

CHAPTER-8: FINDINGS, SUGGESTIONS AND CONCLUSION

In the earlier chapters, an attempt has been made to examine in details the various aspects of job satisfaction of government and private hospital employees during the period under study. The findings of the study has been made earlier, but in order to lend further compactness to corpus of the study and to provide a view of some of more striking findings, these concluding observations are essential. This chapter is divided into three sections. Section one concludes the findings of the previous chapters and second section presents the suggestions made to improve the job satisfaction of government and private hospital employees.

SECTION-I: FINDINGS

1. Most of the respondents are women (60.9 percent). Out of 560 participants: 300 are nurses (male 7.9 percent, female 45.7 percent), it reflects females prefer to do nurses job; 150 are doctors (male 18 percent, female 8.8 percent), it reflects males prefer to be a doctor; 74 are laboratory technicians (male 8 percent, female 5.1 percent), it reflects males prefer to do a laboratory technicians and 36 are administrative staff (male 5.2 percent, female 1.3 percent), males prefer to do administrative as well as clinical job.
2. The majority of the employees, 42.7 percent, fall within the category of 30-40 years. Out of the 560 respondents 36.3 percent fall within the category of 20-30 years; 14.8 percent fall within the category of 40-50 years and 6.2 percent fall within the category of 50-60 years.
3. Majority of the employees, 37.1 percent are diploma holder, 36.6 percent have post graduate degree and 26.2 percent are graduate. It shows that majority of the nurses are diploma holder followed by laboratory technicians but doctors and administrative staff are post graduate.

4. Majority of employees, i.e. 28.8 percent have an experience of 2-3 years followed by 22.3 percent have an experience of 0-2 years; 20.4 percent have an experience of 4-6 years; 16.6 percent have more than 10 years of experience; 7.5 percent have an experience of 6-8 years and 4.4 percent have an experience of 8-10 years. It reflected nurses leave the job very oftenly, doctors may change the job after 2-3 years and administrative staff prefer to stay on the job.
5. Majority of employees 67.7 percent are married; 30.4 percent are unmarried; 1.2 percent are divorced and 0.7 percent are widowed. All administrative staff 6.4 percent are married. It reflects maximum staff in all categories are married.
6. Majority of employees 68 percent are permanent and 32 percent are contractual. Majority of nurses are employed on contractual basis i.e. 19.3percent.
7. 72.1 percent are permanent and 27.9 percent are contractual in government hospital whereas 63.9 percent are permanent and 36.1 percent are contractual in private hospital.
8. 54.3 percent males and 55.1 percent females are “satisfied” while 45.7 percent males and 44.9 percent females are “dissatisfied” and is not found to be statistically significant ($p>0.05$). It means the job satisfaction is the same in both male and female employees in public and private hospitals.
9. 51.2 percent are between the age group of 20-30 years, 53.1 percent are between the age group of 30-40 years, 63.9 percent are between the age group of 40-50 years, 65.7 percent are between the age group of 50-60 years are “satisfied” while 48.8 percent are between the age group of 20-30 years, 46.9 percent are between the age group of 30-40 years, 36.1 percent have 40-50 years, 34.3 percent have 50-60 years are “dissatisfied” and is not found to be statistically significant between age and satisfaction level ($p>0.05$).

10. 55.3 percent had diploma, 49.7 percent had graduate degree and 58 percent post graduate degree were “satisfied” while 44.7 percent had diploma, 50.3 percent had graduate degree and 42 percent post graduate degree were “dissatisfied” and is not statistically significant ($p>0.05$). It means the education level does not create much difference in the satisfaction level of employees
11. 66.7 percent administrative staff, 53.3 percent doctors, 55 percent nurses, 51.4 percent laboratory technicians are “satisfied” while 33.3 percent administrative staff, 46.7 percent doctors, 45 percent nurses, 48.6 percent laboratory technicians are not satisfied. The association between designation and satisfaction level is not statistically significant ($p>0.05$).
12. 44.8 percent have an experience of 0-2 years, 53.4 percent have an experience of 2-4 years, 52.6 percent have an experience of 4-6 years, 61.9 percent have an experience of 6-8 years, 68 percent have an experience of 8-10 years, 66.7 percent have an experience of >10 years are “satisfied” while 55.2 percent have an experience of 0-2 years, 46.6 percent have an experience of 2-4 years, 47.4 percent have an experience of 4-6 years, 38.1 percent have an experience of 6-8 years, 32 percent have an experience of 8-10 years, 33.3 percent have an experience of >10 years are “dissatisfied”. The association between experience and satisfaction level is statistically significant ($p<0.05$).
13. 48.2 percent of employees are single, 57.3 percent of employees are married, 57.1 percent of employees are divorced, 100 percent of employees are widowed and feel “satisfied” while 51.8 percent of employees are single, 42.7 percent of employees are married, 42.9 percent of employees are divorced, feel “dissatisfied”. The association between marital status and satisfaction level is not statistically significant ($p>0.05$).

14. 58.5 percent permanent, 46.9 percent contract employees are “satisfied” while 41.5 percent permanent, 53.1 percent are “dissatisfied”. It means permanent employees seem to be more satisfied, and found to be statistically significant ($p < 0.05$).
15. 60 percent, 49.1 percent males and 58.3 percent, 51.8 percent females are “Satisfied” while 40 percent, 50.9 percent males and 41.7 percent, 48.2 percent females are “dissatisfied” in government and private hospitals respectively. The association between gender and satisfaction level does not statistically significant in both government and private hospital employees ($p > 0.05$).
16. 60.4 percent, 56.4 percent permanent employees; 55.1 percent, 41 percent contract employees are “satisfied” while 39.6 percent, 43.6 percent permanent employees; 44.9 percent, 59.4 percent contract employees are “dissatisfied” in government and private hospitals respectively. The association between job status and satisfaction level does not statistically significant in government hospital employees ($p > 0.05$) and in private hospital employees it is statistically significant ($p < 0.05$). 65.2 percent of employees are “satisfied” in the age group of 40-50 years in government hospitals while 71.4 percent of employees are “satisfied” in the age group of 50-60 years in private hospitals whereas 46.6 percent, 49.6 percent of employees in the age group of 20-30 years are “dissatisfied” in both government and private hospitals. The increase in age, satisfaction level initially increases then decreases in government hospital employees while with the increase in age satisfaction level increases in private hospital employees and with the increase in age dissatisfaction level decreases in both hospital employees. The association between age and satisfaction level is not statistically significant in both government and private hospital employees ($p > 0.05$).

17. 56 percent, 54.3 percent diploma holders; 59.6 percent, 44.2 percent graduate; and 61.6 percent, 53.8 percent post graduate are “satisfied” while 44 percent, 45.7 percent diploma holders; 40.4 percent, 55.8 percent graduate; and 38.4 percent, 46.2 percent post graduate are “dissatisfied” in government and private hospital employees respectively. The association between education and satisfaction level does not statistically significant in both government and private hospital employees ($p>0.05$).
18. 66.7 percent, 66.7 percent administrative staff; 56 percent, 50.7 percent doctors; 58.7 percent, 51.3 percent nurses; 62.2 percent, 40.5 percent laboratory technicians are “satisfied” while 33.3 percent, 33.3 percent administrative staff; 44 percent, 49.3 percent doctors; 41.3 percent, 48.7 percent nurses; 37.8 percent, 59.5 percent laboratory technicians are “dissatisfied” in government and private hospital employees respectively. The association between designation and satisfaction level does not statistically significant in both government and private hospital employees ($p>0.05$).
19. 50.7 percent, 37.5 percent have 0-2 years; 58.1 percent, 49.4 percent have 2-4 years; 56.2 percent, 50 percent have 4-6 years; 66.7 percent, 59.3 percent have 6-8 years; 66.7 percent, 68.8 percent have 8-10 years; 67.7 percent, 64.3 percent have >10 years of experience are “satisfied” while 50.7 percent, 37.5 percent have 0-2 years; 58.1 percent, 49.4 percent have 2-4 years; 56.2 percent, 50 percent have 4-6 years; 66.7 percent, 59.3 percent have 6-8 years; 66.7 percent, 68.8 percent have 8-10 years; 67.7 percent, 64.3 percent have >10 years of experience are “dissatisfied” in government and private hospital employees respectively. The association between experience and satisfaction level does not statistically significant in both government and private hospital employees ($p>0.05$).

20. 52.9 percent, 45 percent single; 60.4 percent, 53.5 percent married; 100 percent, 50 percent divorced; 100 percent, 100 percent widowed are “satisfied” while 47.1 percent, 55 percent single; 39.6 percent, 46.5 percent married; 0 percent, 50 percent divorced are “dissatisfied” in government and private hospital employees. The association between marital and satisfaction level does not statistically significant in both government and private hospital employees ($p>0.05$).
21. Majority of the health professionals selected “satisfied” in government hospitals than in private hospitals for the opportunity to make use of their abilities and it is found to be statistically significant ($p<0.05$) with type of institution
22. In both the sectors majority of the health professionals are not found to be satisfied or dissatisfied with their job. Thus on further analysis it was observed that employees working in government hospital are more “satisfied” in comparison to private hospitals on the scale of achievement. The association between achievement and type of institution is not statistically significant ($p>0.05$).
23. Health care staff working in government hospitals are more “satisfied” with the level of activity than employees working in private hospitals and this aspect of job satisfaction is found to be statistically significant ($p<0.05$) with the type of institution.
24. Advancement opportunities are found to be better in private hospitals than government hospitals and it is found to be statistically significant ($p<0.05$) with the type of institution.

25. Health care staff working in government hospitals enjoy more authority than their counterpart in private hospitals and this is found to be statistically significant ($p < 0.05$) with type of institution in our study.
26. Organizational policies are more clear in government hospitals and employees are more informed about it than private hospitals and it is found to be statistically significant ($p < 0.05$) with type of institution.
27. 45 percent of the health care workers in the private hospitals are not satisfied or dissatisfied with the pay they received for the amount of work they do, in comparison to government hospitals where only 28.9 percent of the workers opted for this option and it was found to be statistically significant ($p < 0.05$) with type of institution.
28. Employees working in government hospitals enjoy better relationship with their co-workers than their counterparts in private hospitals and it is found to be statistically significant ($p < 0.05$) with type of institution.
29. Creativity is more in private hospitals than in government hospitals and the association between creativity and type of institution is found to be statistically significant ($p < 0.05$).
30. Health care staff working in government hospitals gets more chance to work alone on the job than their counterpart in private hospitals and this is found to be statistically significant ($p < 0.05$) with type of institution in our study.
31. 41.8 percent of the health care workers in the private hospitals are not satisfied or dissatisfied with the moral values, in comparison to government hospitals where only 25 percent of the workers opted for this option and it is found to be statistically significant ($p < 0.05$) with type of institution.

32. Recognition is found to be better in private hospitals than government hospitals and it is found to be statistically significant ($p < 0.05$) with the type of institution.
33. In government hospitals employees are more “satisfied” with the freedom to use their own judgment in comparison to private hospitals. The association between responsibility and type of institution is found to be statistically significant ($p < 0.05$).
34. Government hospital employees are more satisfied with the job provides for steady employment rather than in private hospitals and they found to be statistically significant ($p < 0.05$) with the type of institution.
35. Health care workers are more “satisfied” in government hospitals than in private hospitals. The association between social service and type of institution is found to be statistically significant ($p < 0.05$).
36. 47.1 percent of the health care workers in the private hospitals are not satisfied or dissatisfied with the social status, in comparison to government hospitals where only 32.5 percent of the workers opted for this option and it is found to be statistically significant ($p < 0.05$) with type of institution.
37. Supervision (human relations) are better in private hospitals than in government hospitals. The association between supervision (human relations) and type of institution is found to be statistically significant ($p < 0.05$).
38. Health care workers are more satisfied in private hospitals rather than government hospitals with the supervision-technical aspect. The association between supervision-technical and type of institution is found to be statistically significant ($p < 0.05$).

39. Private hospital employees are more satisfied with the chance to do different things on the job than government hospital employees and they are found to be statistically significant ($p < 0.05$).
40. Health care workers are better in private hospitals than in government hospitals with the physical conditions of the work environment and it is found to be statistically significant ($p < 0.05$).
41. Our study showed that around half of the health care workers are dissatisfied with their job on assessment of overall satisfaction. The study found significant difference between government and private hospital employees ($p < 0.05$).
42. Differences in variability of satisfaction scores between government and private hospitals are statistically significant for 19 of the 20 MSQ scales: ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, recognition, responsibility, security, social service, social status, supervision-human relations, supervision-technical, variety, working conditions. While group differences in variability is not statistically significant for the remaining 1 MSQ scale i.e. moral values.
43. Two factors extracted by factor analysis. Factor one appeared to represent intrinsic satisfaction. Factor two reflected extrinsic satisfaction. Factor one is strongly associated with: achievement, activity, authority, company policies and practices, compensation, co-workers, independence, moral values responsibility, security, social service, social status. Factor two is strongly associated with ability utilization, advancement, recognition, creativity, supervision-human relations, supervision-technical, variety, and working conditions.
44. The overall fit of our structural model is good $\chi^2 = 1050.504$, $\chi^2/\text{df} = 6.216$, $\text{GFI} = .828$, $\text{AGFI} = .786$, $\text{NFI} = .866$, and $\text{RMSEA} = .097$.

45. The association between gender, experience, marital status, job status with satisfaction level of doctors is not found to be statistically significant ($p>0.05$).
46. Majority of the doctors fall in the age group of 30-40 years i.e. 89. The association between age, type of institution with satisfaction level of doctors is found to be statistically significant ($p<0.05$). Physicians in the age group of 30-40 years are found to be more satisfied.
47. The level of satisfaction among doctors working in government and private sector are significantly varying with ability utilization, advancement, authority, co-workers, creativity, independence, moral value, recognition, security, social service, supervision (human relations), supervision (technical), variety, working conditions ($p<0.05$).
48. The association between achievement, activity, company policies, compensation, responsibility, social status, general satisfaction and type of institution of doctors is not found to be statistically significant ($p>0.05$).
49. The association between gender, age, education, experience, marital, job status, type of institution with satisfaction level of nurses are not found to be statistically significant ($p>0.05$).
50. The level of satisfaction among nurses working in government and private sector is significantly varying with advancement, authority, achievement, activity, company policies, compensation, responsibility, social status, co-workers, creativity, independence, moral value, recognition, security, social service, supervision (human relations), supervision (technical), variety, working conditions ($p<0.05$).

51. The association between ability utilization, general satisfaction with type of institution of nurses are not found to be statistically significant of nurses ($p>0.05$).
52. Majority of the laboratory technicians were males i.e. 45 and females i.e. 29. The association between gender, experience, job status, marital status, type of institution with satisfaction level are not found to be statistically significant ($p>0.05$).
53. Majority of the laboratory technicians fall in the age group of 30-40 years i.e. 33. The association between age, education and satisfaction level are found to be statistically significant ($p<0.05$).
54. The level of satisfaction among laboratory technicians working in government and private sector are significantly varying with ability utilization, advancement, authority, compensation, co-workers, independence, recognition, responsibility, security, social service, supervision (human relations), supervision (technical), variety, working conditions ($p<0.05$).
55. The association between achievement, activity, company policies, creativity, moral value, social status, general satisfaction with type of institution are not found to be statistically significant of laboratory technicians ($p>0.05$).
56. Majority of the administrative staff were males i.e. 29 and females i.e. 7. The association between gender, age, experience, type of institution with satisfaction level are not found to be statistically significant ($p>0.05$). all administrative staff are married and permanent.
57. The level of satisfaction among administrative staff working in government and private sector are significantly varying with ability utilization, achievement,

advancement, authority, company policies, co-workers, creativity, independence, moral value, recognition, responsibility, security, supervision (technical), variety, working conditions ($p < 0.05$).

58. The association between activity, compensation, social service, social status, supervision (human relations), general satisfaction with type of institution are not found to be statistically significant among administrative staff ($p > 0.05$).

59. The intrinsic satisfaction variables plays more important role than extrinsic satisfaction variables. In intrinsic variables co-workers plays the most significant role whereas moral values plays the least significant role and in extrinsic variables supervision-technical plays the most significant role whereas creativity and variety plays the least significant role.

SECTION-II: SUGGESTIONS

In this section, an attempt is made to offer certain concrete suggestions for improving the job satisfaction of employees working in government and private hospitals. These suggestions are based on the analysis made earlier and informal discussions with the employees of hospitals. The following suggestions may be offered to the government and private hospitals:

1. This study showed that ability utilization is found to be an important factor associated with job satisfaction. Therefore, it is recommended that in order to improve job satisfaction of employees employers should ensure that job responsibilities in a specific designation are such that it utilizes abilities of the staff at each level in a proper way.
2. Though feeling of achievement were not found to be statistically significant with the type of institution in our study but feeling of accomplishment among employees make them enthusiastic workers, so it is suggested that the organization should take care of employees job satisfaction in their day to day working.
3. Since employees of government sector were found to be more satisfied with their job than private sector which may be because government hospitals have better defined job responsibilities for their workers than private hospitals, where job responsibilities are ill defined. This causes dissatisfaction among employees, so it is suggested that private sector should redefine and reallocate job responsibilities so that workers are more clear about the expectation of the institution and they will be able to deliver better services.
4. This study showed that private hospitals give credit to performance of their workers and promote them to higher positions more easily than employers in

government set up. In government hospitals promotion is based on seniority, not on the basis of skills and target accomplishment. In order to improve this aspect of job satisfaction government hospitals must reconsider their promotion policies.

5. Line of authority is very clear in government sector and all the workers are accountable to their immediate seniors, so satisfaction level with this aspect of job is higher in government hospitals whereas in private hospitals to make their employees more satisfied with job, it is suggested that they should also go for decentralization of power.
6. Organizational policies and practices are more clear in government hospitals. So, it is suggested that organizational policies should be clearly formulated and communicated to their employees in private sector to improve job satisfaction among their employees.
7. This study showed that government hospital employees are more satisfied with the pay for the amount of work they do. So, it is necessary for employers in private hospitals should justify the salaries they give to their employees and amount should be proportionate to the work they are entrusted.
8. Organizational policies should be clear so that workers can work in a better environment and have lesser interpersonal conflict and it is necessary to arrange regular staff meetings that allow staff at all levels to discuss concerns and difficult issues and support each other to solve encountered problems.
9. This study showed that creativity is more in private sector. So in government hospitals it is suggested to organize regular in- servicing training, programmes that provide equal opportunities for staff to update their practice, skills, and knowledge.

10. Working conditions also contributed in determining job satisfaction, physical conditions in work environment were more in private sector. Improving working conditions is important. So in government hospitals importance should be given to provide proper rest rooms, toilets, clean canteens.
11. Health care workers in government sector get more chance to work alone and have more freedom to use their own judgment as compare to their counterpart in private hospitals. .Since independence, responsibility are important aspects of job satisfaction. So, it is suggested that these should given to workers to retain them in service.
12. This study showed workers in government hospitals also feel that their job is more secure and they are able to do more for the betterment of the community than those who are working in private sector. Since job security, social service are also important aspects of job satisfaction. These should given to workers to retain them in service.
13. As per reports of the health care workers recognition for doing a good job in accomplishing the work of the health care organization were more in private sector. In order to enhance the employee performance, the organization should focus on this facet of job satisfaction.
14. As per reports of the health care workers supervision-technical, variety in job were more in private sector. In order to improve efficiency and output it is advised that government hospitals should also provide such opportunities to their workers.

15. All organizations providing health care services should conduct job satisfaction survey among their health care professionals to improve the services provided to patient by early intervention in any dissatisfaction express towards various facets of the job.
16. As per reports of the health care workers intrinsic satisfaction variables plays more important role than extrinsic satisfaction variables. In intrinsic variables Co-workers and in extrinsic variables Supervision-technical plays the most significant role so it is suggested that consider these factors more to increase the satisfaction level of workers.
17. To improve the healthcare industry in India it is suggested to Government of India to increase the expenditure on healthcare. As we can observed percentage of GDP (Gross Domestic Product) is more in some other emerging economies.

SECTION-III: CONCLUSION

The determination of job satisfaction factors and their impact on organizational performance is very important in the health care system. Improving performance can significantly improve the quality and efficiency of patient care. In view of the fact that there are insufficient numbers of health care workers in worldwide, employee satisfaction should be given great importance by researchers, policy makers and administrators, making it imperative for administrators to understand the factors significantly impacting their organization's performance.

The study has brought certain features regarding the job satisfaction of government and private hospital employees. The prominent areas of satisfaction among government hospital employees are job responsibilities, independence, line of authority, organizational policies and practices, compensation, interpersonal relations, job security and social service where as in private hospital areas of satisfaction are ability utilization, promotion on performance basis, creativity, good working conditions, recognition for doing a good job, supervision-technical, variety in job. The employees of government hospital are dissatisfied mainly due to lack of infrastructure, lack of promotion opportunities, lack of recognition. The prominent areas of dissatisfaction in private hospital is in terms of benefits (like pension, insurance policies), interpersonal relations and job security.