

JOB SATISFACTION LEVEL OF THE HOSPITAL EMPLOYEES IN NANKEM HOSPITAL

¹Dr. Sachi Yadav

¹Supervisor

¹Department of Public Health Maulana Azad University Jodhpur

Abstract: The main aim of the study is to determine the job satisfaction of employees in Nankem hospital. It includes determining various parameters that influence job satisfaction and also the present level of satisfaction of the employees. To understand employees' perceptions about the job and come up with recommendations for the hospital to improve the level of job satisfaction.

The method used to perform the study was a Job Satisfaction Questionnaire. The questionnaire consisted of various sections like personal details, working conditions related questions, salary and promotion opportunities related questions, work relationships and skills and abilities related questions and questions on role performed. The questionnaire was circulated to the employees at Nankem and also the respondents belonged to various designations.

The findings were that employees at Nankem hospital valued work relationships and healthy working conditions the most when it came to job satisfaction. Closely followed were salary, other benefits and opportunities to learn new skills. Regarding working conditions the employees were satisfied with the number of hours spent at office, current location, sick and paid leaves by the hospital. Regarding salary and opportunities for promotion the employees were satisfied, however on the parameters of job security, other benefits and recognition for work the employees were also satisfied.

The results observed suggested that the management should look towards building a long term relationship with the employees of the hospital by rewarding the deserving employees and providing them with the compensation that is as per hospital standards.

A STUDY ON JOB SATISFACTION LEVEL OF HOSPITAL EMPLOYEES

“On one side of the equation, there are the elements of work that, if not done right, will cause us to be dissatisfied. These are called hygiene factors. Hygiene factors are things like status, compensation, job security, work conditions, company policies, and supervisory practices.”

— Clayton M. Christensen, *How Will You Measure Your Life?*

RESEARCH SUMMARY

A study on “JOB SATISFACTION” of employees was been carried out in Nankem Hospital, Coonoor, Tamil Nadu.

Objective. The main objective of the research was to find out the satisfaction level of employees in the organization. Employee satisfaction is essential to the success of any hospital/ organization. The important factors that was considered in the employee's job satisfaction are pay & benefits, promotions, working condition and relationship with the supervisors etc.

Methods. The study was being done by following under mentioned methods.

- a) Cross-sectional study.
- b) Quantitative research methods.

c) Likert ordinal scale (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

Unit of analysis/ Population. Are selected an organizational employee like doctors and consultant, nursing staffs and other paramedical staffs, admin, and others. The primary data was collected by means of questionnaire and also through observation, interview and discussion with the management.

Sampling. There are around five hundred employees working in the hospital and it was decided to take 301 respondents under consideration as a sample of the research study.

Time Frame. This Research was completed in the 3-4 months of time. This will include literature review, collection of data, data analysis and submission of full research work to the university.

Expected outcome. Utmost care was taken from the beginning of the preparation of the questionnaire till the analysis, findings and suggestions. The analysis directs over to the conclusion that bulk of the employees are satisfied. Dissatisfaction with reference to some of the factors will be reported, if found dissatisfaction among employees, that will affect the work performance and productivity of the hospital.

Keywords: nakem hospital, employees working, job security.

1. INTRODUCTION

Employee satisfaction or job satisfaction is, quite simply, how happy or satisfied employees are with their jobs. Factors that influence employee satisfaction might include compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. These things are all important to companies as well as hospitals who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution. In fact, for a number of organizations, satisfied employees are people the organization might be better off without. **Satisfaction doesn't mean high performance or engagement**¹. Various ideas and strategies followed today at different hospitals focused on how to improve employee satisfaction oftentimes have results that demoralize high performers. Employee satisfaction and employee engagement are parallel concepts on the surface, and a lot of people use these terms interchangeably. The significance of knowing the difference between satisfaction and engagement is significant for an organization to make strategic decisions to create a culture of engagement. Employee satisfaction covers the essential concerns and needs of employees. It is a good preparatory point, but it usually ends short of what really matters.

The problem with employee satisfaction is that it does not focus on the things that are important to your most talented staff. A cheerful or satisfied employee might be quite satisfied with a job that requires very little effort. This employee might be entirely content doing the bare minimum required to keep his or her job. These employees are likely "very content" with their jobs. They usually lack leadership and purpose. Their performance might be "good enough". They are unlikely to leave the hospital, but they are not necessarily adding value. As opposed to content employees, engaged employees add worth by pushing limits, driving growth and innovation. Organizations that embrace a value-centric, engagement focus, too, have to push limits, Hospitals with an engagement strategy provide informal and formal learning experiences in order to create significant opportunities for employees so employees believe valued and acknowledged for their work. Engaged employees will often grab up these prospects, satisfied employees often will not. Employee satisfaction assessments can lead an organization down the wrong path. As a Hospital manager, if you focus on increasing the wrong kind of employee satisfaction, you risk entrenching those employees who are adding the least value while driving your most talented employees out.

2. BACKGROUND

Job satisfaction is one of the important factors of the organization to enhance the productivity of employee. Successful grouping of two factors (finance & non-finance) is the outcome of proper job satisfaction. Management role is also measured as an important factor that gives suitable job satisfaction to the employee. It may also be mentioned as "a function of perceived performance and expectations". There are many outlooks to job satisfaction, depending upon what every employee feels is necessary. From numerous points of view, "reward" itself has different meanings for different personality, and in this study, the discussion shall be made on employee satisfaction and its place in today's business ambience. In the event that the performance misses the mark regarding desires, the worker is disappointed and dissatisfied and in the event that it meets up the expectation, the employees are satisfied. The efficiency of employees

¹ <https://www.custominsight.com/employee-engagement-survey/what-is-employee-satisfaction.asp>, Accessed on 20 Nov 18.

developed if they feel satisfied in their work. The procedure is be that as it may, more complicated then it shows up. The process is however, more complex then it appears. It is more imperative for any organization to put forward high satisfaction, as it mirror high loyalty and it will not lead to come back if they get better satisfaction.

3. REVIEW OF LITERATURE

K. Rajam, Dr. D. Sivasubramanian, Dr. V.P.T. Dhevika, Dr. O.T.V. Latasri, (September 2013) in their research paper concluded that job satisfaction strongly influences the productive efficiency of a hospital and increases effectiveness by making the employees more participative with the immediate superiors and providing the training programs. As per Alam Sageer, Dr.Sameena Rafat, Ms. Puja Agarwal (Sep-Oct. 2012), 'Identification of Variables Affecting Employee Satisfaction and their Impact on the Organization' discussed about various variables which are responsible for employee satisfaction.

Hong Lu, Alison E. While, K. Louise Barriball (2005) in their research paper 'A model of job satisfaction of nurses: a reflection of nurses' working lives in Mainland China' analyses the growing literature relating to job satisfaction among nurses.

Charlotte Petersen 2005, told that Job Satisfaction of Hospital Nursing Staff discussed about the extrinsic factors negatively affect the job satisfaction which makes high turnover rates.

Research study of Kamil Erkan Kabaka, Asım Şena, Kenan Goçera, Seçil Küçüksöylemez, Güngör Tuncerc (2014) was to measure the impact of TQM activities on the job satisfaction where results show that employee training and education, and employee relations and teamwork are the most dominant factors on job satisfaction.

The aim of Billie Coomber, K. Louise Barriball, (2007) in their paper was to explore the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in order to identify the most influential factors. Findings: The key findings suggest that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses.

STATEMENT OF PROBLEMS

Job satisfaction has many dimensions. Normally noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension adds to an individual's overall feeling of satisfaction with the job itself, but different people define the "job" differently. It may be noted here that human resources should be utilized to the utmost possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance which eventually decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

This dissertation seeks to prove that overall job satisfaction of employee with their work is not satisfactory at the Hospital primarily due to following reasons.

- (a) Employees do not feel valued at Hospital.
- (b) Employees are not happy with working condition at Hospital.
- (c) Employees are not satisfied with salaries and the Overall benefit package.

RESEARCH QUESTION

What are the factors associated with job satisfaction level of the hospital employees which will result in reduced efficiency and effectiveness of today's modern hospitals?

OBJECTIVE OF STUDY

By conducting employee satisfaction surveys, we were taking a proactive stance to increase job satisfaction and efficiency level of hospital employees. Soliciting employee feedback allows us to evaluate how hospital is thriving internally. It also lets the staff know that we care. When staffs are not satisfied, it can lead to high attrition rates and low productivity. A satisfied worker often equates to a productive employee. A productive employee equates to a productive and happy environment. Keeping the above points in mind following objectives have been decided to be deliberated and studied.

- (a) To understand the reasons for low job satisfaction level of the employees.
- (b) To understand the employees' perception towards organization.
- (c) To understand and identify the factors that motivates the employees.

STUDY DESIGN

Following types of research designs have been selected for the research.

- (a) Cross-sectional study.
- (b) Quantitative research methods.
- (c) Likert Ordinal scale- (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

SAMPLING

There are 500 employees working in the organization. Employees are stratified into 4 parts as per their work methodology and it has been decided to take 50 percent from each stratum, so finally 301 respondents have taken under consideration as a sample of the research study. Interview was conducted randomly by following the numbers figure out in each stratum. 50% from each area i.e.-

Designation	Population	Sample
Doctors and Consultant	150	80
Nursing staffs and other paramedical staffs	250	151
Admin	55	40
Others	45	30

4. RESEARCH METHODOLOGY

Research Design. Following types of research designs have been selected for the research.

- (a) Cross-sectional study.
- (b) Quantitative research methods.
- (c) Likert Ordinal scale- (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

Research Approaches. Quantitative research methods.

Geographical Location Of Nankem Hospital.

Coonoor is a Taluk and a municipality of the Nilgiris district in the Indian State of Tamil Nadu. It is known for its production of Nilgiri tea. Coonoor is located at an altitude of 1,850 m (6,070 ft) above sea level, and is the second largest hill station in the Nilgiri hills after Ooty. The nearest airport is Coimbatore International Airport about 79 km from Coonoor town. As of 2011, the town had a population of 45,494. Coonoor is also home to the Pasteur Institute of India, which is responsible for producing Anti-rabies Vaccine and DPT group of Vaccines for the Expanded Program of Immunization of Government of India.

Geography

Coonoor is located at 11.35°N 76.82°E.^[1] It has an average elevation of 1850 metres (6070 feet) above sea level. Its features are due to high altitude. Here, frosts are very rare, unlike Ooty or Lovedale, which are at a higher altitude than Coonoor. Its location is also elaborated below on **MAP** for ease of Understanding.

Description of Population². According to 2011 census, Coonoor had a population of 45,494 with a sex-ratio of 1,058 females for every 1,000 males, much above the national average of 929. A total of 3,768 were under the age of six, constituting 1,871 males and 1,897 females. Scheduled Castes and Scheduled Tribes accounted for 27.92% and 23% of

² Ibid, Pp2.

the population respectively. The average literacy of the city was 84.79%, compared to the national average of 72.99%. The city had a total of 12384 households. There were a total of 17,421 workers, comprising 50 cultivators, 152 main agricultural labourers, 266 in household industries, 15,790 other workers, 1,163 marginal workers, 6 marginal cultivators, 66 marginal agricultural labourers, 31 marginal workers in household industries and 1,060 other marginal workers. The town is the second largest in the Nilgiri hills after Ooty, the district headquarters. Coonoor has 61.81% Hindus, 23.99% Christians, 13.01% Muslims, 0.04% Sikhs, 0.06% Buddhists, 0.95% Jains and 0.08% Others. 0.05% of the respondents follow no religion or did not state their religion.

Sampling size and how it was calculated. Refer to paragraph 22.

Sampling strategies. All people taken for the survey are from the medical background or working in the hospital in some or the other way. To simplify the process of sampling strategy the survey questionnaires have been divided into following sub heading.

- a) Pay and Benefits.
- b) Working Environment.
- c) Training and Development.
- d) General Questions.
- e) Relationship with the Supervisors.

This strategy has assist in narrowing down the path towards the actual cause for job satisfaction by hospital staffs.

5. METHODS OF DATA COLLECTION

Primary Data: The Primary data will be collected from the respondents by administering a structured questionnaire and also through observation, interview & discussion with management.

Other material for the study has been obtained from the following sources:

- (a) Books in the library, journals and Special editions.
- (b) Periodicals/ articles on the subject on internet.
- (c) Surveys conducted during the research work.
- (d) Interaction with various hospital authorities.

There are 500 employees working in the hospital. Employees are stratified into 4 parts as per their work methodology and it has been decided to take 50% from each stratum, so finally 301 respondents has been taken under consideration as a sample of the research study.

QUALITY ASSURANCE

The quality of this study is of prime importance for accurate, reliable and valid results. I will ensure to implement systematic quality assurance procedures to prevent unacceptable practices and to minimize errors in data collection. The researcher will ensure that:

- (a) The data collection has actually taken place with the indicated respondents.
- (b) The responses are valid.
- (c) All ethical and quality issues have been strictly followed during the data collections.

The following steps will be taken in order to achieve quality control of the entire study process:

- a) Pre-testing and adjustment of qualitative and quantitative survey instrument prior to the actual data collection
- b) Established good rapport between study teams, respondents and stakeholders
- c) All research materials including topic guide and questionnaire will be translated to tamil and back-translated English.

- d) Data will be checked in by the researcher to ensure that the correctness, sample size, representativeness of data in terms of age and sex compared with population distribution, response distribution and any outliers.
- e) Data entry program checks response ranges, logical consistency of codes.
- f) Double entry of data will ensure fidelity of the information transfer from paper to computer.

6. DATA ANALYSIS METHODS

Data analysis for the research was done after the survey at Nankem Hospital. After the successful survey of 301 respondents a consolidated result response has been made to help in analysing the data and in turn which is used in validation of my research question.

For the survey, questionnaire was prepared (as attached) in the Google form and was distributed among the respondents. After the survey, all the responses were collated in percentage form to know the general consensus of the respondents. These responses is being depicted in pie chart for easy assimilation.

ETHICAL CONSIDERATIONS

The study deploys non-intervention matters of data collection and does not pose direct or indirect threat to the enrolled individuals in terms of physical or psychosocial consequences. However, to comply with the ethical consideration of scientific research on human beings and requirements of IRB the following aspects will be strongly taken into consideration;

- a) Protection of participants from harm (physical and psychological).
- b) Prevention of deceit.
- c) Protection of privacy.
- d) Obtaining informed consent.

During the research the core principles of research ethics will be considered and applied:

- a) Respect for person (ensuring people are not used simply as a mean to achieve research objectives).
- b) Beneficence (minimize the risks associated with research, including psychological and social risks).
- c) Justice (those who participated in the research will be informed about the result of the research).
- d) Respect to the communities (the research team will be obliged to respect the values and interests of the community).

A consent form will be written in the prospective subjects' mother tongue. The consent form has two parts: a) a statement describing the study and the nature of the subject's involvement in it; and b) a certificate of consent attesting to the subject's consent. Both parts will be in simple language so that the subject can easily understand the contents.

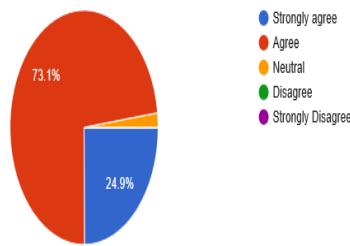
The informed consent will be appropriate and explains why the study is conducting and why the subject is asked to participate. It also describes, in sequence, what will happen in the course of this study and gives enough detail for the subject to gain a clear idea of what to expect. Finally, the statement indicates that the subject has the right to withdraw from the study at any time.

ANALYSIS OF DATA

A Survey was conducted at Nankem Hospital Coonoor, Tamil Nadu. A questionnaire was prepared and distributed among all the employees (Doctors and consultants, nursing staffs and paramedical staffs, admin and others {gatekeeper, driver} of the hospital and also google form was creating to collect the data for analysis and shared by what's app application to the hospital employees who were technology friendly and for those who were not able to access the google form were given hard copy of questionnaire for their views. Total 301 responses have been collected, in which 241 responses has been collected by the google form and around 60 responses are collected on hard copy, which has been attached to the end of the survey. Following are the pie charts indications for each question.

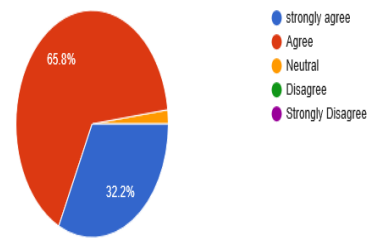
Q1. Employees overall job satisfaction with their work is satisfactory at Hospital.

301 responses



Q2. Employees do understand the vision & mission of the Hospital.

301 responses

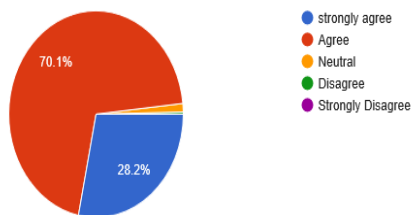


Most of the employees agreed to the fact that they feel satisfied with their job because of the sole reason that they could help the needy one's at the hospital and contributes towards the social wellbeing of people.

Most of the employees agreed that they do understand the vision and mission of the hospital and agreed that they do understand the importance of mission and vision of the hospital for the up gradation of the hospital. They feel that they form part of the hospital.

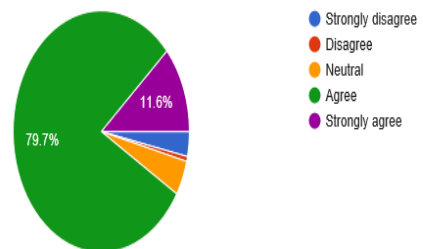
Q3. Employees do have the confidence in the hospital leadership

301 responses



Q 4. Employees do get the feeling of proud to work for Hospital.

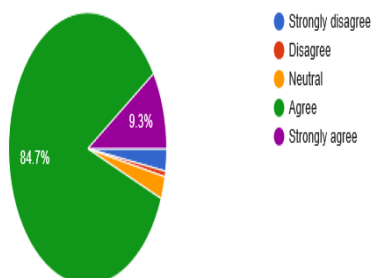
301 responses



Majority of employees agree that they have full confidence on the leadership of the hospital for the implementation of any new plan in the hospital. They feel that they will be heard by their management for any queries at any time. Almost all the employee of the hospital agrees that they feel really proud to be the part of the hospital and feels good to work for the hospital.

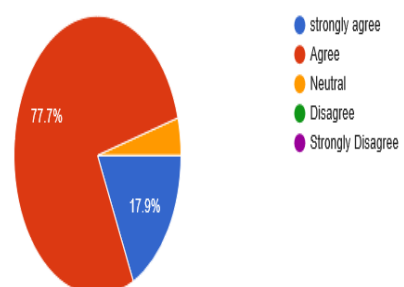
Q 5. Quality of work by hospital employees is considered to be a top priority ;

301 responses



Q6. Employees do feel valued at Hospital.

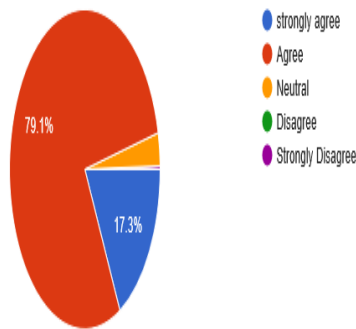
301 responses



At the hospital the quality of the work done is given top most priority because of the safety issue for the patients. Employees were agreed that at hospital the quality of work is given the top most priority. Almost all the employees feel proud to be the part of the hospital and strongly feel valued at the hospital during work hours.

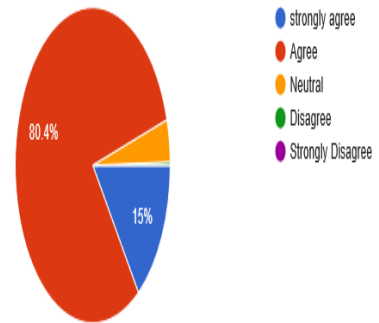
Q7. Employees are happy with working condition at Hospital.

301 responses



Q8. Employees are happy with the physical environment of the Hospital.

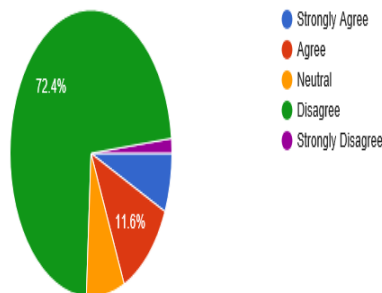
301 responses



In spite of having long working hours at the hospital, almost all employees are happy with administrative arrangement at the hospital which provide them a conducive environment to work efficiently and without stress. Hospital employees are happy with the physical environment of the hospital. These kinds of environment also provide a positive vibes and attitude in employees to stay out of stress.

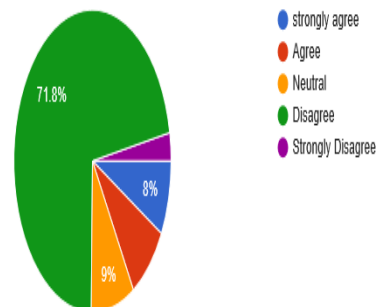
Q9. Employees feel their supervisors do not ask for input before taking any decision.

301 responses



Q10. Employees feel that their supervisors do not give them adequate support.

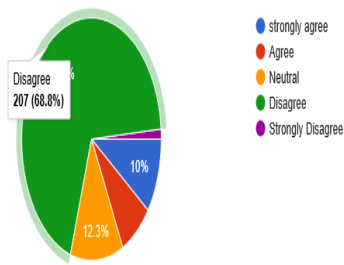
301 responses



Almost all the employees disagree to this question and said that they are asked for inputs from supervisors before taking any decisions. They strongly feels that they are the part of every decisions taken in the hospital. Almost all the employees disagreed that their supervisors do not give them adequate support. However, they are of strong opinion that the supervisors take really good care of them at all time and give them respect.

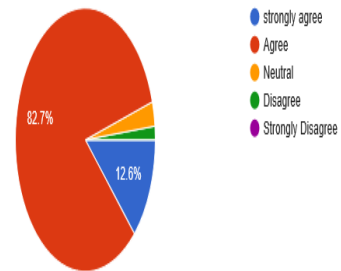
Q11. Employees of the hospital have not been given enough authority to make decision:

301 responses



Q12. Management do provide enough data and information to upgrade their job

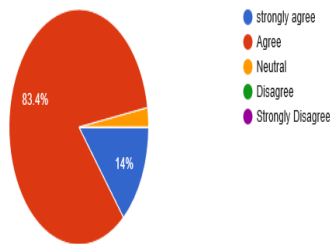
301 responses



Almost all the employees disagreed to this question and said they are given enough authority to make decision in their domain. They emphasized that all decisions are taken after their consult. Almost all the employees agreed to this question and said yes the management does provide enough data and information to upgrade their job in hospital. Management also

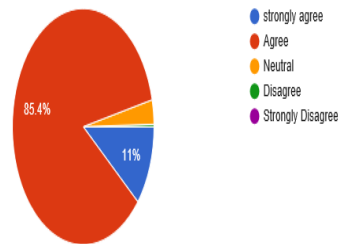
Q13. Employees feel that good work is considered and vital need for promotion.

301 responses



Q14. Employees are given enough recognition by management for work.

301 responses

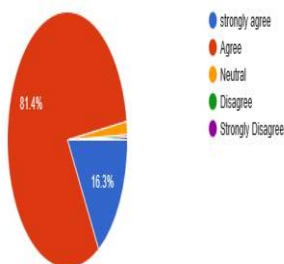


provides guidance for the same to the employees

Employees of the hospital strongly feel that there is no substitute of hard work and that's why they do the same. They also agree to the fact that good work done by the employee is given due importance towards his/her promotions. Almost all the employee agreed the fact that management ensures all possible rewards and recognition should be provided to the employee who has done good work. His is recognized by everyone in the hospital.

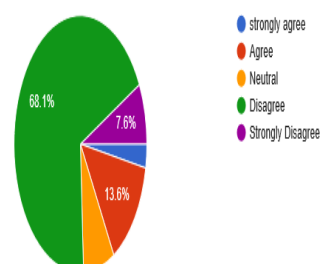
Q15. Interactions and Communications between management and employees are frequent enough.

301 responses



Q16. At Hospital, employees are treated like a number, not as a person by name.

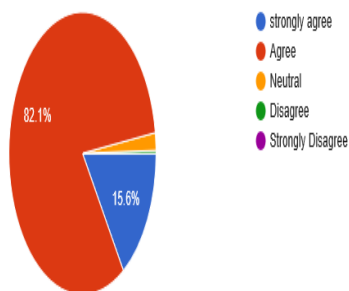
301 responses



All the employees agree that the interaction and communications between management and employees are frequent enough. Management is open for any kind of suggestions and feedback from all employees. Every employee in the hospital has got his/ her individual identity in the hospital. Employees are not treated like a number; all employees agreed that they are recognized by names in hospital.

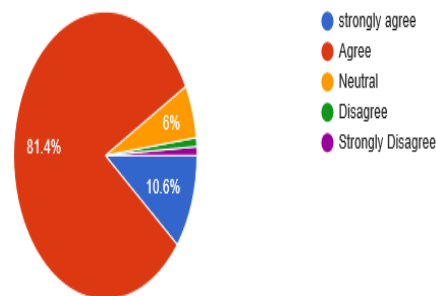
Q17. Employees initial and ongoing training provided by the Hospital is adequate

301 responses



Q18. Salary package for the hospital employees is fair enough

301 responses

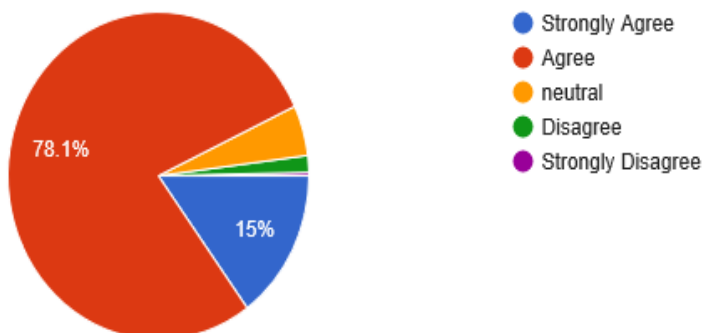


Hospital management does take the training of the employees very seriously. Therefore the initial and ongoing training of the employees are of very high standards. This training provided by the hospital is adequate. Almost all the employees agreed that the salary package for the hospital employees is fair enough as per the responsibilities obligated to the staff.

Maximum employees agreed that they are satisfied by the overall amenities packages provided to them by the hospital management. Hospital management also take care of the family of the employees in terms of providing much needed scholarships for the children of less earned employees.

Q19. Hospital employees are satisfied by Overall amenities package provided

301 responses



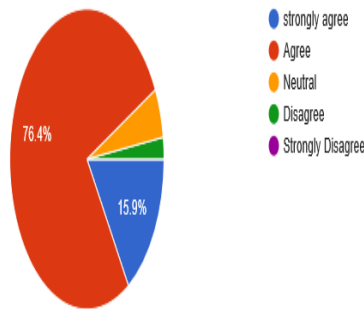
Employees agree that the total number of days authorized for leave annually is enough. However management also caters for the emergency leave requirement of the employees. Only 2% employee disagreed to this.

Almost all the employees feel that the sick leave policy followed at the hospital is good enough. Hospital management also take care of the employee during the period of sick leave.

SCOPE AND LIMITATION

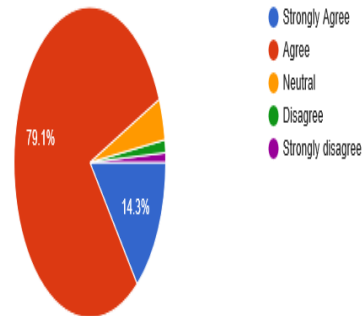
Q20. Total number of days authorized for leave or vacation annually is enough

301 responses



Q21. Sick leave policy followed at the hospital is good enough for the employees.

301 responses



The research of the dissertation has been primarily carried out in Nankem Super Specialty Hospital, Coonoor, Tamil Nadu. Details of the hospital are mentioned below.

7. DISCUSSION

The purpose for conduction of this was to measure the factors and level of job satisfaction among health workers in framework of Nankem Hospital, Coonoor, Tamil Nadu. Moreover, this study was intended to determine the association between health systems related characteristics and health workers’ personal characteristics. Further to detect mainly influential factors with health workers job satisfaction.

Based on finding from 301 health workers were interviewed individually the overall satisfaction level of health workers in terms of strongly agree+ agree is 84.4% it shows a high level of satisfaction of health worker with their job, it is while based on the result in seven group discussions among all health workers’ almost 93.2% of them are satisfied. In the current study, variables such as the rules for salary payment, the staff and their family’s security in the community where they are living and the feedback provided by the supervisors in the hospital area were seen to have significant influence on the job health workers job dissatisfaction.

Indicators related to factors associated to staff satisfaction include job training, promotion opportunities, supervisor support, and security, financial rewards, work demands, and work content, among others. The highest scored indicators by health workers were “understand duties in job” followed by “job allows use of all my skills”. Health workers were fully satisfied with “need to work extra jobs to provide for families”, “few rewards on the job”, “no interference in my work”, “security”, followed by “job allows promotion. This survey helps for understanding what makes health-care providers satisfied and what makes them want to leave their jobs. With this limitation in mind, the study evaluated factors influencing working uncertainty and reduced job satisfaction. Job motivation of healthcare workers is also an essential part of ensuring high quality care. Factors defining a poor work environment are: (1) lack of opportunities, (2) workload, (3) workplace violence, (4) empowerment and (5) lack of incentives; while all were satisfied with coordination and awareness regarding safety measures at work place the health workers number quality and type of professionalism determine health output and productivity, because of the interactive nature of health workers, local organizational and broader sector policies have the potential to affect their satisfaction, either positively or negatively, and as such to influence health system performance (HRH Working Group, 2004)

According to David Grembowski et al, 2003, physician satisfaction is important because is contribute to the quality of health care. Greater physician satisfaction is associated with appropriate prescribing practices, patient adherence, and greater patient satisfaction. Physician satisfaction also result in fewer turnover which contributes to patient’s continuity of care, patient satisfaction and retention and lower administrative costs of recruiting and replacing physicians.

Findings of study by Ayers (K. M. S. Ayers et al, 2010) suggests that the work environment should motivate health workers' to perform at their best and show commitment to the organization, enhancing work condition to support the organizations' mission and thus impacting on job satisfaction. The conditions under which job are performed can enhance as much impact on people's effectiveness, comfort and safety as the intrinsic details of the task itself. Evidence showed that poor health-workers practices contribute to low use of health facilities by vulnerable population and improved performance might increase use of health services. According to finding (Alexander, 1995) the problem of inadequate health-worker performance in low and middle income countries is particularly urgent. Millions of children and adults die prematurely each year even though many interventions exist that can prevent such deaths and health workers are essential for delivering these life-saving intervention.

8. CONCLUSION AND RECOMMENDATIONS

The job satisfaction of health workers is an essential part of ensuring high quality care, dissatisfied health worker not only give poor quality, less efficient care there also evidence that affect patient satisfaction. Given the important role that health workers play in determining the effectiveness, efficiency and sustainability of health care system, it is imperative to understand what motivates them and the extent to which contextual variables in order to make them satisfy with job. The objective of this study was to determine the factors were associated with health workers job satisfaction were working in the frame work of hospitals in Nankem hospital, coonoor, Tamil Nadu. As stated above based on finding from 301 health workers were interviewed individually the overall satisfaction level of health workers in terms of strongly agree+ agree is 84.4% it shows a high level of satisfaction of health worker with their job, it is while that based on the result in seven group discussions among all health workers' almost 93.2% of them are satisfied

The study finding shows that the knowledge of health workers' which is associated with health workers' satisfaction of job was high. The proportion of health workers who have replied that they strongly agree to know what is expected of them in their job was (97%), while some health workers report that they don't know what is expected of them in their job was only (3%). Thus it is concluded that staff that the knowledge of health workers directly associated with health workers' satisfaction of job.

The study revealed that out of 301 respondents, around (93%) of the health workers who strongly agreed that their job allows them to use all their skills, knowledge and enjoying work environment but, only (5%) of health works disagreed that their job allows them to use all their skills, knowledge and enjoying work environment. Thus it is concluded that the working environment is directly associated with health workers' satisfaction of their job. Our finding shows that majority of the health workers were happy with their salaries, it revealed that among the health workers who replied that they were happy with their salaries were (77.1%), but the percentage of those who were not happy with the salaries were (22.6%), as well as only (3%) of the health workers did replied and left the answer blank. as well as, subsequently the study details show that about (52.4%) of those health workers who were strongly agreed and agreed that the rules for salary payments are fair, it is noticeable that only (48.6%) disagree. Thus it is concluded that the payment of salaries somehow associated with health workers' satisfaction of their job.

The security of hospital area, health works security as well as their families' security in the community which was associated with health workers' satisfaction of job shows that there are about (59%) of the respondents were strongly agree and agree regarding their families and their won security living in the community which is extremely high. Meanwhile, around (41%) of the health workers were disagree that their families and their won security living in the community.

The data shows that Out of 301 respondents, the proportion of health workers who were strongly agree and agreed replied that the supervisor never gives them any feedback about how well they are doing job was (41%), As well as, some respondents reported that they were disagree (59%). It means that the supervisor giving less feedback for health workers for their performance. This study also revealed that the feedback is also important factor associated with health worker dissatisfaction.

In order to know whether the study revealed that the availability of time is associated with health workers' satisfaction of job the data analyses shows that only (18%) of the respondents were strongly agreed and agreed that they are often asked to do things that are not their duties which mostly time consuming, while (82%) of the respondents replied they are mostly engaged with other jobs which is not on their job description, this proportion shows that the regarding timing mostly the health workers are dissatisfied. To determine whether motivation of health workers is associated with health workers'

satisfaction of job, this study finding shows a considerable satisfaction among all health workers. It means that subsequent data gives detail that about (84.4%) of those health workers who were strongly agreed they are satisfied with their job and are motivation is associate on job satisfaction, it is noticeable that only (15.6%) of the employees were disagree that motivation is not a factor for job satisfaction. Recommendation we would like to make recommendation based on the finding and hopefully have policy and management implications.

1. An ongoing and systematic monitoring and supervision will help to satisfy health-workers with instructive feedback in health facilities.
2. To maintain the security of health –workers’ inter-sectorial collaboration and cooperation is needed. Involvement of the community where the hospital located could be the great strategy in ensuring security of health workers.
3. Continues service evaluation and monitoring of job satisfaction can be useful to determine aspects of the services and individuals that need to be improved.
4. The hospital and the ministry of public should develop a comprehensive job description to all health workers which can avoid the time wastage of the staff and health workers should not be overburden.
5. Salaries scale and benefit need to be revised and should cover the need of health workers.
6. Capacity building of the health workers at the facility level is required. This should be linked with health IT and technology. Most of the hospitals and HFs are lacking equipment and this has a negative impact on the staff and beneficiary’s satisfaction as well.
7. The MoPH should work and develop hospital friendly environment for the health workers. Job security is highly recommended while change in the management style of the hospital management team is important as well.
8. The study may serve as a base for further studies in a deeper manner and on a large scale, in addition by further analysis number of issues can be explored further.

ACKNOWLEDGEMENT

At this point of submission of my thesis work to get the master’s degree at Maulana Azad University, department of public health. Firstly, I would like to thank God, for his blessings on me that I was able to complete my thesis work and my family members for supporting me throughout the journey. Secondly, I would like to express my sincere gratitude to my Supervisor Dr. Rashmi Rathore Associate Professor Maulana Azad University for the continuous support of my Master Degree study and research, for her patience, motivation, enthusiasm, and immense knowledge. Her guidance helped me in all the time of research and writing of this thesis. I could not have

Imagined having a better supervisor and mentor for my MHA study. Besides my advisor, I would like to thank the rest of my thesis committee and administrative staff of Maulana Azad University and JSPH department for their timely assistance. My sincere thanks also goes to the employees of the Nankem hospital, Coonoor, Tamil Nadu experts for supporting me during completion of my Master Degree and thesis.

I would also like to thank my co-supervisor Dr. Gowathaman for the continuous help and discussions, data analysis and his best comments and for his precious time dedicated to me to working together before deadlines. Also I thank the doctors, nurses, and other staffs at Nankem hospital for filling the questionnaire on time for the analysis.

Last but not the least I would like to thank my husband sqn leader Jeetu Yadav for believing in me and helping me to complete this master’s degree and to my son Tejas who allowed me to go for classes and examinations.

REFERENCES

- [1] Morteza Charkhabi, Samaneh Alimohammadi, Sedighe Charkhabi (2014) in their paper The Full Mediator Role of Job Satisfaction in Relationship between Job Characteristics and Health Outcomes in Hospital Nurses: A New Conceptual Model discussed about the effect of job characteristics on the mental and physical health considering to mediating role of job satisfaction.
- [2] K. Rajam, Dr. D. Sivasubramanian, Dr. V.P.T. Dhevika, Dr. O.T.V. Latasri, (September 2013) in their research paper concluded that job satisfaction strongly influences the productive efficiency of a hospital and increases effectiveness by making the employees more participative with the immediate superiors and providing the training programs.

- [3] Ismail, Prof.(Dr). Velnampy, 2013 in their paper Determinants of employee satisfaction (ES) in public health service organization (PHSO) in eastern province of Sri Lanka: A Pilot study tried to find determines factors affecting employee satisfaction in PHSOs. Environmental, psycholo-gical and structural factors have been identified as determinants of employee satisfaction in public health service organizations.
- [4] As per Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal (Sep-Oct. 2012), ‘Identification of Variables Affecting Employee Satisfaction and their Impact on the Organization’ discussed about various variables which are responsible for employee satisfaction.
- [5] Panagiotis Trivellas, Panagiotis Reklitis, Charalambos Platis (2013) in their paper The Effect of Job Related Stress on Employees’ Satisfaction: A Survey in Health Care tried to discuss the effect of job stress on job satisfaction.
- [6] Hong Lu, Alison E. While, K. Louise Barriball (2005) in their research paper ‘A model of job satisfaction of nurses: a reflection of nurses’ working lives in Mainland Chinaanalyses the growing literature relating to job satisfaction among nurses.
- [7] Charlotte Petersen 2005, told that Job Satisfaction of Hospital Nursing Staff discussed about the extrinsic factors negatively affect the job satisfaction which makes high turnover rates.
- [8] Research study of Kamil Erkan Kabaka, Asım Şena, Kenan Goçera, Seçil Küçüksöylemez, Güngör Tuncerc (2014) was to measure the impact of TQM activities on the job satisfaction where results show that employee training and education, and employee relations and teamwork are the most dominant factors on job satisfaction.
- [9] The aim of Billie Coomber, K. Louise Barriball, (2007) in their paper was to explore the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in order to identify the most influential factors. Findings: The key findings suggest that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses.
- [10] M. Kivimaki, p. Voutilainen, p. Koskinen, 1995 investigated that work motivation and job satisfaction at hospital wards with high and low levels of job enrichment.
- [11] Christine Kovner, Carol Brewer, Yow-Wu Wu, Ying Cheng, Miho Suzuki 2006 Purpose: To examine the factors that influences the work satisfaction of a national sample of registered nurses in metropolitan statistical areas (MSAs). Work-related factors were significantly related to RNs’ work satisfaction.
- [12] Karina Nielsen a, Joanna Yarker b, Raymond Randall c, Fehmidah Munir MAY (2009) examined two possible psychological mechanisms that link transformational leadership behaviours to employee job satisfaction and well-being. Transformational leaders may help ensure employees’ job satisfaction and psychological well-being.
- [13] <https://nankemhospital.com/> Accessed on 20 Nov 18.
- [14] <https://en.wikipedia.org/wiki/Coonoor#Geography>, accessed on 19 Nov 18.
- [15] <https://www.custominsight.com/employee-engagement-survey/what-is-employee-satisfaction.asp>, Accessed on 20 Nov 18.