Factors Explaining Job Satisfaction Among Hospital Employees

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Abstract

The study of job satisfaction is justified on the basis of its potential value of understanding and in generating the positive outcomes from both the organisational and individual perspectives. The understanding could be used in crafting strategies for organisational human resource policies. The present study was conducted on the hospital employees as they are one of the most important stakeholders in hospitals to probe the factors influencing their job satisfaction. Factor analysis was performed using principal component analysis (PCA) method for extracting factors to establish characteristic components of the job satisfaction variables measured. By examining the extent of variability in the employees' job satisfaction explained by the factors determined, the study further identified the correlation of each resulted factor with the job satisfaction scores. The study was employed on a sample of 129 employees of the private hospitals of Manipur in India showing significant association between job satisfaction of employees and the key factors comprising job satisfaction.

Keywords: *Job Satisfaction, Private Hospital, Factor Analysis, Hospital Employees*

INTRODUCTION

Numerous studies have been undertaken on the topic of job satisfaction around the world related to both the aspects of fundamental concept of job satisfaction and its empirical findings. The study of job satisfaction is justified on the basis of its potential value of understanding and in generating the positive outcomes from both the organisational and

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individual perspective. An understanding of individual identification and assessment of the work attitude (job satisfaction and job dissatisfaction) could be used in crafting strategies for organisational human resource policies including, but not limited to, recruitment. The present study is an attempt to understand the level of job satisfaction of the employees of private hospitals of Manipur in India. It aims to explore the factors contributing to the job satisfaction of the employees. The study has collected data from a sample of 129 employees of three private hospitals of Manipur. These three private hospitals are selected purposefully as these are the multispecialty general hospitals in the State of Manipur, having bed strength of more than 50 patients and employingmore than 100 staff. Data were gathered by using a self-administered eighteen items schedule pertaining to employee job satisfaction facets. Analysis of the data revealed a significant association between the job satisfaction of employees and key factors of job satisfaction viz. relationship behaviour factors, pay and compensation factors, and training and career growth factors. The result indicates the importance of identifying the job satisfaction factors which ultimately motivates them in doing work. There is a need for research regarding job satisfaction and related factors to explore the development of good human resources strategies in the context of hospital. The investigation of job satisfaction of the employees especially for healthcare institutions like hospitals can make a significant contribution to better understanding of the complex phenomena of employee behaviour.

LITERATURE REVIEW

For the last many decades there have been many studies of the behaviour of people at work both by academicians and corporate executives. The studies range across the industries and in different disciplines of psychology, sociology, economics, management, etc. In organisation, attitudes are important because they affect job behaviour. When people speak of employee attitudes, more often than not they mean job satisfaction (Robbins, DeCenzo, Bhattacharyya, and Agarwal, p.172). The term job satisfaction is referred to an individual's general attitude toward his or her job. Laurie (2005) observed that job satisfaction is itself a complex concept and difficult to measure objectively and the level of jobsatisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational, and environmental factors. A person with a high level of job satisfaction holds positive attitudes toward the job, while a

person who is dissatisfied with his or her job holds negative attitudes toward the job. Tyson (2006, p.214) remarked that the achievement of the organisational aims and objectives depends on the quality of their employees' work performance. These employees have motivational needs for development, recognition, status, and achievement that can and should be met through job satisfaction and performance achievement. Job satisfaction has been studied from differing points of view. One of the early studies on job satisfaction that can be traced is the two factor theory of Herzberg. Herzberg (1968) described two factor theories: the hygiene and motivator factors. Extrinsic factors such as administration, company strategies, work conditions, salary, and relationships among co-workers are considered "hygiene" factors which can cause job dissatisfaction. Intrinsic factors such as recognition, achievement, personal development, advancement, and responsibility are referred to as "motivators" that can create job satisfaction. According to Saari and Judge (2004), employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organisations. Intrinsic job satisfaction factor (promotion) and extrinsic job satisfaction factors such as routinization, working conditions, pay, interaction with supervisors, and organisational support could impact negatively on retention (Pieterson, 2005). Yafe(2011), in a study from a sample of 100 respondents who are employees of a 300 bedded tertiary care hospital in Secunderabad, found the job satisfaction to be independent of the gender and the job experience of the employees of the hospital. Demographic variables such as age, gender, current job position, marital status, and experience have effect on job satisfaction or dissatisfaction (Altaany and Jassim, 2013;Jathanna, Melisha, Mary and Latha, 2011). Good organisational performance depends in part upon management's attitude towards employees (Kuzey, 2012). Jobs satisfaction and motivation level differ among employees of hospital (Datta and Datta, 2013). Higher level of teamwork and perceptions of adequate staffing lead to greater job satisfaction with current position and occupation (Kalisch, Lee and Rochman, 2010). Study by Chaulagain and Khadka (2012) found job satisfaction of healthcare professionals to be significantly influenced by factors such as opportunity to develop, responsibility, patient care, and staff relations. However no association was found between socio-demographic characteristics and job satisfaction (Chaulagain and Khadka, 2012). Lu, While and Barriball(2007) found that nurse employees of two hospitals in Beijing were willing to put in a great deal of effort beyond the normally expected in order to help their hospitals be successful. Sridharan,

Liyanage and Wickramasinghe(2008) found significant difference in the satisfaction levels of nursing officers of Central Ministry Hospital and Provisional Ministry Hospitalat Sri Lanka.

RESEARCH QUESTIONS

The paper provided answers to the following research questions:

1. What is the level of job satisfaction of hospital employees?
2. Which factors are influencing job satisfaction in hospital employees?

It also aims to examine the extent of variability in the employees' overall job satisfaction explained by the factors determined. Finally the paper intends to determine the relation between job satisfaction factors and the overall job satisfaction.

METHODOLOGY

The literature on job satisfaction studies is dominated by the measurement of satisfaction level with the use of Job Description Index (JDI) scale developed by Smith, Kendall and Hulin (1969). JDI scale was designed with around five sub-dimensions: satisfaction with work, supervision, co-workers, pay, and promotion. The JDI was developed through several data-based revisions from an initial pool of more than 100 items. The final version contains five separated sub-scales covering satisfaction with type of work (18 items), pay (9 items), promotion opportunities (9 items), supervision (18 items), and co-workers (18 items). Each of the 72 items is an adjective or phrase and respondents indicate whether it describes the job aspect in question with an alternative answer of Yes, Uncertain or No. Another popular instrument used in the studies is the Minnesota Job Satisfaction Questionnaire (Wiess, Davis, Englnad, and Lofquist, 1967). However, for the current study the data for the study were gathered by using a self-administered eighteen items schedule pertaining to employee job satisfaction facets. The eighteenth item enquires about the overall jobs satisfaction of the employees in the hospitals. The study included the employees from the three biggest private hospitals at Manipur in India. These three private hospitals are selected purposefully as these are the multispecialty general hospitals in the State of Manipur having bed strength of more than 50 and employingmore than 100 staff. Respondents were asked to indicate their level of agreement based on five-point Likert type scale, where 5 =excellent, 4 =good, 3 =satisfactory, 2 =poor, and 1

=very poor for the items. The sample consisted of 129 respondents, which include both the medical and non-medical employees of the three biggest private hospitals of Manipur.

DATA ANALYSIS TOOLS

In order to extract the dimensions and to test the validity and reliability of the analysis, the exploratory factor analysis and Cronbach's alpha for internal consistency were employed to determine the satisfaction of the employees. In addition, the Kaiser-Meyer-Olkin test and Bartlett's test were used to assess the appropriateness of using factor analysis and identifying job satisfaction factors. Pearson correlation was used to identify the relationship between the studied variables.

RESULTS AND DISCUSSION

The factor analysis was performed using principal component analysis (PCA) as the method for extracting factors to establish characteristic components of the job satisfaction variables measured. Table 2 reports results of running PCA with un-rotated factors. The result showed that three factors were extracted with eigen values of more than one (1). To determine the suitability of the data size before factor analysis, both the KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy Index and Bartlett's Test of Sphericity were used to check the adequacy of sample size. The value of KMO is found to be 0.752 which is greater than 0.5 and found that the sample is adequate and good for testing. Bartlett's Test of Sphericity demonstrated that it is a highly significant with $p < 0.000$.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**0.752**
Bartlett's Test of Sphericity	Approx. Chi-Square	1440.000
	Df	136
	Sig.	0.000

Table 2 gives the initial and extracted communalities. The extracted communalities are obtained using the extracted factors. Extraction communalities for a variable give the total amount of variance of that variable, explained by all the factors. Principal component analysis works

Table 2. Communalities

	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	S13	S14	S15	S16	S17
Initial	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Extraction	0.56	0.8	0.73	0.73	0.78	0.5	0.66	0.71	0.76	0.49	0.53	0.7	0.56	0.68	0.66	0.68	0.63
Extraction Method: Principal Component Analysis.																	

Table 3. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumula-tive %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.627	33.102	33.102	5.627	33.102	33.102	4.054	23.849	23.849
2	2.856	16.801	49.903	2.856	16.801	49.903	3.981	23.420	47.269
3	2.683	15.781	65.684	2.683	15.781	65.684	3.131	18.415	65.684
4	0.926	5.445	71.129						
5	0.860	5.060	76.189						
6	0.697	4.101	80.290						
7	0.602	3.539	83.829						
8	0.561	3.298	87.127						
9	0.456	2.682	89.809						
10	0.417	2.455	92.264						
11	0.327	1.922	94.186						
12	0.256	1.505	95.692						
13	0.206	1.214	96.906						
14	0.172	1.009	97.916						
15	0.144	0.849	98.765						
16	0.117	0.687	99.452						
17	0.093	0.548	100.000						

Extraction Method: Principal Component Analysis.

on the initial assumption that all variations are common, therefore before extraction, the communalities are all 1.

Table 3 summarizes the total variance explained by the factor analysis solution. It lists the eigen values associated with each factor before extraction, after extraction and after rotation. The first column under initial eigen values gives the values for all the factors in a decreasing order. This is followed by the variance as a percentage of all the variance and cumulative variance. For example, factor 1 explains 33.10 percent of variance followed by factor 2 which explains 16.80 percent of the total variance while the factor 17 explains only 0.55 percent of the total variance. Then, it extracts all factors with eigen value greater than 1 indicating that there are three useful factors. The figures under the column of extracted sum of squares loading with cumulative percentage indicate that the three extracted factors explain 65.68 percent of the variance. The third part of the table titled, Rotated sum of squared loadings gives the information about the extracted factors after rotation. Rotation has the effect of optimizing the factor structure and because of these data the relative importance of these three factors is equalized. Before rotation, factor 1 accounted for considerably more variance (33.10%) than after rotation (23.85%). The other two factors 2 and 3 increased their eigen values after rotation (16.80 and 15.78 before rotation increased to 23.42 and 18.45 after rotation respectively)

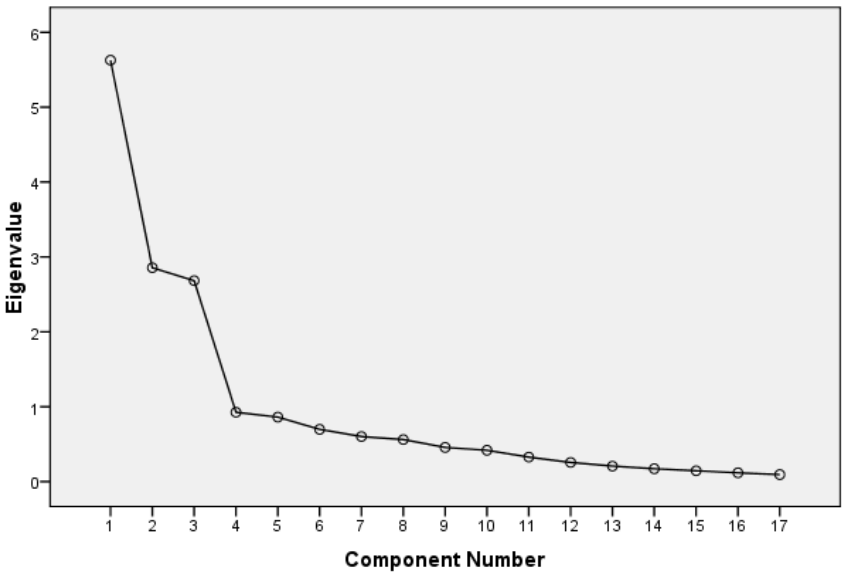

Figure 1. Scree Plot

The scree plot given in Figure 1 shows a sharp break in sizes of eigen values which results in a change in the slope of the plot from steep to shallow. After the three factors the slope of the scree plot changes from steep to shallow. The eigen value also drops from 3 to less than 1 when the plot moves from 3 to 4, thus suggesting a three factor solution.

Table 4. Component Matrix[a]

	Component		
	1	**2**	**3**
S5	0.784		
S4	0.762		
S17	0.754		
S10	0.720		-0.423
S11	0.712		-0.489
S2	0.707	-0.480	
S7	0.684		-0.416
S3	0.608	-0.501	
S8	0.524	0.460	-0.472
S1		-0.650	
S16	0.476	0.541	0.402
S12	0.430	0.531	
S14		0.526	0.502
S15		0.511	0.585
S13	0.484		0.554
S9			0.540
S6	0.413		-0.424

Extraction Method: Principal Component Analysis.
a. 3 components extracted.

In Table 4 component matrix before rotation is displayed. For each of the variables, loadings of each variable into each factor are displayed. All loadings less than absolute of 0.40 are suppressed from the table to make the interpretations of the factors easier. Similarly, in Table 5, rotated factor matrix is given. Here also, factor loadings less than 0.40 are not displayed. Rotation solves the problem of variables with high loadings on more than one factor in the factor matrix.

Table 5. Rotated Component Matrix[a]

	Component		
	Relationship behaviour	**Pay and compensation**	**Training and Career growth**
S2:Respect received from the supervisor	0.879		
S3: Respect received from the junior	0.840		
S5: Communication with supervisor	0.819		
S4: Punctuality of supervisor	0.789		
S1: Friendliness of the people you work with	0.713		
S11: Link between performance and pay		0.831	
S8: Savings for your future		0.825	
S7: Fringe benefit received		0.769	
S10: The amount of job security	0.408	0.728	
S6: The amount of pay you received		0.695	
S17: Competency of the HR in resolving employees' grievance	0.522	0.600	
S12: Provision of lunch and dinner		0.574	
S14: Adequacy of training for your job activity			0.817
S15: Competency of the trainers			0.808
S16: Career growth opportunities			0.785
S9: Career path in your organisation			0.715
S13: Chances of learning new things			0.643

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalisation.

a. Rotation converged in 5 iterations.

The scores on items like competency of the HR in resolving employees' grievances and provision of lunch and dinner is found to be low primarily because the hospitals under study do not have adequate facility for proper lunch and dinner facilities. The respondents have given importance primarily to improving working conditions with monetary benefits. Thus, from the factor analysis, the seventeen variables are reduced to three factors named as factor 1- Relationship behaviour, factor 2- Pay and compensation and factor 3 – Training and career growth. The first factor of Relationship behaviour contains five items. The second factor of Pay and compensation contain seven items while the third factor Training and career growth contain five items.

The item statistics of factor 1(relationship behaviour) is given Table 6. The reliability analysis of the five items was tested and the Cronbach Alpha value was found to be 0.882.

Table 6. Item statistics of Factor 1 Relationship behaviour

Sl no.	Name of the items	Mean	S.D.	S.E
1	S2:Respect received from the supervisor	4.03	0.809	0.071
2	S3: Respect received from the junior	4.04	0.824	0.073
3	S5: Communication with supervisor	3.77	0.948	0.083
4	S4: Punctuality of supervisor	3.64	1.015	0.089
5	S1: Friendliness of the people you work with	3.86	0.974	0.086

The item statistics of factor 2 is given Table 7. For Pay and compensation, the reliability analysis of the seven items was tested and the Cronbach Alpha value was found to be 0.861.

Table 7. Item statistics of Factor 2 Pay and Compensation

Sl no.	Name of the items	Mean	S.D.	S.E
1	S11: Link between performance and pay	2.74	0.931	0.082
2	S8: Savings for your future	2.57	1.030	0.091
3	S7: Fringe benefit received	2.62	0.962	0.085
4	S10: The amount of job security	2.92	0.941	0.083
5	S6: The amount of pay you received	2.61	0.711	0.063
6	S17: Competency of the HR in resolving employees' grievance	3.12	1.008	0.089
7	S12: Provision of lunch and dinner	1.76	1.095	0.096

The item statistics of factor 3 is given Table 8. For Training and

career growth, the reliability analysis of the five items was tested and the Cronbach Alpha value was found to be 0.829.

Table 8. Item statistics for Factor 3 training and career growth

Sl no.	Name of the items	Mean	S.D.	S.E
1	S14: Adequacy of training for your job activity	3.09	0.867	0.76
2	S15: Competency of the trainers	3.33	0.842	0.074
3	S16: Career growth opportunities	3.03	0.874	0.077
4	S9: Career path in your organisation	3.17	0.867	0.076
5	S13: Chances of learning new things	3.78	0.812	0.072

Table 9. Correlations Matrix

	Overall job satisfaction	Relationship behaviour	Pay and compensation	Training and career growth
Overall job satisfaction	1	.418**	.521**	.403**
Relationship behaviour		1	.340**	.217*
Pay and compensation			1	.229**
Training and career growth				1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

CORRELATION ANALYSIS

Correlation analysis was used to determine the correlation of each resulted factors from factor analysis i.e. relationship behaviour, pay and compensation, and training and career growth with overall job satisfaction measured by the 18th item of the schedule. Correlation analysis highlighted the fact that there is a significant positive correlation between overall job satisfaction and the factors comprising job satisfaction (Table 9). As shown in Table 9 below, overall job satisfaction is positively and moderately correlated with factors comprising job satisfaction. The highest coefficient

of correlation of 0.521 is found with pay and compensation followed by relationship behaviour with coefficient of 0.418 and training and career growth with coefficient of 0.403. Thus, correlation results indicate that the most important component in the employee job satisfaction is the pay and compensation factor. Fair wages and pay is an important part of the policy environment within which a hospital's human resources policy is evaluated. The feeling of unfair pay scheme might affect the employees' productivity if policy makers of the hospitals do not address the issue adequately.

IMPLICATIONS AND CONCLUSIONS

Given the significance of job satisfaction of employees in organisations, many researchers have increasingly focused on the best ways for improving it. Behaviour of individuals in organisation is influenced by the HR practices of that organisation (Krishnaveni, 2008, p.59). It is important to know about the behaviour of the people and thereby what kind of activity or interventions should be applied, can be determined. HR practitioners should take into account and focus upon individual need and requirements while formulating policies and practices for enhancing organisational effectiveness (Krishnaveni, 2008, p.60).The study of employee job satisfaction is an important aspect of organisation's human resource management. Companies need to ensure that employees morale are high in the work environment they are entrusted. High job satisfaction among the employees is a precondition for increasing their productivity and quality customer service. The positive performance of employee in the organisation is an outcome of his satisfactory job experience. Thus, the study investigated the factors influencing the job satisfaction among the private hospital employees of Manipur in India. It shows that there is significant association between job satisfaction of employees and relationship behaviour factors, pay and compensation factors, and training and career growth factors in the context of employees of private hospitals. The hospital administrators should take these variables into consideration whenever thinking of employees job satisfaction measures. The correlation results indicate that the most important component in the employee job satisfaction is the pay and compensation factor. The study emphasizes the need to understand the employees' attitude to their work. The study exploring the factors influencing the job satisfaction of employees analyses the important aspects of employees' motivating factor

for doing work.Hospital administrators and strategists should focus on factors that affect the employees' job satisfaction. This study contributes to the human resource literature by proposing and testing empirically a perspective that links overall job satisfaction score of private hospital employees and the job satisfaction factors. The study is an attempt to find out the employees' attitude towards their work. The data are restricted to the employees of private hospitals in the three big multispecialty private hospitals of Manipur and the results therefore may not be generalized to all the healthcare providers. Future research can be directed to include other variables including demographic characteristics and examine more complex interactions of employee job satisfaction.

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