

Role of Professional Variables in the Job Satisfaction of Nurses Working in the private Hospitals in Chennai

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ABSTRACT--- *Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al.,1985). Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).*

The present study is focused on assessing the role of professional variables on the job satisfaction of nurses of private hospitals in Chennai city. The results state that there is a highly significant and moderately significant impact of the professional variables on the job satisfaction of the nurses in the private hospitals in the sample area. It is necessary to create professional environment and positive motivated measures to enhance the satisfaction of the nurses and there by a customer satisfaction through quality services in the hospitals.

Keywords---- Dissatisfaction- Positive measures-Quality of services-Health care industry- Customer.

1. INTRODUCTION

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007). Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

2. REVIEW OF LITERATURE

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars. When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind. Therefore the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).

3. RESEARCH METHODOLOGY

The present study covers the entire Chennai city covering all the corporate and bigger size private hospitals. Majority of these hospitals are 24X7 in nature and dealt with multi specialty care services. Many hospitals are equipped with latest medical and surgical and diagnostic care facilities. These hospitals get patients from the southern and northern states of India. Few hospitals have the foreign patients and also have NRI and foreign patient facility centres. Some of the hospitals in the study are Apollo Group, Billroth group, Bharathiraja Group, Mehta Group, Sundaram Group, Fortis Malar, Vijaya group, Miot Group, SRM Group, Global Hospitals, Chettinad group, and Balaji group of hospitals etc. The study covers all age groups of nurses and all divisions of medical care. Outpatient service care is also considered for the study.

Objectives of the Study

1. To study the demographic profile of nurses in the sample area.
2. To study the professional variables affecting the job satisfaction of nurses of private hospitals in the sample area.

Hypothesis

1. H₁: Demographical variables (personal) have a direct significant effect on job satisfaction of nurses in private hospitals.
2. H₂: professional variables have a direct significant effect on job satisfaction of nurses in private hospitals.

Questionnaire Questionnaire was validated in respective sector and with the help of pilot surveys and recommendations was incorporated in the questionnaires. For the purpose of the present study, primary data has been used. The primary data was obtained through direct communication with the respondents through a structured questionnaire.

Table 1 Distribution of sample on the basis of working department

Working department	Frequency	Percentage	Valid percentage
General- out patient service	161	31.4	31.4
Casualty	110	21.5	21.5
ICU	151	29.5	29.5
Ward and in patient	90	17.6	17.6
Total	512	100.0	100.0

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is noted from the table 1 that the sample distribution of nurses on the basis of department of work is observed as follows. 31.4 percent of the nurses are in general and outpatient service, 29.5 percent are in ICU services, 21.5 percent are in casualty and 17.6 percent are in ward and inpatient services. It indicates the requirement of nurses in different departments of an hospital on the basis of nature of treatment and urgency. The alarming figure here is the requirement of nurses in casualty and ICU departments. It indicates the increasing number of casualties in the hospitals and the specialized nursing services and medical services. The state of public health can be estimated based on the above and it is advisable to have check on the health of the individuals from time to time. Preventive measures on casualty can be reduced. The ICU and casualty nurses may be having more work pressure and there by some amount of stress at work. If the level of positive stress is exhausted, the negative job satisfaction may start. In general, hospitals compensate the workloads with both monetary and non monetary benefits from time to time. Work load and compensation for the hard work are two important aspects indicate the job satisfaction. It is advisable to have a balanced approach of work load and compensation for the same can help in improving the job satisfaction of nurses in hospitals.

Table 2 Distribution of sample on the basis of marital status

Marital status	Frequency	Percentage	Valid percentage
Married	351	68.6	68.6
Unmarried	161	31.4	31.4
Total	512	100.0	100.0

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is observed from the table 2 that 68.6 percent of the nurses working in private hospitals are married and the remaining 31.4 percent of them are unmarried. The marital status is one of the major factors influencing the job satisfaction in any one of the fields. It is due to increased number of responsibilities along with marriage. The work life and personal life balancing is required from the nurse's end. Similarly, some amount of concession at work for the married ones may help in boosting the confidence levels among the nurses and there by the level of job satisfaction may goes up from time to time.

Table 3 Distribution of sample on the basis of suitability of the job

Suitability of the job	Frequency	Percentage	Valid percentage
Perfectly suited	120	23.4	23.4
Suitable to a considerable extent	271	52.9	52.9
Suitable to some extent	121	23.6	23.6
Total	512	100.0	100.0

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is noted from the table 3 that 52.9 percent of the nurses in the sample indicated the job suitability to them as suitable to a considerable extent, another 23.4 percent indicates as perfectly suited and finally 23.6 percent quoted as suitable to some extent among the sample. The suitability of the job and the level of job satisfaction have some relation in the work places. The nature of job, the suitability, working conditions and climate are some of the factors influencing job

satisfaction. The more suitable the job leads to higher levels of job satisfaction. It is necessary to have suitability of the job in order to improve the level of job satisfaction.

Table 4 Distribution of sample on the basis of level of management

Level of management	Frequency	Percentage	Valid percentage
Lower level	311	60.7	60.7
Middle level	165	32.2	32.2
Senior level	36	7.0	7.0
Total	512	100.0	100.0

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is noted from the table 4 that 60.7 percent of the nurses working in the private hospitals in the sample area are working in bottom level management, 32.2 percent are in the middle level management and the 7 percent are in the top level positions. It indicates that the strong bottom level force to manage shop floor operations from time to time. It also indicates that the low span of control at bottom level and moderate span of control at middle level is observed. It is appreciable to have junk and sufficient number of nurses at bottom level for effective ground operations. Having more number of nurses at bottom level can ease the job of every one and lesser level of work pressure and stress can help in improving the job satisfaction. In a way, the number of staff and the job satisfaction is correlated. In this way the sample area, indicates the favorable bottom level work environment by having sufficient level of nurses to manage the medical and paramedical services to the patients from time to time in a relaxed and professional manner. Such hygiene factors can help to improve the job satisfaction of the nurses from time to time along with motivators.

Table 5 Distribution of sample on the basis of degree of interpersonal relations

State of interpersonal relations	Frequency	Percentage	Valid percentage
Extremely good	100	19.5	19.5
Good	291	56.8	56.8
Good to some extent	121	23.6	23.6
Total	512	100.0	100.0

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

Table 6 Descriptive of the variables indicating factors influencing professional job satisfaction along with mean and SD

Factors influencing Professional job satisfaction	Mean	SD
Mutual communication	3.78	1.290
Personal growth	3.58	1.395
Communication with doctors	4.14	1.014
Work organization	3.54	1.402
Amount of autonomy	3.77	1.300
Leisure time	3.66	1.409
Working conditions	3.52	1.425
Nature of work	3.74	1.342
Role of immediate boss	3.78	1.302
Work load	3.89	1.195
Self expression	3.95	1.251
Career prospects	3.58	1.409
Financial security	3.92	1.205
Job security	3.78	1.393

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is observed from 5 that, 56.8 percent of the nurses stated their interpersonal relations as good, 23.6 percent indicated as good to some extent and 19.5 percent indicated as extremely good. Interpersonal relations are one among the hygiene factors in determining the level of job satisfaction. It is noted that more than 75 percent of the nurses in the sample area indicated their level of interpersonal relations is good and there by the level of job satisfaction is supposed to be good to the same extent. It is advisable to maintain good level of interpersonal relationships for the effective and favorable work environment. Interpersonal relations help the individuals to understand the environment and to take good and reliable decisions from time to time. On the other hand it is interpersonal relations helps to learn by listening and observation. Interpersonal relations bring lot of enlightenment among the employees and thereby performance of the

individuals becomes easy. In medical industry and in hospitals majority of the work requires lot of co-ordination and communication.

It is noted from the above table 6, that the professional factors influencing the level of job satisfaction along with the mean scores and the weightage s are as follows. The primary professional variables affecting the level of job satisfaction among the nurses working in private hospitals observed in the sample survey are, mutual communication among the peers with the mean score of 3.78, amount of autonomy with the mean score of 3.77, nature of work with the mean score of 3.74, role of immediate boss with the mean score of 3.78, self-expression with the mean scores of 3.95, financial security with the mean score of 3.92 and job security with the mean score of 3.78 respectively.

Inferential statistical analysis:

Hypothesis-I

Ho: There is no significant difference between the perceptions of permanent and temporary nurses with regard to factors influencing job satisfaction in private hospitals.

Table 7 showing the t-test results showing the perceptual differences between the nurses with regard to factors influencing job satisfaction of nurses

Factors influencing job satisfaction of nurses in private hospitals	Type of employment				t-value	P value
	Permanent		Temporary			
	Mean	SD	Mean	SD		
Profession factors affecting job satisfaction	52.99	5.43	51.83	5.97	2.146	0.320*

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

** - indicates highly significant at 1% level of significance; * - represents significant at 5% level of significance. NS - indicates not significant at 5% level of significance.

Since P value is less than 0.05, the null hypothesis, There is no significant difference between the perceptions of permanent and temporary nurses with regard to factors influencing job satisfaction in private hospitals is rejected at 5% level of significance. Hence, it is concluded that, there is a significant difference between the perceptions of permanent and temporary nurses with regard to factors influencing job satisfaction in private hospitals with regard to the dimension of professional factors among the sample.

Based on the mean value, it is noted that the level of job satisfaction is high among the permanent nurses when compare to the temporary nurses working in the private hospitals in Chennai city. It may be due to the type of facilities and the benefits given to permanent nurses are better than the others in the sample survey. The improved level of life style and working conditions, the fringe benefits can be provided to enhance the level of job satisfaction among the nurses in private hospitals in the sample area.

Hypothesis-II

Ho: There is no significant difference between the perceptions of nurses working in different leadership styles with regard to factors influencing job satisfaction in private hospitals.

Table 8 showing the t-test results showing the perceptual differences between the nurses with regard to factors influencing job satisfaction of nurses

Factors influencing job satisfaction of nurses in private hospitals	Leadership style				t-value	P value
	Autocratic		Democratic			
	Mean	SD	Mean	SD		
Profession factors affecting job satisfaction	51.43	6.35	53.12	5.24	3.079	0.002**

Source: Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

** - indicates highly significant at 1% level of significance; * - represents significant at 5% level of significance. NS - indicates not significant at 5% level of significance.

Since P value is less than 0.01, the null hypothesis, There is no significant difference between the perceptions of nurses working in different leadership styles with regard to factors influencing job satisfaction in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the perceptions of nurses working in different leadership styles with regard to factors influencing job satisfaction in the dimensions professional factors related to nurses in private hospitals. Based on the mean value, it is noted that the level of job satisfaction is high when compared to others among the nurses working in the hospitals where democratic management

style is observed among the sample. It may be due to the democratic set up gives opportunity to act independently and to have freedom to express. It is behavioral in nature and influences to a greater level when compared to others.

Hypothesis-III

Null Hypothesis: There is no significant difference between the age groups with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

Table: 9: ANOVA Table showing the relationship between the age groups and the perceptions factors influencing job satisfaction among nurses

Factors influencing job satisfaction		Age Group in years					F value	P value
		Below 20	21-30	31-40	41-50	Above 50		
Profession factors affecting job satisfaction	Mean	49.38	52.41	53.27	54.84	51.43	10.566	0.000*
	SD	(6.87)	(5.07)	(5.04)	(5.59)	(5.21)		*

Since p value is less than 0.001, the null hypothesis, There is no significant difference between the age groups with regard to the various dimensions of work environment and climate variables, professional variables and organizational factors affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the age groups with regard to the various dimension professional variables affecting job satisfaction among nurses in private hospitals. Based on the mean value, it is observed that the high level of job satisfaction is observed among the nurses belongs to the age group of 45-50 years when compared to others in the sample. It may be due to higher level of professional experience and the level of management and adopted to the nature of work and the management style. For other, it is a matter of time and experience to adapt to the situation and work culture.

Hypothesis-IV

Null Hypothesis: There is no significant difference among the nurses with different levels of educational qualification with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

Table: 10: ANOVA Table showing the relationship between the different levels of educational qualification holders and the perceptions on factors influencing job satisfaction among nurses

		Level of Education					F-value	P value
		Diploma	Vocational Course	UG	PG	Professional		
Profession factors affecting job satisfaction	Mean	50.63	52.60	52.58	53.15	54.81	6.631	.000*
	SD	(6.38)	(5.65)	(5.01)	(4.96)	(5.34)		*

Since p value is less than 0.001, the null hypothesis, There is no significant difference among the nurses with different levels of educational qualification with regard to professional variables as factors affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference among the nurses with different levels of educational qualification with regard to professional variables as factors affecting job satisfaction among nurses in private hospitals in the sample. Based on the mean value the level of job satisfaction is high among the nurses belongs to professionally qualified group. This is due to the kind of expertise and the level of experience in the field of activity.

Hypothesis-V

Null Hypothesis: There is no significant difference among the nurses with different levels of experience with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

Table: 11: ANOVA Table showing the relationship between the different levels of experience holders and the perceptions on factors influencing job satisfaction among nurses

Factors influencing job satisfaction		Experience in years				F-value	P value
		Below 5	5-10	10-15	Above 15		
Profession factors affecting job	Mean	50.92	53.06	52.61	54.04	6.691	.000**

satisfaction							
	SD	(6.39)	(5.23)	(5.30)	(5.06)		

Since p value is less than 0.001, There is no significant difference among the nurses with different levels of experience and professional variables as factors affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, There is a highly significant difference among the nurses with different levels of experience and professional variables as factors affecting job satisfaction among nurses in private hospitals in Chennai city. Based on the mean value, it is noted that the high level of job satisfaction is observed among the nurses having more than 15 years of experience among the sample. It may be due to the level of expertise and the adopted to profession and the work environment. The other groups too fall in line with the experience and level of confidence improvement on the skill and expertise in the years to come. The trust and confident and support in learning can help them in gaining technical expertise related to the profession at the earliest possible time.

Hypothesis-VI

Null Hypothesis: There is no significant difference among the nurses working in different departments with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

Table: 12: ANOVA Table showing the relationship among the nurses working in different departments with regard to the perceptions on factors influencing job satisfaction among nurses

Factors influencing job satisfaction		Department of Working				F Value	P value
		General-out patient service	Casualty	ICU	Ward and in patient		
Profession factors affecting job satisfaction	Mean	52.42	53.08	52.30	53.07	.666	.573
	SD	(5.36)	(5.88)	(5.84)	(5.39)		

Since p value is greater than 0.05, the null hypothesis there is no relationship between professional factors affecting level of job satisfaction among the nurses in the private hospitals in Chennai city is accepted at 5% level of significance. Hence, it is concluded that, there is no relationship between the working department and the factors affecting level of job satisfaction among the nurses in the private hospitals in Chennai city. Based on the mean value, professional variables and organizational variables affecting job satisfaction is high among the nurse working in the casualty department when compared to others in the sample. It may be due to continuous work pressure and critical and diligent nature makes them to exhaust in a speedy manner. This can overcome by providing in house refreshments and other relaxation facilities along with monetary benefits.

Hypothesis-VII

Null Hypothesis: There is no significant difference among the nurses working in different levels of management with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

Table: 13: ANOVA Table showing the relationship among the nurses working in different levels of management with regard to the perceptions on factors influencing job satisfaction among nurses

Factors influencing level of job satisfaction		Level of Management			F value	P value
		Lower level	Middle level	Senior level		
Profession factors affecting job satisfaction	Mean	52.16	52.88	55.69	6.776	.001**
	SD	(5.77)	(5.17)	(5.34)		

Since p value is less than 0.001, the null hypothesis, There is no significant difference among the nurses working in different levels of management with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference among the nurses working in different levels of management with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals. Based on the mean value, the nurses working in the senior level are perceived that the level of job satisfaction is highly affected through, professional variables and the organizational variables. It may be due to long hours of work duty and the managerial functions associated with the

employment and execution control. The measures like computerized monitoring and the communication gadgets to give instructions to different locations and department from the office can help them in improving the level of job satisfaction.

Hypothesis-VIII

Null Hypothesis: There is no significant difference among the nurses with different levels of job satisfaction and with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

Table: 14: ANOVA Table showing the relationship among the nurses with different levels of job satisfaction and the perceptions on factors influencing job satisfaction among nurses

Dimensions of factors influencing job satisfaction		Level of job satisfaction in the present job			F value	P value
		Satisfied to some extent	Moderately Satisfied	Highly Satisfied		
Profession factors affecting job satisfaction	Mean	49.50	54.32	57.45	123.210	0.000**
	SD	(5.19)	(4.34)	(3.47)		

Since p value is less than 0.001, the null hypothesis, There is no significant difference among the nurses with different levels of job satisfaction and with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference among the nurses with different levels of job satisfaction and with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals. Based on the mean value, the high level of job satisfaction is observed among the nurses working in the private hospitals in the dimensions of professional variables and the organizational variables among the sample hospitals in the city. The same trend needs to be continued for the effective and quality services to the patients and there by increased level of brand loyalty and related financial benefits to the hospitals.

4. SUMMARY AND CONCLUSION

The study reveals that, the professional factors influencing the level of job satisfaction along with the mean scores and the weightage s are as follows. The primary professional variables affecting the level of job satisfaction among the nurses working in private hospitals observed in the sample survey are, mutual communication among the peers with the mean score of 3.78, amount of autonomy with the mean score of 3.77, nature of work with the mean score of 3.74, role of immediate boss with the mean score of 3.78, self-expression with the mean scores of 3.95, financial security with the mean score of 3.92 and job security with the mean score of 3.78 respectively. The inferential statistical analysis, finds that there is no significant relationship between the type of employment, department of working and the level of job satisfaction among the nurses working in the private hospitals in the sample area. In all other cases, the job satisfaction is having highly significant relationship with the demographical variables used in the study. Hence, it is necessary to create professional environment and positive motivated measures to enhance the satisfaction of the nurses and there by a customer satisfaction through quality services in the hospitals.

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