

# **Impact of Work Environment and Climate on the Job Satisfaction of Nurses of Private Hospitals in Chennai- An Empirical Study**

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*Abstract: Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985). Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).*

*The Present study is focused on measuring the role of demographic and work environment impact on the job satisfaction of nurses working in the private hospitals in Chennai city. The data required for the study is collected through structured questionnaire. The present study covers the entire Chennai city covering all the corporate and bigger size private hospitals. Majority of these hospitals are 24X7 in nature and dealt with multi specialty care services. Many hospitals are equipped with latest medical and surgical and diagnostic care facilities. The results state that, there is a highly significant impact of work environment on the job satisfaction of the nurses working in the private hospitals in the sample area. A care and concern on improvement of working conditions can help in improving the job satisfaction and there by quality of services in the health care industry.*

*Key Words: Quality of services- Work culture- private hospitals-diagnostic care.*

## **1. INTRODUCTION**

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job

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satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

## 2. REVIEW OF LITERATURE

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars. When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind. Therefore the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).

## 3. RESEARCH METHODOLOGY

The present study covers the entire Chennai city covering all the corporate and bigger size private hospitals. Majority of these hospitals are 24X7 in nature and dealt with multi specialty care services. Many hospitals are equipped with latest medical and surgical and diagnostic care facilities. These hospitals get patients from the southern and northern states of India. Few hospitals have the foreign patients and also have NRI and foreign patient facility centres. Some of the hospitals in the study are Apollo Group, Billroth group, Bharathiraja Group, Mehta Group, Sundaram Group, Fortis Malar, Vijaya group, Miot Group, SRM Group, Global Hospitals, Chettinad group, and Balaji group of hospitals etc. The study covers all age groups of nurses and all divisions of medical care. Outpatient service care is also considered for the study.

### Objectives of The Study

1. To study the demographic profile of nurses in the sample area.
2. To study the work environment among the private hospitals in the sample area.

### Hypothesis

1.  $H_1$ : Demographical variables (personal) have a direct significant effect on job satisfaction of nurses in private hospitals.

2. H<sub>2</sub>: work environment and organization climate variables have a direct significant effect on job satisfaction of nurses in private hospitals.

**Questionnaire** was validated in respective sector and with the help of pilot surveys and recommendations was incorporated in the questionnaires. For the purpose of the present study, primary data has been used. The primary data was obtained through direct communication with the respondents through a structured questionnaire.

#### 4. DATA ANALYSIS AND RESULTS DISCUSSION

The present chapter is dealing with data analysis using the different parametric and non parametric statistical tools through a computer version of SPPSS package version 17. The tests are selected on the basis of the nature of data and the appropriateness of the usage of a technique.

**Table 4.2.1**  
**Distribution of Sample on the Basis of Type of Employment**

<i>Type of employment</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Valid percentage</i>
Permanent	358	69.9	69.9
Temporary	154	30.1	30.1
Total	512	100.0	100.0

*Source:* Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is observed from the table 4.2.1 that 69.9 percent of the nurses working in the private hospitals are permanent and the remaining 30.1 percent are temporary rolls in the sample area. It indicates that the hospital sector is practicing the certain manpower planning and management practices in recruitment and making the employees as on roll and permanent employees in the sample area. The higher side of permanent nature of nurses working in the private hospitals is a good sign. It can contribute to the quality of patient services in terms of consistency and professionalism. Indirectly it improves the morale of the nurses working in the private hospitals and also the loyalty towards the organization. The most significantly, the permanent nature of employees improves the confidence level of the employees and can focus on the profession and services to the patients. Job satisfaction of the nurses has close relationship with the nature of employment. The permanency of the employment status gives confidence and focus on the employment in a static way. The performance metrics followed to convert the temporary employees to permanent needs to be transparent and encouraging in nature. This can help the nurses and the hospitals to improve service quality, customer satisfaction and there by consistency in the growth and development.

It is noted from the table 4.2.2 that the age wise composition of nurses working in the private hospitals is quite encouraging in nature and found suitable to the best recruitment policies and management practices. The statistics on the sample shows 31.6 percent of the nurses in the sample are belongs to 21-30 years age group, 29.9 percent are belongs to 31-40 years age group, 17.6 percent are belongs to 41-50 years

**Table 4.2.2**  
**Distribution of Sample on the basis of Age**

<i>Age (in years)</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Valid percentage</i>
Below 20	63	12.3	12.3
21-30	162	31.6	31.6
31-40	153	29.9	29.9
41-50	90	17.6	17.6
Above 50	44	8.6	8.6
Total	512	100.0	100.0

*Source:* Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

age group and the 12.3 percent are below 20 years and 8.6 percent of the sample are belongs to above 50 years. The management grid suggests higher end of bottom level employees and moderate size in number of middle level and the lower percentage of the top level can help in managing the protocols and work culture and authority and responsibility relationships. In addition the span of control is quite competitive and suitable at all points of time. In a way, it helps the employees to learn and grow under the supervision of trained nurses and also have an opportunity to discuss the personal and professional issues to the senior or supervisory level nurses. This can help to improve the level of job satisfaction of the nurses in the private hospitals.

**Table 4.2.3**  
**Distribution of Sample on the Basis of Educational Qualification**

<i>Educational qualification</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Valid percentage</i>
Diploma	101	19.7	19.7
Vocational Course	120	23.4	23.4
UG	127	24.8	24.8
PG	85	16.6	16.6
Professional	79	15.4	15.4
Total	512	100.0	100.0

*Source:* Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is observed from the table 4.2.3 that 24.8 percent of the nurses working in the private hospitals are under graduates, 23.4 percent are vocational degree holders, 19.7 percent are diploma holders, 16.6 percent are post graduate holders and finally 15.4 percent are professionals in the sample survey. The composition indicates the best mix in terms of experience and the type of training undergone from the education. This can help in getting best of the professional services from the nurses. It also helps in job satisfaction of the nurses by way of using their expertise in treating the patients. Job satisfaction also depends on the usage levels of professional expertise gained through education. When the education is not helping in the employment or where there is no relationship between the education and the employment, the degree of professionalism and the degree of job satisfaction are less when compare to others is

observed in many researches. The same was acknowledged by the HR professionals in the hospitals during the interactions on sample survey.

**Table 4.2.4**  
**Distribution of Sample on the Basis of Experience**

<i>Experience</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Valid percentage</i>
Below 5	129	25.2	25.2
5-10	200	39.1	39.1
10-15	82	16.0	16.0
Above 15	101	19.7	19.7
Total	512	100.0	100.0

*Source:* Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is found from the table 4.2.4 that 39.1 percent of the nurses working in the private hospitals and considered in the sample are having 5-10 years of experience, 25.2 percent of the nurses in the sample are having below 5 years experience, 19.7 percent with above 15 years experience, and finally 16 percent of the nurses with 10-15 years respectively in the sample indicates the good mix of experience holders in the private hospitals in Chennai. Nurses with different levels of experience, having different fields of exposure can help in sharing, learning and improving the professional expertise and multiple skills to working in different departments of super specialty hospitals. In some cases, it is observed that, the nurses with low level of educational qualification, having good level of understanding on the various specialty skills in the field of nursing services used in hospitals. Another observation says the level of educational qualification does not have much relationship with the level of professional expertise in the nursing. The practical experience can improve the efficiency and the skill of the nurses working in hospitals.

**Table 4.2.5**  
**Distribution of Sample on the Basis of Leadership Style Adopted in the Working Hospital**

<i>Leadership style in the working hospital</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Valid percentage</i>
Autocratic	145	28.3	28.3
Participative	367	71.7	71.7
Total	512	100.0	100.0

*Source:* Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is noted from the table 4.2.5 that the majority of the private hospitals are adopting participative management style in managing the hospitals and nursing services. It is due to the quality of patient and hospital services depend on the service quality of the nurses. Participatory management style provides a long way of relationship with the nursing staff and there by the job satisfaction of the nurses and service quality to the patients can improve from time to time. The existing environment in this dimension is quite appreciable and encouraging.

**Table 4.2.14**  
**Descriptive of the Variables of Work Environment and Climate along with Mean and SD**

<i>Work environment and climate related</i>	<i>Mean</i>	<i>SD</i>
The feeling of fulfillment and satisfaction you get from your job	3.60	1.289
Recognition from supervisors	3.77	1.305
Respect from co-workers	<b>3.93</b>	1.211
Feedback from supervisors	3.49	1.416
Feedback from patients	<b>3.98</b>	1.148
Promotion	3.73	1.361
Opportunities for further learning e.g. professional training	3.43	1.436
Career development	<b>3.98</b>	1.246
Responsibility allotted to you	<b>3.94</b>	1.215
Flexibility and independence allowed	<b>4.00</b>	1.076
The feeling of being treated equally	3.76	1.358
Salary	<b>3.83</b>	1.279
The rules and routines of supervision	<b>3.94</b>	1.199
The comprehensive goal and guideline in your hospital	3.76	1.371
The organizational climate	<b>3.83</b>	1.337
The quantity of work allotted to you (workload)	<b>3.87</b>	1.334
The equipments used in your hospital	<b>3.88</b>	1.167
The criticality	3.78	1.351
The relationship with doctors	3.76	1.287
The relationship with co-workers	3.67	1.357
The relationship with patients	<b>3.96</b>	1.207

*Source:* Primary data/ Structured Questionnaire/Private hospitals/Chennai/Jan-Dec 2013.

It is noted from the table 4.2.14, that, work environment and climate related variables affecting the level of job satisfaction among the nurses in private hospitals in Chennai city are as follows. The primary factors are Flexibility and independence to work with the mean score of 4.00, respect from co-workers with the mean value of 3.93, feedback from patients with the mean score of 3.98, opportunity for career development with the mean score of 3.98, allocation of responsibilities well in advance with the mean score of 3.94, attractive salary with the mean score of 3.83, the rules and routines of supervision with the mean score of 3.94, the organizational climate with the mean score of 3.83, the reasonable workload with the mean score of 3.87, the equipment used in the hospital with the mean score of 3.88, and the quality of relationships with the patients with the mean score of 3.96 are recorded in the sample survey. These factors are primary in nature in the influencing of job satisfaction of nurses working in the private hospitals.

The reasons quoted are multidimensional in nature and to the subject of reasonable in nature. The factors affecting job satisfaction in the service sector where the natures of services are critical and specialized in nature. Majority of the employees in the profession is women and have multiple roles in life. The key here is to balance both the personal and professional activities in day to day life. Hence, flexibility and independence at work related matters can enhance the quality of life and the level of job satisfaction among the nurses.

### Hypothesis-I

**Ho:** There is no significant difference between the perceptions of permanent and temporary nurses with regard to factors influencing job satisfaction in private hospitals.

**Table 4.3.1**  
Showing the t-test Results Showing the Perceptual Differences between the Nurses with  
Regard to Factors Influencing Job Satisfaction of Nurses

Factors influencing job satisfaction of nurses in private hospitals	Type of employment				t-value	P value
	Permanent		Temporary			
	Mean	SD	Mean	SD		
Working environment and climate variables	80.69	7.11	78.06	8.29	3.644	0.000**

Since P value is less than 0.01, the null hypothesis, There is no significant difference between the perceptions of permanent and temporary nurses with regard to factors influencing job satisfaction in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the perceptions of permanent and temporary nurses with regard to factors influencing job satisfaction in private hospitals with regard to the dimension of working environment and climate related variables among the sample.

### Hypothesis-II

**Ho:** There is no significant difference between the perceptions of nurses working in different leadership styles with regard to factors influencing job satisfaction in private hospitals.

**Table 4.3.1**  
Showing the t-test Results Showing the Perceptual Differences between the Nurses with  
Regard to Factors Influencing Job Satisfaction of Nurses

Factors influencing job satisfaction of nurses in private hospitals	Leadership style				t-value	P value
	Autocratic		Democratic			
	Mean	SD	Mean	SD		
Working environment and climate variables	78.26	8.70	80.54	6.99	3.108	0.002**

Since P value is less than 0.01, the null hypothesis, There is no significant difference between the perceptions of nurses working in different leadership styles with regard to factors influencing job satisfaction in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the perceptions of nurses working in different leadership styles with regard to factors influencing job satisfaction in the dimensions working environment and climate factors and professional factors related to nurses in private hospitals.

**Null Hypothesis:** There is no significant difference between the age groups with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

**Table 4.4.1**  
ANOVA Table Showing the Relationship between the Age Groups and the Perceptions  
Factors Influencing Job Satisfaction among Nurses

Factors influencing job satisfaction		Age Group in years					F value	P value
		Below 20	21-30	31-40	41-50	Above 50		
Working environment and climate variables	Mean	74.73	79.41	81.22	82.94	78.25	14.151	0.000**
	SD	(9.25)	(6.49)	(7.42)	(6.66)	(6.78)		

Since p value is less than 0.001, the null hypothesis, There is no significant difference between the age groups with regard to the various dimensions of work environment and climate variables, professional variables and organizational factors affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the age groups with regard to the various dimensions of work environment and climate variables, professional variables and organizational factors affecting job satisfaction among nurses in private hospitals. Based on the mean value, it is observed that the high level of job satisfaction is observed among the nurses belongs to the age group of 45-50 years when compared to others in the sample. It may be due to higher level of professional experience and the level of management and adopted to the nature of work and the management style. For other, it is a matter of time and experience to adapt to the situation and work culture.

**Null Hypothesis:** There is no significant difference among the nurses with different levels of educational qualification with regard to the various dimensions of factors affecting job satisfaction among nurses in private hospitals.

**Table 4.4.1**  
ANOVA Table Showing the Relationship between the Different Levels of Educational  
Qualification Holders and the Perceptions on Factors Influencing Job Satisfaction among Nurses

		Level of Education					F- value	P value
		Diploma	Vocational Course	UG	PG	Profess- ional		
Working environment and climate variables	Mean	75.85	80.55	79.45	80.67	83.96	14.910	.000**
	SD	(8.17)	(7.28)	(6.38)	(6.76)	(7.39)		

Since p value is less than 0.001, the null hypothesis, There is no significant difference among the nurses with different levels of educational qualification with regard to working environment and climate variables and professional variables as factors



affecting job satisfaction among nurses in private hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference among the nurses with different levels of educational qualification with regard to working environment and climate variables and professional variables as factors affecting job satisfaction among nurses in private hospitals in the sample. Based on the mean value the level of job satisfaction is high among the nurses belongs to professionally qualified group. This is due to the kind of expertise and the level of experience in the field of activity.

## 5. SUMMARY AND CONCLUSION

The primary work environment and culture factors influencing job satisfaction of nurses of private hospitals are Flexibility and independence to work with the mean score of 4.00, respect from co-workers with the mean value of 3.93, feedback from patients with the mean score of 3.98, opportunity for career development with the mean score of 3.98, allocation of responsibilities well in advance with the mean score of 3.94, attractive salary with the mean score of 3.83, the rules and routines of supervision with the mean score of 3.94, the organizational climate with the mean score of 3.83, the reasonable workload with the mean score of 3.87, the equipment used in the hospital with the mean score of 3.88, and the quality of relationships with the patients with the mean score of 3.96 are recorded in the sample survey.

The inferential statistics also indicated the positive and highly significant relationship between the demographic variables like type of employment, leadership style adopted, age, educational qualification and the job satisfaction of nurses of the private hospitals in the sample area. A care and concern on improvement of working conditions can help in improving the job satisfaction and there by quality of services in the health care industry.

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