

A Study on Job Satisfaction of Employees of Primary Health Centres in Tirunelveli District

Dr. (Mrs.) A. Jayashree

Assistant Professor and Head

Department of Commerce

Annai Hajira Women's College, Melapalayam, Tirunelveli – 627 005.

(Affiliated to Manonmaniam Sundaranar University, Abishekapatti,

Tirunelveli – 627 012, Tamil Nadu, India.)

Abstract

The Job satisfaction has become an important subject to study for hospital employees. Employees should to be treated fairly and with admiration. Job satisfaction to some extent is an indication of good treatment and emotional well- being. Managers should focus on job satisfaction of employees because dissatisfied employees are get irritated and provide inferior services. Satisfaction with one's job is an important element for the happiness of employees but now a day it's getting destroyed due to various factors.

The study depends up on the primary and secondary data. Primary data were collected by conducting a sample survey of employees working in primary health centres in Tirunelveli district. There are 75 employees of primary health centres have been randomly selected for the present study. Stratified random sampling technique has been used for this study. A well-conceived questionnaire was used for the collection primary data. The secondary data was collected from research publications, standard journals and periodicals, books, websites, etc. The determination of job satisfaction factors and their impact on organizational performance is very important in the health care system. Improving performance can significantly improve the quality and efficiency of patient care. In view of the fact that there are insufficient numbers of health care workers in worldwide, employee satisfaction should be given great importance by researchers, policy makers and administrators, making it imperative for administrators to understand the factors significantly impacting their organization's performance.

Key Words: *Job Satisfaction, Primary health centres, Employees and Working Environment*

INTRODUCTION

The Job satisfaction has become an important subject to study for hospital employees. Employees should to be treated fairly and with admiration. Job satisfaction to some extent is an indication of good treatment and emotional well- being. Managers should focus on job satisfaction of employees because dissatisfied employees are get irritated and 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 standing. Satisfaction with one's job is an important element for the happiness of employees but now a day it's getting destroyed due to various factors.

STATEMENT OF THE PROBLEM

Job satisfaction is an important factor to retain hospital employees in the long run. Therefore, job satisfaction has become necessary for 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 straight manipulate patient satisfaction because of their interest and communication with patients.

The paper provided answers to the following research questions:

1. What is the level of job satisfaction of employees of primary health centres in Tirunelveli district?
2. Which factors are influencing job satisfaction of employees of employees of primary health centres in Tirunelveli district?

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

OBJECTIVES OF THE STUDY

The study has been conducted with the following objectives.

- (i) To study the level of job satisfaction of employees of primary health centres in Tirunelveli district
- (ii) To analyse the association between personal profile and job satisfaction of employees of primary health centres in Tirunelveli district.

METHODOLOGY

The study depends up on the primary and secondary data. Primary data were collected by conducting a sample survey of employees working in primary health centres in Tirunelveli district. There are 75 employees of primary health centres have been randomly selected for the present study. Stratified random sampling technique has been used for this study. A well-conceived questionnaire was used for the collection primary data. The secondary data was collected from research publications, standard journals and periodicals, books, websites, etc.

ANALYSIS AND INTERPRETATION

Job Satisfaction

The job satisfaction of the respondents was measured by four dimensional items such as salary and job security, working environment, compensation and rewards, organizational commitment and overall. The distribution of the level of job satisfaction of the sample respondents based on the dimensions is presented in table 1.

Table 1

Distribution of the Level of Job Satisfaction based on different dimensions

S.No	Dimensions	Level of Job Satisfaction				
		High Dissatisfaction	Dissatisfaction	Neutral	Satisfaction	High Satisfaction
1	Salary and Job security	11 (14.7%)	22 (29.3%)	10 (13.3%)	20 (26.7%)	12 (16%)
2	Working environment	15 (20%)	24 (32%)	9 (12%)	13 (17.3%)	14 (18.7%)
3	Compensation and rewards	10 (13.3%)	17 (22.7%)	14 (18.7%)	19 (25.3%)	15 (20%)
4	Organizational commitment	8 (10.7%)	25 (33.3%)	13 (17.3%)	18 (24%)	11 (14.7%)
5	Overall	12 (16%)	19 (25.3%)	11 (14.7%)	18 (24%)	15 (20%)

Source: Primary Data

Table 1 describes the distribution of the level of job satisfaction of the respondents based on various dimensions such aspects as salary and job security, working environment, compensation and rewards, organizational commitment and overall.

Regarding Salary and Job Security, majority of the respondents (29.3%) were dissatisfied. The next majority of the respondents (26.7%) indicated satisfaction with this dimension while 16 percent of the respondents indicated high satisfaction with this dimension. However, 14.7 percent of the respondents have high dissatisfaction with their salary and job security whereas 13.3 percent of the respondents have neutral job satisfaction with their salary and job security. It is clear that the majority of the respondents were not sure to take the decision on the level of satisfaction about their salary and job security in their hospital. However, the respondents who dissatisfied with salary and job security were more than satisfied respondents.

Regarding working environment, majority of the respondents (32%) indicated dissatisfaction, 20 percent of the respondents indicated high dissatisfaction in this dimension. 18.7 percent of the respondents have highly satisfied with their working environment in the hospital whereas 17.3 percent of the respondents have high satisfaction with their working environment in the hospital. However, 12 percent of the respondents indicated that they were not sure (Neutral) as to how they felt about their working environment in the hospital. It is clear that the majority of the respondents have dissatisfaction with their working environment in their hospital.

Regarding Compensation and Rewards, majority of the respondents (25.3%) were satisfied. The next majority of the respondents (22.7%) indicated high dissatisfaction with the compensation and rewards provided for them in the hospital while 20 percent of the respondents indicated high satisfaction with the compensation and rewards provided for them in the hospital.

Table further shows that 18.7 per cent of the respondents have either high job satisfaction or highly job dissatisfaction with the compensation and rewards provided for them in the hospital. It is clear that the majority of the respondents were satisfaction about the compensation and rewards provided for them in the hospital. However, the respondents who satisfied with the compensation and rewards provided for them in the hospital were more than unsatisfied respondents.

Regarding organizational commitment, majority of the respondents (33.3%) were dissatisfied. The next majority of the respondents (24%) indicated satisfaction with the organizational commitment provided for them in the hospital while 17.3 percent of the respondents indicated neutral satisfaction with the organizational commitment provided for them in the hospital. It is clear that the majority of the respondents were dissatisfied with the organizational commitment provided for them in the hospital.

Table 1 notifies that the majority of the respondents (25.3%) were dissatisfied with overall in the hospital. The next majority of the respondents (24%) indicated satisfaction with overall in the hospital while 20 percent of the respondents indicated high satisfaction with overall in the hospital.

Classification based on Association between Age and Job Satisfaction

An attempt was made to analyze the association between the age of the respondents and their job satisfaction in the dimensions of salary and job security, working environment, compensation and rewards, organizational commitment and overall. The following null hypothesis (H_0) was framed to test the association between the age and the job satisfaction.

H_0 : There will be no statistically significant association between the age and the job satisfaction.

The result of Chi-Square test regarding the association between the age of the respondents and their job satisfaction is presented in table 2.

Table 2
Association between Age and Job Satisfaction

Testing Variables	Pearson Chi-Square			
	Value (χ^2)	df	p-value	Cramer's V
Age and Job Satisfaction in the Dimension of Salary and Job security	25.51	10	.004**	0.21
Age and Job Satisfaction in the Dimension of Working Environment	35.14	10	.000**	0.24
Age and Job Satisfaction in the Dimension of Compensation and Rewards	25.47	10	.005**	0.21
Age and Job Satisfaction in the Dimension of Organisational Commitment	12.61	5	.027**	0.21
Age and Overall Job Satisfaction	24.99	10	.005**	0.20

Source: Primary Data

**Significant at .05 level of confidence

The table 2 reveals that the observed chi-square value for age and job satisfaction in the dimension of salary and job security is 25.51, which is associated with a 0.4 percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis ($1H_0$) in the case of age and job satisfaction in the dimension of salary and job security. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of salary and job security, $\chi^2(10) = 25.51, p = .004 < .05$. Thus, it can be interpreted that the age difference of the employees influences their job satisfaction in the dimension of salary and job security.

Based on Cramer's $V = 0.21$, the effect of influence of age difference of the employees on their job satisfaction in the dimension of salary and job security is weak. Hence it is confirmed that age of the employees can become a significant socio-economic status in influencing their job satisfaction in the dimension of salary and job security with pathetic effect.

Table 2 exposes that the observed chi-square value for age and job satisfaction in the dimension of working environment is 35.14, which is associated with a zero percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis (H_0) in the case of age and job satisfaction in the dimension of working environment. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of working environment, $\chi^2(10) = 35.14, p < .05$. Thus, it can be interpreted that the age difference of the employees influences their job satisfaction in the dimension of working environment. Based on Cramer's $V = 0.24$, the effect of influence of age difference of the employees on their job satisfaction in the dimension of working environment is weak. Hence it is confirmed that age of the employees can become a significant socio-economic status in influencing their job satisfaction in the dimension of working environment with pathetic effect.

The table 2 indicates that the observed chi-square value for age and job satisfaction in the dimension of compensation and rewards is 25.47, which is associated with a 0.5 percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis ($1H_0$) in the case of age and job satisfaction in the dimension of compensation and rewards. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of compensation and rewards, $\chi^2(10) = 25.47, p = .005 < .05$. Thus, it can be interpreted that the age difference of the employees influences their job satisfaction in the dimension of compensation and rewards. Based on Cramer's $V = 0.21$, the effect of influence of age difference of the employees on job satisfaction in the dimension of compensation and rewards is weak. Hence it is confirmed that age of the employees can become a significant socio-economic status in influencing their job satisfaction in the dimension of compensation and rewards with pathetic effect.

The table 2 elucidates that the observed chi-square value for age and job satisfaction in the dimension of organizational commitment is 12.61, which is associated

with a 2.7 percent risk of being wrong in rejecting the null hypothesis. This is tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis (H_0) in the case of age and job satisfaction in the dimension of organizational commitment. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of organizational commitment. Based on Cramer's $V = 0.21$, the effect of influence of age difference of the employees on their job satisfaction in the dimension of organizational commitment is weak. Hence it is confirmed that age of the employees can become a significant socio-economic status in influencing their job satisfaction in the dimension of organizational commitment with pathetic effect.

The table 2 reports that the observed chi-square value for age and overall job satisfaction is 24.99, which is associated with a 0.5 percent risk of being wrong in rejecting the null hypothesis. This is tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis (H_0) in the case of age and overall job satisfaction. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their overall job satisfaction, $\chi^2(5) = 24.99$, $p = .005 < .05$. Thus, it can be interpreted that the age difference of the employees influences their overall job satisfaction. Based on Cramer's $V = 0.20$, the effect of influence of age difference of the employees on their overall job satisfaction is weak. Hence it is confirmed that age of the employees can become a significant socio-economic status in influencing their overall job satisfaction with pathetic effect.

The study confirmed from the table 2 that the age factor influenced the job satisfaction of the employees related to salary and job security, working environment, compensation and rewards, organizational commitment and overall.

The proposed null hypothesis (H_0) was tested by Chi-Square test. The significant level of confidence was fixed at .05. Using this significance level, it is possible to reach a decision with regard to whether to reject or retain the proposed null hypothesis. The decision made, based on this p -value, is presented in table 3.

Table 3
Null Hypothesis (H₀) Test Summary

Null Hypothesis	Test	In the Dimension of	<i>p</i> -value	Decision
There will be no statistically significant association between the age and the job satisfaction	Chi-Square test	Salary and job security	.004**	Rejected
		Working environment	.000**	Rejected
		Compensation and rewards	.005**	Rejected
		Organisational commitment	.027**	Rejected
		Overall Job Satisfaction	.005**	Rejected

**Significant at 0.05 level

The table 3 reveals that the null hypothesis (H₀) is rejected at the 5 percent level of significance with regard to the job satisfaction in the dimensions of salary and job security, working environment, compensation and rewards, organizational commitment and overall due to the *p*-value is less than 0.05.

SUGGESTIONS

- ✓ This study showed that ability utilization is found to be an important factor associated with job satisfaction. Therefore, it is recommended that in order to improve job satisfaction of employees employers should ensure that job responsibilities in a specific designation are such that it utilizes abilities of the staff at each level in a proper way.
- ✓ Organizational policies should be clear so that workers can work in a better environment and have lesser interpersonal conflict and it is necessary to arrange regular staff meetings that allow staff at all levels to discuss concerns and difficult issues and support each other to solve encountered problems.

CONCLUSION

The determination of job satisfaction factors and their impact on organizational performance is very important in the health care system. Improving performance can significantly improve the quality and efficiency of patient care. In view of the fact that there are insufficient numbers of health care workers in worldwide, employee satisfaction should be given great importance by researchers, policy makers and administrators, making it imperative for administrators to understand the factors significantly impacting their organization's performance.

REFERENCES

- [1] Archana G. Nemmaniwar, Madhuri S. Deshpande (2016). Job satisfaction among hospital employees. IOSR Journal of Business and Management, (IOSR-JBM), Vol.18, Issue.6 .Ver. III, pp.27-31
- [2] Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2008). A Study of the Relationship between Job Satisfaction, Organizational Commitment and Turnover Intention among Hospital Employees. Health Services Management Research, Vol.21, pp.211–227
- [3] Elarabi, H. M., & Johari, F. (2014). The Determinant Factors Effecting the Job Satisfaction and Performance in Libyan Government Hospital. Asian Social Science, Vol.10, No.(8), pp.55–65.
- [4] Singh, Rajkumar Giridhari. (2013). Factors Explaining Job Satisfaction Among Hospital Employees. OPUS: Annual HR Journal, p.29-43.