Summary of Findings, Suggestions and Conclusion
CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

In this chapter a brief summary of the findings is presented on the basis of analysis of data collected from field survey.

FINDINGS

5.1 BACKGROUND INFORMATION OF THE RESPONDENTS - DOCTORS

5.1.1 PERCENTAGE ANALYSIS

- A majority (63%) of the respondents are male doctors
- A majority (63%) of the respondents are married
- A majority (63%) of the respondents are living with partners.
- A majority (70%) of the respondents fall to the age group of 30-40 years.
- A majority (57%) of the respondents desire to pursue medicine after attaining the age of 16 years
- A majority (56%) of the respondents are having an experience of 3-6 years.
- A majority (87%) of the respondents are working in hospitals in a full time basis.

5.1.2 ANALYSIS OF VARIANCE

Living status

- There exists a statistically significant difference between organisational climate dimensions of teamwork, autonomy, challenging job, involvement, training, innovation and commitment and the living status of the respondents and there is no statistically significant difference between organisational climate dimensions of work environment and the living status of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of extrinsic reward, support, rewards & recognition, work balance, stress/workload, opportunity for development, responsibility and professional status and the living status of the respondents.
Age

- There exists a statistically significant difference between organisational climate dimensions of teamwork, autonomy, challenging job, involvement, training and innovation and the age of the respondents and there is no statistically significant difference between Organisational climate dimensions of work environment and commitment and the age of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of extrinsic reward, support, reward & recognition, stress/workload, the opportunity for development and professional status and the age of the respondents and there is no statistically significant difference between job satisfaction dimensions of work balance and the age of the respondents.

Desire to Pursue Medicine

- There exists a statistically significant difference between organisational climate dimensions of autonomy, challenging job, involvement and innovation and who desire to pursue medicine and there is no statistically significant difference between organisational climate dimensions of work environment, teamwork, training and commitment and who desire to pursue medicine.

- There exist a statistically significant difference between job satisfaction dimensions of reward & recognition and work balance and who desire to pursue medicine and there is no statistically significant difference between job satisfaction dimensions of extrinsic reward, support, stress/workload, the opportunity for development, responsibility and professional status and who desire to pursue medicine.

Experience

- There exists a statistically significant difference between organisational climate dimensions of teamwork, challenging job, involvement, training and innovation and the experience of the respondents and there is no statistically significant difference between organisational climate dimensions of work environment, autonomy and commitment and the experience of the respondents.
There exists a statistically significant difference between job satisfaction dimensions of support, reward & recognition, work balance, stress/workload, opportunity for development, responsibility and professional status and experience of the respondents and there is no statistically significant difference between job satisfaction dimensions of extrinsic reward and the experience of the respondents.

**Working time**

There exists a statistically significant difference between organisational climate dimensions of teamwork, challenging job and training and the working time of the respondents and there is no statistically significant difference between organisational climate dimensions of work environment, autonomy, involvement, innovation and commitment and the working time of the respondents.

There exists a statistically significant difference between job satisfaction dimensions of extrinsic reward, support and work balance and working time of the respondents and there is no statistically significant difference between job satisfaction dimensions of reward & recognition, stress/workload, the opportunity for development, responsibility and professional status and the working time of the respondents.

**5.1.3 INDEPENDENT SAMPLE T-TEST**

**Gender**

There exists a statistically significant difference between organisational climate dimensions of innovation and the gender and there is no statistically significant difference between organisational climate dimensions of work environment, teamwork, autonomy, challenging job, training, and commitment and the gender.

There is no statistically significant difference between job satisfaction dimensions of extrinsic reward, level of support, reward & recognition, work balance, stress/workload, the opportunity for development, responsibility and professional status and the gender.

**Marital status**

There exists a statistically significant difference between organisational climate dimensions of teamwork, challenging job, involvement, training and innovation and
the marital status and there is no statistically significant difference between Organisational climate dimensions of work environment, autonomy and commitment and the marital status.

- There exists a statistically significant difference between job satisfaction dimensions of reward & recognition, stress/workload, the opportunity for development and responsibility and the marital status and there is no statistically significant difference between job satisfaction dimensions of extrinsic reward, level of support, work balance and professional status and the marital status.

5.1.4 CORRELATION CO-EFFICIENT

Organisational climate dimensions and Job Satisfaction dimensions of Doctors

Organisational climate dimensions and extrinsic rewards

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with extrinsic rewards. The organizational climate variables teamwork, autonomy, challenging job, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variable extrinsic rewards.

Organisational climate dimensions and support

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with support. The organizational climate variables teamwork, autonomy, challenging job, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variables Support.

Organisational climate dimensions and rewards & recognition

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with rewards and recognition. The organizational climate variables teamwork, autonomy, challenging job, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variables rewards & recognition.
Organizational climate dimensions and work balance

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with work balance. The organizational climate variables autonomy, challenging job, training, innovation and commitment have significant positive correlation with job satisfaction variables work balance.

Organizational climate dimensions and stress/work load

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with stress/work load. The organizational climate variables autonomy, challenging job, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variables stress/work load.

Organizational climate dimensions and opportunities for development

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with opportunities for development. The organizational climate variables teamwork, autonomy, challenging job, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variables opportunity for development.

Organizational climate dimensions and responsibility

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with responsibility. The organizational climate variables teamwork, autonomy, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variables responsibility.

Organizational climate dimensions and professional status

- The organizational climate dimension variables work environment, teamwork, autonomy, challenging job, involvement, training, innovation and commitment have positive correlation with professional status. The organizational climate variables
autonomy, involvement, training, innovation and commitment have significant positive correlation with job satisfaction variables professional status.

5.1.5 GARRETT’S RANKING

Among the factors influencing the factor to become a doctor “Interest “got the first rank followed by “Helping others, Status of Profession, Role model, Parental expectations, Prevent Disease and Opportunities for Human Contact and Action”.

5.2 BACKGROUND INFORMATION OF THE RESPONDENTS - NURSES

5.2.1 PERCENTAGE ANALYSIS

- A majority (73 %) of the respondents were nurses.
- A majority the respondents with (50 %) are WA in their profession
- A majority (47 %) of the respondents are falling in the slab of less than 10,000 rupees of salary.
- A majority (56 %) of the respondents are married
- A majority (54 %) of respondents falls in to the age group of below 30 years
- A majority (53 %) of the nurses are having a Diploma in Nursing
- A majority (46 %) of the respondents are experienced above 6 years
- A majority (49 %) of the respondents are working in medical unit
- A majority (63 %) of the respondents work for 8 hours a day.
- A majority (93 percent) of nurses are working in a full time basis

5.2.2 ANALYSIS OF VARIANCE

Profession

- There exists a statistically significant difference between organizational climate dimensions of teamwork, integration and involvement and the profession of the respondents and there is no statistically significant difference between organizational climate dimensions of work environment, autonomy, training, innovation and commitment and the profession of the respondents.
There exists a statistically significant difference between job satisfaction dimensions of job requirements and scheduling and the profession of the respondents and there is no statistically difference between job satisfaction dimensions of staff relations, rewards & recognition, work balance, equal opportunity and professional status and the profession of the respondents.

Salary

There exists a statistically significant difference between organizational climate dimensions of teamwork, autonomy, integration, involvement, innovation and commitment and the salary of the respondents and there is no statistically significant difference between organizational climate dimensions of work environment and training and the salary of the respondents.

There exists a statistically significant difference between job satisfaction dimensions of job requirements, rewards & recognition, work balance, equal opportunity and professional status and the salary of the respondents and there is no statistically difference between job satisfaction dimensions of staff relations, and the salary of the respondents.

Age

There exists a statistically significant difference between organizational climate dimensions of work environment, teamwork, autonomy, integration, involvement, innovation and commitment and the age of the respondents and there is no statistically significant difference between organizational climate dimensions of training and the age of the respondents.

There exists a statistically significant difference between job satisfaction dimensions of job requirements, staff relations, rewards & recognition, work balance, scheduling and equal opportunity and the age of the respondents and there is no statistically difference between job satisfaction dimensions of professional status and the age of the respondents.

Qualification

There exists a statistically significant difference between organizational climate dimensions of work environment, teamwork, integration, involvement and
commitment and the qualification of the respondents and there is no statistically significant difference between organizational climate dimensions of autonomy, training and innovation and the qualification of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of job requirements, staff relations, rewards & recognition, work balance, scheduling and equal opportunity and the qualification of the respondents and there is no statistically difference between job satisfaction dimensions of professional status and the qualification of the respondents.

**Experience**

- There exists a statistically significant difference between organizational climate dimensions of work environment, teamwork, integration, involvement, training, innovation and commitment and the experience of the respondents and there is no statistically significant difference between organizational climate dimensions of autonomy, and the experience of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of job requirements, staff relations, rewards & recognition, work balance, scheduling, equal opportunity and professional status and the experience of the respondents.

**Area of work**

- There exists a statistically significant difference between organizational climate dimensions of integration, training and commitment and the area of work of the respondents and there is no statistically significant difference between organizational climate dimensions of work environment, teamwork, autonomy, involvement and innovation and the area of work of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of staff relations and rewards & recognition and the area of work of the respondents and there is no statistically significant difference between job satisfaction dimensions of job requirements, work balance, scheduling, equal opportunity and professional status and the area of work of the respondents.
Shift Length

- There exists a statistically significant difference between organizational climate dimensions of the work environment, integration, involvement, training, innovation and commitment and shift length of the respondents and there is no statistically significant difference between organizational climate dimensions of teamwork and autonomy and shift length of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of job requirements, work balance and professional status with the shift length of the respondents and there is no statistically significant difference between job satisfaction dimensions of staff relations, rewards & recognition, scheduling and equal opportunity and the shift length of the respondents.

Status of the Job

- There exists a statistically significant difference between organizational climate dimensions of the teamwork, autonomy, involvement and commitment and the status of the job of the respondents and there is no statistically significant difference between organizational climate dimensions of the work environment, integration, training and innovation and the status of the job of the respondents.

- There exists a statistically significant difference between job satisfaction dimensions of staff relations, scheduling, equal opportunity and professional status and the status of the job of the respondents and there is no statistically significant difference between job satisfaction dimensions of job requirements, rewards & recognition and work balance and the status of the job of the respondents.

5.2.3 INDEPENDENT SAMPLE T-TEST

Gender

- There exists a statistically significant difference between organizational climate dimensions of the integration and involvement and the gender of the respondents and there is no statistically significant difference between organizational climate dimensions of the work environment, teamwork, autonomy, training, innovation and commitment and the gender of the respondents.
There exists a statistically significant difference between job satisfaction dimensions of scheduling and the gender of the respondents and there is no statistically significant difference between job satisfaction dimensions of job requirements, staff relations, rewards & recognition, work balance equal opportunity and professional status and the gender of the respondents.

Marital status

There exists a statistically significant difference between organizational climate dimensions of the work environment, teamwork, autonomy, integration, involvement, training, innovation and commitment and the marital status of the respondents.

There exists a statistically significant difference between job satisfaction dimensions of job requirements, staff relations, rewards & recognition, work balance, scheduling, equal opportunity and professional status and the marital status of the respondents.

5.2.4 CORRELATION CO-EFFICIENT

Organisational climate dimensions and Job Satisfaction dimensions of nurses

Organizational climate dimensions and job requirements

The organizational climate dimension variables work environment, teamwork, autonomy, integration, involvement, training, innovation and commitment have positive correlation with job requirements. The organizational climate variables work environment, involvement, training and commitment have significant positive correlation with job satisfaction variable job requirement.

Organizational climate dimensions and staff relations

The organizational climate dimension variables work environment, teamwork, autonomy, involvement, training, innovation and commitment have positive correlation with staff relations and the dimension integration has negative correlation with staff relations. The organizational climate variables teamwork and innovation have significant positive correlation with job satisfaction variable staff relations.
Organizational climate dimensions and rewards & recognition

- The organizational climate dimension variables work environment, teamwork, autonomy, involvement, training, innovation and commitment have positive correlation with rewards and recognition and the dimension integration has negative correlation with rewards and recognition. The organizational climate variables work environment, training, innovation and commitment has significant positive correlation with job satisfaction variable rewards & recognition.

Organizational climate dimensions and work balance

- The organizational climate dimension variables work environment, teamwork, autonomy, involvement, training, innovation and commitment have positive correlation with work balance and the dimension integration has negative correlation with work balance. The organizational climate variables work environment, training, innovation and commitment has significant positive correlation with job satisfaction variable Work Balance.

Organizational climate dimensions and scheduling

- The organizational climate dimension variables work environment, teamwork, autonomy, involvement, training, innovation and commitment have positive correlation with scheduling and the dimension integration has negative correlation with scheduling. The organizational climate variables work environment and commitment have significant positive correlation with job satisfaction variable scheduling.

Organizational climate dimensions and equal opportunities

- The organizational climate dimension variables work environment, teamwork, autonomy, involvement, training, innovation and commitment have positive correlation with equal opportunities and the dimension integration has negative correlation with equal opportunities. The organizational climate variables commitment has significant positive correlation with job satisfaction variable equal opportunities.
Organizational climate dimensions and professional status

- The organizational climate dimension variables work environment, teamwork, autonomy, involvement, training, innovation and commitment have positive correlation with professional status and the dimension integration has negative correlation with professional status. The organizational climate variables commitment has significant positive correlation with professional status.

5.3 BACKGROUND INFORMATION OF THE RESPONDENTS – PARAMEDICAL STAFFS, LAB TECHNICIANS AND RECEPTIONIST

5.3.1 PERCENTAGE ANALYSIS

- A majority (61%) of the respondents fall in the age group of below 20 years.
- A majority (61%) of the respondents are men.
- A majority (52%) of the respondents are married
- A majority (45%) of the respondents are paramedical staffs
- A majority (36%) of the respondents are having an experience of above 6 years.
- A majority (39%) of the respondents are falling in the slab of above 9000 rupees of salary.

5.3.2 Analysis of Variance

Age

- There exists a statistically significant difference between opportunities and job requirements with the age of the respondents and there is no statically significant difference between work environment, rewards & recognition and work balance with the age of the respondents.

Profession

- There exists a statistically significant difference between work environment and profession of the respondents and there is no statically significant difference between opportunities, rewards & recognition, job requirements and work balance with the profession of the respondents.
Experience

- There is no statistically significant difference between work environment, opportunities, rewards & recognitions, job requirements, work balance and experience of the respondents.

Salary

- There is no statistically significant difference between work environment, rewards & recognitions, job requirements and work balance and salary of the respondents and there exists a statistically significant difference between opportunities and salary of the respondents.

5.3.3 INDEPENDENT SAMPLE t-TEST

Gender

- There is no statistically significant difference between the work environment, opportunities, rewards & recognitions, job requirements and work balance with the gender of the respondents.

Marital status

- There exists a statistically significant difference between work balance and marital status of the respondents and there is no statistically significant difference between the work environment, opportunities, rewards & recognitions and job requirements with the marital status of the respondents.

5.3.4 COEFFICIENT OF CORRELATION

- The variable work environment has positive correlation with opportunity for development and the coefficient is 0.337.
- The variable work environment has positive correlation with rewards and recognitions and the coefficient is 0.283.
- The variable work environment has negative correlation with job requirements and the coefficient is -.050.
- The variable work environment has negative correlation with work balance and the coefficient is -.074.
5.4 SUGGESTIONS

Based on the findings of the study, some suggestions have been made.

The health care organizations should determine and implement policies that will motivate employees. However, all workers will be more motivated if they believe there is rewards equity within the organization. Eliminating the appearance of favoritism and recognizing achievements will go a long way to boosting the morale of employees.

Record management plays a significant progress in the healthcare organizations and considers adopting some best practices in records management.

Reviewing and instituting new procedures and processes in accordance with standards, safety and quality in healthcare organizations will prepare the hospital employees to embrace change.

Organizational climate is enhanced when employees feel a connection or bond with their colleagues. Because teamwork and support makes employees to see how their work is related to the broader picture will do wonders for morale.

Empower employees for better execution so that empowerment can take multiple shapes and forms, it generally creates positive perceptions of the employer/employee relationship within the organization.

Healthcare organizations must find periodic down time to improve the execution of their employees, to ensure that employees don't suffer from burnout either mentally or physically.

Make sure the organization communicates clearly and often to the employees about the true state of affairs, including the mission, goals, financial position, achievements and missteps of the organization.

Healthcare organizations need to put into place personnel procedures that produce the desired ethical behaviors and disciplines. Take time during the spring to review the policy to see if it needs to be updated.
Provide constant feedback on positives and immediate feedback, so that it paves the way for opportunity to share opinions and find solutions among the employees and employers of healthcare organizations.

Healthcare organisations can support employee’s growth by providing education and learning opportunities, cross training, coaching, and any other interactions that support employees’ personal development. Training and education motivates people and makes them more productive and innovative.

Encourage team members to take responsibility, and work through problems or issues on their own, or collaboratively, so that the employees of the organization can improve their decision making skill.

Delegation is good for employees because it is a growth opportunity for them. It demonstrates the employers trust on employees to do the job correctly and increases their ownership of the task.

Employees need to feel validated and that they are a valued part of the organization. A healthcare organisation needs to show how much they care for their employees and show recognition for efforts.

Creating job satisfaction begins by providing a positive work environment. Good working conditions and taking care of their employee’s needs keep them motivated, on the job and loyal to the company.

Personal recognition is a powerful tool in building morale and motivation. Small, informal celebrations are many times more effective than a once a quarter or once a year. There should be implemented some creative way to reward employees that have bigger impact than cash.

People are more committed and engaged when there is a process for them to contribute their ideas and employee suggestions. This gives them a sense of ownership and pride in their work. This process creates a healthy climate of innovation and engages all those who participate.

Healthcare organizations should practice the method of continuous evaluation to measure the progress and identification of problem areas needing improvement and the
design and implementation of an improvement plan. Healthcare organisations should conduct job satisfaction survey at least once a year.

Fair pay structure is important but competitive benefits are also critical to keeping your workforce satisfied. Beyond insurance, benefits such as flex time, paid holidays and personal days are important factors to employee satisfaction.

Offer anonymous online surveys or mobile surveys to effectively track how employees feel about benefits, recognition, supervisor feedback and other aspects that contribute to employee satisfaction. This allows healthcare organisations to improve, tweak and monitor satisfaction levels and to reduce turnover.

The healthcare organizations should maintain a good relationship with the employees and this brings a sense of connectedness and without which it would be difficult to make improvements in the work environment.

Even though employee’s job may be defined and requires a specified set of activities, it’s possible with a can-do attitude to make many changes that will improve employee’s motivation and interest.

Involvement in improving the workplace and the functioning of the organization, will add to employees feeling of being a contributing member of the organization.

Hospital employees should actively take part in opportunities provided by the healthcare organizations, may be in special projects, training opportunities, employee benefit programs, etc.

Healthcare employees should take a comprehensive view of on daily workload, and reorganize to be more effective. The employees may plan their day-to-day activities and meeting the goal at the end of the day will bring them a sense of satisfaction.

The hospital employees may set some self-improvement goals to become more organized and efficient. Also they should learn from their present job that will move towards in relation to future goals.

The employees should develop relationships with colleagues and others in the hospitals. Exchanging ideas and experiences can enrich their knowledge and skills, and
also add meaning to their work. The networking that they establish can be an asset for a future job.

Employees must be respected by their superiors, colleagues and management that leads them to work efficiently and also bring them a sense of satisfaction.

Employees should be bumped up the ladder on merit. It is also important to give them some visibility on their career development options.

Healthcare organizations may introduce both, mentoring and coaching in a formal way, for those who want it. Mentoring is being able to chat to a superior person about all kinds of things. Coaching is more specific, and targeted to improving skills in various areas, rather than employee wellbeing.

Solid leadership is absolutely essential if organizations want to retain the key staff. Employees need to get behind a clear vision in order to achieve their personal objectives to meet a company’s goals.

Establishment of Mobile Health Clinics is one of the innovative schemes which will provide health coverage to people living in the unreached and underserved deep interior forest and remote villages.

The healthcare organizations also introduce clinical governance system through which organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care.

5.5 CONCLUSION

Organisational climate exerts a powerful influence on the behaviour of employees in workplace and plays a crucial role in any organisational process, improvement that requires the implementation of a major organisational change. More in general organisational climate can have significant positive or negative effects on organisation and its performance. It is, therefore, reasonable to claim that organisational climate has a great importance in understanding how an organisation works and creates value. Regarding the healthcare services, it is possible to state that healthcare organisations are becoming more aware of the need to understand their employees’ perceptions and climate generated by their organisation because of its links to organisational capability to
guarantee high quality service and generate value to its stakeholders. Nowadays, under the pressure of changes related both to legislation and social and economic scenario, the attention of management of healthcare organisations towards the delivery of high quality services and continuous improvement of organisational performance, has dramatically increased. This is because healthcare services are knowledge intensive service basically founded, as the vast majority of their outputs, on intangible resources.

The relationship between the constructs Job satisfaction and organizational climate and employees’ perceptions of values espoused by the organization is important considerations for hospital management. Maintaining high levels of Job satisfaction and Organizational climate are key challenges for Human resource management in an organization that wishes its staff to embrace and internalize Organizational values. By studying the changing nature of Organizational climate over time it may be possible for hospital management to build great resilience, thus maintaining and then extending the initial positive relationship between Job satisfaction, and Organizational climate, as employees remain within the organization for an extended time. This would allow for a blend of experience with the passion seen in new staff in relation to Organizational climate, therefore improving clinical delivery and Organizational reputation. The results of this study supported that employees Job satisfaction and Organizational climate are interrelated. The implications reported moderate level of Job satisfaction and Organizational climate. The health care policy makers and hospital administrators need further actions to improve such condition. Various factors and features which could promote their Job satisfaction, such as support, standards, proper rewarding and improving Organizational communication system were identified. The findings evidenced that, in order to hold the employees’ high commitment Job satisfaction is important. Employees are likely to be more committed to the organization when they are provided with a proportionate amount of Job autonomy, reasonable workloads and adequate payment.

5.6 SCOPE FOR FUTURE EXPANSION OF THE STUDY

With the review of available contemporary literature, the present research has attempted to differentiate it from that of previous studies, which are related to the topic.
The present study is base for so many research works. The study is undertaken with a view to find out the organizational climate and its impact on job satisfaction of employees in the multi-speciality private hospitals in Coimbatore. This study is based on primary and secondary data from various sources.

Further studies in this area which can be undertaken are

- Researchers should look at the relationships between the two variables considered in the study in the public and private sector.
- The population can equally be extended to all the multi-speciality private hospitals in the district and state and this will cover all the geopolitical zones.
- Research is recommended in order to reassess the perceptions of the employees of healthcare sector regarding the work load of hospital employees.
- Also research can be conducted to study the climate conditions in speciality hospitals.