

RELEVANCE OF THE FACTORS OF JOB SATISFACTION IN RAISING EMPLOYEES' MOTIVATIONAL LEVEL – A CASE STUDY

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ABSTRACT

Motivational factors play an important role in increasing employee job satisfaction. Organizational performance can improve if employees in an organization are satisfied. There is a significant relationship between motivational factors and employee job satisfaction. When we study the factors, we find that factors like recognition of performance, job content and responsibility, advancement and possibility of growth, company's policy on leave rule and medical benefits, supervision and leadership, interpersonal relationship with the superiors, peers and with subordinates, working condition and salary, job security, autonomy at work, job status and prestige, training and development, job rotation etc. always has either positive or negative impact on the performance of the employees. In the wake of post liberalization scenario, the health care industry is leading from the front. The giant business houses are investing enormous amount of money in this growing sector without compromising on the core values of this noble and human offering of holistic healthcare facilities. A paradigm shift is witnessed by the health care industry. At the backdrop of all these issues, this research study attempt to find the impact of extrinsic as well as intrinsic factors of job satisfaction which affect employees with a special impetus on selected multi specialty hospitals rendering their services at Rajkot, Gujarat, India and surrounding areas. Therefore, this empirical study is undertaken "to determine the impact of extrinsic as well as extrinsic factors of job satisfaction which affect the employees of multi specialty hospitals at Rajkot, Gujarat".

KEYWORDS: Job Satisfaction, Motivation, Multi Specialty Hospital, Productivity, Reward.

Introduction

Motivational factors assume an imperative role in increasing employee job satisfaction. The organization should focus on employee satisfaction to improve the performance of the organization. Motivational factors have significant relationship with employee job satisfaction. When we study the factors, we find that factors like recognition of performance, job content and responsibility, advancement and possibility of growth, company's policy on leave rule and medical benefits, supervision and leadership, interpersonal relationship with the superiors, peers and with subordinates, working condition and salary, job security, autonomy at work, job status and prestige, training and development, job rotation etc. always has either positive or negative impact on the performance of the employees. In the wake of post liberalization scenario, the health care industry is leading from the front. The giant business houses are showing keen interest in investing huge amount of money in this growing sector without compromising on the core values of this noble and human offering of holistic healthcare facilities. The changing scenario of health care industry is witnessing a paradigm shift.

Literature Review

The concept of job satisfaction is corollary to human relations movement that began with the classic Hawthorne studies in late 1920s. It is a multidimensional, enduring, significant and much researched concept in the field of organization behavior (Bassett, 1994). Despite there being lots of work being done in this field there is lack of consensus as to what job satisfaction is (Hall, 1986) and how the job satisfaction of the employees should be assessed.

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Job satisfaction is an employee's perception that his or her job allows the fulfillment of important values and needs Buss (1988). In this regards, motivational theories, such as equity theory, Maslow's need- hierarchy theory, and Herzberg's two- factor theory have considerable implication for understanding job satisfaction (Siegel and Lane,1982). Herzberg's theory in particular, is of the essence as it distinguishes between general types of work motivations, namely, intrinsic motivators and extrinsic motivators. These two groups of motivators were allied with job satisfaction and dissatisfaction, respectively (Buitendach & De Witte, 2005; Herzberg, Mausner, & Snyderman, 1959; Lu, 1999).

The common aspects of job satisfaction at work are; pay, working conditions, recognition, promotion, benefits, supervision, co-workers, company and management Locke (1976, p. 1320). Subsequent researches indicate that these listed aspects may possibly be split according to Herzberg's two dimensions (Spector, 1997; Hirschfeld, 2000). Different models for understanding and explaining job satisfaction were also developed. Lawler's (1973) model of facet satisfaction, on the other hand, is closely related to equity theory. The model states that employees are satisfied with a particular facet of their job (e.g. pay, co-worker, supervisors) when the actual amount of the facet they receive is at least equal to facet they perceive for performing their work. And this is closely related to equity theory (Lawler's 1973). Similarly, Locke's (1969) Discrepancy theory, explain job satisfaction in terms of needs. According to him satisfaction, or dissatisfaction with some aspects of the job depend on the perceived congruence or discrepancy between desires (needs), outcomes (what is received), and the importance of what is wanted.

Earlier approaches view overall job satisfaction as the sum of; every aspects of the job, multiplied by the importance of the aspect for a person. However, in the recent years there has been a shift in the approach of managers and industrial psychologists and now they define satisfaction as job attitude, along with other attitudinal concepts, such as moral, job involvement and organizational commitment. Lofquist and Davies (1996), and Price (2001) describe job satisfaction as the affective orientation that a employee has towards his or her work. Their definition focuses on attitudinal variable that measures how person feels about his or her job in general and also how he or she feels about different facets of the job. Siegel and Lane (1982, p. 291) view Job satisfaction from affective point of view "... occurs when an individual subjectively appraises his/her current job situation and has a positive or pleasurable emotional response". Landy's (1978) opponent- process theory also has a similar view. The theory stress on emotional equilibrium and regards job satisfaction and dissatisfaction as emotional states. Job satisfaction pertains to individual's positive feelings and dissatisfaction to his negative feelings relative to their job. The employees unhappy with the work conditions in the organization have low-level satisfaction from their job and vice-a- versa. Thus, deterioration of working condition is also the most important evidence of decrease in job satisfaction Davis (2004).

Result of job dissatisfaction is strikes, work slowdown, disciplinary issues and performance problems. (Kaplan, 2011; Wright & Kim, 2004; Luthans, 1973; Churchill et al, 1974) tried to have organizational effectiveness and employee satisfaction by implementing work design technique in modern working conditions with inheriting advantage of some features of non-formal groups, and the creation of autonomous work groups

Objectives of the Study

- To determine the influence of various factors of job satisfaction such as recognition of performance, job responsibility, advancement and possibility of growth, interpersonal communication, working condition, salary and incentives, job security, policy on training and development, job rotation on the employees' motivational level.
- To test the hypothesis whether there is a relation between work motivation and job satisfaction.
- To suggest and recommend measures for improving employees' motivational level.

Research Methodology

The methodology for this research study will be as follows:

- A random sample of 500 was drawn from the existing employees of the two multi specialty hospitals which include responses from Doctors, Nurses, Laboratory Technicians and staff from various departments like Administration, Marketing, Accounts, Reception / EPBX, Housekeeping. The sample so collected is divided into two categories i.e., Technical and Non-technical on the basis of their work areas.

- A questionnaire was designed on the basis of 5-point rating scale to collect primary data from the selected sample of size 500 and the questionnaire was administered on the selected sample and the responses were sought.
- The primary data collected (received 487 responses only) through the questionnaire and calculations are done with the help of excel. The next step was to determine the required score for all the questions in the questionnaire. Since, the key to answer in the questionnaire was indicating sufficiently effective/satisfactory/important to the issues in the questions, therefore required score in this study was considered to be 4.
- The means scores calculated from the responses of each question will be compared with the required score of 4 and accordingly interpretations are made as under:
 - 0.0 ----- 1.0 indicates not at all effective
 - 1.1 ----- 2.0 indicates slightly effective
 - 2.1 ----- 3.0 indicates somewhat effective
 - 3.1 ----- 4.0 indicates sufficiently effective
 - 4.1 ----- 5.0 indicates extremely effective
- Based on the responses, the hypothesis was tested with the help of Chi Square Test.
- The suggestions and recommendations have been offered on the basis of the results.

Limitations of the Study

Irrespective of so much importance, this study had the following limitations:

- Certain employees considered the project study as an unnecessary mental exercise and a sheer waste of time to reply to questionnaire.
- Responses on the project study by the sample officials and employees might not come true cent percent and error in judgment was bound to occur.
- Some executives and employees were reluctant to give time out of their busy schedule to respond positively to the study. Moreover, they also avoided providing responses and gave incomplete answers and provided similar answers taking influences of their peers.

Organization Profile

Wockhardt Hospitals: The **Wockhardt Hospitals** Ltd, chain is wholly owned subsidiary of pharmaceutical major Wockhardt Ltd, which was founded by Mr. Habil Khorakiwala in 1960. It is India's 5th largest Pharmaceutical and Healthcare Company with its presence in 20 countries. On August 28, 1991 **Wockhardt hospitals** was established as a public limited company under the Companies Act, 1956. **Wockhardt hospitals**, originally called "First Hospitals and Heart Institute Limited" was established in Mumbai in 1973 and was one among the early movers in corporate health-care chains in India. It began its 1st operation with a medical center in Kolkata and later it started a heart hospital in Bangalore. However, on 11th September, 2000 its name was changed to Wockhardt Health Sciences Limited and subsequently on October 19, 2000 the name was changed to Wockhardt Hospitals Limited. It is one of the leading tertiary care, super specialty healthcare networks in India offering high quality healthcare services with its strong presence in the western part i.e., Mumbai, Nagpur, Rajkot, Nasik, Goa and Surat. Many of its hospitals are accredited by National Accreditation Board of Hospitals & Healthcare (NABH)

As a part of its foray into Saurashtra, Wockhardt took over the N M Virani charitable hospital in 2006 and converted it into a super-specialty hospital. It started its operations in January 2007. The hospital is equipped with 170 beds and 6 operation theaters, one of which is dedicated for Endoscopies. It offers wide range of specialized services like Cardiology, Cardiac surgery, Neurology, Neurosurgery, Orthopedics, Joint replacement & Minimal Access Surgery along with other specialties like Urology, Nephrology, Medical and surgical Oncology, Endocrinology, Gynecology, Pediatrics, Critical care, Emergency Care and Preventive Healthcare. It is NABH Accredited hospital. The hospital is equipped with: 170 beds (24 MICU and 6 SICU beds), 6 Operation Theatres with one, and having a full-time expert surgical team, dedicated Cardiothoracic and Orthopedic/ replacement Operation Theatres, true flat panel Cardiac Catheterization Lab, dedicated cardiac ambulance and a 24 hours emergency heart line.

Sterling Hospitals is one of the largest hospital chains in Gujarat, considered to be the leading one by the levels of independent certification, facilities and equipment, as well as size and capacities. It is owned and managed by Sterling AddLife India Ltd. It provides specialized medical care in: Cardiology, Neurology, GI Medicine, Hematology, Oncology, Reproductive Medicine, Critical and Emergency treatment, Trauma and Orthopedic, Neonatology and General Medicine. Surgery treatments include CVTS-, Neuro- and Onco-surgeries, Nephrology (with Kidney Transplant), GI surgeries and General Surgeries. The Sterling's multi-specialty hospitals is present in six major cities of Gujarat namely, Ahmedabad, Vadodara, Rajkot, Mundra SEZ, Bhavnagar and Gandhidham. Each of this hospital is equipped with 310,196,190,100 and 180 beds respectively. Its hospital at Ahmadabad is accredited by NABH & NABL where as Vadodara and Rajkot are NABH Accredited, It also has three satellite centers at Kalol, Mehsana and Himmatnagar. Sterling Hospital-Rajkot established in November 2009 is the largest tertiary care hospital and has the biggest critical care set- up in the region of Saurashtra- Kutch. The hospital has been greatly successful in understanding and addressing health care needs and existing gaps in services of this region.

Findings and Interpretation of the Study

The statistical findings (mean scores of responses) regarding various factors of job satisfaction such as recognition of performance, job responsibility, advancement and possibility of growth, interpersonal communication, working condition, salary and incentives, job security, policy on training and development, job rotation are given below:

Factors	Mean Scores of Responses	
	N M Virani Wockhardt Hospital	Sterling Hospital-Rajkot
Recognition of performance	4.2	4.3
Job responsibility	4.2	4.8
Advancement and possibility of growth	4.2	4.3
Interpersonal communication		
• Superior	4.7	4.3
• Peers	4.5	4.2
• Subordinates	4.3	4.3
Working condition	3.5	3.7
Salary and incentives	3.8	3.8
Job security	4.2	4.1
Policy on training and development	3.4	4.1
Job rotation	2.3	3.3

Interpretation

It has been observed from the table above that the mean scores of responses of employees of Wockhardt and Sterling Hospitals. On recognition of performance is 4.2 and 4.3 respectively which are higher than the required score of 4. Similarly, the mean scores of responses of the employees of Wockhardt and Sterling Hospitals. On job responsibility, interpersonal communication with superior, peers and subordinates are higher the required score of 4, the mean scores of responses of the employees of Wockhardt and Sterling Hospitals. On job security, policy on training and development are also found to be higher than the required score of 4. However, the mean scores of responses of employees of the two multi specialty hospitals on working condition, salary and incentives as well as on job rotation are found to be lower than the required score of 4.

Suggestions and Recommendation

Based on the statistical findings, the suggestions for improving the problematic areas are as follows:

Recognition of Performance: The presence of factor like recognition leads to job satisfaction and absence of this leads to job dissatisfaction. Recognition of performance is associated with high level of job satisfaction; hence it is called as "motivator". The multi specialty hospitals should continue recognizing the performance of the employees so as to prevent negative reaction and improve motivation of the employees.

Job Responsibility: The content of a job should add motivating factors to job. The job should provide the employees more challenge, more of a complete task, more responsibility, more opportunity

for growth and more opportunity to contribute their ideas which can improve the work output quality , employee motivation and satisfaction. The multi specialty hospitals have adopted an approach to expand the job content giving the employees benefits for more satisfaction so as to enhance customer service with less error.

Advancement and Growth Possibility: One of the important motivators of job satisfaction is advancement and possibility of growth. The absence of this factor de-motivates the employees and affects their commitment towards the organization. Since, the multi specialty hospitals have provided the employees opportunities to enrich and empower themselves, promote from within, develop a sense of commitment; this has generated a positive effect on organizational performance as a whole.

Interpersonal Communication: Effective interpersonal relation can avoid interpersonal conflict which is a major reason of organizational conflict. Therefore, need for understanding the dynamics of interpersonal relation is quite important for every employee. This is also a effective tool to reduce the communication barrier between the superiors and subordinates. The multi specialty hospitals have created such an environment where in superiors and subordinates have become complementary to each other thereby removing a situation of incompatible goals, attitudes, emotions or behavior which can lead to disagreement and serious conflict.

Working Condition: Job satisfaction is positively related to Working conditions. On the contrary, poor working conditions cause job dissatisfaction. Since, working condition covers physical and social environment of the work place as well as security and safety related with it, the work place should be cleaned at regular interval to make it a better work place. The multi specialty hospitals must understand that improvement of working environment is one of the factors for sound survival of the organization by providing actual amount of safety and security.

Salary and Incentive: The employees are found satisfied with their jobs when they feel that they are remunerated in a fair manner. As far as job satisfaction is concerned, salary is one among the vital factors. Consideration should not be only the qualification and experience, but also the present cost of living index and employees' performance on the job also should be taken into account. Another important point is that the salary of the employees should be based strictly on performance. The multi specialty hospitals must consider these points while framing salary and compensation benefits for the employees

Job Security: Job security is considered as the factor of dissatisfaction. In any organization, the employees are quite concerned about their future. As a result, they like to work in an organization where their future is secured. The multi specialty hospitals should continue encourage the employees to save something for their future.

Policy on Training and Development: Learning is considered as modern weapon to cope up with the fast changing environment. A well planned training and development programme improves knowledge and skills of the employees and develop them for future up gradation. The multi specialty hospitals should organize more training programmes on the basis of the appraisal of the employees

Job Rotation: This practice implies the moving of employees from job to job without any change in the job. The advantages of job rotation are – it removes boredom, it broadens employees' knowledge and skills, employees become competent in several jobs rather than one. Though the multi specialty hospitals have limited scopes for job rotation and the possibility of rotation of jobs is also rare, particularly for the technical staff; however, the non-technical staff may be given opportunities to be competent in several jobs rather than one.

Test of Hypothesis: Chi Square Test

In this study, the hypothesis was tested using Chi Square (χ^2) Test. The formula of Chi Square (χ^2) test was used in the study as under:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where 'O' is observed frequency and E is the corresponding expected frequency.

The hypothesis of this study was - "The Multi Specialty Hospitals do not reward Productivity".

Statistical Findings

The data received from employees of **N M Virani Wockhardt Hospital** and **Sterling Hospital-Rajkot** was as under:

Hospitals	Responses of employees		Total
	Yes	No	
N M Virani Wockhardt Hospital	92	166	258
Sterling Hospital-Rajkot	82	147	229
Total	174	313	487

Source: Primary Data

Computation of χ^2

S. No.	Observed no. of responses (O)	Expected no. of responses (E)	(O - E)	$\frac{(O - E)^2}{E}$
1	92	$\frac{174 \times 258}{487} = 92.18$	- 0.18	0.00035
2	82	$\frac{174 \times 229}{487} = 81.82$	+ 0.18	0.00040
3	166	$\frac{313 \times 258}{487} = 165.82$	+ 0.18	0.00020
4	147	$\frac{313 \times 229}{487} = 147.18$	- 0.18	0.00022
Total	487			0.00117

Source: Primary data. Totals may not agree due to rounding off the figures

Therefore,

$$\chi^2 = \sum \frac{(O - E)^2}{E} = 0.00117$$

Degree of freedom (d. f.) = (2-1) (2-1) = 1

The table value of χ^2 for 1 degree of freedom at 5 percent level of significance is 3.841.

Since, the calculated value of χ^2 (0.00117) is much less than the table value (3.841), hence it is insignificant. The result, thus, supports the hypothesis, i.e. the hypothesis is accepted. Hence, the study revealed that the multi specialty hospitals do not reward productivity.

Conclusion

Job satisfaction leads to increased productivity. These two factors are interrelated. Organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. There is a positive relationship between satisfaction and productivity. A happy worker is always a productive worker. Organization should always stress on productivity. Since reward is linked with productivity, the multi specialty hospitals should always reward a productive worker. Even a letter of appreciation from the management can do miracle. When the employees are satisfied to a certain level, they can be motivated to do better performance which will help in achieving over all organizational objectives or goals, because it is always easier to motivate a satisfied worker than to motivate a dissatisfied worker.

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