

# Job Satisfaction of Employees in Multispecialty Hospitals in Delhi and NCR

Suniti Chandiook\*

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## Abstract

The purpose of this study is to examine how medical and nursing staffs of the hospital are affected by specific motivational factors, such as satisfaction and motivation at the place of work. This study of job satisfaction is justified on the basis of its prospective value of understanding and in generating the optimistic outcomes from both the organisational and individual perspectives. The study was conducted on the hospital employees as they are one of the most important stakeholders in hospitals to explore the factors, which influencing their job satisfaction. The data was collected from 329 employees working in a hospital but all are from different sectors such as medical consultants (n=52), non-medical (n=110), nursing (n=128), paramedical (n=39). Previously developed and validated tools are four work-related motivators (organizational role, pay and compensation, relationship and co-worker, promotion and carrier Growth) were used. There are four categories of health care professionals, medical consultant, non-medical, nursing, paramedical participated in job satisfaction and were compared across socio demographic and occupational variables. The factor analysis was performed using principal component analysis method for extracting factors to establish the features of the job satisfaction variables measured. To explore the scope of variability in the employees' job satisfaction explained by the various factors and additionally identified the correlation of each resulted factor with the job satisfaction scores.

**Keywords:** Satisfaction, Motivation, Ethics, Responsibility, Job.

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## Introduction

Satisfaction of employees used to describe that all the employees are happy and fulfilling their desires and requirement at work. Many measures means that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale at the workplace. As per Vroom, "Employee pleasure is a positive orientation of an individual towards a job role which he is currently occupying".

Many researchers accept as true that if you want to maintain employee satisfaction the best way is to make your workers feel like part of a family. According to office events, such as get-together, parties, group outings, can help build better relationship among personnel. A lot of companies also involve their

employees in team building activities are designed to strengthen the employees association in work related setting. Camping trips, team building activities and organize various trips are versions of this type of team-building approach, with which several members have found success. If possible, provide facilities to improve the morale of the workers. Basic considerations like improve employee satisfaction, as employees will feel cared for by their employers. The base of every body's satisfaction is their respect and care for workers and the work they perform in organization.

In all interaction and dealings with management, employees should be deal with certain courtesy. An employee should discuss all the troubles, which they are facing in organisation top management and should be provide solution and carefully evaluated. Even if management cannot meet all the targets of employees, then by showing workers that they are being heard and

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**Dr. Suniti Chandiook\*** Associate Professor, Banarsidas Chandiwala Institute of Professional Studies, Dwarka

putting honest dedication into compromising will often help to improve morale.

Satisfaction = f (what employee are expecting, what they are getting, time and social, economic, culture of the employee).

Satisfaction being a nonstop practice starts from the first day and gets reinforced with the time which depending on the significance of the different factors considered being essential for the all the employee. Devotion towards the organization starts to build up when the employee continues to get the positive reinforcements on various important aspects for the duration of the employment. The core values of employee satisfaction are the values that have enabled employees to build a leading company in the industry which will also fuel employee's growth in the coming years and these are the standards that will drive employee's career.

- **Professionalism**– Demonstrating professional methods, character and standards.
- **Enthusiasm**– Showing excitement, optimism and passion for your work.
- **Resourcefulness**– Acting effectively and imaginatively to produce great results from scarce resources.
- **Self- directedness**– Working independently and autonomously to achieve the goals set by management.
- **Ethics** –The accepted norms of what is right and what is wrong in our life.
- **Unselfishness** – Doing work for others with our expectation form other and giving them your valuable time and clients and co-workers. Showing selfless effortto the team to achieve a common goal and target for organization.
- **Strategic-mindedness**– Suggesting and implementing long-term improvements springing from a sequence of short-term tasks and goal.

### Determinants of Employee Satisfaction

Employee satisfaction is a multi-variable and inexpressible concept. There are many of factors that

manipulate employee satisfaction. These factors can be classified into two categories. 1.Organizational variables and 2.Personal variables

- A) **Organizational variables:** The organizational determinants of employee satisfaction play a very important role.
- 1) **Overall individual satisfaction:** Employees be should satisfy with the organization.
  - 2) **Compensation and benefits:** Compensation can be described as the amount of reward that a worker expects from the job. Employees should be provided with competitive salary packages.
  - 3) **Nature of work:** Employee satisfaction is highly unfair by the nature of work. Employees are satisfied with job that involves intelligence, skills and scope for greater freedom in work.
  - 4) **Work environment and conditions:** Employees are extremely motivated with good functioning conditions as they provide a feeling of safety, comfort and motivation. Cleanliness is of utmost importance as there are a gigantic number of workers working at a job place.
  - 5) **Job content:** Factors like acknowledgment, accountability, improvement, success etc. can be referred to as job content.
  - 6) **Job satisfaction:** Job satisfaction is impacted by job design and condition of work. Jobs that are rich in positive behavioral fundamentals such as independence, task implication and feedback also contribute to employee's satisfaction. Each element of the environmental system can attract or detract from job satisfaction.
  - 7) **Organizational level:** The jobs that are at higher levels are viewed as influential, esteemed and opening for self-control.
  - 8) **Opportunities for promotion:** Promotion can be shared as a significant success in the life. It promises more pay, accountability, power, self-determination and position.

- 9) **Work group:** There is a natural desire of human beings to interact with others and so existence of groups in organizations is a common observable fact. The work groups also influences the job satisfaction of workers. The satisfaction of an individual is dependent on the connection with the group members, group cohesiveness and his own need for affiliation.
  - 10) **Leadership styles:** The satisfaction level on the job can be determined by the leadership styles. Democratic leaders promote friendship, respect and affection in relationships among the staff.
  - 11) **Communication methods:** When administrative policies and all important announcements are communicated to the employees, it enhances their confidence. The methods chosen for communication also play a vital role in organization.
  - 12) **Safety measures:** An employer must make sure that he/she provides a safe environment to his/her employee. The security measures outside office include security guards and parking facility. While inside the office, there must be introduced safe environment for male and female employees to work. There must be no discrimination or harassment practiced and the employee should be given equal opportunity to grow as an individual despite being male or female.
- B) Personal variables:** The personal determinants help all the employees to maintain the motivation of employees. Employee satisfaction can be related to psychological factors and so number of personal factors determines the employee satisfaction.
- 1) **Personality:** The personality of an individual can be determined by observing his individual psychological conditions. The factors that determine the satisfaction of individuals and his psychological conditions is perception, attitudes and learning.
  - 2) **Age:** Age is one of the important factor to motive all the employees.

- 3) **Education:** Education plays a significant factor of employee satisfaction as it provides an opportunity for developing one's personality, attitude and intellectual level of an individual.
- 4) **Gender differences:** The gender and contest of the employees plays important determinants of Employee satisfaction. Women, the fairer sex are more likely to be satisfied than their male counterpart.

The worker satisfaction can also be determined by other factors like learning, skill autonomy, job characteristics, unbiased attitude of management, social status etc. It is important for all the managers to study all these factors in assessing the happiness of the staff and escalating their level of employee satisfaction.

### Literature Review

According to Partridge in 1981, in Britain, the work satisfaction level of women was found satisfied as compared with black men, as they normally have low expectations from their jobs. Beumont in 1982 highlights the work satisfaction level of general household in US & Britain. In the study he found that in U.S there is an optimistic relationship between job satisfaction and age whereas, in Britain it was considerably low.

Savery (1987) determined the effect of motivators on job satisfaction. He states intrinsic motivators' helps in achieving job pleasure. The study says stress being one of the important point to disappointment in life and job therefore, it has to be taken care of properly to reduce the level of dissatisfaction. The boss helps in escalating the satisfaction level by offering intrinsic motivators like challenging in work and career development of subordinates and he can help all of them who need their help.

Savery (1989) define satisfaction of nurses in Perth, Western Australia. The job satisfaction level of the nurses was mainly due to interesting and challenging work, which was followed by a feeling of success wherein, he even talk about salary was ranked as a very low satisfier. The job satisfaction level increased as the person grew old where in the variables like gender, time in hospital, position, power held were controlled. Organizations should always focus on satisfying the

three basic needs (Individual motivators, Employee relationships, personal relationships) of an employee which will in return help the employees in achieving job satisfaction.

Ingram (1992) states that job satisfaction is related to work, co-workers, promotion, pay, supervision relates to customer orientation. In service industry front line people are the one who interact with the customers on a regular basis and influence the customer perception by their behaviors as well as the appearance of the product /service knowledge. Promotion is very important determined in work satisfaction. It is the duty of the manager to monitor and improve the employees satisfaction level related to supervision quality, working conditions, comparative compensations and various benefits and company policies so that it helps in achieving the desired satisfaction in personal and profession life. Melvin (1993) stated that the organizational design of an organization plays a very important role in the level of job satisfaction at the same time it also plays an important role in employee's high job involvement in organization. A good quality environmental design of an institute helps in resolving the misunderstanding of employees.

Tietjen & Myers (1998) define the theories of job satisfaction mentioned by Herzberg and Lockers. Job satisfaction is always maximum when an employee is satisfied with the work which is assigned to him. A well-furnished office and the environment of the work place doesn't help much whereas the base duty allotted in the job and the intrinsic related feelings of an individual is a optimistic approach in him about the job and workplace. MacDermid (1999) said there are six variables of workaholic patterns i.e. workaholics, enthusiastic workaholics, work enthusiastic, unengaged workers, relaxed workers and disenchanted workers.

The job satisfaction level and career satisfaction level was much more in enthusiastic workaholics, Work enthusiastic, relaxed workers than workaholics, unengaged workers and disenchanted workers because of the future career prospects, working involvement and work enjoyment. Oshagbemi (1999) highlights the academics and their managers' job satisfaction levels: A comparative Study. Managers and academics are not able to achieve job happiness because they are not

fulfilled with the present pay, research and administration and management.

Zaki (2003) explains the job pleasure and performance of Lebanese banking of non-managerial staff. The researcher found an important relationship between job satisfaction and gender in relation to pay and supervision.

Only satisfied people in the organization perform and it is the duty and responsibility of the organization to take proper care of their employees. Warn (2003) highlighted on work place dimensions leading to stress & ultimately reducing job satisfaction in their professional life. Stress is increasing in work place due to lack of power, role conflict and role ambiguity leading to improve job frustration. A positive working atmosphere like positive learning environment or no annoyance surroundings or not being scared in work place helps in reducing stress and achieving work satisfaction level.

Saari & Judge (2004) discussed on employee positive attitudes leading to better satisfaction in work place. The employee attitude is related to the job, when a person has a liking towards to the job the satisfaction point increases there by increasing the institute performance as whole. Austin (2007) mentions self-fulfillment, independence and job surroundings as the key reasons to the managers' job satisfaction. Employers should focus on these three factors i.e. the demographic variables (age, gender, number of years in the organization, public or private sector, number of employees supervised) independence in work and the work environment to make the system flawlessly leading to job satisfaction. Omev (2007) discussed the relationship between educational level and job satisfaction. Higher educated workers are always satisfied in comparison with the lower educated workers, the fact being higher educated people obtain a job of better quality.

Silverthorne (2008) studied the contribution of personality variable LOC on job satisfaction and related outcomes such as performance and job stress. Findings reveal that internal locus of control leads to lower level of job stress and higher level of job satisfaction. External LOC doesn't reduce the job stress whereas internal locus of control leads to performance and satisfaction by reducing the job stress.

Artz (2010) studies the link between fringe benefits and job satisfaction. Fringe benefits always don't lead to job satisfaction. It is always acceptable to an extent where in the employee has a feeling that he is able to satisfy his needs. Many a times it is found that it doesn't match the requirement of the employee leading to dissatisfaction. Therefore, organizations have to review their system in a better way which will provide fringe benefits as required and provide employees every opportunity to avail them, ultimately leading to job satisfaction. Antvor (2010) discussed the influence of national culture on the national job satisfaction level and its effect on other evaluations of job related aspects. It was stated that although cultural influence was there in national job satisfaction, all job aspects of job satisfaction were not cultural context specific. Management has to be careful while comparing the results from a cross-national job happiness study.

Al-Zoubi (2012) studied the relationship between job satisfaction of various private and public Jordanian organizations and salary. He found that salary is not a prime factor that influences job satisfaction. Though financial effect is fast but has very sort effect. Job satisfaction is always a long-term requirement by an organization. Therefore, organizations should think of innovative ways that will enhance all job aspects including salaries as well as psycho-social variables that enhances the work life quality.

Witte (2012) highlighted on the group differences aspect in job satisfaction. The study was done on the banking sector in Belgium.

A model was created for testing the hypothesis. The model was "Job Demand Control support" and the analysis found says that job demand have the highest effect in explaining satisfaction in relation to the working conditions and less in relation to explaining satisfaction with job content. Singh & Jain (2013) stated that employees' positive attitude reflects the ethics of the organization. Work environment is the key factor in job satisfaction. Good work surroundings and good working situation leads to job satisfaction at the same time helps in increasing employee work performance, prosperity, customer satisfaction as well as retention. Aristovnik (2014) discussed influence of organizational and environmental factors on employee

job satisfaction. The police employees rated salary and security as the least motivator and support from the management as high.

**Statement of the Problem:** In Delhi and NCR, lots of upcoming super specialty hospitals are coming and establishing their business. They are selecting and recruiting lots of talented employees. Do these hospitals managements are giving right salary, environment, culture etc. to their employees; really these employees are contented and happy in their job in hospital or not is a big question. This study examined the satisfaction level of employees who are working in these hospitals. It examined the satisfaction level in 4 main factors, i.e. organizational role, relation with coworkers, pay and compensation and promotion and career growth.

### **Objective of the Study & Scope of the Study**

The objective is to study and measure the happiness level of the employees and employers perception towards organization. To understand the attitude of the employees towards their work and identify the factors that motivates the staff. To know the best practices and methods to enhance loyalty and retention of employees in the organisation. The scope of the study is to identify employees' satisfaction level and their perceptions' about the organisational motivation & factors, which affect employees working in one of the best super specialty hospital of Delhi

### **Research Methodology**

In this study, the data was collected from one of the super specialty hospital in Delhi having 1200+ under various departments of medical, non-medical, nursing and paramedical, which are further sub-categorized into various departments. The data collection technique is both primary and secondary. The primary data is collected through questionnaires & surveys, interview. Responses are analyzed with quantitative methods by assigning numerical values to Likert-scale. The pre-test and post-test can be compared and analyzed in study. A research study is carried out on a sample from a population of total of 329 employees were surveyed. The 329 employees are from different department 52 from medical, 110 from paramedical, 128 from nursing and 39 from non-medical. A



structured questionnaire has been prepared to get the relevant information from the respondents.

The questionnaire consists of a variety of questions presented to the respondents for their responses which are both open ended and multiple choice questions. The Questionnaire used in this study is composed of 3 parts. First part includes the demographic questions such as the name, age, gender and department of respondent. The second part deals with job content and satisfaction level. Job content and satisfaction of employees are measured by structured questionnaire. The third part includes job satisfaction questions and suggestions. Answer of questionnaires is going to reflect the ideas and judgment of the respondents. The questionnaire has total of 20 questions with 41 sub questions, which were made using Likert scaling techniques (5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree). All the questions were related to these factors and also a suggestion box was also incorporated to comprehend the needs of the employees other than these four factors to motivate them. Analytical representation are represented with

the help of SPSS, MS Excel, Cronbach's Alpha, frequency tables, descriptive statistics, and factor analysis.

## V Data analysis:

**Reliability Test:** In order to extract the dimensions and to test the validity and reliability of the analysis, the exploratory factor analysis and Cronbach's alpha for internal consistency were employed to determine the satisfaction of the employees.

### 1. Reliability Analysis

**Table 1: Reliability test**

Cronbach's Alpha	N of Items
.892	41

Source: Estimated from primary data, Sept-Jan 2018

**Interpretation:** According to the table 1, Cronbach's alpha which is the most common measure of internal consistency. It is the most commonly used to measure the scale is reliable. The alpha coefficient of the items is 0.892, suggesting the items have relatively good internal consistency.

### 2. Demographic Profile of Respondent (Frequency Test):

**Table 2: Demographic Profile of Respondent**

Sl. No	Items	Response	No of Respondent	%
1	Gender of Employees	Male	156	47.4
		Female	173	52.6
2	Age of Employees	Valid less than 25	105	31.9
		26-35	160	48.6
		36-45	56	17.0
		46-55	3	.9
		50 and above	5	1.5
3	Level of Employees	Medical	52	15.8
		Non-Medical	110	33.4
		Nursing	128	38.9
		Paramedical	39	11.9

Source: Estimated from primary data, Sept 17-Jan 2018

**Interpretation:** According to table no-2 the simple frequency of employees has been calculated based on 3 descriptions i.e. level, Age and Gender so males are

47% and females are 52%, According to age 48.6% are of 26-35 age and rest are less than 25. Level of employees in nursing and non medical are more in hospital industry.

### 3. Descriptive Statistics

#### a. Complete Statistics

**Table 3: Complete Descriptive Statistics**

	Items	N	Mean	Std. Deviation
1	In the last six months, someone at work has talked to me about my progress	329	0.057	1.029
2	My organization is dedicated and serious about my professional development	329	0.049	0.897
3	Good work is appreciated and recognized in my organization	329	0.056	1.01
4	My organization has good reward and recognition programme	329	0.049	0.881
5	I feel free to share my view with my seniors and HOD	329	0.052	0.952
6	The leadership clearly shares organizational goals and challenges with employees	329	0.043	0.789
7	I am aware of my Job Description	329	0.035	0.64
8	I enjoy my work and challenges it provides	329	0.042	0.769
9	My job encourages me to constantly improve my knowledge and skills	329	0.039	0.699
10	I get the training I need to do my job well	329	0.043	0.781
11	I have the opportunity to learn new skills which would help me to advance in my career	329	0.039	0.701
12	I get proper leaves	329	0.065	1.172
13	Management arranges several activities along with the designated job	329	0.066	1.2
14	I feel happy and proud to work here	329	0.043	0.779
15	I am aware of the hospital's mission and vision and my day to day activities are in tune with organization's vision and mission	329	0.034	0.621
16	Trainings are being provided on organization's vision and mission	329	0.036	0.653
17	Organization has a reputation of being fair and just	329	0.041	0.749
18	I receive proper guidance and feedback regarding my work	329	0.05	0.901
19	The management treats its employees with respect and dignity	329	0.053	0.96
20	My supervisor or someone at work seems to care about me as a person	329	0.05	0.914
21	I was told clearly about my compensation and benefits when I joined this organization	329	0.047	0.852
22	Increments and appraisals are fair and transparent	329	0.059	1.07
23	I am encouraged to participate in organizational decision making process	329	0.05	0.912
24	My supervisor encourages my suggestions and correct decisions are taken	329	0.049	0.883
25	I am satisfied with overall welfare facilities for employees in the organization	329	0.055	1
26	Employee grievance procedure of the organization is adequate and fair	329	0.043	0.778
27	I can count on my team members for help and guidance	329	0.04	0.72
28	Team work is recognized and rewarded in our organization	329	0.047	0.855
30	I would recommend it as a good place to work to my friends	329	0.048	0.88
31	I get a feeling of personal satisfaction from my work	329	0.052	0.938
32	I am satisfied with present working environment	329	0.05	0.905
33	I have a safe and secure work environment	329	0.044	0.803
34	I get clarification and feedback without any delay from my superiors	329	0.047	0.851
35	Management shares important information with us in time	329	0.048	0.878
36	I get all the support from the organization whenever I need it	329	0.065	1.173
37	The management cares about its employees and the patients	329	0.061	1.112
38	I get adequate appraisals on time	329	0.068	1.238
39	I get adequate salary according to the work I do	329	0.063	1.137

Source: Estimated from primary data, Sept 17-Jan 2018

**Interpretation:** This table shows the descriptive statistics based on the employee satisfaction in healthcare questionnaire giving higher mean values of the task and relationship based questions i.e.4.43, 4.26, 4.24 of “I am aware of the hospital’s mission and vision and my day to day activities are in tune

with organization’s vision and mission”, “I am aware of my job description”, “Trainings are being provided on organization’s vision and mission”, respectively. And provides higher standard deviation statistics i.e. 1.238 on “I get adequate appraisals on time”.

**a. Statistics of ESAT construct/ attribute: Organizational Role**

**Table 4: Descriptive Statistics of Organizational Role**

	Items	N	Mean
1	Management cares about its employees and patients.	329	3.2
2	I get all the support from the organization whenever I need it.	329	3.4
3	I am satisfied with overall welfare facilities for employees in the organization.	329	3.78
4	The management treats its employees with respect and dignity.	329	3.85
5	Employee grievance procedure of the organization is adequate and fair.	329	3.88
6	I am encourages to participate in organizational decision making process.	329	3.9
7	I get a feeling of personal satisfaction from my work.	329	3.95
8	I am satisfied with present working environment.	329	3.97
9	I would recommend it as a good place to work to my friends.	329	3.98
10	My supervisor or someone at work seems to care about me as a person	329	4.02
11	My supervisor encourages my suggestions and correct decisions are taken.	329	4.03
12	I receive proper guidance and feedback regarding my work.	329	4.04
13	Organization has a reputation of being fair and just.	329	4.08
14	I have a safe and secure work environment.	329	4.11
15	Trainings are being provided on organization’s vision and mission	329	4.24
16	I am aware of the hospital’s mission and vision and my day to day activities are in tune with the organization’s vision and mission.	329	4.44

Source: Estimated from primary data, Sept-Jan 2018

**Interpretation:** This table describes the mean statistics of organization’s role attribute. Here, the mean ranges from 3.20 - 4.44. The average mean is 3.929.

**b. Statistics of ESAT construct/ attribute: Pay and Compensation**

**Table 5: Descriptive Statistics of Pay and Compensation**

	Items	N	Mean
1	I was told clearly about my compensation and benefits when I joined this organization.	329	4.08
2	Increments and appraisals are fair and transparent.	329	3.54
3	I get adequate appraisals on time.	329	3.43
4	I get adequate salary according to the work I do.	329	3.36

Source: Estimated from primary data, Sept 2017

**Interpretation:** This table describes the mean statistics of pay and compensation attribute. Here, the mean

ranges from 3.36 - 4.08. The average mean is 3.6025.

**c. Statistics of ESAT construct/ attribute: Relation with Co-Workers**

**Table 6: Descriptive Statistics of Relation with Co-Workers**

	Items	N	Mean
1	I can count on my team members for help and guidance	329	4.11
2	Team work is recognized and rewarded in our organization.	329	3.99
3	I get clarification and feedback without any delay from my superiors.	329	4.07
4	Management shares important information with us in time.	329	3.95

Source: Estimated from primary data, Sept 2017

**Interpretation:** This table describes the mean statistics of relation with co-workers attribute. Here, the mean ranges from 3.95 - 4.11. The average mean is 4.03.



d. Statistics of ESAT construct/ attribute: Promotion and Career Growth

Table 7: Descriptive Statistics of Promotion and Career Growth

	Items	N	Mean
1	In the last six months, someone at work has talked to me about my progress.	329	3.74
2	My organization is dedicated and serious about my professional development.	329	3.84
3	Good work is appreciated and recognized in my organization.	329	3.86
4	My organization has a good reward and recognition program.	329	3.88
5	I feel free to share my view with my seniors and HOD	329	3.95
6	The leadership clearly shares organizational goals and challenges with employees.	329	3.99
7	I am aware of my job description.	329	4.26
8	I enjoy my work and challenges it provides.	329	4.09
9	My job encourages me to constantly improve my knowledge and skills.	329	4.19
10	I get training I need to do my job well	329	4.08
11	I have the opportunity to learn new skills which would help me to advance in my career.	329	4.12
12	I get proper leaves.	329	3.33
13	Management arranges several activities along with the designated job.	329	3.36
14	I feel happy and proud to work here.	329	4.14

Source: Estimated from primary data, Sept 2017-Jan 18

**Interpretation:** According to table no-7 it describes the mean statistics of Promotion and Career Growth attribute. Here, the mean ranges from 3.33 - 4.26. The average mean is 3.916.

4. Factor Analysis

Table 8: Principal Component Analysis

Sl. N	Factor	F1-Pay and Compensation	F2 - promotion and Career Growth	F3-Relation with Co-Workers	F4-Organisational Role
1	I am aware of the hospital's mission and vision and my day to day activities Are in tune with organization's vision and mission				.234
2	Trainings are being provided on organization's vision and mission				.332
3	Organization has a reputation of being fair and just				.354
4	I receive proper guidance and feedback regarding my work				.338
5	The management treats its employees with respect and dignity				.239
6	My supervisor or someone at work seems to care about me as a person				.338
7	I am encouraged to participate in organizational decision making process				.374
8	My supervisor encourages my suggestions and correct decisions are taken				.299
9	I am satisfied with overall welfare facilities for employees in the organization				.237
10	Employee grievance procedure of the organization is adequate and fair				.332
11	I would recommend it as a good place to work to my friends				.359

(Contd...)

12	I get a feeling of personal satisfaction from my work				.289
13	I am satisfied with present working environment				.254
14	I have a safe and secure work environment				.382
15	I get all the support from the organization whenever I need it				.334
16	The management cares about its employees and the patients				.349
17	I was told clearly about my compensation and benefits when I joined this Organization	.836			
18	Increments and appraisals are fair and transparent	.883			
19	I get adequate appraisals on time	.789			
20	I get adequate salary according to the work I do	.942			
21	I can count on my team members for help and guidance			.537	
22	Team work is recognized and rewarded in our organization			.554	
23	I get clarification and feedback without any delay from my superiors			.580	
24	Management shares important information with us in time			.578	
25	In the last six months, someone at work has talked to me about my progress		.684		
26	My organization is dedicated and serious about my professional development		.662		
27	Good work is appreciated and recognized in my organization		.714		
28	My organization has a good reward and recognition program		.712		
29	I feel free to share my view with my seniors and HOD		.645		
30	The leadership clearly shares organizational goals and challenges with Employees		.670		
31	I am aware of my Job Description		.620		
32	I enjoy my work and challenges it provides		.639		
33	My job encourages me to constantly improve my knowledge and skills		.789		
34	I get the training I need to do my job well		.623		
35	I have the opportunity to learn new skills which would help me to advance in my career		.628		
36	I get proper leaves		.760		
37	Management arranges several activities along with		.639		

Source: Estimated from primary data, Sept 2017-Jan 18

**Interpretation:** It is seen in this table variables 1,2,3,4,5,6,13,14,15,16,19,20,23,24,32,33 loaded onto component 1. Variables 7,8,34,35 loaded onto component 2. Variables 17,18,30,31 loaded onto component 3 while variables 9,10,11,12,21,22, 25, 26, 27,28,29,36,37,38 loaded onto component 4. The four components were named pay and compensation, promotion and career growth, relation with co-workers and organizational role. Also it shows the maximum of the mean in pay and compensation component followed by promotion and career growth

then relation with co-Workers and in the last organizational role.

### Findings and Conclusion

Employee job satisfaction is an important feature of organizations. Hospitals need to ensure that employees morale are far above the ground in the work surroundings they are entrusted. High job pleasure among the employees is a requirement for increasing their productivity and quality of customer service. The positive performance of employees in the organization is an outcome of their suitable job experience. It

represent that there is a significant association between job satisfaction of employees and relationship behaviour factors, pay and compensation factors, and training and career growth factors in the perspective of employees of private hospitals. The hospital administrators should take these variables into consideration whenever thinking of employees job satisfaction measures. The correlation results indicate that the most significant component in the employee work satisfaction is the pay and compensation factor. The study exploring the factors influencing the job satisfaction of staff analyses the important aspects of employees' motivating factor.

The survey has provided the intensity of job satisfaction of employees in healthcare through certain factors i.e. organizational role, pay and compensation, relation with co-workers, and promotion and career growth etc. The results exposed that the satisfaction of workforce possessed more by pay and compensation, organizational role in comparison to promotion and career growth and Relation with co- workers. Also, the result discovered that relation with co-workers is important for employee satisfaction. It also revealed that employee satisfaction helps in becoming more mature and can acquire certain competencies that lead to outstanding performance at workplace. The idea is that employees value fair handling which causes them to be motivated to keep the fairness within the associations of their co-workers and the organization that determinants employee satisfaction includes overall individual satisfaction, compensation and benefits as this is the most important variable for employee satisfaction.

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