

HR PRACTICES AND JOB SATISFACTION OF NURSES - A COMPARATIVE STUDY IN GOVERNMENT AND PRIVATE HOSPITALS OF POLLACHI

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ABSTRACT

One of the extensively researched areas in industrial psychology is job satisfaction. If an organization has to function effectively then its workers should be highly satisfied. A satisfied worker puts Forth his effort willingly in building an organization. Stephen p. Robbins (1997) says that 'job satisfaction simply refers to one's attitude towards his job'. The important factors, conducive to job satisfaction, are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues. Nurses provide the 'intangibles' in patient care, that is, those aspects of their function that are difficult to define and measure in terms of resources, cost, outcomes and output that are notable in the quality of health care delivery. Hospitals are struggling to deal with the shortage of nurses. Hospitals who suffer from a shortage are expected to face worse conditions. Therefore, it is important to identify causes of the nurses leaving the medical services. This study tries to help the administrators to better meet the need of nurses and improve the quality of care in their hospitals. Growing number of hospitals in Pollachi has made Nursing as one of the preferable profession in this area. The study analyses the job satisfaction characteristics (intrinsic, extrinsic and fairness perception), revealing how the hospitals are being managed and what emerging issues of HR is to be taken care of.

KEYWORDS: HR Climate, Job Satisfaction, Medical Industry

INTRODUCTION

One of the extensively researched areas in industrial psychology is job satisfaction. A satisfied worker puts Forth his effort willingly in building an organization. Stephen p. Robbins (1997) says that 'job satisfaction simply refers to one's attitude towards his job'. The important factors, conducive to job satisfaction, are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues. Sharma and Bhasker (1991) define the term job satisfaction as a "positive attitude towards one's work which global in nature and which results from many specific job-related experiences'. Nurse who work in hospitals are engaged in the process of healing the sick patients. A nurse can work with dedication only when she has a peace of mind or when she is free from all psychological barriers.

SIGNIFICANCE OF THE STUDY

Nurses provide the 'intangibles' in patient care, that is, those aspects of their function that are difficult to define and measure in terms of resources, cost, outcomes and output that are notable in the quality of health care delivery. The CNN Health revealed that 1 out of 5 nurses interviewed, plan to leave their current jobs in the coming years. Bureau of Labor Statistics Survey revealed that 450,000 nurses are needed to meet the shortage. A news bulletin in May 2010 issued by the World Health Organization, it was stated that nurse shortages are acute in India. An official of the Ministry of Health and director of the Indian Nursing Council had stated in the bulletin that 2.4 million nurses will be required by 2012

to ensure the nurse-patient ratio of one nurse per 500 patients. The purpose of the study is to uncover the effects of the 'human resource department' of a hospital towards support, individual background, fairness perception and job characteristics (extrinsic and intrinsic on the degree of job satisfaction) among staff nurses. This study tries to help the administrators to better meet the needs of nurses and improve the quality of care in their hospitals.

STATEMENT OF THE PROBLEM

Job satisfaction of nurses and assurance has been an essential concern for hospital management. Satisfied nurses tend to be more fruitful, innovative and dedicated to hospitals. Pollachi is one of the developing towns in Coimbatore district and is filled with clinics and a score of hospitals. In Pollachi, there are 26 private hospitals (most of them are poly-clinics.) and two Government hospitals. Further there are also two nursing colleges in Pollachi to meet the growing need of the profession. Growing number of hospitals in Pollachi has made Nursing as one of the preferable profession in this area. The study analyses the job satisfaction characteristics (intrinsic, extrinsic and fairness perception), revealing how the hospitals are being managed and how HR is trying deal with this transformation.

OBJECTIVES

- To examine the Quality of Work Life(QWL) of nurses.
- To ascertain the level of job satisfaction of nurses in Private and Government Hospitals.
- To find out factors associated with the level of job satisfaction and
- To suggest Emerging issues to be taken care of to improve the level of job satisfaction.

METHODOLOGY

A sample of 75 female nurses from various hospitals was selected. Viz., 45 from Government hospital, and 35 from Private hospital on convenient and purposive sample based. A questionnaire which was composed of three major parts viz., demographic variables, job profile which includes intrinsic job characteristics and extrinsic job characteristics and the last being job satisfaction and fairness perception. The variable selection was conducted by reviewing the literature on job satisfaction. Limitations of the study being opinion based and the opinions are likely to vary over time. Further the study confines itself to Pollachi town only and hence while generalizing the results caution has to be exercised.

REVIEW OF LITERATURE

Joanne Comi McCloskey, Bruce E. McCain (1987) reveals that over their first year of work all nurses employed in a large hospital reported decreased job satisfaction, decreased organizational commitment, and decreased professionalism. **Cavanagh, S. J. (1992)**, reflects that the level of salary was not found to be a statistically significant factor in determining job satisfaction. **Andrew E. Clark (1996)** has examined job satisfaction, despite its demonstrated correlation with labor market behavior such as quits, absenteeism and productivity. **Alison E. While, K. Louise Barriball (2004)**, opines that the current nursing shortage and high turnover is of great concern in many countries because of its impact upon the efficiency and effectiveness of any health-care delivery system. Recruitment and retention of nurses are persistent problems associated with job satisfaction. **K. Louise Barriball (2006)**, Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature states job satisfaction has been highlighted as a contributing factor to intent to leave and turnover, yet this is a complex area with

many elements affecting its measurement.

ANALYSIS AND INTERPRETATION

- Socio Economic Profile of the Respondents
- Job Profile of the Respondents
- Variables associated with Level of Satisfaction

Table 1: Socio Economic Profile of the Respondents

Variables	Number of Respondents	Private	Total
	Government		
Area of residence			
Urban	13(32.5%)	12(34.29%)	25(33.33%)
Rural	27(67.5%)	23(65.7%)	50(66.67%)
Total	40	35	75
Age			
Below 25 yrs	6(15%)	17(49%)	23(30.67%)
25 – 35 yrs	18(45%)	10(29%)	28(37.33%)
35 – 50 yrs	11(27.5%)	7(20%)	18(24%)
Above 50 yrs	5(12.5%)	1(2%)	6(8%)
Total	40	35	75
Marital Status			
Urban	13(32.5%)	17(48.57%)	30(40%)
Rural	27(67.5%)	18(51.43%)	45(60%)
Total	40	35	75
Educational Qualification			
10 th	4(10%)	4(11.43%)	8(10.67%)
+2	10(25%)	14(40%)	24(32%)
Degree	6(15%)	14(40%)	20(26.67%)
Other	20(50%)	3(8.57%)	23(30.67%)
Total	40	35	75
Nature of Family			
Joint	10(25%)	13(37.14%)	23(30.67%)
Nuclear	30(75%)	22(62.86%)	52(69.33%)
Total	40	35	75
Gross monthly income			
Up to rs. 5,000	8(20%)	23(65.71%)	31(41.33%)
Rs.5,001 –rs.10,000	5(12.5%)	10(28.57%)	15(20%)
Above rs.10,000	27(67.5%)	2(5.72%)	29(38.66%)
Total	40	35	75
Monthly gross family income			
Below Rs. 10,000	11(27.5%)	18(51.43%)	29(38.67%)
Rs. 10,001 – Rs. 20,000	10(25%)	16(45.71%)	26(34.67%)
Rs.20,001 – Rs. 30,000	12(30%)	1(2.86%)	13(17.33%)
ABOVE Rs. 30,000	7(17.5%)	0(0%)	7(9.33%)
TOTAL	40	35	75
Experience			
Below 5 yrs	22(55%)	22(62.86%)	44(58.67%)

6 – 10 yrs	8(20%)	7(20%)	15(20%)
11 – 15 yrs	1(2.5%)	3(8.57%)	4(5.33%)
Above 15 yrs	9(22.5%)	3(8.57%)	12(16%)
Total	40	35	75

Table 2: Job Profile of Respondents

Variables	Number of Respondents	Private	Total
	Government		
Location of hospitals			
Nearby	27(67%)	16(45.71%)	43(57.33%)
Up to 5 kms	9(22.5%)	6(17.14%)	15(20%)
6 – 10 kms	2(5%)	4(11.43%)	6(8%)
Above 10 kms	2(5%)	9(25.72%)	11(14.67%)
Total	40	35	75
Mode of conveyance			
By walk	26(65%)	14(40%)	40(53.33%)
Two wheeler	7(17.5%)	5(14.29%)	12(16%)
Three wheeler	1(2.5%)	0(0%)	1(1.33%)
Bus	6(15%)	16(45.71%)	22(29.34%)
Other	0(0%)	0(0%)	0(0%)
Total	40	35	75
Shift duty			
Day shift	23(57.5%)	21(60%)	44(58.67%)
Night shift	0(0%)	1(2.86%)	1(1.33%)
Both	17(42.5%)	13(37.14%)	30(40%)
Total	40	35	75
Nursing Training course			
Yes	40(100%)	30(85.71%)	70(93.33%)
No	0(0%)	5(14.29%)	5(6.67%)
Total	40	35	75
Adequacy of training			
Yes	39(97.5%)	28(80%)	67(89.33%)
No	1(2.5%)	7(20%)	8(10.67%)
Total	40	35	75
Selection of job			
By chance	28(70%)	13(37.14%)	41(54.67%)
By choice	12(30%)	22(62.86%)	34(45.33%)
Total	40	35	75
Motivation			
Self	13(32.5%)	22(62.8%)	35(46.67%)
Parents	15(37.5%)	10(28.67%)	25(33.33%)
Friends	3(7.5%)	2(5.71%)	5(6.67%)
Relatives	5(12.5%)	0(0%)	5(6.67%)
Promotion			
Work dependency	25(62.5%)	31(88.51%)	56(74.67%)
Yearly once	0(0%)	1(2.86%)	1(1.33%)
Once in 2 yrs	2(5%)	2(5.71%)	4(5.33%)
Once in 5 yrs	13(32.5%)	7(20%)	20(26.67%)

	40	35	75
Level of satisfacion			
High	17(42.5%)	7(20%)	24(32%)
Moderate	22(55%)	26(74.23%)	48(64%)
Low	1(2.5%)	2(5.71%)	3(4%)
Total	40	35	75

Variables Associated With Level of Satisfaction

To find out whether there is any association between level of satisfaction and various other variables x2 test has been applied.

Ho: There no association between level of satisfaction and the following independent variables.

Table 3: Variables Associated With Level of Satisfaction Government Hospital Private Hospital

Variables	χ^2	Association	χ^2	Association
Aof residence	3.351	no association	0.085	No association
Age	5.851	no association	12.172	No association
Edun. Quln	0.844	no association	6.729	No association
Nature of family	6.469	no association	1.305	No association
Gross Monthly income	3.904	no association	3.192	No association
Experience	11.045	no association	3.340	No association
Distance	11.045	no association	5.995	No association
Shift nature	1.652	no association	0.549	No association
Nursinig training	1.975	no association	2.674	No association
Entry to the job	1.975	no association	7.016	Association
Cadre of work	3.549	no association	4.444	No association
Free treatment	15.294	Association	4.021	No association
Promotion	18.708	Association	35.608	Association

FINDINGS

Socio Economic Profile of the Sample Respondent (Table 1): Most of the respondents are residing in rural area and have nuclear type of family in both government hospital and private hospital. The respondents in government hospital are between the age between 25–35 years were as it is below 25 years in case of private hospital. A majority of the respondents are married in case of government hospital and unmarried in case of private hospital. Their gross monthly income were above Rs.10,000 in case of government hospitals and it is Rs.5,000 in case of private hospitals for most of the respondents.

Job Profile of the Respondents (Table 2): The respondents have the experience of below 5 years of length of service in both Government and private hospitals and were located nearby the hospital in both the cases. They were using bus as mode of conveyance and prefer day shift in both government hospitals and private hospitals. Both government hospital and private hospital respondents have undergone nursing training courses and have found it adequate in most of the cases. Most of them enter the job by choice rather than chance. A majority of the respondents are motivated by their parents in case of government hospitals and self motivated in case of private hospitals. Promotion is based on work dependency in both government hospitals and private hospital and it is also found that most of the respondents are with moderate level of satisfaction in case of both the cases.

Variables Associated With Level of Satisfaction (Table 3): In Government hospitals **availability of free treatment facility** is the independent variable found to be associated with level of satisfaction and in Private hospital entry into the **job by choice or chance** is found to be associated with level of satisfaction. In private and government hospital, **promotion strategy** has played an important role in determining the level of satisfaction. All the other factors like age, educational qualification, marital status, training, income, cadre of work, type of entry, area of residence, distance and shift were not associated with the level of satisfaction of both private and government nurses.

SUGGESTIONS

- If their salary is increased high level of job satisfaction may be achieved.
- If job security is provided, they are expected to be highly satisfied with their job.
- Verbal praise should be considered by the managers
- It is well known factor that if the employees' children or husband or parent are given free treatment in the hospital, the nurses' job satisfaction is found to be more. But in most cases only the nurse is given free medical facility which should be changed.

CONCLUSIONS

The study which is concerned with the job satisfaction of nurses in both Government hospital and Private hospital with special reference to Pollachi Taluk, have revealed that nurses love their job very much and the relationship with the management, colleagues and superior are found to be satisfied. The level of job satisfaction in nursing field can be increased further if the hospital increases the monetary benefits like salary payment, annual increment and non monetary benefits like providing free treatment and other facilities.

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