

Job Satisfaction among Hospital Employees: A Review of Literature

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Abstract: *Job satisfaction is one of the most widely researched subjects in the area of organizational behavior and human resource management. Satisfied employees are likely to be more productive and committed to their job and committed employee implies low turnover. Due to globalization of health sector there is a lot of migration of employees towards good opportunities, overall growth and satisfied job. Health care sector is more people centric service sector which is growing rapidly in recent years. Ensuring hospital employee job satisfaction is important to retain the employees and to deliver health services effectively. This paper presents review of past literature of job satisfaction among hospital employees. The purpose of the review is to identify gaps and explore different factors affecting job satisfaction. On the basis of previous literature review, it has been found that apart from monetary benefits other motivational factors such as recognition, autonomy, achievement, opportunities for growth and development were positively correlated with job satisfaction.*

Keywords: *Job satisfaction, hospital employees, factors affecting job satisfaction*

I. Introduction

Job satisfaction has become an important subject to study for researchers. Employees deserve to be treated fairly and with respect. Job satisfaction to some extent is a reflection of good treatment. Job satisfaction can also be considered as indicator of emotional well-being. Managers should concentrate on job satisfaction of employees because dissatisfied employees are more likely to provide inferior services. Job is a main source of income as well as an important component of life. Job takes away a large part of worker's day and also contributes to one's social standings. Satisfaction with one's job is an important component for the well-being of employees.

According to Locke¹ (1976), job satisfaction is a self-reported positive emotional state resulting from the appraisal of one's job or from job experiences.

Spector² (1997) considers job satisfaction as an attitudinal variable which reveals the extent to which individual likes his job, and is always positively correlated with job performance.

Mullins³ (1999) highlights the factors influencing job satisfaction of workers as follows: -

- Individual factors such as personality, education, intelligence/ abilities, age, marital status, orientation to work and so on.
- Social factors such as relationship with co-workers, group working and norms, opportunities for interaction and informal organization.
- Cultural factors such as underlying attitudes, beliefs and values.
- Organizational factors such as nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and styles of leadership, management systems and working conditions
- Environmental factors such as economic, social, technical and governmental influences.

1.1 Importance of job satisfaction among hospital employees

Hospital personnel have difficulties in meeting the needs of patients, if their own needs are not met. Therefore, hospital managers have responsibilities to both staff and patients. Employee satisfaction and patient satisfaction both are important from the hospital point of view. Patient satisfaction forms one of the main outcomes for quality for patient in hospital. Job satisfaction is an important variable especially in health care settings. Overall growth and job satisfaction are important factors to retain hospital employees in the long run. Hence job satisfaction has become an integral part of theories of motivation and dedication to work. Ensuring hospital employees' job satisfaction and motivation is important to effectively deliver health services and to

retain employees. In a hospital setting, employee satisfaction has been found to be positively related to quality service and patient satisfaction. Employees can directly influence patient satisfaction because of their involvement and interaction with patients.⁴

II. Objectives of the study

The major objectives of review are: -

- 1) To evaluate the kind of research undertaken and available in the field of job satisfaction of hospital employees.
- 2) To identify the gaps in the current literature.
- 3) To know the importance of job satisfaction among hospital employees.

III. Methodology of the study

This study was carried out by using secondary data listed in different databases of PubMed, Google Scholar, and Research Gate etc. For this purpose, articles were listed in the databases has been reviewed.

IV. Review of Literature

Mohammad Sayed. A., & Akhtar N.⁵ (2014) studied the effects of perceived work life balance and job satisfaction on organizational commitment among healthcare employees. It was predicted that perceived work life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run. Results showed that respondents have moderate level of perceived work life balance, job satisfaction and organizational commitment. Author concludes that work life balance and job satisfaction are important for developing and enhancing organizational commitment among healthcare workers.

Singh Rajkumar G.⁶ (2013) conducted a study on hospital employees to probe the factors influencing job satisfaction. Author states that positive performance of employee in the organization is an outcome of his satisfactory job experience. Study investigated the factors influencing the job satisfaction among the private hospital employees of Manipur in India. There was a significant association between job satisfaction of employees and relationship behavior factors, pay and compensation factors and training and career growth factors. Pay and compensation factors were the most important factors positively correlated with employee job satisfaction.

Elarabi.H. M., & Johari F.⁷ (2013) studied the factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. Study identified four factors: work comfort, Work treatment, salary, incentives and evaluated their impact on job satisfaction of the medical staff working in government hospitals in Libya. Employees and medical staff were not satisfied with all the factors affecting job satisfaction which lead to low job performance in the hospital. The study concluded that the performance of medical staff and medical service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good salaries and effective incentive system.

Sharma. M., et.al.⁸ (2012) conducted a cross-sectional study by using comprehensive customized questionnaire among Indian physicians to assess the level of satisfaction from their job and also to identify the factors influencing it. A total of 170 physicians were selected from two medical institutes using multistage sampling method. Fifteen facets of job satisfaction were studied with 42 questions. The results of this study showed that about 74% of physicians were satisfied from their job. Physical work conditions, freedom to choose desired method of working, attitude of fellow workers, recognition for good work, attitude of immediate boss, rate of pay, opportunity to use abilities, inter and intra departmental management, attention paid to the suggestions were the nine factors significantly associated with job satisfaction of physicians. According to author the pattern of high proportion of satisfaction of the Indian physicians reported was similar to the physicians' satisfaction working particularly in developed countries.

Bagheri S., et.al.⁹ (2012) in their study investigated factors affecting job satisfaction from the perspective of employees working in the health system. Using eight focus group discussions, factors affecting job satisfaction of the employees of health system were discussed. The factors identified from literature review were categorized in four groups: structural and managerial, social, work in itself, environment and welfare. The findings confirmed the significance of structural and managerial, social, work in itself, environment and welfare

factors in level of job satisfaction. A new factor related to individual characteristics such as employee personal characteristics and development was identified during focus group discussions. Author concludes that individual characteristics of the employee should be taken into account as a factor affecting job satisfaction.

Bhatnagar K., & Srivastava K.¹⁰ (2011) conducted a study to develop scale and measure job satisfaction status of medical teacher. Items pertaining to the scale of job satisfaction were generated with the help of closed ended and open ended questionnaires which were administered to medical professionals. Job satisfaction questionnaire was distributed among 245 faculty members working in health science institutions. In this study seven common factors covering all job-satisfaction related factors were identified as, professional practice environment, personal attitudinal factors of social support, job competency, welfare measures, job reward, motivation and work enthusiasm. Results showed that job satisfaction of faculties was at “generally satisfied or not “on Likert scale. Most faculties found their job of importance. They felt most dissatisfied with work rewards, working condition and sense of work achievement. The author stresses on the need to design a well-tailored job satisfaction instrument for health care professionals in India.

Jethanna R., et.al.¹¹ (2011) in their study explored the co-relation between employee’s personal profile and their satisfaction with the job. The personal profile determinants age, gender, work experience, marital status, dependent children and parents were compared with overall job satisfaction. Study results revealed that majority of determinants were having positive impact on the job satisfaction. The study concludes that the determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspective. Job satisfaction, job security, commitment to the organization were significantly associated with the facilities like insurance coverage, education of the dependent children provided by the organization.

Kaur S., et.al.¹² (2011) studied the job satisfaction and the various factors related with it among doctors in a tertiary hospital in Delhi. Data collection was among 250 doctors by using self-administered questionnaire. In this study a significant proportion of doctors were found to be dissatisfied with the average number of their work hours and salary. Many employees felt that their working environment was not good. Factors like the average number of work hours per day and the number of nightshifts per month were found to have a significant relation with dissatisfaction.

Peltier J., & Dahl A.¹³ (2009) conducted an exploratory study to investigate the relationship between employee and patient satisfaction at a major hospital in New York City. This research study was consisted of two components. An advisory committee was established that participated in an online forum about the quality of service, motivation, satisfaction and performance of employee. Quantitative analysis was conducted to match employee satisfaction data with patient satisfaction data to assess the relationship between employee satisfaction and patient experiences. Result showed that the hospital departments that had higher level of employee satisfaction provided better experiences for patients. Participants in the online forum highlighted the value of employees in enhancing the patient experience. They stressed on the needs of employees like recognition, respect and visibility.

Mosadeghrad, et.al.¹⁴ (2008) studied the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees in Isfahan, Iran. Within the items of the job satisfaction scale, the three dimensions of the job with which respondents were most satisfied were: co-worker, nature of the job and task requirement. Respondents were least satisfied with the salaries and benefits, working conditions, recognition, promotion and job security. Results revealed positive correlation between job satisfaction and organizational commitment. This indicates that those employees who are most satisfied with their job are also more committed to the healthcare service. Findings revealed that highly satisfied employees had higher level of organizational commitment. Job satisfaction and commitment were significantly associated with employee’s intention to leave. The results of this study revealed that management and supervision are important predictors of job satisfaction, organizational commitment and turnover intention among hospital employees.

Selebi C., & Minnar A.¹⁵ (2007) conducted job satisfaction survey using the Minnesota Satisfaction Questionnaire among the nurses working in a specific public hospital South Africa. It was found that all nurses experienced low satisfaction with the motivational aspects of their job, such as motivation, responsibility, opportunity for creativity and innovation, independence, and recognition. Nurses also experienced very low levels of satisfaction with the hygiene aspects of their job, namely relationships in the workplace, supervisors’ decision-making skills, supervision, working conditions, policies, job security, and salaries. The overall job

satisfaction of all nurses with their jobs was at a very low level. The findings indicate some of the aspects which need to be considered in a human resource planning strategy for nurses. The hospital and nursing management needs to rethink about nurses' salaries, supervision methods and relationships, and also implementation of health policies.

Lu H., et.al.¹⁶ (2006) conducted a study to explore nurse's views and experience regarding different components of their working lives in Mainland China. A cross sectional survey was conducted among 512 nurses working in two teaching hospitals in Beijing. Results revealed that 53.7% of respondents were found satisfied. Most respondents were satisfied or very satisfied with their immediate manager and their fellow workers whereas 72.9% respondents felt dissatisfied with the rate of pay. The findings in this study indicate that the hospital nurses in this study had a positive feeling towards their working lives. Author notes that nurse's intention to leave warranted more attention.

Pietersen C., et.al.¹⁷ (2005) conducted the present study to explore and describe the job satisfaction of the nursing staff working at the government hospital at Limpopo province, South Africa. The study tried to identify intrinsic and extrinsic job factors that contribute to job satisfaction and dissatisfaction of hospital nursing staff. The study measured level of job satisfaction with the six factors which were grouped into intrinsic and extrinsic job factors. The findings of the study showed that there was no clear difference between general levels of job satisfaction and dissatisfaction, although more respondents were dissatisfied (56%) than those who were satisfied (44%). Respondents were somewhat more dissatisfied with extrinsic work factors (58%) than with intrinsic factors (52.5%). The respondents were mostly dissatisfied with all extrinsic factors measured in the study. Most of the respondents in the study were found dissatisfied with their remuneration and their interaction with their supervisors. They were unhappy with working condition in the hospital and indicated that the organizational climate was not conducive to generate high level of job satisfaction. On the intrinsic factor respondents were found more satisfied with the job itself than with the promotion. Author concludes that to overcome nursing shortage in future hospital administrators should take proactive steps to improve job satisfaction to retain employees.

Keshtkaran A.¹⁸ (2005) investigated the faculty members' satisfaction with various components of their academic career, such as nature of work salary, promotion, relations with the managers and colleagues. Study results revealed the highest and the second highest level of satisfaction with the nature of their work and their colleagues respectively. Analysis of data revealed a statistically significant linear relationship between age and promotion aspects, salary and overall satisfaction score, years of employment and amount of salary, academic rank and promotion variable. Age was also shown to be directly related to all dimensions of satisfactions.

Kaarna M.¹⁹ (2004) conducted a study to evaluate the level of job satisfaction and to describe factors related to the job satisfaction among the staff at an Estonian hospital. The respondents were divided into five occupational categories: physicians, nurses and nursing associates, other health professionals, administrative staff and support staff. Study results showed a positive correlation of job satisfaction with the variables: planning, relationship with the supervisor and feeling part of the organization. There was a significant negative correlation between job satisfaction and knowledge, work stress, unrealistic expectation.

V. Conclusion and implications for further research

The literature review indicates that, there are many factors which contribute to the job satisfaction of hospital employees. According to literature review not only salary, incentives, working conditions are important predictors but also other intrinsic factors such as achievement, recognition, responsibility, opportunity for personal growth are also important for job satisfaction. These factors resemble to Herzberg's motivators in two factor theory and Maslow's esteem and self-actualization needs in the hierarchy of needs.

From the past literature it is evident that job satisfaction leads to job performance and organizational commitment and which in turn leads to low turnover of employees. Specifically, in hospitals where patient experience is related to employee's satisfaction, organizations should focus on hospital employees needs and should create an environment which will improve job satisfaction and commitment.

There were lot of gaps in the literature in relation to sample size, population and tools used to assess these factors affecting job satisfaction. So some more large-scale uniform studies are needed in this area to explore job satisfaction in hospitals specifically in teaching hospitals where employee has the dual responsibility of teaching and taking care of patients.

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