

A Study On Job Satisfaction Of Nurses In Private Hospitals Chennai.

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1. Introduction

Employee job satisfaction has been under academic and scholarly investigation by the researchers for more than a century now. The existence of such studies takes us back to 1911, when Taylor began to study employees and their job duties to develop better ways to train workers. Seven years later, the interest in job satisfaction had clearly arrived when Edward Thorndike examined the link between work and satisfaction in the Journal of Applied Psychology in 1918. The actual curiosity in exploring job satisfaction began with 'Hawthorne studies' by Elton Mayo (1933) and works by Hoppock (1935). Although, these two studies were carried out at the same time yet the Hawthorne studies (1927-33) had the most long lasting influence on job satisfaction research.

“Happy workers are productive workers”

The idea that happy workers are productive workers developed in the 1930s and 1940s, largely as a result of findings drawn by researchers conducting the Hawthorne studies at western electric. Based on those conclusions, Managers worked to make their employees happier by focusing on working conditions and the work environment. Then in the 1980s an influential review of the research suggested that the relationship between job satisfaction and job performance was not particularly high.

The reverse causality might be true productive workers are likely to be happy workers, or productive might lead to satisfaction. In other words, if you do a good job you intrinsically feel good about it. In addition, your higher productivity should increase your recognition, your pay level and your likelihood of promotion. Cumulatively these towards in turn increase your level of satisfaction with the job. Satisfied employees tend to be more productive and committed to their employers, and a direct correlation has been shown between staff satisfaction and patient satisfaction in Hospitals. Job satisfaction results from an employee's perception of how well his or her job provides those things that are viewed as important. It is therefore a work-related attitude.

Attitudes comprise thoughts, feelings and intentions to act. An employee, who experiences a high level of job satisfaction, holds a positive attitude. It is also described as an emotional response towards various facets of one's job, such as equitable pay and working conditions. The implication is that a person can be satisfied with one aspect of his or her job, like pay and dissatisfied with another aspect such as supervision. Consequently, job satisfaction studies mainly focus on the various parts that are believed to be important to most people.

Research suggests that job satisfaction and job performance are positively correlated. Nurses with higher job satisfaction are more likely to provide more satisfactory services and produce better therapeutic effect than those with lower job satisfaction. Higher job satisfaction of hospital staff results in higher patient satisfaction and lower medical costs,

“Find happiness in your work, or you will never know what happiness is.”

Here this saying, summarizes the job satisfaction among the employees. The fundamental social, economic, political and technological changes taking place today inevitably affect the attitudes of the two main groups of people with whom an organization has to deal; its customer and its employees. Nowadays both are demanding more. In this research the customers are patients and the employees are the staff nurses. The demands of the patients are highly standard. They need individual care, quality and quantity in a reasonable price. So, the needs and expectations of the patients are endless and in order to keep up with the standards the employees should be highly productive.

In recent days hospitals are confronting great competition and scarcer resources than ever before. They are also severally challenged by the external and internal environment to achieve their goals effectively and efficiently. Employees play an important role in determining the quality and cost of health care. It is argued that they have the potential to be part of solutions to key problems in health care systems. Employee's job satisfaction

is found to influence hospital performance and productivity. Employee satisfaction is a measure of how happy workers are with their job and working environment.

Locke¹ (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Thus, a job satisfaction is related to perceptions of the work environment, factors such as demography of the worker may have a direct relation with job satisfaction in spinning mills.

Job satisfaction (Neuwirth², 1999) can be influenced by a variety of factors, including the quality of relationship with superiors and colleagues, the degree of fulfillment at work and prospects for promotion. Satisfied employees tend to be more productive and creative.

Job satisfaction (Clark and Oswald³, 1996) is motivated by a complicated bundle of characteristics that include earnings, fringe benefits, working conditions, effort requirements, chance for promotion, quality of co-workers and supervisors, and the intrinsic benefits from the actual work being done.

Satisfaction (Ali Turkyilmaz⁴, 2011) varies based on the career development at public and private limited companies. More private limited companies in developing countries have widely used performance as a base for career development than public limited companies.

2. Objectives Of The Study

Primary Objective

To Study the Job Satisfaction among Nurses at Private Hospitals in Chennai.

Secondary Objective

1. To determine factors influencing Job Satisfaction among nurses at Private Hospital.
2. To study the socio economic profile of the respondent.
3. To find out the relationship between employee satisfaction on work culture.
4. To offer suitable suggestions based on the findings of the study.

3. Research Methodology

Research Methodology is the process of systematic investigation of any management problem. It deals with research design, data collection method, sampling plan, sampling method, etc. “Research” means a scientific and systematic search for pertinent information on a specific topic. Research is a careful investigation or inquiry especially through search for new facts in any branch of knowledge. Research comprises defining and redefining problems, formulating hypothesis or suggested solution; collecting, organizing and evaluating data, making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

“Methodology” is defined as “the study of methods by which we gain knowledge, it deals with cognitive processes imposed on research to the problem arising from the nature of its subject matter”.

Research Plan

Data source: Primary Data & Secondary Data

Sample Method: Convenient Sampling

Research Instrument: Questionnaire

Sample size: 75 respondents

Research Design

The present study “A STUDY ON JOB SATISFACTION OF NURSES AND CORRESPONDING RECOMMENDATIONS TO IMPROVE JOB SATISFACTION” is a descriptive one. Descriptive research is also called statistical research.

The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages and other statistical calculations. Although this research is highly accurate, it does not gather the causes behind situation. Descriptive research is mainly done when a research is mainly done when a research wants to gain a better understanding of a topic.

Descriptive research answers the questions who, what, where, when and how. The primary data for the study is collected through a Well-structured Questionnaire. The secondary data relating to the study have been collected from various journals, magazines, newspapers, books, periodicals, internet and unpublished documents.

Data Collection Method:

Primary Data:

Primary data is known as data collected for the first time through field survey. Such data are collected with specific set objectives. Primary data always reveals the cross-section picture of anything studied. This is needed in research to study the effect or impact any policy.

Secondary Data:

Secondary data refers to the information or facts already collected. Such data are collected with the objectives of understanding the past status of any variable data collected and reported by some source is accessed and used for the objectives of the study. The secondary data were collected from:

Magazine

Books

Journals

Records maintained by HR department

Company websites

Sampling Design

The present study is confined to employees working in Private Hospital. The convenient sampling method has been adopted for the study. The present study is based purely on primary data. It has been collected through a questionnaire designed for the study.

Sample Size

Table1: Sample Size

S.NO	Category of Employee	Sample Respondents
1.	Staff Nurse	75

Table 1clearly shows that 75 respondents were selected for the study by adopting convenient sampling method.

Research Instrument:

QUESTIONNAIRE: A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses. The questionnaire contains 29 questions in total. The first 4 questions of the questionnaire are based on personal data of the employees and the rest 25 questions are based on the topic HR practices. The scaling method used for this study is Likert 5-point rating scale method,

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Data Analysis Method:

Using the Statistical package for Social Sciences the following test were administered.

Percentage Analysis

Pie chart

Correlation Analysis

Anova

Conceptual Framework

Job contentment is described at this point as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction results from the perception that one's job consummates or sanctions the fulfilment of one's own consequential job values, providing that and to the degree that those values are congruent with one's needs.

4. Factors Influencing Job Satisfaction

An organization is able to achieve success when the workforce and the personnel involved will be able to acquire job satisfaction from the job performances and the other associated factors. Amongst all the assets of the organization, human resources is regarded to be the most significant and a valuable asset, which is essential for the adequate operation of all the other resources of the organization. When the human resources are satisfied with their jobs, then they will contribute towards the functioning of the organization to the best of their abilities and enhance productivity. Job satisfaction describes how contented an individual feels with his job; this concept not only benefits the employees but also the organizational structure to a large extent.

Factors Influencing Job Satisfaction

Within the workplace, the main factors that influence job satisfaction have been stated as follows:

Job Security – It is important for an individual to feel safe and secure within the employment setting. The aspects such as vulnerability, susceptibility, weakness and helplessness does not arouse job satisfaction. The job security is affected by the factors such as, effective communication and good terms and conditions with the superiors and the subordinates, safe working environmental conditions, safe condition of the machines, equipment and other devices that individuals make use of for production and manufacturing, availability of incentives and benefits and good salary in accordance with the performance of job duties. Overall job satisfaction is slightly related to job security (Hong, Hamid, & Salleh, 2013).

Opportunities to Make Use of Skills and Abilities – Within the employment setting, individuals feel satisfied, when they are provided with the opportunities to make effective use of their skills and abilities. They have acquired training in the field of management or education, hence, an individual feels satisfied, when he is made available the opportunities where he can make effective utilization of the education and training that he possess. When individuals are not able to utilize their knowledge, skills and abilities within the employment settings, then he does not feel satisfied with his job.

People Management – People management is an important aspect of the organizational process. This originated from the acknowledgment that the human resources of an organisation and the organisation itself are synonymous. A well-administered business organisation generally considers the average employees as the primary source of productivity gains. These organisations consider the employees rather than capital as the core foundation of the business and providers to the development of the company. To ensure the attainment of the goals and objectives, the organisation creates an atmosphere of assurance and support for its employees through policies that facilitate employee satisfaction. Satisfaction of human resources established close connections with largely motivated employees. Motivated employees then cultivate reliability or commitment to the firm resulting in greater efficiency and lower turnover rates (Parvin, & Kabir, 2011).

Compensation/Pay – Compensation is defined as the monetary benefit given to the employees by the company in return for the services that the employees render towards the company. Monetary compensation and benefits are considered to be the most imperative areas that employees work for, when they feel, their pay and benefits are sufficient enough to sustain their living, then they feel satisfied with their work. When employees experience promotion and increase in compensation, then they felt immense pleasure and satisfaction towards their jobs. Compensation occupies the first rank in the determination of the job satisfaction as compared to other major determinants (Neog, & Barua, 2014).

Supervisor Support – Within the organization, the employees need guidance, direction and management from their supervisor. The support of the supervisor is one of the important factors for employee retention and to do well in one's job duties. Supervisor support is defined as the extent to which the leaders and the administrators make provision of care for the welfare of the employees and value their contributions (Neog, & Barua, 2014).

When the employees feel that they are receiving support, care and assistance from their supervisor, they develop this viewpoint that they are being appreciated, heard and cared for, hence, due to this, they feel satisfied with their jobs.

Working Environmental Conditions – The working environmental conditions influence job satisfaction, as the employees would want their physical working environmental conditions to be comfortable. The working conditions include the office equipment, chairs, furniture, machines, tools, and so forth. The employees feel satisfied with their jobs, when the productivity levels goes up, because of the working environmental conditions.

Job Characteristics – There are certain characteristics that are required to be taken into consideration, when the employees need to develop the attitude of job satisfaction. These include, skill variety, task identity, task significance, autonomy and feedback; these job characteristics have an influence upon the three critical psychological states, these are experienced meaningfulness, experienced responsibility for outcomes and knowledge for the actual results. The possession of knowledge and information by the employees about these characteristics and aspects will contribute in enhancing efficiency and influence job satisfaction, absenteeism, motivation and so forth (Kumari, Joshi, & Pandey, 2014).

Relationship with the Co-workers – Within the organizational structure, it is vital for the employees to develop appropriate terms and conditions with the co-workers. It is vital to create an atmosphere within the workplace, where co-workers are able to interact with each other in a pleasant and an informal manner. Amiable and friendly relationships with the co-workers enable the individuals to perform their assignments, jobs and work duties in an adequate manner. If the supervisor has provided to the employees some kind of explanation regarding the performance of the job duties, and some of the employees may not have understood clearly, then they can always consult their co-workers and seek support and assistance from them

Job Duties – In jobs, there are various kinds of job duties, some job duties are not considered to be very difficult and employees are able to manage them in an effective manner, whereas in other jobs, there are job duties that are quite demanding and challenging. Therefore, job duties contribute to a major extent in developing the attitude of job satisfaction amongst the employees. For instance, when the job duties are manageable and employees possess accurate and appropriate knowledge about how to perform their jobs lead to job satisfaction.

5. Theories Of Job Satisfaction

The various theories that attempt to explain job satisfaction; the theories have been divided into two categories, these are content theories and process theories. Content theories are the Maslow's Need Hierarchy Theory, Aldefer- ERG Theory ;, and process theories are Expectancy Theory, Goal- Setting Theory, Equity Theory.

Maslow's Hierarchy of Needs – In accordance to the Maslow's theory, human needs are divided into five categories. These categories comprise of all human activities, which are physiological or basic needs, these consists of food, water, shelter, sleep, warmth and other factors necessary for survival; security or safety needs, these include, protection, physical environment, law, rules, policies, limits and stability; belonging or affection needs, these include, affection, family, relationships, group work and friendship; esteem or ego needs, these include, self-esteem, independence, status, prestige, possession, authority, and receiving respect and self-actualization needs, these include, self-fulfilment, recognising personal potential, pursuing personal growth and experiences, personal progress and development.

The ERG Theory - Clayton Alderfer (1969) planned the Existence-Relatedness-Growth Theory. The ERG theory is an extension of Maslow's hierarchy of human needs theory. Alderfer stated that needs could be categorized into three categories, rather than five and these are; existence needs, psychological and safety needs; and relatedness needs. Existence needs are similar to Maslow's physiological and safety need categories. Relatedness needs involve interpersonal relationships, which are similar to Maslow's belongingness and esteem needs. Growth needs are related with the realization of one's potential, which are associated with Maslow's esteem and self-actualization needs.

Expectancy Theory - Expectancy can be defined as a confidence, which concerns a specific action following by a specific result. An American psychologist, Edward C. Tolman, introduced Expectancy Theory in the 1930s. This theory directs that human behaviour is driven by the expectations. According to the theory, an

individual decides to behave in a certain way to achieve the desired objective, motivates himself or herself to select a specific behaviour concerning what result they expect of that behaviour. For instance, if workers require more finances to fulfil their requirements, they are assured that if they work hard; they will make money.

Goal Setting Theory - Goal Setting Theory is developed by Locke and Latham, and according to the theory, goal setting is one of the most important constituents of job satisfaction. Goal-setting theory puts emphasis upon the importance of particular goals in obtaining motivation and satisfaction. In the goal setting process, people want to accomplish the goals to fulfil their desires and aspirations. The job duties of the individuals are centred upon the achievement of goals and objectives.

Equity Theory – Equity Theory is a motivation theory but there are vital areas about satisfaction and dissatisfaction in it. According to Adams (1963, 1965), satisfaction is determined by the supposed input-outcome balance. Inputs are the factors such as educational level, knowledge, aptitude, proficiency, determination, accountability, age and effort, while outcomes are the aspects like performance, salary, good working conditions, work insurance, advancement, acknowledgement, position, and prospect.

6. Review Of Literature

Jackie Mamitsa Banyana Ramasodi (1994) in their study on, “Factors Influencing Job Satisfaction among Healthcare Professionals at South Rand Hospital”, the present study emphasized relationships have been reported between job satisfaction, productivity, absenteeism and turnover among healthcare employees and as such it affects employees’ organizational commitment and the quality of healthcare services. The aim of the study was to determine the factors influencing job satisfaction among healthcare professionals at South

Rand Hospital. The study was conducted among 103 participants. Self-administered questionnaires were used to collect data from the participants. Data was then analyzed using statistical software SPSS 17.0. The results showed a low level of job satisfaction. Almost 80% (79.6%) of participants were not satisfied with their jobs, and there was no association between job satisfaction and socio-demographic characteristics. Variables such as opportunity to develop, responsibility, patient care and staff relations were found to be significantly influencing job satisfaction and there was a significant positive medium association between job satisfaction and opportunity to develop, responsibility, patient care and staff relations for both clinical and clinical support staff. Satisfaction with one’s job can affect not only motivation at work but also career decisions, relationship with others and personal health. Those who are working in a profession that is extremely demanding and sometimes unpredictable can be susceptible to feelings of uncertainty and reduced job satisfaction. Job satisfaction is also an essential part of ensuring high quality care. Dissatisfied healthcare provides give poor quality, less efficient care. Interventions need to be implemented in order to improve the level of job satisfaction among healthcare professionals at South Rand Hospital.

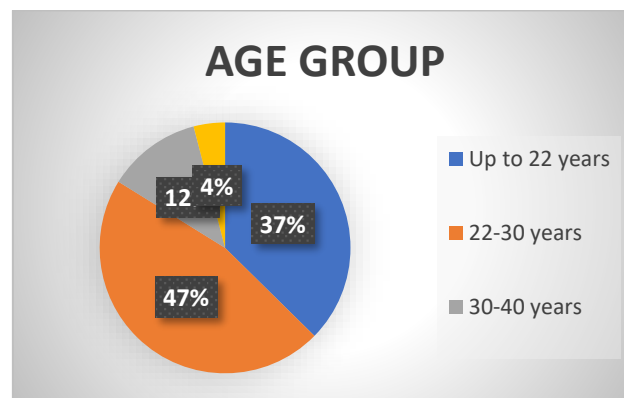
Dong Woon Han, Seung Sub Eom, Ok Ryun Moon(1995) in their study entitled, “Job Satisfaction and Commitment of General Hospital Employees”, this study was intended to enhance the level of hospital personnel management through analyzing job satisfaction of hospital employees in terms of structural, personal and environmental variables. The sample of this study consist of a total of 790 persons including doctors, residents, interns, pharmacists, nurses, medical engineers, office workers and manual workers who have worked for general hospitals with 200 beds, 300 beds and 800 beds respectively. Usually hospital employees showed high degree of stability, while, their satisfaction on promotion possibility is quite low due to specially differentiated structures of hospitals. The degree of satisfaction on the internal conditions of organizational culture was relatively higher as 2.92: They were coworker's support (3.69), supervisory support(3.15), role conflict(2.64) and welfare(2.17) in order. The satisfaction on welfare as an economic condition was the lowest. 2) Personal Variables. The level of satisfaction on personal variables was 3.27 which seemed to be quite high: contribution to the hospital (3.38), attitude on job performance (3.28) and pride as a member of the, hospital (3.07). They seem to believe that their work has been helpful to the performance of hospitals. 3) Environmental Variables. The degree of satisfaction on these variables was 3.07 the average which was derived from environmental factors such as family-role conflict and community support related to hospital employees' environment. The order of satisfaction for each variable is community support (3.2) and family-role conflict(2.94). They turned out to be fairly satisfied with their job in community and yet, they wanted more spare time to spend with their family.

7. Data Analysis And Interpretation

The present chapter is based on the analysis and interpretation the data. The data maybe valid and reliable but it does not serve the purpose, unless the data is carefully classified, processed, analyzed, interpreted and concluded. This chapter consists of different parts of analysis Percentage analysis, Correlation Analysis , One way Anova.

Table 2: representing the age group of the staff nurses working in the hospital.

S.NO	AGE GROUP	FREQUENCY	PERCENTAGE
1	Up to 22 years	28	37%
2	22-30 years	35	47%
3	30-40 years	9	12%
4	40 years and above	3	4%
TOTAL		75	100%

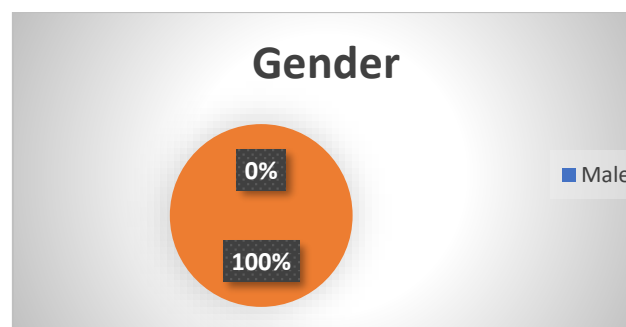


Source: Primary data

Inference: From the above table it is inferred that 37% of the staff nurses are upto 22 years and 47% are 22-30 years, 12% are 30-40 years 4% are 40 years and above.

Table 3: representing the gender of the staff nurses working in the hospital.

S.NO	GENDER	FREQUENCY	PERCENTAGE
1	Male	0	0
2	Female	75	100%
TOTAL		75	100%

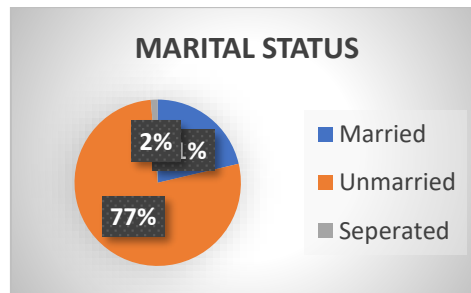


Source: Primary data

Inference: From the above table it is inferred that 100% of the staff nurses are Female.

Table 4: representing the Marital Status of the staff nurses working in the hospital.

S.NO	MARITAL STATUS	FREQUENCY	PERCENTAGE
1	Married	16	21%
2	Unmarried	58	77%
3	Seperated	1	2%
TOTAL		75	100%

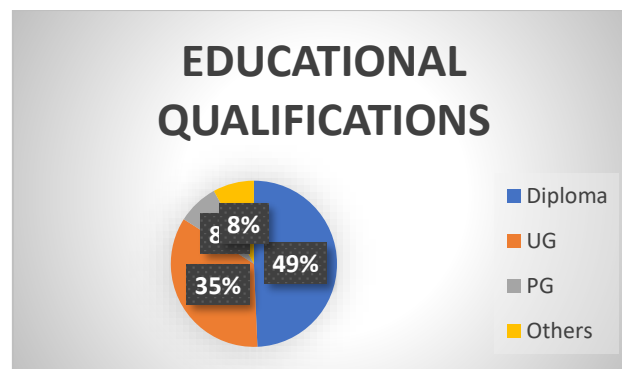


Source: Primary data

Inference: From the above table it is inferred that 21% of the staff nurses are Married, 77% are Unmarried, 2% are separated.

Table 5: representing the Educational Qualification of the staff nurses working in the hospital.

S.NO	EDUCATIONAL QUALIFICATION	FREQUENCY	PERCENTAGE
1	Diploma	37	49%
2	UG	26	37%
3	PG	6	8%
4	Others	6	8%
TOTAL		75	100%



Source: Primary data

Inference: From the above table it is inferred that 53% of the staff nurses have diploma, 37% have UG degree, 8% have PG degree and 2% have other qualifications.

Correlation Analysis

Hypothesis: Work culture influences Job satisfaction of the respondents.

Null Hypothesis (H0): There is no relationship between factors such as Organizational Culture and Job Satisfaction.

Alternate Hypothesis (H1): There is relationship between factors such as Organizational Culture and Job Satisfaction.

The results of the Correlation Analysis are as follows,

Variable 1	Variable 2	P value	Correlation coefficient
Organizational Culture	Job Satisfaction	0.000	.672
Correlation is significant at the 0.01 level.			

Interpretation:

Since P value is less than 0.01, the correlation factors are significant at 1% level of significance, from the table it is clear that,

There exists a moderate high relation between Organizational culture and Job satisfaction.

ANOVA

Hypothesis: Job Satisfaction varies with Age and Workplace relationships and of the respondents.

Null Hypothesis (H0): There is no significant difference between the perceptions of job satisfaction between Age and workplace relationships of the respondents.

Alternate Hypothesis (H1): There is significant difference between the perception of job satisfaction between Age and workplace relationships of the respondents.

Descriptives		
	N	Mean
Upto 22 years		
22- 30years		
30- 40 years		
40 years and above		

ANOVA					
Job Satisfaction					
	Sum of squares	df	Mean Square	F	Sig.
Between groups	1.671	3	.557	.284	.836
Within groups	138.996	71	1.958		
Total	140.667	74			

Interpretation

Calculated P value is 0.000. Since the calculated P value is less than 0.05, null hypothesis is rejected at 5% level of significance. Thus Job Satisfaction varies with age and workplace relationships of the respondents. From the mean values it is clear that respondents having

8. Findings

It is found that 37% of the nurses are upto 22 years ,47% of the nurses are between 22-30 years , 12% are 30-40 years , 4% are above 40 years

It is found that 100% of the nurses are female and there are no male nurses.

It is found that 21% are Married, 77% are Unmarried. 2% are Separated or Divorced.

It is found that 49% of nurses have Diploma, 37% have UG degree, 8% have PG degree , 8% have other educational qualification.

It is found that 62% of the nurses have Agreed that they are clear with their Job duties and Responsibilities, 32% of the nurses have Strongly agreed that they are clear with their Job duties and Responsibilities, 5% of the nurses are neutral that they are clear with their Job duties and Responsibilities, 1% of the nurses are neutral that they are clear with their Job duties and Responsibilities.

It is found that 69% of the nurses have agreed that they are free to make decisions and act on them, 14% of the nurses have strongly agreed that they are free to make decisions and act on them, 10% of the nurses are neutral that they are free to make decisions and act on them, 3% of the nurses have disagreed that they are free to make decisions and act on them, 4% of the nurses have strongly disagreed that they are free to make decisions and act on them.

It is found that 34% of the nurses have agreed that they are satisfied with their salary, 4% have strongly agreed that they are satisfied with their salary, 13% of the nurses are neutral that they are satisfied with their salary, 30% of the nurses have disagreed that they are satisfied with their salary, 18% of the nurses have Strongly disagreed that they are satisfied with their salary.

It is found that 64% of the nurses have agreed that they are being valued for their contributions, 17% of the nurses have Strongly agreed that they are being valued for their contributions 16% of the nurses are neutral that they are being valued for their contributions, 3% of the nurses have disagreed that they are being valued for their contributions.

It is found that 50% of the nurses have agreed that the organization is concerned with the long term welfare of the employees, 17% of the nurses have Strongly Agreed that the organization is concerned with the long term welfare of the employees, 22% of the nurses are neutral that the organization is concerned with the long term welfare of the employees, 2% of the nurses have disagreed that the organization is concerned with the long term welfare of the employees, 3% of the nurses have strongly disagreed that the organization is concerned with the long term welfare of the employees.

It is found that 68% of the nurses have Agreed that they are satisfied with the hours of work, 25% of the nurses have Strongly agreed that they are satisfied with the hours of work, 2% of the nurses are neutral that they are satisfied with the hours of work, 5% the nurses have Disagreed that they are satisfied with the hours of work.

It is found that 58% of the nurses the nurses have Agreed that they are satisfied with the relationship with their co-workers, 32% the nurses are neutral that they are satisfied relationship with their co-workers, 10% relationship with their co-workers.

It is found that 64% of the nurses have Agreed that they are satisfied with the relationship they have with their HOD, 16 % of the nurses have Strongly agreed that they are satisfied with the relationship they have with their HOD, 16% of the nurses are neutral that they are satisfied with the relationship they have with their HOD, 4% of the nurses have disagreed that they are satisfied with the relationship that they have with their HOD.

It is found that 51% of the nurses have agreed that they are satisfied with the overall organizational culture/climate of their organization, 11% of the nurses have Strongly agreed that they are satisfied with the overall organizational culture/climate of their organization, 33% of the nurses are neutral that they are satisfied with the overall organizational culture/climate of their organization, 4% of the nurses have disagreed that they are satisfied with the overall organizational culture/climate of their organization, 1% have strongly disagreed that they are satisfied with the overall organizational culture/climate of their organization.

It is found that 65% of the nurses have Agreed that they are satisfied with the method of performance appraisal, 8% of the nurses have Strongly Agreed that they are satisfied with the method of performance appraisal, 17% of the nurses are neutral that they are satisfied with the method of performance appraisal, 7% of the nurses have Disagreed that they are satisfied with the method of performance appraisal, 3% of the nurses have Strongly Disagreed that they are satisfied with the method of performance appraisal

It is found that 56% of the nurses have Agreed that they perform well in their job and are adequately compensated, 20% of the nurses have Strongly agreed that they perform well in their job and are adequately compensated, 12% of the nurses are neutral that they perform well in their job and are adequately compensated, 12% of the nurses have Disagreed that they perform well in their job and are adequately compensated.

It is found that 67% of the nurses have Agreed that the organization clearly conveys their mission to its employees, 5% of the nurses have Strongly agreed that the organization clearly conveys their mission to its employees, 20% of the nurses are neutral that the organization clearly conveys their mission to its employees, 5%

of the nurses have disagreed that the organization clearly conveys their mission to its employees, 3% of the nurses have strongly disagreed that the organization clearly conveys their mission to its employees.

It is found that 79% of the nurses have Agreed that they understand how their job aligns with the Hospital's mission, 8% of the nurses have Strongly agreed that they understand how their job aligns with the Hospital's mission, 10% of the nurses are neutral that they understand how their job aligns with the Hospital's mission, 3% of the nurses have disagreed that they understand how their job aligns with the Hospital's mission.

It is found that 50% of the nurses have Agreed that they their reporting structure is very clear and easy with their supervisor, 20% of the nurses have Strongly agreed that they their reporting structure is very clear and easy with their supervisor, 14% of the nurses are neutral that they their reporting structure is very clear and easy with their supervisor, 13% of the nurses have disagreed that they their reporting structure is very clear and easy with their supervisor, 3% of the nurses have Strongly disagreed that they their reporting structure is very clear and easy with their supervisor.

It is found that 44% of the nurses have Agreed that they are able to express their new ideas and initiatives, 10% of the nurses have Strongly agreed that they are able to express their new ideas and initiatives, 37% of the nurses are neutral that they are able to express their new ideas and initiatives, 9% of the nurses have disagreed that they are able to express their new ideas and initiatives.

It is found that 48% of the nurses have Agreed that they are recognized for their hard work that they put in to fulfill their job duties, 37% of the nurses have Strongly agreed that they are recognized for their hard work that they put in to fulfill their job duties, 4% of the nurses are neutral that are recognized for their hard work that they put in to fulfill their job duties, 6% of the nurses have disagreed that they are recognized for their hard work that they put in to fulfill their job duties, 5% of the nurses have Strongly disagreed that they are recognized for their hard work that they put in to fulfill their job duties.

It is found that 63% of the nurses have Agreed that they feel like they are part of the organization, 27% of the nurses have Strongly agreed that they feel like they are part of the organization, 10% of the nurses are neutral that they feel like they are part of the organization.

It is found that 59% of the nurses have Agreed that they find their work meaningful, 33% of the nurses have Strongly agreed that they find their work meaningful, 5% of the nurses are neutral that they find their work meaningful, 3% of the nurses have disagreed that they find their work meaningful.

It is found that 60% of the nurses have Agreed that they have the training to their job, 18% of the nurses have Strongly agreed that they have the training needed to do their job , 22% of the nurses have disagreed that they have the training needed to do their job.

It is found that 57% of the nurses have Agreed that their job uses their skills and abilities as much as it could, 30% of the nurses have Strongly agreed that their job uses their skills and abilities as much as it could, 13% of the nurses are neutral that their job uses their skills and abilities as much as it could.

It is found that 46% of the nurses have Agreed that their job gives them the opportunities to learn, 46% of the nurses have Strongly agreed that their job gives them the opportunities to learn, 8% of the nurses are neutral that their job gives them the opportunities to learn.

It is found that 48% of the nurses have Agreed that they are satisfied with the non-monetary benefits provided, 6% of the nurses have Strongly agreed that they they are satisfied with the non-monetary benefits provided, 26% of the nurses are neutral that they they are satisfied with the non-monetary benefits provided, 20% of the nurses have disagreed that they are satisfied with the non-monetary benefits provided.

It is found that 48% of the nurses have Agreed that their HOD provides them with actionable suggestions on need, 32% of the nurses have Strongly agreed that they their HOD provides them with actionable suggestions on need, 2% of the nurses are neutral that their HOD provides them with actionable suggestions on need, 8% of the nurses have disagreed that their HOD provides them with actionable suggestions on need, 11% of the nurses have Strongly disagreed that their HOD provides them with actionable suggestions on need.

It is found that 59% Agreed that they are properly guided by their HOD, 24% of the nurses have Strongly agreed that they they are properly guided by their HOD, 9% of the nurses are neutral that they properly guided by their HOD , 8% of the nurses have disagreed that they are properly guided by their HOD.

It is found that 53% of the nurses have Agreed that their HOD helps them perform better, 21% of the nurses have Strongly agreed that they their HOD helps them perform better, 2% of the nurses are neutral that their

HOD helps them perform better, 14% of the nurses have disagreed that their HOD provides them helps them perform better, 10% of the nurses have Strongly disagreed that their HOD helps them perform better.

9. Suggestions

In this section, the following suggestions are offered for improving the level of job satisfaction of employees of private Hospitals in Chennai. These suggestions have been brought out from the observation and from the data.

Money alone is not enough to motivate employees in today's workforce. Besides financial motivations, other ways are to be adopted to motivate employees such as involving them in decision making – process, autonomy in work which ensures a healthy environment. Employees should be encouraged to commit themselves to create a dedicated workforce for hospital.

Training and development programmes must be provided to the employees at regular intervals to update their knowledge and skills. The kind of work given to an employee should be according to his/her abilities and knowledge and their efforts for doing a particular task must be valued by giving appreciations and rewards to the employees for their hard work so that their level of motivation increases. Along with healthy environment, healthy relationship should also be maintained in an organization. Every effort needs to be made to make the workload of the employees in the hospital more equitable to her competence and capacity. There is an immediate need for the hospital's management to consider appointing a counselor for employees. Their job involves being in a constantly stressful environment of sickness and pain. To be able to resolve personal and professional conflicts, employees may require ongoing guidance and help. All of the employees are female, so if kids care is available inside the campus to take care of their kids, means they will be more beneficial and happy. Safety measures have to be provided more for the employees and as well as to their family with preventive medicines. Transport facility can be provided to them as there are many female employees working. They work in night shifts also. Job Satisfaction of the employees is crucial for any organization, employees in the workplace should be able to balance the official and personal work and office environment need to create happy location, training and educational process is required from the institution to ensure the quality of work.

10. Conclusion

While concluding, it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. It is also observed that as a person ages, his job satisfaction shows an increasing trend. Younger employees have more energy, more expectations and more options, and hence have lesser satisfaction with the job. Overall the job satisfaction of employees though is not very high but still satisfactory. But there is still considerable room for improvements.

This study tested factors influencing the job satisfaction of employees of Private hospital. The results suggest that responsibility and recognition is identifying as an important factor to influence the job satisfaction of employees of private hospital and Salary and Bonus is identifying as another important factor to influence the job satisfaction of employees of Voluntary Health Services hospital. Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee's work performance. It is concluded that the employees are moderately satisfied in their job.

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ANNEXURE

QUESTIONNAIRE

A STUDY ON JOB SATISFACTION OF NURSES AT PRIVATE HOSPITALS.

SECTION 1

Demographic profile of Nurses – Personal Details

1. Age.

Up to 22 years

22-30 years

30-40 years

40 years and above

2. Gender.

Male

Female

3. Marital Status.

Married

Unmarried

Divorced

Seperated

4. Educational Qualification

Diploma

UG

PG

Others.

SECTION 2

Employee Satisfaction

5. I am clear with my Job duties & responsibilities.

Strongly disagree Disagree Neutral Agree Strongly agree

6. In my daily work, I am free to make decisions and act on them.

Strongly disagree Disagree Neutral Agree Strongly agree

7. I am satisfied with the remuneration I receive (salary).

Strongly disagree Disagree Neutral Agree Strongly agree

8. I feel valued for my contributions.

Strongly disagree Disagree Neutral Agree Strongly agree

9. My organization is concerned with the long term welfare of the employees.

Strongly disagree Disagree Neutral Agree Strongly agree

10. I am satisfied with the hours of work.

Strongly disagree Disagree Neutral Agree Strongly agree

Work Place Relationship.

11. I am satisfied with the relationship I have with my co-workers.

Strongly disagree Disagree Neutral Agree Strongly agree

12. I am satisfied with the relationship I have with my HOD.

Strongly disagree Disagree Neutral Agree Strongly agree

Organization Culture

13. I am satisfied with the overall organizational culture/climate of this organization.

Strongly disagree Disagree Neutral Agree Strongly agree

14. I am satisfied with the method of performance appraisal.

Strongly disagree Disagree Neutral Agree Strongly agree

15. I perform well in my job, I am adequately compensated.

Strongly disagree Disagree Neutral Agree Strongly agree

16. The organization clearly conveys its mission to the employees.

Strongly disagree Disagree Neutral Agree Strongly agree

17. I understand how my job aligns with the Hospital's Mission.

Strongly disagree Disagree Neutral Agree Strongly agree

18. The reporting structure is very clear and easy between my supervisor and me.

Strongly disagree Disagree Neutral Agree Strongly agree

19. I am able to express my new ideas and initiatives.

Strongly disagree Disagree Neutral Agree Strongly agree

20. I am recognized for my hard work and efforts that I put in to fulfill my Job duties.

Strongly disagree Disagree Neutral Agree Strongly agree

21. I feel like I am part of the organization.

Strongly disagree Disagree Neutral Agree Strongly agree

22. I find my work meaningful.

Strongly disagree Disagree Neutral Agree Strongly agree

23. I feel my Job utilizes my skills and abilities as much as it could.

Strongly disagree Disagree Neutral Agree Strongly agree

24. I have the training I need to do my Job.

Strongly disagree Disagree Neutral Agree Strongly agree

25. My Job gives me the opportunity to learn.

Strongly disagree Disagree Neutral Agree Strongly agree

26. I am satisfied with the non-monetary benefits provided to me.

Strongly disagree Disagree Neutral Agree Strongly agree

27. My HOD provides me with actionable suggestions on what I can do to improve.

Strongly disagree Disagree Neutral Agree Strongly agree

28. I am properly guided by my HOD on need.

Strongly disagree Disagree Neutral Agree Strongly agree

29. When I have questions or concerns my HOD addresses them and help me perform better.

Strongly disagree Disagree Neutral Agree Strongly agree