

STABILITY OF TENURE AMONG MEDICAL PROFESSIONALS WITH SPECIAL REFERENCE TO DOCTORS IN KERALA

Prof (Dr) Abraham B Meleth

HOD – MBA,MES- Advanced Institute of Management and Technology,Marampally, Aluva.

ABSTRACT

Today, a hospital is a place for the diagnosis and treatment of human ills and restoration of health and well – beings of those temporarily deprived of these. A large number of professionally and technically skilled people apply their knowledge and skill with the help of complicated equipment and appliances to produce quality care for patients. The excellence of the product – the “raison d’être” for a hospital, therefore, depends on how well the human and material resources are applied to promote patient care.

Employee attraction and retention is more critical now than ever before. This is due to

1. Demographic Factors
2. Educational Factors
3. Business Factors

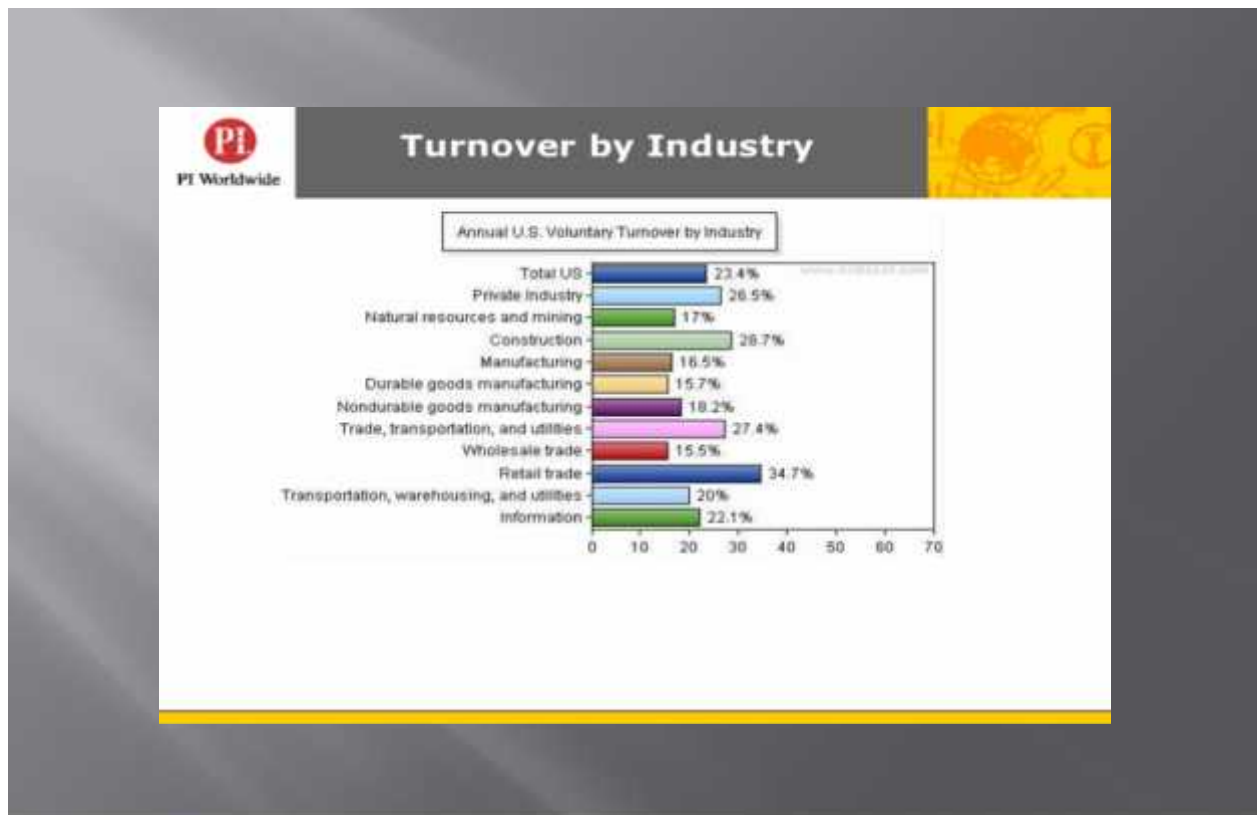
In earlier times: Compete on products, prices and strategies

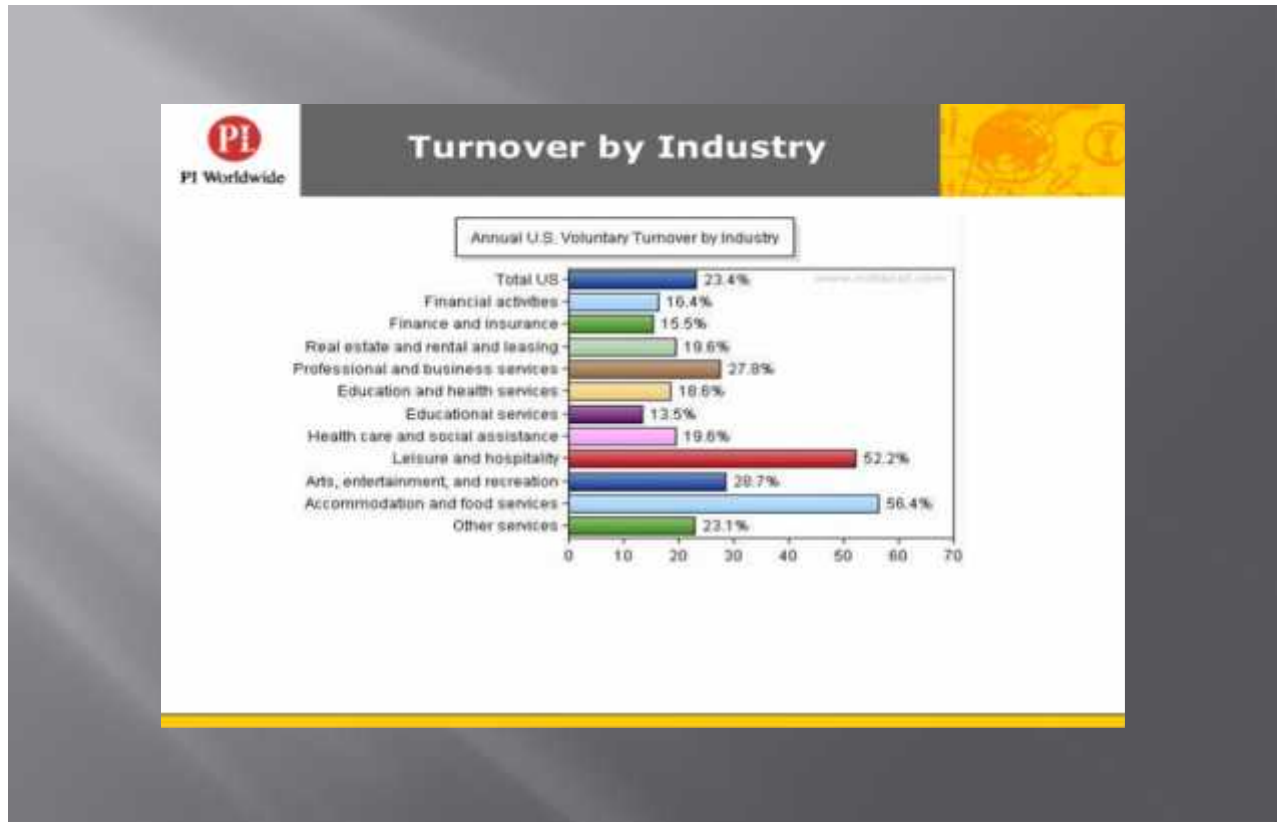
Now: Compete on the talent of our people

As per Bureau of Labour Statistics (BLS) reports,

Overall Voluntary Turnover Rate is 23.4% and Overall Median Employee Tenure is 4 years. Roughly 1 out of 4 employees quits per year.

The following diagram shows employee turnover of various Industries in US as reported by PL Worldwide. Retail Trade and Construction work show maximum turnover of employees.





As per PI Worldwide publication, Healthcare and social assistance sector shows 19.8 % turnover on employees' tenure.

Employee turnover can be either functional or dysfunctional for individuals and organizations. Employee turnover may cause

- Billions of amount in lost productivity
- Increased recruitment and selection cost
- Increased organizational disruption

For Employees

- Loss of seniority/other benefits
- Possible family disruptions

On balance, employee turnover is typically damaging to the organization, preventing from building an organization that will consistently retain key performers.

Survey findings consistently indicate that providing superior growth and development opportunities can reduce turnover.

- ❖ Training and development is a key part of the "total rewards package" that can be offered to employees.
- ❖ Promotions, mobility, pay growth
- ❖ Continuing skill development

One of the most robust and consistent findings in organizational psychology is that satisfied employees are less likely to leave. So it is necessary to frequently monitor satisfaction via both quantitative and qualitative means.

Design jobs in such a way to promote:

- ✓ Interdependence
- ✓ Feedback from others

- ✓ Social Support
- ✓ Interaction outside of the organization.

Since, many health problems require a level of medical treatment and many personal care that extends beyond the range of services, normally available in the patient's home or in the office of the physician, modern society has developed formal institutions for patient care intended to help the more complex health needs of its members. The hospital, the major social institution for the delivery of health care in the modern world, offers considerable advantages to patient and society. From the stand point of the individual, the sick or injured person has access to centralized medical knowledge and technology.

From the stand point of society, hospitalization both protects the family from many of the disruptive effects of caring for the ill at home and operates as means of guiding the sick and injured into medically supervised institutions where their problems are less disruptive for society as a whole.

The first and foremost function of a hospital is to give care to the sick and injured and restore the health of sick person. Ethically this care should be given to all without discrimination to social, economic or racial nature. However, the hospitals as national investments in people's health and as centers for scientific practice of medicine must do many more things than medical care. The success with which a hospital contributes towards meeting the patient's need can be measured by the fullness of the life he is able to lead on leaving it.

Administration of such a complex organization requires blending of technical and administrative competence in the right quantity, at the right time, at the right place, by the right person and in the right way or process. Each hospital is a distinct entity and as such each has to be tailored to the specific aims to be accomplished, the specific tasks to be performed, the volume of services to be rendered and the type of community to be served. The basic purpose of the hospital is "better patient care" and returns the patient back to the community as productive unit of that community.

Some of the important studies related to variables affecting the degree of job satisfaction which in turn controls the stability of tenure are reviewed here.

SINHA DS and R R NAIR, in the study at one of the largest machinery manufacturing plant in south India conducted in 1961 found that the older employees (above 35 years) tended to be more satisfied than the younger workers (below 35 years) and were more stable in tenure.

On the other hand, personal moderators, such as self-esteem Korman, (1970), personal values systems Locke, (1970), work orientation Wanous,(1974) traits, gender and age O'Connnor et al.,(2000), are directly associated with the cognitive,emotive and demographic make up of an employee

For example, the finding by Hoffman and Ingram (1992) that pay satisfaction is not a significant predictor of customer-oriented behaviours among health workers, which contrasts with other findings Schneider et al., (1980), (1992);Bettencourt and Brown, (1997); Chebat et al.,(2002) that pay satisfaction is a significant predictor in the case of bank employees, may be explained by the view that context satisfaction (context satisfaction relates to the external, non-core aspects of work such as satisfaction with pay, company policies supervision, fellow workers etc.) may be less important to health workers than their sense of duty to the patient.

As was true for Kornhauser and his contemporaries fully 75 years ago, efforts to improve employee attitudes remain of paramount importance in the management sciences Brief and Weiss, (2002); George, (1992). Nowhere is this importance more evident than in the proliferation of organizational research over the years examining job satisfaction. Although job satisfaction has been operationalized in many different ways Judge et al., (2001), it is usually considered to be an attitude Weiss and Cropanzano, (1996). In an attempt to provide further conceptual clarity, Weiss and Cropanzano indicated the merit of distinguishing the belief, or cognitive, component of job satisfaction from its emotional, or affective, component. As noted by Wright and Cropanzano (2000).

Among these early researchers, McMurry (1932) well expressed this belief in noting the importance in determining the relationship between “employee efficiency and work-satisfaction.” Starting slowly in the mid-1930s (Hoppock and Spiegler, (1938), developing more fully during World War II Brayfield and Crockett, (1955), and certainly well evidenced by the early-1950s, job satisfaction increasingly came to be the employee attitude of choice for researchers interested in better understanding what came to be called the”Holy Grail” of management research: the happy/productive worker thesis Landy, (1985); Weiss, (2002); Wright, (2005)

Another leading contemporary of Taylor (1919), the Industrial Psychologist, Munsterberg (1913) focused not on physical fatigue, but on mental monotony or boredom. More specifically, while Gilbreth (1911), defined fatigue as being “due to a secretion in the blood” of the worker, Munsterberg described monotony in terms of unpleasant feelings that repetitious tasks aroused in workers. For Munsterberg, monotony was quite different from fatigue, with monotony best categorized in terms of employee level of susceptibility and best described as a psychological “feeling” Wright, (2005)

Smith found that production did, indeed, change and that the changes were related to the satisfaction of the employee’s self-set goals for the day Cain, (1942); Smith, (1953); Wright, (2005).

These findings clearly demonstrate that a number of early organizational researchers recognized the possible benefits of employee well-being in better understanding the happy/productive worker thesis Wright, (2005). Unfortunately, this burgeoning interest in the topic of well-being practically ceased with the advent of the great depression Uhrbrock, (1934), and did not return in the social sciences for roughly 60 years Diener, (1984, 1994). More recently, an increasing number of scholars are proposing employee well-being as providing the basis for better understanding and explaining the happy/productive worker thesis Wright, (2005); Wright and Cropanzano,(2004).

Nursing care is an integral component of patient care and is an important determinant of quality of healthcare services. Several scholars have investigated performance of nurses Parker and Kulik, (1995); Borda and Norman, (1997); Judge et al., (2001); Siu, (2002);Abualrub, (2004); Tzeng, (2004); Fort and Voltero, (2004); Yang and Huang, (2005); Mrayyan,(2006); Hall, (2007). Some studies focused on the contribution of nursing care to patient outcomes such as quality of care and patient satisfaction. In Canada, a nursing role effectiveness model linking nursing role performance to patient outcomes was examined. The study found that nurse structural variables such as level of education and hospital experience influence several aspects of performance: coordination of care and quality of communication with patients. Unit structural variables such as level of autonomy, amount of time available for care, and role tension affected nursing performance. In Taiwan, staff nurses’ morale was found to be a predictor of patient satisfaction Yang and Huang, (2005).

In Jordan, Mrayyan (2006) examined patient satisfaction, nurse job satisfaction, and quality of care, and concluded that nurses had borderline level of job satisfaction, while patients reported moderate levels of satisfaction with care, and head nurses reported satisfaction with quality of nursing care

In Jordan, Abualrub (2004) found that perceived social support from co-workers enhanced job performance and decreased job stress. In Hong Kong, Siu (2002) found that organizational climate (both physical conditions and social aspects) to influence job satisfaction and absenteeism among hospital nurses. Supportive management practices were crucial to achieve high nursing performance Drach-Zahavy, (2004). A recent study has also found a positive correlation between perceived supervisor support and nurse occupation-related outcomes Hall, (2007)

Job dissatisfaction on the other hand was found to lead to absenteeism, grievances Shader et al., (2001), decreased productivity and poor performance Butler and Parsons,(1989); Robinson et al., (1991). In a review of literature, Borda and Norman (1997) concluded that job satisfaction affects turnover intentions as well as absenteeism among

nurses. In a meta-analysis of the literature, Judge et al. (2001) found a positive correlation between job satisfaction and job performance of nurses. In North Vietnam, Dieleman et al. (2003)

Performance is influenced by relationships at work, including patient appreciation of nurses, cooperation among staff, as well as physicians' respect towards nurses and the decisions they make. This finding confirms the findings of other researchers that perceived social support enhances job performance Abualrub, (2004), and that patient recognition of nurses influences their performance Fort and Voltero, (2004)

The data presented in this study show that nurses are dissatisfied with their salaries as well as opportunity for promotion. It is also possible that given that 94 per cent of the sample was non-Saudis, and building on research in other countries, migrant nurses may face unequal opportunities in career advancement and skill development Alexis et al., (2006)

STATEMENT OF THE PROBLEM

It is found through very many organizational behaviors studies that job satisfaction when negative, affects the turnover, attendance, productivity, stability of tenure etc. thus vitally affecting the health of an enterprise. Job satisfaction enhances the degree of morale among employees which is reflected through spontaneous interest for work, enthusiasm, willing co-operation, team spirit etc., which results in the general health, employee – employer relationship and consequent feeling of happiness, peace and prosperity. The above said factor of a hospital depends greatly on the turnover of eminent doctors. Hence the study of stability of tenure is aimed to find out how job satisfaction affects stability of tenure.

OBJECTIVES OF THE STUDY

1. To measure the level of stability of tenure among doctors of multispecialty hospitals with regard to job satisfaction.
2. To identify areas of dissatisfaction, if any.
3. To make possible suggestions to improve the level of job satisfaction.

HYPOTHESIS OF THE STUDY

1. There is no significant relationship between age of doctors and their level of satisfaction in their jobs.
2. There is no relationship between educational status and their job satisfaction
3. There is no relationship between the monthly income and their job satisfaction
4. There is no relationship between facilities provided to their job satisfaction

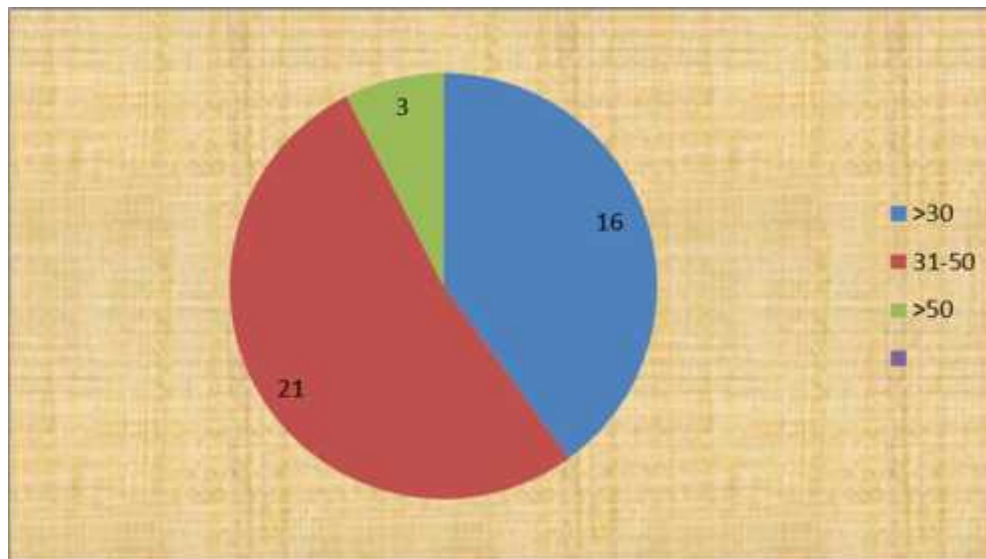
DATA COLLECTION

The primary data was used for the study. It was collected through questionnaire and interview methods. Data was collected from 40 specialist doctors.

DATA ANALYSIS

The information collected through questionnaire and interview are first recorded in the score sheet. The information collected was classified as follows:

1. Personal Data
2. Economic Data
3. Job Satisfaction
4. Facilities Analysis



Pie Chart showing the age of respondents

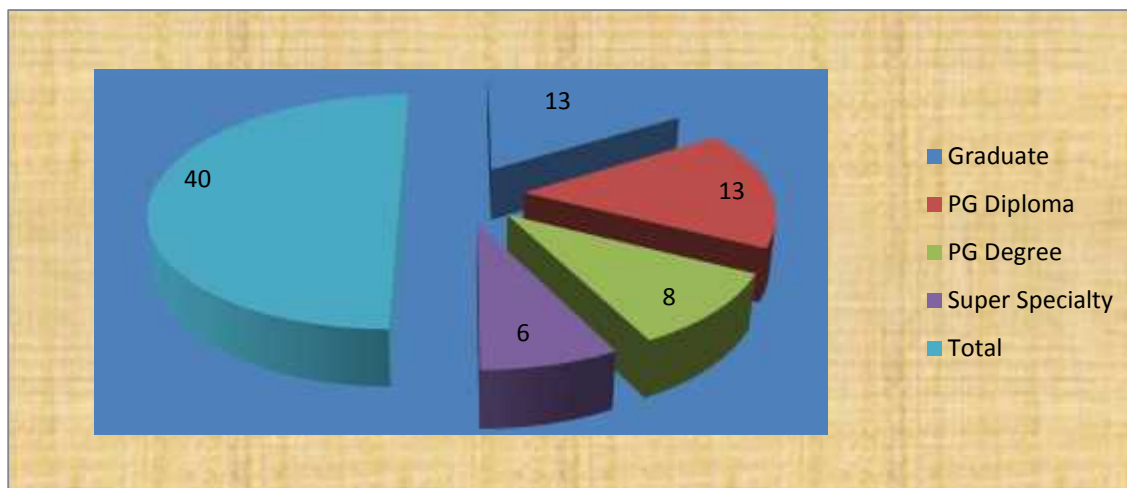
Relationship between age and their level of job satisfaction

In order to examine the relationship between age of doctors and their job satisfaction, co-efficient of co-relation between them was computed and tested for its significance.

Variables	Mean	S.D	N	r	Significance
Age in years	35.5	10.89	40	0.64	significant
Job Satisfaction	8.025	4.015			At 0.01

From the above table, it is evident that there is significant relationship between age of the doctors and their level of job satisfaction. The correlation coefficient of 0.64 is significant at 0.01 level. Hence the null hypothesis that age and job satisfaction are not related, is rejected.

Significance of Chi-Square between educational status of doctors and their job satisfaction



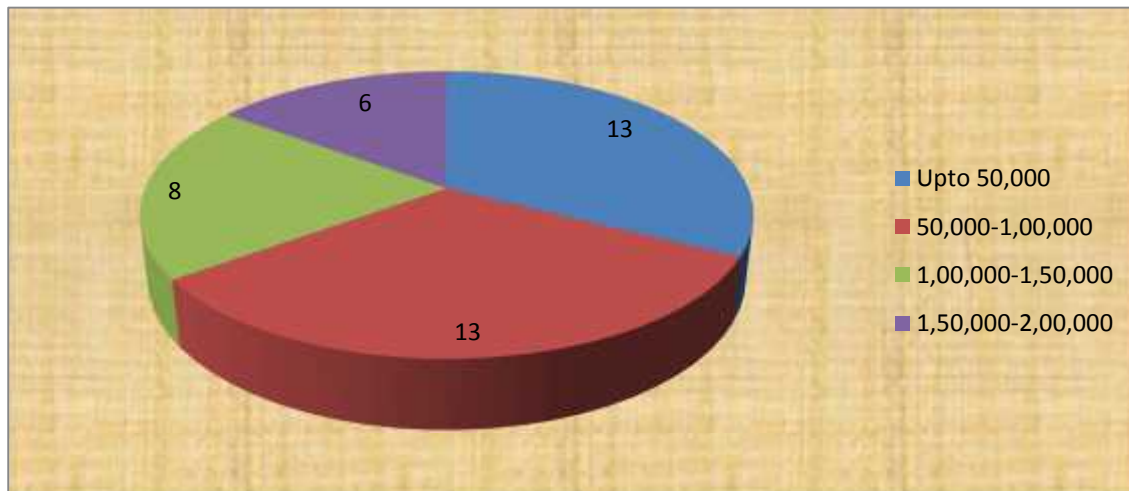
Pie Chart showing Educational status of respondents

In order to examine the relationship between the educational status of the doctors and their level of job satisfaction, chi-square value was calculated and tested for significance

	Graduate	PG Diploma	PG Degree	Super Specialty	Total
N	13	13	8	6	40
Score on J.S.	98	106	72	45	321
Mean	7.54	8.15	9.00	7.50	8.025
Calculated chi-square value = 0.183				Not Significant	

From the table above, it becomes evident that there is no relationship between educational status and level of job satisfaction. The calculated chi – square value of 0.183 is not at all significant. Hence the null hypothesis that there is no significant relationship between educational status and level of job satisfaction of doctors is accepted and retained.

Relationship between monthly income of doctors and their level of job satisfaction



Pie Chart showing monthly income of doctors

Variables	Mean	SD	N	r	Significance
Monthly income	987.55	362.64	40	0.24	Not
Scores-Job Satisfaction	8.025	4.015			Significant

From the table above, it is clear that there is no relationship between monthly income of the doctors and their level of job satisfaction. The correlation coefficient of 0,24 is not at all significant. Hence the null hypothesis that there is no relationship between the monthly income of the doctors and their level of job satisfaction is accepted and retained in this study.

Significance of relationship of facilities and job satisfaction

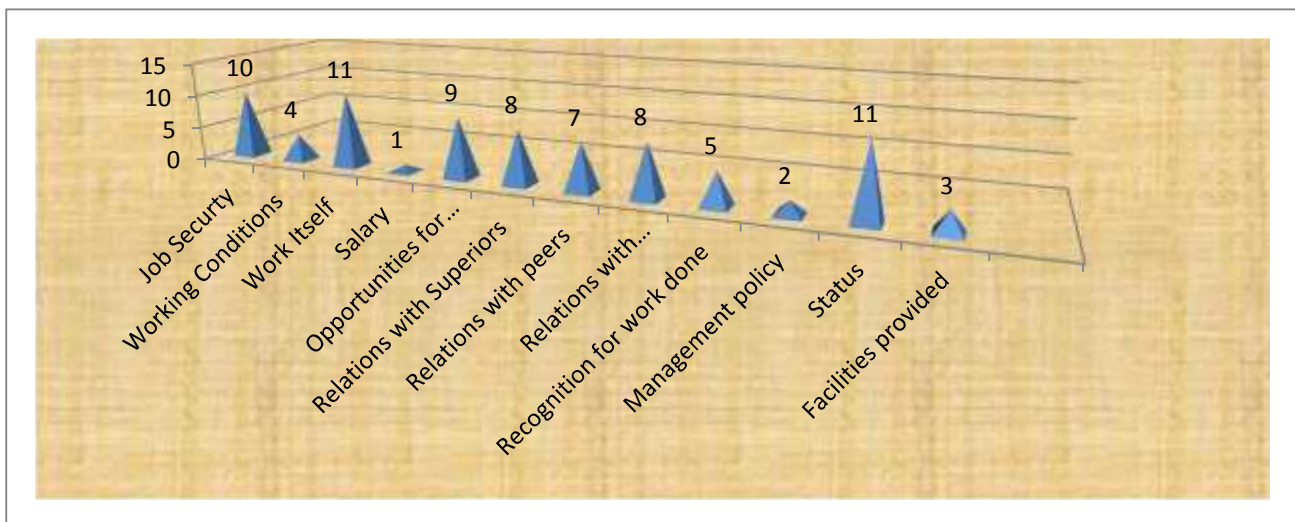
Ranking of job factors and facilities by doctors

So.N		Rank
1	Job security	10
2	Working conditions	4
3	Job itself	11
4	Salary	1
5	Opportunities for advancement	9
6	Interpersonal relations with superiors	6
7	Interpersonal relations with peers	7
8	Interpersonal relations with subordinates	8

9	Recognition for the work done	5
10	Management policy and administration	2
11	Status	12
12	Facilities provided	3

Variables	Mean	SD	N	r	Significance
Facilities	0.40	5.6	40	0.45	Significant
Score-Job Satisfaction	8.025	4.015			At 0,01 level

From the table above, it is seen that facilities are significantly related to job satisfaction. The correlation coefficient of 0.45 is significant at 0.01 level. Hence the null hypothesis that there is no significant relationship between facilities provided and job satisfaction is rejected. This study proves that facilities provided to doctors definitely improve their job satisfaction and stability of tenure in an Institution.



The respondents were asked to rank various job factors contributing to job satisfaction according to their importance. The table above shows the ranks assigned by them to various job factors.

CONCLUSION

Job satisfaction is one of the most crucial but controversial issues in Industrial Psychology and behavioral management in an organization. It ultimately decides the extent of employee motivation through the development of organizational culture or environment. Any management committed to the well-being of its organization and of its employee should conduct job satisfaction survey periodically to know their attitude towards various job factors, extrinsic and intrinsic as well.

Management may derive several benefits from job satisfaction study. Such studies serve as diagnostic instruments for looking at employees' problems. Sometimes, employees' attitude towards management may show a healthy trend after such diagnostic surveys.

As Davis puts it, "For some, the survey is a safety valve, an emotional release, a chance to get things off one's chest. For others, it is a tangible expression of management's interest in employees' welfare, which gives the employee cause to feel better towards management"

Hence, in the light of the above, it is suggested that periodical job satisfaction surveys may be conducted in order to assess employees' attitudes towards different aspects of their jobs. Such surveys would definitely pave way for



a healthy organizational climate and well-being of the employees as well as for maintaining their stability of tenure.

REFERENCES

1. Korman, A.K. (1970), "Towards a hypothesis of work behavior", *Journal of Applied Psychology*, Vol. 54, February, pp. 31-41
2. Hoffman, K.D. and Ingram, T.N. (1992), "Service provider satisfaction and customer-oriented performance", *The Journal of Service Marketing*, Vol. 6 No.2, pp. 68-78
3. Judge T.A., Thoresen C.J., Bono J.E. and Patton G.K. (2001), "The Job Satisfaction-Job Performance relationship: a qualitative and quantitative review", *Psychological Bulletin*, Vol.127, pp.376-407.
4. Mc Murray R.N., (1932), "Efficiency, work satisfaction and neurotic tendency", *Personnel Journal*, Vol.11, pp. 201-210
5. Wright T.A., (2005), "The role of 'happiness' in organizational research: past, present and future directions", in Perrewe, P.L., and Ganster D.C., (Eds), *Research in Occupational Stress and Well-being*, JAI Press, Amsterdam, Vol.4, pp. 225-268.
6. Taylor F.W., (1919), "The Principles of Management", Harper & Row, New York, NY.
7. Cain P.A., (1942), "Individual differences in susceptibility to monotony", unpublished doctoral dissertation, Cornell University, Ithaca, NY.
8. Cropanzano R. and Wright T.A., (2001), "When a 'happy' worker is really a 'productive' worker: a review and further refinement of the happy-productive worker thesis", *Consulting Psychology Journal: Practice and Research*, Vol.53, pp.182-199.
9. Borda R.G. and Norman I.J., (1997), "Factors influencing turnover and absence of nurses: a research review", *International Journal of Nursing Studies*, Vol.34 No.6, pp.385-394.
10. Drach-Zahavy A., (2004), "'Primary Nurses' performance: role of supportive management", *Journal of Advanced Nursing*, Vol.45 No.1, pp.7-16.
11. Dieleman M., Viet Cuong P., Anh L. and Martineau T., (2003), "Identifying factors for job motivation of rural health workers in North Vietnam", *Human Resources for Health*, Vol.1 No.10, available at: www.human-resources-health.com/content/1/1/10.
12. Fort A. and Voltero, L., (2004), "Factors affecting the performance of maternal health care providers in Armenia", *Human Resources for Health*, Vol.2 No.8, available at: www.human-resources-health.com/content/2/1/8.
13. Sinha D (1962) Cultural factors in the emergence of anxiety, *Eastern Anthropologist*, 15, 21-37
14. Alexis O., Vydelingum M., V. and Robbins I., (2006), "'Overseas nurses' experiences of equal opportunities in the NHS in England", *Journal of Health Organization and Management*, Vol.20 Nos. 2-3, pp.130-139.