

Job Satisfaction of Nurses': A Comparative Study Between Private and Government Hospitals.

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Abstract

For any organization, Job Satisfaction of Its workers means a work force that is productive, retained, motivated, committed to high quality performance and reduction in complaints, grievances, absenteeism, turnover, and termination; as well as improved punctuality and worker morale. Nursing staffs in most medical institutions of both government or private organizations in all corners of the world are probably the most undervalued staff members despite the fact that these are the people who take care of our loved ones around the clock when they are hospitalized. It is in this background, the researcher is encouraged to undertake a study on the job satisfaction of nurses'. The primary objective of this paper is to study the level of nurses' job satisfaction in Private and Government hospitals. This study is a descriptive one based on field survey. Sample respondents of 300 nurses from five selected district of Nagaland have been considered for the purpose of this study. A well structure questionnaire was administered to the respondents selected on convenience sampling method for collecting useful primary data. The data so collected were statistically analyzed in order to determine the extent and level of nurses' job satisfaction in both Private and government hospitals. Detailed description of the various components of nurses' job satisfaction has also been done in order to compute nurses' job satisfaction index separately for Private and Government Hospitals. Nurses are at large are found to be satisfied with their job but nurses' of Private hospital are marginally more satisfied than Government hospitals.

Keywords

Nurse, Satisfaction, Job, Hospitals, Private, Government

Introduction

Job satisfaction is one of the main factors in overall life satisfactions. Internationally, job satisfaction is one of the most researched topics in psychology. The reason for the popularity of the subject is not hard to explain. Most individuals spend a large part of their working lives at work, so that an understanding of factors involved in job satisfaction is relevant to improving the well-being of most of them. Another valid reason for investigating job satisfaction is the belief that increasing job satisfaction will increase productivity, particularly in the private sector but not least of all in the Government sector as well. Being happy coupled with improving one's performance could not be clearer or more evident than in "group professions" such as nursing. Because nurses work in cooperative situations, job satisfaction creates a psychological symbiosis. This is a process by which people supplement one another's psychological capabilities and resources to maintain the level of mental functioning deemed appropriate for the group to which they belong. The emergence of a group spirit based on meeting the expectations of others and gaining their affections was not only responsible for the upsurge in job satisfaction but also fostered morale. Elton Mayo's Hawthorne investigations concluded that job satisfaction, nestling amidst team spirit and morale, was both central to human relations at work and to productivity (L.M Prasad: 1988). Similarly, Herzberg's research found that job satisfaction raised the morale of workers, reduced absenteeism and had consequences on high productivity.

Nursing staffs in most medical institutions of both government or private organizations in all corners of the world are probably the most undervalued staff members despite the fact that these are the people who take care of our loved ones around the clock when they are hospitalized. Many of the nurses even take on the responsibilities of the medical supervisors or the doctors in command, and this makes them a very important part of the medical system (International Council for Nurses, 2007; Koonar, 2008). Koonar (2008) further says that in the medical profession, nursing staffs are the one who have variety of jobs to perform and need to juggle with many jobs at many places in the hospital or in medical centers and still are under paid and undervalued.

It is in this background, the researcher is encouraged to undertake a study on the job satisfaction of hospital nurses. Through this paper, it has been a modest attempt on the part of the researcher to throw light exclusively on various aspects of nurses' job satisfaction in Private and Government hospitals of Nagaland.

Objectives of the Study

The primary objective of this paper is to study the level of nurses' job satisfaction in Nagaland. However, the specific objectives are identified as follows

1. To determine the Extent of Nurses' Job Satisfaction in Private and Government Hospitals.
2. To assess the level of nurses' job satisfaction in Private and Government Hospitals.
3. To work out nurses' job satisfaction index.

Hypothesis

The following hypothesis has been formulated for the purpose of this study

1. Nurses of Private Hospitals are not more satisfied with their Job as compared to Government Hospitals.

Research Methodology

This study is a descriptive one based on cross-sectional research design. The study focuses on the level of Job Satisfaction of Hospital Nurses in the selected districts of Nagaland. For the purpose of this study, the survey was conducted in five districts of Nagaland, namely, Dimapur, Kohima, Mokokchung, Tuensang and Phek.

(a) Data Collection

This study is based on both primary as well as secondary data. However, considering the type and nature, this study basically realize on the use of more Primary data. The primary data have been collected with the help of a well-structured questionnaire and through observation and informal interview method. The secondary data were collected from the published and unpublished documents of Hospital and Medical Department Government of Nagaland, Statistical Handbook and other periodicals of Nagaland, books, journals and reports related to the research topic.

(b) Sample Plan

The Hospitals in the selected districts of Nagaland constituted the universe or population from where the sample respondents were selected. The nurses working in these hospitals represent the sampling units been Surveyed. For the purpose of this study, a sample size of 300 nurses working in the identified hospitals has been considered as sample respondents. Nurses working in selected Hospitals of Nagaland for a least one year were included in the sample. The questionnaire was

administered to the sample respondents for data collection using convenience random sampling method. At least 50 percent of nurses working in each selected hospitals were included in the sample.

(c) Data Analysis

The data so collected were classified, tabulated, and analyzed as per the requirement of the study. To analyze the perception of nurses towards their job, the data were analyzed by bringing raw data to measured data, summarizing the data and then applying analytical method to manipulate the data so that their interrelationship and quantitative meaning become evident. Important statistical tools like average, percentage, bar diagram, rank method and Liker Type 5 Point Scale were used to analyse and interpret the collected data for drawing useful inferences and conclusion. Also, other relevant and appropriate statistical technique like weighted average method has been used to work out nurses' job satisfaction index.

Analysis and Discussion

Extent of Nurses Job Satisfaction in Government and Private Hospitals

In order to investigate into the nurses' job satisfaction, a comparative study between Private and Government hospitals has been undertaken in identified districts of Nagaland. Nurses' Job Satisfaction on the various aspects is abstract and qualitative. It cannot be measured directly like that of the satisfaction derived from the delivery tangible goods.

It can be measured only indirectly through their opinion or responses to various aspects of their service. A scale by name "Nurses Job Satisfaction Scale" has been constructed to measure the level of satisfaction of each nurse respondent. The scale is a Liker type-five points scale containing 29 items relating to the various aspects of job satisfaction. Under this scale, the respondent is asked to respond to each of the statements in terms of several degrees, usually five degrees of agreement or disagreement. For instance, when asked to express opinion whether one considers his/her job enjoyable, the respondent may respond in any one of the following ways.

1. Strongly agree
2. Agree
3. Uncertain
4. Disagree
5. Strongly Disagree

These five points constitute the “Nurses Job Satisfaction Scale”. At one extreme of the scale there is ‘strongly agree’ with given statement and at the other, ‘strongly disagree’, and between them lie intermediate points.

The 29 items that have been considered under Nurses’ Job Satisfaction Scale for measuring the extent of Nurses’ are grouped under the six heads given below, with number of items under each head in brackets.

1. General Satisfaction (7)
2. Opportunity to Develop (6)
3. Responsibility (3)
4. Patient Care (3)
5. Time Pressure (3)
6. Staff Relations (7)

The responses of the respondent to the items have been recorded on five degrees and satisfaction. The most desired response is awarded four scores and the least zero. Thus, the Nurses Job Satisfaction Scale has maximum score of 116 (29×4).

Table 1.1
Extent of Nurses Job Satisfaction in Government and Private Hospitals

Type of Hospital	AJSS	Range	No. of Respondent	
			Above ASS	Below ASS
Government	71.8	52-96	90	60
Private	70.2	44-93	74	76

Source: Field Survey

It has been observed from Table: 1.1 that the average job satisfaction scores (AJSS) of the sample respondents in Government Hospitals is 71.8 out of 150 respondents and the individual scores range from 52 to 96. The number of respondents below and above the AJSS are 90 and 60 respectively. As the average job satisfaction score is 71.8 out of the maximum of 116, it is inferred that Nurses’ are satisfied with their job in Government Hospitals.

While in the case of Private Hospitals the average job satisfaction scores of the sample respondents is 70.2 and the individual scores range from 44 to 93. The number of respondents above the average satisfaction score were 74 and 76 were below the average job satisfaction score (AJSS). As the average Job Satisfaction Score (AJSS) is 70.2 out of the maximum of 116, it is inferred

that Nurses' are satisfied with regard to Private hospitals too. However, as the mean job satisfaction score is lesser for Private hospitals than Government hospitals it can be inferred that the respondents are relatively less satisfied with their Job in private hospitals than in Government hospitals.

Level of Nurses' Job Satisfaction between Government and Private Hospitals

The respondents have been grouped into three, based on their level of satisfaction as shown in Table: 1.2. Nurses with less than 25 percent of the total scores (0-29) have been grouped into 'Low Satisfaction' category. Nurses with total scores between 26 percent and 75 percent (30 to 87 scores) under 'Medium Satisfaction' category, while the respondents with above 75 percent (above 88 scores) of the total scores in the 'High Satisfaction' category.

Table 1.2
Level of Nurses Job Satisfaction between Government and private hospitals

Level of Satisfaction	Government	Private
Low	NA	NA
Medium	147(98%)	145(96.7)
High	3(2%)	5(3.3%)
Total	150	150

Source: Field Survey

In the case of Government hospitals, out of 150 respondents, none of the respondents belonged to low level job satisfaction Category. There are 147 respondents representing 98 percent in the "Medium level of Job Satisfaction" group and 3 respondent representing 2 percent in the "High level of Job Satisfaction" group.

With regard to private hospitals, out of 150 respondents, 145 respondents are in "Medium level of Job Satisfaction" group consisting 96.7 percent and 5 respondents representing 3.3 percent of the sample are in "High level of Job Satisfaction" group. None of the respondents fall under 'low level of job satisfaction' even in private hospitals.

It is, therefore, inferred that the nurses are satisfied with their jobs both in Government as well as in Private hospitals. However, the nurses' job satisfaction in private hospital is marginally higher than that of Government hospitals. This is evident from the level of nurses' job satisfaction derived by the respondents from both the category of hospitals which has shown that 2

percent respondents get “High Level of Job Satisfaction” from Government hospitals, as against 3.3 percent from Private hospitals.

Components of Nurses’ Job Satisfaction in Private and Government Hospitals

There are various components of job satisfaction. In this study the researcher identified six components of nurses’ job satisfaction as indicated earlier. On the basis of those components, analysis of nurses’ job satisfaction has been done separately for private hospitals and government hospitals. Table 1.3 and Table: 1.4 gives a detailed description about the nurses’ job satisfaction in Government and Private Hospitals respectively with reference to the various components of nurses’ job satisfaction. This has further been depicted by Exhibit: 1

Table 1.3
Components of Nurses Job Satisfaction in Government Hospitals

Sl. No.	Components	AJSS	Range	No of Respondents		SD
				Below ASS	Above ASS	
1	General Satisfaction	16.4	11 to 23	75	75	5.95
2	Opportunity to Develop	13.5	6 to 20	61	89	5.56
3	Responsibility	5.0	1 to 8	92	58	2.17
4	Patient Care	7.7	4 to 12	72	78	2.67
5	Time Pressure	5.8	2 to 11	59	91	2.97
6	Staff Relations	20.0	11 to 28	65	85	4.70
7	Overall Nurses Job Satisfaction	68.5	52 to 96	47	103	24.06

Source: Field Work

Table 1.4
Components of Nurses level of Job Satisfaction in Private Hospitals

Sl. No.	Components	AJSS	Range	No of Respondents		SD
				Below ASS	Above ASS	
1	General Satisfaction	15.9	10 to 21	60	90	6.15
2	Opportunity to Develop	13.6	6 to 19	74	76	5.22
3	Responsibility	8.2	3 to 12	68	82	2.18
4	Patient Care	7.7	0 to 12	68	82	2.61
5	Time Pressure	5.8	2 to 11	72	78	3.01
6	Staff Relations	18.7	8 to 28	59	91	5.53
7	Overall Nurses Job Satisfaction	70.8	44 to 93	84	66	24.73

Source: Field Work

General Satisfaction

Job satisfaction among healthcare professionals is an important predictor of individual well-being, general life satisfaction and job performance.

It is observed that the average Job satisfaction score of the respondents as to the 'General Satisfaction' in Government hospitals is 16.4. The number of respondents below and above the AJSS are 75 and 75 respectively. The average Job satisfaction score of sample respondents for Private hospitals is 15.9 which is lower than that of Government hospitals and the number of respondents below and above the AJSS are 60 and 90. It is inferred that with regard to *General Satisfaction*, nurses in Government hospitals are more satisfied than their counter part in Private hospitals.

Opportunity to Develop

Opportunities for growth and development help employees expand their knowledge, skills and abilities. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction. This can translate into positive gains for the organization by enhancing organizational effectiveness and improving work quality.

It has been observed that the average job satisfaction score for *Opportunity to Develop* of hospital has been 13.5 for Government hospitals and 13.6 for Private hospitals. The number of respondents below and above the ASS has been 61 and 89 respectively for Government hospitals and 74 and 76 for Private hospitals. There is no significant difference in this regard. It is, therefore, inferred that the nurses in private hospitals as well as government hospitals are almost equally satisfied with regard to *opportunity to develop*.

Responsibility

Employee's achievement/or performance improvement is a vital part of performance management. Sincere and honest praise lets employees feel that their efforts are appreciated. This simple act takes little time but will provide good benefit that can reinforce desired performance behaviours.

It is observed that with regard to *Responsibility* the average job satisfaction scores has been 5.0 for Government hospitals and 8.2 for Private hospitals. The number of respondents below and above the AJSS for Government hospitals are 92 and 58 respectively and 68 and 82 in the case of Private hospitals. Thus, it is inferred that the attitude of the nurses towards the *responsibility* has been higher in Private hospitals than in Government hospitals.

Patient Care

When it comes to efficiency and patient satisfaction, nurses are the boots on the ground. Arguably, they spend more time with patients than any other employee. That is why it is imperative to heed their concerns. Give them a space to bring up issues, challenges and ideas for improvement. It's great to feel appreciation from patients.

It has been observed that the average Job Satisfaction score is 7.7 for Private hospitals as well as Government hospitals. Nurses found equally satisfied in Government as well as Private Hospitals with regard to *Patient Care*. The number of respondents below and above the ASS has been respectively 72 and 78 for Government hospitals and 68 and 82 for Private hospitals.

Time Pressure

Time is a subjective experience despite the fact that it can be measured. While the quality of time is of great importance so is quantity. Literature shows that perceived time pressure is associated with low job satisfaction among healthcare professionals. Dissatisfaction about time pressure expressed by healthcare professionals may indicate concerns about autonomy.

It has been observed that the average job satisfaction score for *Time Pressure* has been 5.9 for Government hospitals and 5.8 for Private hospitals. The number of respondents below and above the AJSS has been respectively 59 and 91 for Government hospitals and 72 and 78 for Private hospitals. It is inferred that nurses in Government hospitals are more satisfied with their job than Private hospitals with regard to *Time Pressure*.

Staff Relation

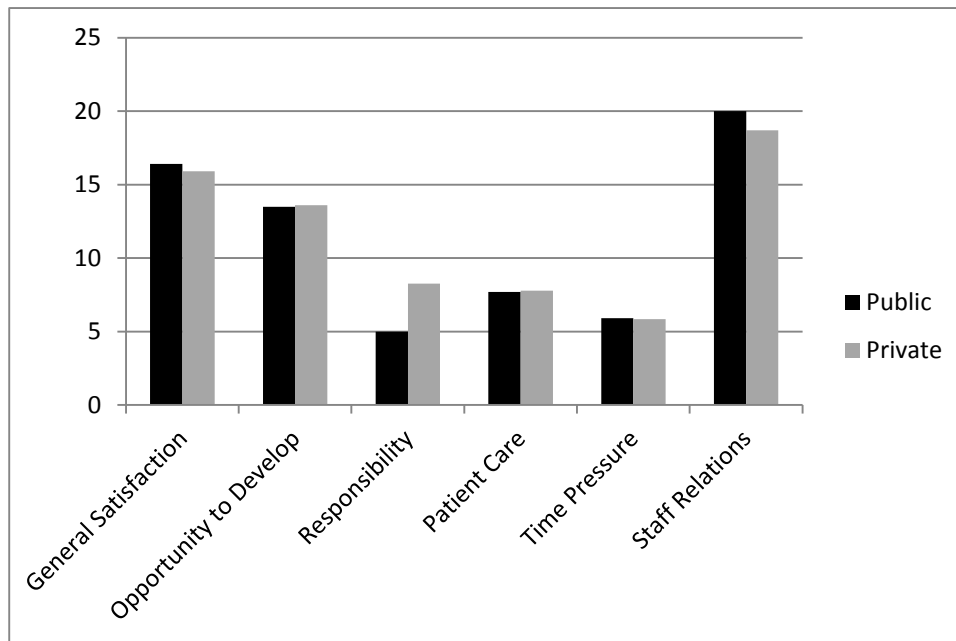
Researches have shown that workers who belong to a social group and have friendships on the job tend to be more satisfied; also employees who lack social support at work experience more stress, have less coping techniques and are generally less satisfied. Fellow employees can satisfy many social needs, and sympathetic and supportive co-workers can increase job satisfaction.

It is observed that the average job satisfaction score for *Staff relation* has been 20 for Government hospitals and 18.7 for Private hospitals. The number of respondents below and above the AJSS has been 65 and 85 respectively for Government hospitals and 59 and 91 for Private hospitals.

It is inferred that the respondents are satisfied with regard to the *staff relation* by both types of hospitals. However, with regard to *Staff Relation*, nurses of Government hospitals are marginally more satisfied than Private hospitals.

Exhibit 1:

Components of Nurses Job Satisfaction in Government Hospital and Private Hospital



Source: Field Survey

Nurses Job Satisfaction Index

With a view to arrive at a single figure of nurses’ job satisfaction, satisfaction index has computed. Nurses’ Job Satisfaction Index (NJSI) is a weighted index computed by assigning appropriate weights for different factors or components on job satisfaction of nurses. As General satisfaction and Opportunity to Develop are the important factors/components, the maximum weight of 20 is assigned to it. The rest of the components viz Responsibility, Patient Care, Time Pressure and Staff Relation have been given equal weights of 15 each. Thus, it has been attempted to arrive at a single figure of NJSI by multiplying the average of the scores awarded to all the respondents for the different questions under the components by the respective weigh assigned to the component. This process is depicted in the formula given below.

$$NJSI = \frac{AW1+BW2+CW3+ DW4+ EW5+FW6}{W1+W2+W3+W4+W5+6}$$

Where,

- A = Average Job Satisfaction Score for General Satisfaction,
- B = Average Job Satisfaction Score for Opportunity to Develop,
- C = Average Job Satisfaction Score for Responsibility,
- D = Average Job Satisfaction Score for Patient Care,
- E = Average Job Satisfaction Score for Time Pressure,
- F = Average Job Satisfaction Score for Staff Relation,
- W1 = Weight assigned to General Satisfaction = 20,
- W2 = Weight assigned to Opportunity to Develop =20,
- W3 = Weight assigned to Responsibility = 15,
- W4 = Weight assigned to Responsibility Patient Care =15,
- W5 = Weight assigned to Responsibility Time Pressure=15,
- W6 = Weight assigned to Responsibility Staff Relation=15

Computation of NJSI for Government and Private Hospital are as follows:

NJSI (Government)

$$= \frac{(16.4 \times 20) + (13.5 \times 20) + (5.0 \times 15) + (7.7 \times 15) + (5.9 \times 15) + (20 \times 15)}{20 + 20 + 15 + 15 + 15 + 15}$$

$$= 11.77$$

NJSI (Private) =

NJSI (Private) =

$$\frac{(15.9 \times 20) + (13.6 \times 20) + (8.26 \times 15) + (7.7 \times 15) + (5.8 \times 15) + (18.7 \times 15)}{20 + 20 + 15 + 15 + 15 + 15}$$

$$= 11.96$$

The NJSI, thus computed has been 11.77 for Government hospitals and 11.96 for Private hospitals. It is inferred from this that nurses in Private hospitals have more satisfaction than Government hospitals. Hence the null hypothesis that “Nurses of Private Hospitals are not more satisfied with their Job as compared to Government Hospitals”, stands disproved and is rejected, while the alternative hypothesis is accepted.

Conclusion

Job satisfaction and occupational success are major factors in personal satisfaction. To the worker, job satisfaction brings a pleasurable emotional state that can often lead to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal and will tend to add more value to an organization. For the organization, job satisfaction of its workers means a work force that is productive, retained, motivated, committed to high quality performance and reduction in complaints, grievances, absenteeism, turnover, and termination; as well as improved

punctuality and worker morale. Job satisfaction is also linked with a healthier work force and has been found to be a good indicator of longevity. In this research, studying Nurses' Job Satisfaction in Private and Government Health services provides a comparative view of their Level of Satisfaction. The findings will help the administrators to better 'meet the need' of nurses and improve the quality of care in their hospitals. In fact, studying job satisfaction among nurses was important because it is necessary to distinguish between positive and negative aspects of job satisfaction. Job satisfaction among healthcare professionals is increasingly being recognized as a measure that should be included in quality improvement programmes. Low job satisfaction can result in increased level of demotivation and absenteeism, which affects the efficiency of health services.

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