees grows in this country, issues of job satisfaction for Doctors, Nurses and Paramedical staff are becoming more critical. The perceptions of Doctors, Nurses and Paramedical staff for organizational climate and job satisfaction are deserving of extensive study and scrutiny, for their impact on the atmospheres of these Hospitals is both immense and undeniable. Consequently, this study determined to investigate the characteristics of the relationship between the job satisfaction and organizational climate among hospital employees. A complementary aim of this research was to describe and summarize the impact of organizational climate on the satisfaction level of selected hospital employees with the indicators of organizational climate, to ascertain whether significant differences existed in these perceptions and satisfactions with respect to job status (i.e., Doctors, Nurses, Paramedical staff, Lab Technician and Receptionist) and to identify the determinants of job satisfaction with reference to hospital industry.

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