A COMPARATIVE STUDY OF JOB SATISFACTION AMONG NURSES OF GOVERNMENT AND PRIVATE SECTOR HOSPITALS OF JAIPUR

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ABSTRACT

Job satisfaction refers to one's reaction and approach towards one's job. It is often depends on how well results meet or exceed expectations. Contentment in one's job means higher dedication in the fulfillment of work and job requirements. There will be greater enthusiasm to devote loyalty and time in job performance. An individual having pleasure will obviously be more involved towards the job. Thus, job satisfaction has direct positive association with performance but significantly negative correlation with job stress, poor performance and job turnover. Studies have proved that job satisfaction is to be most significant component for successful functioning of any organization. It has been found to be certainly related to self-esteem and morale of the employees. It is the crucial component in employee enhanced' productivity, his regularity and job stability and has a spillover effect on employee workplace relations and accidents. In this paper a comparative study of job satisfaction among nurses of government and private sector hospitals of Jaipur has been discussed in detail.

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Keywords: *Job Satisfaction, Job Performance, Job Stress, Job Turnover, Productivity.*

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INTRODUCTION

Job satisfaction is said to be crucial signifier of how workers feel about their job and an important indicator of work behavior such as commitment, loyalty, absenteeism, turnover etc. Job satisfaction leads to decrease in employee and grievances, absenteeism, turnover and termination; it also improves promptness and worker morale. Job satisfaction is also help to develop a improved workforce. in spite of salary hikes and material bonuses, simple steps like showing amicable relations with employees, timely appraisals and rewards, taking care of employee needs and requirements respect for all staff, Knowledge sharing contributes to a more respectful and humane work environment of the organization where employees are more stable and satisfied. Nurses are the major service providers of the health care sector playing the most critical task in the health care delivery. Any inconsistency in their services can lead to irreparable outcomes. For consistent delivery of quality outcomes; it is obligatory that the nurse's workplace relations should be harmonious. Workplace relations play a vital role in the dynamics of the organization globally. It is the center around which the healthy and effective outcomes revolve. It is said to be the social capital of business.

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STATEMENT OF THE PROBLEM

Job satisfaction may be positive or adverse according to the view of health nurses towards the job. It expresses the amount of harmony between once expectations of the job and actual rewards that the job provides. The employee's dissatisfaction can cause serious threat to the health care delivery and on the other hand employee satisfaction can also to boom in the quality services rendered by the health nurses with enhanced efficiency and commitment. Job satisfaction is a worker's sense of achievement and accomplishment on the job. It is generally perceived to be directly linked to efficiency as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it whole heartedly and being content for one's efforts. Job satisfaction further implies interest and happiness with one's work. Job satisfaction is the key component that leads to stability, income, career growth, and the achievement of other goals that lead to a feeling of achievement. Hence, the rationale of this research is to make an analysis of the job satisfaction of health nurses in both private and government hospitals. The researcher can also find out which sector provides more employee satisfaction.

Frederick Herzberg's Motivation-Hygiene Theory
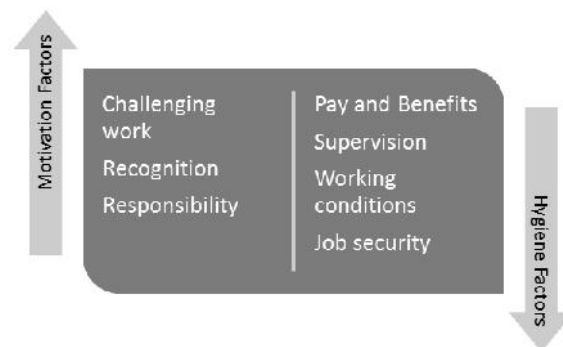
SCOPE OF THE STUDY

This study is an attempt to compare the job satisfaction level of nurses working in government and private sector hospitals of Jaipur.

OBJECTIVES

- To make a comparative study of employee satisfaction in private and government hospitals.
- To access the job satisfaction level of employees working in private and government hospitals
- To identify the prominent areas of dissatisfaction among the employees in hospital
- To recommend suggestions to improve the performance of employee

JUSTIFICATION OF THE STUDY

Since nurses honor us with their sensitive and superior services consistently so the study proves to be of utmost significance for:

- The higher administration of the health departments.

- The nursing professionals.
- The researchers, academicians and the students.
- Similar other service professions where effective workforce are considered the organizations crucial player in achieving the goals of the organization and gaining the competitive edge.
- The information gathered through this research will also add up to the existing body of knowledge which can be useful for the economic and social progress of our country.

HYPOTHESIS OF THE STUDY

H_{o1}: There is no significant difference in the job satisfaction of nurses employed in government and private sector hospitals

H_{a1}: There is significant difference between the job satisfaction of nurses employed in government and private sector hospitals

RESEARCH METHODOLOGY

- **Research Design**

    A descriptive and exploratory research design.

- **Sampling Design**

    A sample of 100 female nurses will be selected proportionately from each government and private hospitals of Jaipur by stratified proportional random sampling technique.

- **Universe of the Study**

    The universe of the study will be female nurses selected proportionately from government and private hospitals of Jaipur.

- **Data Collection Methodology**

    The primary data will be collected through structured questionnaire and secondary data will be collected from health journals, reports, magazines and internet.

- **Sample Data**

    Sample of 100 female nurses will be taken equally from the following government and private hospitals of Jaipur to make a comparative analysis of job satisfaction.

S. No.	Name of Government Hospitals	Sample Size	Name of Private Hospitals	Sample Size
1	Zanana Hospital	50	Mahatma Gandhi Hospital	50

- **Data Analysis Tools**

    For the purpose of presentation and analysis of data   following statistical tools will be applied:

    - SPSS Software.
    - Descriptive Statistics (Arithmetic mean, median, mode)
    - Inferential Statistics (One Way ANOVA)

QUESTIONNAIRE DESIGN

The questionnaire was designed into two parts:

- The first part of the questionnaire required information on demographic characteristics of the respondents.
- The second part of the questionnaire consisted of dimension to analyze and compare various components of job satisfaction of nurses. The respondents were required to rate their views on a predefined five-point Likert Scale.

SCALE

1 – Strongly Disagree.

2 – Disagree.

3 – Neither Agree Nor Disagree.

4 – Agree.

5 – Strongly Agree.

DATA ANALYSIS AND INTERPRETATION

*I*n the previous section, details were provided regarding the research design, instruments used, rationale behind pilot questionnaire, details of pilot study, main study, population, sample size, sampling method, profile of institutions, data collection procedure, description of variables, various tests employed etc. The current chapter elaborates the data analysis, interpretation and hypotheses testing of current research design.

- **Validity**

Validity has been defined as "the extent to which [a test] measures what it claims to measure" *(Gregory, 1992).* A measure is valid if it measures what it is supposed to measure, and does so cleanly – without accidentally including other factors. Validity of content was done using content validity. To assess the content validity, the tool was sent to ten experts (From Academia and Nursing Personnel's). However, only seven experts reverted back with comments. After the opinions from experts, the tool was modified appropriately and finalized with inculcating certain discussion with the academic mentoring committee.

- **Reliability**

Reliability is the degree to which measures are free from error and therefore yield consistent results (i.e. the consistency of a measurement procedure). If a measurement device or procedure consistently assigns the same score to individuals or objects with equal values, the instrument is considered reliable. **Cronbach's Alpha** was intended as a measure of internal consistency of items in the questionnaire. It varies between zero and one. The closer Alpha was to one, the greater the internal consistency of the items in the questionnaire.

Table 1: Reliability Coefficients of Nurses

Kind of Respondents	N of items	Cronbach's Alpha
Zanana Hospital	12	0.855
Mahatma Gandhi Hospital	12	0.796

Source: Primary Data

The results of the pilot study were carefully studied and necessary changes were incorporated in the questionnaire. The total number of statements in the questionnaire was reduced. Then the final questionnaire was administered to the respondents. The data collected through the face to face interactions with the respondents on the basis of scheduled meetings.

- **Inference**

Cronbach's alpha test was performed to check the reliability of questions or items. Results of Cronbach's alpha test was found to be 0.855 for Janana Hospital nurses whereas for Mahatma Gandhi Hospital Nurses it was found to be 0.796, both the values are higher than 0.75 (Standard value for significance), thus it can be postulated that overall score indicates internal consistency of the items in both the questionnaire and can be further analyzed for framed set of objectives and testing of designed variables hypothesis.

**DEMOGRAPHIC ANALYSIS OF NURSES OF SELECTED HOSPITALS AS RESPONDENTS**

Demographic study means study of both quantitative and qualitative aspects of selected human population. Quantitative aspects include composition, age, gender, size, and structure of the population. Qualitative aspects are the research specific factors such as Bank employee bank details, etc. In the current research study Jaipur is chosen as the universe of study. Nurses from various selected Government and Private sector Hospitals of Jaipur were analyzed in research. Demographic details of respondents are analyzed in tables below:-

- **Statement 1: Sector of Hospital of Respondents**

Table 2: Sector of Hospital of Respondents

Zanana Hospital		Mahatma Gandhi Hospital	
Frequency	**Percentage (%)**	**Frequency**	**Percentage (%)**
50	100%	50	100%

Chart 1: Sector of Hospital of Respondents
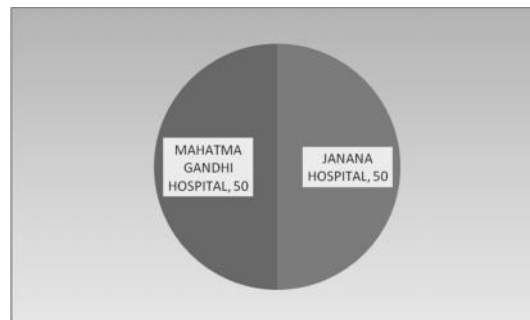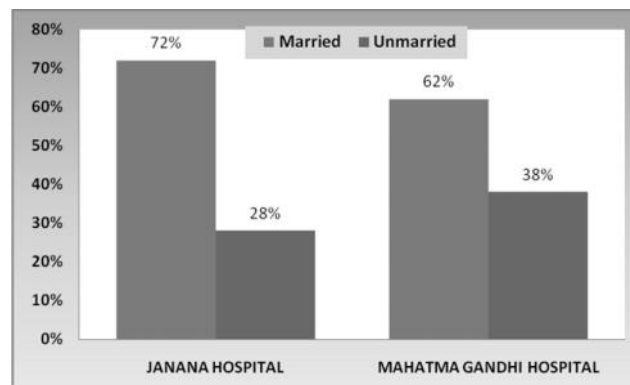

Interpretation

The above table depicts the sector of hospital of total 100 respondents divided 50 into Government sector hospital i.e. Zanana (100%) and 50 others into Private sector hospital i.e. Mahatma Gandhi Hospital (100%) respectively. These respondents are the nurses working in Zanana and Mahatma Gandhi who are chosen for the comparative analysis of the current study named "Nurses of Government and Private sector Hospitals of Jaipur".

- **Statement 2: Marital Status of Respondents**

Table 3: Marital Status Respondents

Marital Status	Zanana Hospital		Mahatma Gandhi Hospital	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Married	36	72%	31	62%
Unmarried	14	28%	19	38%

**Chart 2: Marital Status Respondents**

Interpretation

In the next important parameter under demographic analysis the marital status of respondents are being analyzed where it was found that 72% respondents from Government hospital (Janana) and 62% from Private hospital (Mahatma Gandhi) were married whereas the rest 28% and 38% respondents were unmarried. It can be concluded that private hospital had more unmarried respondents whereas government hospital had more of Married respondents.

- **Statement 3: Type of Family of Respondents**

Table 4: Type of Family of Respondents

Type of Family	Zanana Hospital		Mahatma Gandhi Hospital	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Joint	33	66%	19	38%
Nuclear	17	34%	31	62%

**Chart 3: Type of Family of Respondents**
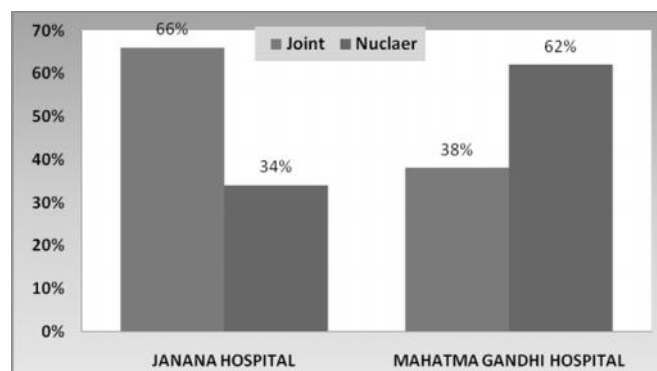
Interpretation

In the next parameter the type of family of respondents was evaluated for the current study. It was found that maximum respondents 66% from Government Hospital (Janana) were living in a joint family whereas in Private hospital (Mahatma Gandhi) maximum respondents 62% were having a nuclear family. The remaining 34% nurses from Janana were living in a nuclear family whereas 38% nurses from Mahatma Gandhi hospital were living in a joint family. It was revealed from the table that maximum nurses from Janana were having a joint family.

- **Statement 4: Years of Experience of Respondents**

Table 5: Years of Experience of Respondents

Years of Experience	Zanana Hospital		Mahatma Gandhi Hospital	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Upto and including 1 year	4	8%	13	26%
1-4 years	9	18%	15	30%
5-8 years	11	22%	6	12%
9-12 years	8	16%	3	6%
13-16 years	6	12%	5	10%
17-20 years	7	14%	4	8%
21-24 years	3	6%	1	2%
25 years	2	4%	3	6%

**Chart 4: Years of Experience of Respondents**
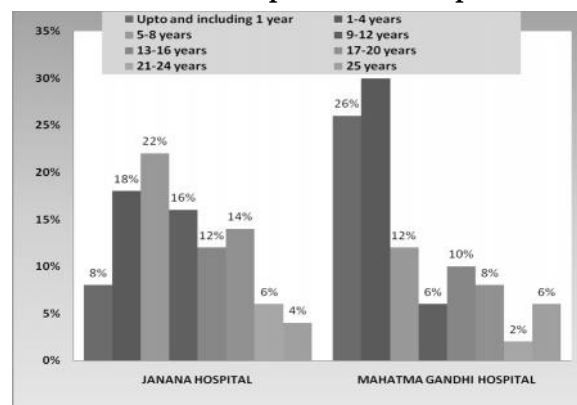
Interpretation

Another significant demographic parameter was the experience level of nurses working in Government and private sector hospital that were Zanana and Mahatma Gandhi. The maximum respondents from Zanana 22% were having an experience between 5-8 years whereas minimum respondents 4% were having 25 years of experience. In case of Private sector (Mahatma Gandhi) the maximum respondents 30% were having experience between 1-4 years whereas minimum respondents 2% were having an experience between 21 to 24 years. It is noticeable that Mahatma Gandhi hospital had fresher nurses 26% having experience up to 1 year whereas Zanana had more nurses working with an experience between 1 to 12 years and above. It can be concluded that private sector have very few nurses with experience whereas Government hospital has a medium experience nurses.

- **Statement 5: Gross Salary of Respondents**

Table 6: Gross Salary of Respondents

Gross Salary (in Lacs per Annum)	Janana Hospital		Mahatma Gandhi Hospital	
	Frequency	Percentage (%)	Frequency	Percentage (%)
0-2 lpa	15	30%	32	64%
2-5 lpa	27	54%	16	32%
5-10 lpa	8	16%	2	4%

Chart 5: Gross Salary of Respondents
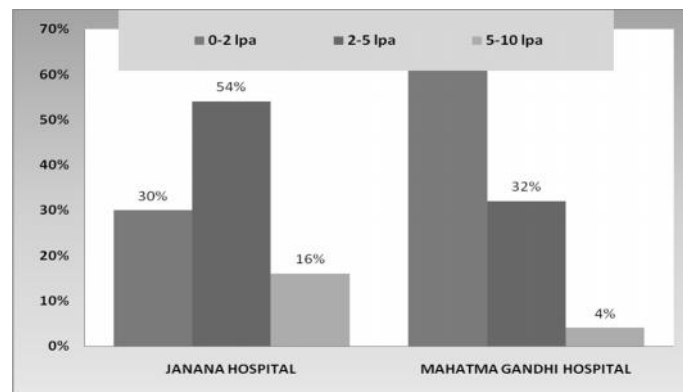
Interpretation

In the last parameter under the demographic analysis, the Gross Salary (in Lacs per Annum) of respondents has been evaluated. The maximum respondents 54% in Government hospital (Janana) were getting 2-5 lacks per annum whereas 64% from private sector hospital (Mahatma Gandhi) were getting 0 to 2 lack salary per annum. The minimum respondents 16% and 4% from both Janana and Mahatma Gandhi hospital were getting 5-10 lacks per annum. It was revealed from the above table that the salary of private sector hospitals was less as compared to the government sector hospitals. More of private sector hospitals were giving less than 2 lacks per annum to the nurses in an average whereas in Government hospitals, the nurses were getting 2 to 5 lacks salary per annum in an average.

CORRELATION PARAMETERS OF JOB SATISFACTION

- **Statement 6: Select the level that best represents your overall job satisfaction for each.**

Table 7: Overall Job Satisfaction Level of Respondents

Q. No.	Statement	Zanana Hospital					Mahatma Gandhi Hospital				
		Highly Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Highly Satisfied	Highly Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Highly Satisfied
Variable- Overall Job Satisfaction Level											
	Likert Score È	**1**	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**
1.	Working Conditions.	19	13	5	7	6	9	14	8	16	3
2.	Manageable Work Load.	17	15	7	4	7	3	16	11	13	7
3.	Manageable Stress Levels.	16	10	12	5	7	17	21	4	5	3

4.	Career Growth.	3	22	12	8	5	2	13	9	22	4
5.	Respect from Co-Workers.	13	8	9	17	3	1	4	8	25	12
6.	Relationship with Supervisors.	4	11	7	15	13	7	4	7	13	19
7.	Rewards & Recognition.	23	5	6	13	3	4	15	6	23	2
8.	Behaviour of Patients and Attendants.	16	8	11	9	6	21	4	11	9	5

Interpretation

The above table evaluates the overall job satisfaction level of nurses working in Government (Zanana) and Private (Mahatma Gandhi) hospitals in Jaipur. The satisfaction level of nurses was analyzed from Likert scale of 5(Highly dissatisfied), 4(Dissatisfied), 3 (Neither Satisfied Nor Dissatisfied, 2(Satisfied) and 1(Highly Satisfied). In the first statement i.e. "working conditions" of nurses in Zanana hospital, 19 were highly dissatisfied whereas 13 were dissatisfied with the working conditions in their hospital whereas only 7 respondents were satisfied. In private sector hospital (Mahatma Gandhi) around 14 respondents were dissatisfied with the working condition whereas 16 respondents were satisfied. It can be examined from the current statement that working conditions of both government and private hospitals are poor as they keep on pressurizing the nurses with lots of work, keeps them busy by attending the patients, there is lack of harmony in the operations, poor staff and infrastructure. Also, the authority gives them a low salary which is a matter of concern. In the second statement concerning the "Manageable Work Load", around 15 respondents from Zanana and 16 respondents from Mahatma Gandhi hospital were dissatisfied with the work load they were facing in the hospital whereas 7 respondents from Zanana and 13 respondents from Mahatma Gandhi were satisfied with their work load as it was manageable with them. It can be analyzed that work load for nurses in government hospitals are comparatively higher in contrast to private sector hospitals. The reason is that Government hospital is funded by government so huge amount of patients are registered daily whereas private hospitals have a high fees thus have less patients. Moreover, they have poor staffing ratios with increased burden on an employee.

In the third statement i.e. "Manageable Stress Levels" where 16 respondents from government and 17 respondents from private hospitals were highly dissatisfied as they were unable to manage their stress level whereas 12 respondents from Government hospital and 5 respondents from private hospitals were satisfied as they were able to manage their stress level. It can be concluded from the statement that stress level of private hospital nurses are comparatively more as compared to government hospitals because in government hospitals, there is no one to monitor the nurses whereas in private sector hospitals there are senior staffs who are in charged to monitor these nurses. In the fourth statement concerned with the "Career Growth" of nurses, around 22 respondents from Government hospital and 13 respondents from private hospitals were dissatisfied with their career growth whereas 8 respondents from Government hospitals and 22 respondents from private hospitals were satisfied with their career growth. It was evaluated that more nurses from private hospitals were satisfied with their career growth as compared with the government hospital nurses because of the career opportunity provided by the private sector and not by government hospitals.

In the fifth statement i.e. "Respect from Co-Workers" where 13 respondents from Government hospital and only 1 respondents from private hospitals were dissatisfied with not

getting respect from the co-workers whereas17 respondents from Government hospital and 25 respondents from private hospital were satisfied as they were getting proper respect from their co-workers. The environment of government hospital is very crowded and hectic which makes each staff behave differently whereas in a private hospital everything is managed and nurses get more support and respect from their co-workers. In the sixth statement i.e. "Relationship with Supervisors" where 11 respondents from government hospital and 4 respondents from private hospital were dissatisfied as they were not having a good relationship with their supervisors whereas 13 respondents from government hospital and 19 respondents from Private hospital were highly satisfied as they were having a healthy relationship with their supervisors. It can be analyzed that private sector hospital's staffs are more co-operative as compared to Government hospital staffs.

In the seventh statement concerning "Rewards & Recognition", around 23 respondents from Government hospital and 21 respondents from private hospital were highly dissatisfied as they were not getting rewards and recognition whereas 13 respondents from Government hospital and 23 respondents from Private hospital were satisfied as they were getting proper rewards and recognition from their hospitals. In the last statement i.e. "Behaviour of Patients and Attendants" where 16 respondents from Government hospital and 21 respondents from Private hospital were highly dissatisfied, whereas 9 respondents from both Government and Private hospital were satisfied with the behaviour of patients and attendants. In both the sector, the nurses were having trouble with the behaviour of patients and attendants because in Private sector they have to pay higher fees in order to get proper treatment. Thus, they try to disturb the nurses with various kinds of demands and requests. In case of government hospitals, majority of patients are from village so they have no limits with their demands and keep on irritating the nurses with their doubts.

STATSTICAL ANALYSIS AND HYPOTHESIS TESTING

- **Null Hypothesis H_0:** There is no significant difference in the job satisfaction of nurses employed in government and private sector hospitals

- **Alternate Hypothesis H_a:** There is significant difference between the job satisfaction of nurses employed in government and private sector hospitals can be tested with statistical analysis for the current table.

To prove the hypothesis by Statistical analytical test after applying *Likert scale* interpretation the frequency was analyzed with- **One -Way ANOVA.** This statistical test involves one definite group variable and one metric dependent variable.

Likert Scale= Rank 5 is best Highly Satisfied and that means it holds more significance as job satisfaction parameter of nurses and rank is decreasing its expectancy. Therefore in scoring it can be observed that the rank is correlated with the score obtained in Likert scale. The mean and maximum and minimum limits for each item in Likert scale are collected.

The Likert Scale Frequency table used for statistical analysis is as below:-

Table 8: Likert Scale

Q. No.	Statement	Zanana Hospital					Mahatma Gandhi Hospital				
		Highly Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Highly Satisfied	Highly Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Highly Satisfied
Variable- Overall Job Satisfaction Level											
Likert Score È		**1**	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**
1.	Working Conditions.	19	26	15	28	30	9	28	24	64	15
2.	Manageable Work Load.	17	30	21	16	35	3	32	33	52	35
3.	Manageable Stress Levels.	16	20	36	20	35	17	42	12	20	15
4.	Career Growth.	3	44	36	32	25	2	26	27	88	20
5.	Respect from Co-Workers.	13	16	27	68	15	1	8	24	100	60
6.	Relationship with Supervisors.	4	22	21	60	65	7	8	21	52	95
7.	Rewards & Recognition.	23	10	18	52	15	4	30	18	92	10
8.	Behaviour of Patients and Attendants.	16	16	33	36	30	21	8	33	36	25

One-Way Analysis of Variance (ANOVA)

Intermediate Calculations ANOVA Table

Source of variation	Degrees of Freedom	Sum of Squares	Mean Square
Treatments (between columns)	9	11839	1987456
Residuals (within columns)	7	12960	135470
Total	16	24799	

F = 14.67 = (MS treatment/MS residual)

RESULT

As the F = 14.67 and P value is 0.005, considered extremely significant, therefore Null Hypothesis is rejected and Alternate Hypothesis is accepted.

H$_o$:   There is no significant difference in the job satisfaction of nurses employed in government and private sector hospitals =**Rejected.**

H$_a$:   There is significant difference between the job satisfaction of nurses employed in government and private sector hospitals=**Accepted and Proved.**

FINDINGS

- Working conditions of both private and government hospitals were considered as constraints in the job satisfaction of the nurses as lot of work pressure is seen along with the poor infrastructure facilities at the workplace and poor monetary compensation which lead to more dissatisfied employees.

- It was observed that they workload was in excess and it resulted in stretched working hours hampering the quality of care rendered by the nurses to the patients and thus ultimately adversely affecting their work efficiency and effectiveness.

- The chances of career growth were poor in government sector due to poor and untimely appraisals of government nurses, no proper promotion guidelines and lack

of interest of seniors and supervisors towards the subordinates performance and output .It is leading to increased negligence's and gap in the quality services rendered to the government health sector.

- Stress level of private nurses were reported to be in excess as there was proper evaluation of their work performance by their seniors and pay hikes and promotions were solely on the basis of results rendered and quality services provided to the patients. Thus, it affected the satisfaction level of health nurses of private sector more than that of government sector.

- Respect from Coworker is there in private sector as they are more personal in their dealings and communication with each other rather than government nurses who hardly have time to maintain amicable relations with their co-workers because of the busy schedule in the hospitals round the clock .Coworker relations are imperative for cordial workplace environments devoid of any misunderstandings, workplace conflicts and unhealthy work settings.

- Relationship with supervisors are more cordial in the private sector as they personally attend their subordinates ,listens them, communicates with them and remove their grievances leading to more friendly interpersonal relationships and an amicable work culture in the hospitals thus, contributing in the increased performance and productivity of their subordinates. But in government sector the relations are hampered by poor communication, lack of timely appraisals, ignoring the complaints, grievances and needs of the subordinates leading to a frustrated and dissatisfied employees breeding in competencies in the job performance.

- Effective and quality work is rewarded and recognized more among the private hospital than in the government hospital leading to increased morale, motivation and engagement of private sector nurses with enhanced work pride and organization loyalty leading to high job outcomes and satisfaction.

- Behavior of patients and attendants were a limiting factor in both the private and government sector nurses as both of them had complaints and discomfort with the behavior of patients leading to increased job turnover, increase in job dissatisfaction and high conflicts at the workplace.

LIMITATIONS OF THE STUDY

The following limitations were observed in the study conducted:

- The study was limited to the sample size of 100 nurses and thus, it seems to be insufficient to present a wider picture.
- The study is subjected to the bias of the respondents.
- The respondents acknowledged lack of time in answering the responses.
- The respondents lack curiosity and interest in answering the job satisfaction questions related to their fields.

- The study was limited to just 2 hospitals of Jaipur and thus lack the comprehensive and in detailed study of the aspects of job satisfaction among the health nurses.

SUGGESTIONS

In the lieu of the exceptional services provided by the nurses in the health sector; it is imperative that the factors leading to the enhanced job satisfaction of the nurses to be furnished to the employees so as to increase their work commitment, loyalty and work engagements. The nurses are said to be the crucial segment of the health care and spine of health care delivery so they ought to be provided with supportive and amicable work settings that renders quality services in terms of patient care. Any threat or discrepancies on part of organization leading to the gaps in the job satisfaction of the health nurses can lead to irreversible and irrecoverable outcomes. Hence, the hospitals should invest more in the social capital and endowing the environment with health work settings, friendly work culture and interpersonal relations along the organizational hierarchy.

CONCLUSION

Job satisfaction represents one of the most difficult areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. It is the approach one has towards his or her job. Stated another way, it is one's effective response to the job. Job satisfaction in a narrow sense means attitudes related to the job. we can say that employee attitudes typically reflect the moral of the company. In service organizations happy employees are extremely important because they represent the company to the public. Every organization should build up strategies that support the work environment and augment the employee's self-esteem and employee's contentment to enhance employee performance and output, which ultimately results in increased goodwill, customer satisfaction, customer retention and increased turnover with more stability among the employees and work engagement.

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