



IMPACT OF JOB SATISFACTION ON MEDICAL PRACTITIONERS

Devi Bhavani Nair* Dr. S. V. Ramana**

*Research Scholar, JNTU, Hyderabad.

**HOD Management Science, VBIT College, Ghatkesar.

Conceptual Framework of Job Satisfaction

According to Herzberg, Mausner and Snyderman intrinsic factors are those factors which are related to internal satisfaction which are also treated as motivators and satisfiers e.g. achievements, recognition, work itself, responsibility, advancement and growth. While extrinsic factors are those factors which are related to external environment of the work, these factors are also known as hygiene factors e.g. administration of the organization and its policy, Director of Hospital behavior, relationship with superiors, working environment, salary, relationship with coworkers, relationships with subordinates, status, personal life, and safety measures. Blum¹ viewed that satisfaction is the result of various attitudes that are possessed by an employee. The attitude is related to the job factors such as wages, Director of Hospital, and steadiness of employment, conditions of work, social relation of job, fair treatment by employer and other aspects of job.

Irrespective of the theoretical approach to the study of job satisfaction, most of the researchers identified at least two categories of predictor variables: environmental factors and personal characteristics². Studies in organization behavior shows that the most important factors of job satisfaction are pay, work environment, co-workers, adequate working equipment, learning opportunities and procedural justice significantly effects the job satisfaction of the employees.

In this Paper, an attempt is made to identify the determinants of job satisfaction of medical practitioners in Hyderabad District in Telangana State and examine perceived assessment of these determinants of job satisfaction by the medical practitioners in Hyderabad District in Telangana State.

Objectives

- To study the importance of job satisfaction the extrinsic and intrinsic factors that determine the job satisfaction at the workplace is identified
- To identify the determinants of job satisfaction –with respect to perception towards work itself, Job Security and Growth of Medical practitioners in Hyderabad district of Telangana state.
- To evaluate the selected determinants like work itself, Job Security and Growth in detail.
- To suggest and conclude factors that determine the job satisfaction at the workplace

Determinants of Job Satisfaction

Having presented brief review of literature on the determinants of job satisfaction the extrinsic and intrinsic factors that determine the job satisfaction at the workplace is identified.

Extrinsic Factors

The extrinsic factors included supervision, interpersonal relations, physical working conditions, salary, company policies and administrative practices, job security, status, and personal life.

1. Supervision: The term supervision reflects the extent to which a person derives satisfaction from the relationship with their immediate superior. The supervision factor contains several important elements which influence the level of employee job satisfaction. This includes involving employees in the decision-making process, providing timely feedback and conducting performance appraisal. Supervision includes the competency, fairness, willingness to delegate responsibility and also willingness to teach subordinates.

2. Interpersonal Relationships: Interpersonal relationship refers to the nature of interactions between employees and their superiors and interpersonal relationships with the subordinates and peers.

3. Working Conditions: Working conditions includes the amount of work and the physical environment including ventilation, lighting, tools, space and other environmental characteristics.

4. Salary: Salary includes fairness and timeliness of the compensation system in an organization.

5. Company Policies and Administrative Practices: Company policies and administrative practices include policies and practices that are followed in an organization. Also includes flow of communication, leave policy, duration of vacation, working hours, conflict management and personnel policies that are followed by an organization.

6. Job Security: Job security is regarded as the overall concern about the continued existence of the job in the future. Job security includes tenure of employment.

7. Personal Life: Personal life includes certain aspects of an employee where an employee can contribute an amount of time or can take out some time for his or her personal life while balancing with the work.

Intrinsic Factors

Intrinsic factors include achievement, advancement, growth, recognition, responsibility and work itself.

1. Achievement: A sense of achievement is generated when people are able to complete a task, provide solutions to problems and prove them-selves right or witness the end product of their hard work.

2. Advancement: Advancement is change of status or position of an employee in an organization.

3. Growth: Growth means advancement in one's skills, profession and upward movement in an organization.

4. Recognition: Acknowledgement received for a well done job leads satisfaction. Nonmonetary incentives programs, such as recognition programs, have become viable ways for organizations to keep employees engaged³

5. Responsibility: Responsibility refers to freedom at work, respect for competencies from multiple stakeholders. It is important to understand and recognize the employee's perception of responsibility as a facet of job satisfaction to improve retention.

6. Work Itself: Factors related to the work itself and job content causes job satisfaction. Work itself is a significant motivating factor that influences employee's job satisfaction.

To Identify the Determinants of Job Satisfaction –with Respect to Perception towards Work itself, Job Security and Growth of Medical Practitioners in Hyderabad district of Telangana State

Work Itself

In order to present overall perceptions of the medical practitioner-respondents on work itself as a determinant of job satisfaction in Hyderabad District in Telangana State, three statements are formulated in the form a questionnaire and administered to the medical practitioner-respondents in Hyderabad District in Telangana State. The data collected is subjected to mathematical calculations and resultant output is presented in the form mean, standard deviation and standard errors of mean reveals that the mean the variable that constitute work itself as a determinant of job satisfaction ranges between 3.40 and 3.93. The statement I spend too much time on treatment/diagnosis activities has larger mean value in the opinion of medical practitioner-respondents. The statement There is a lot of variation (general treatment treatment/diagnosis, non Medical duties etc) in my job has smaller mean value in the opinion of medical practitioner-respondents.

The opinion of the medical practitioner –respondents on the statement There is a lot of variation (general treatment treatment/diagnosis, non Medical duties etc) in my job has larger value of standard deviation indicating more variation in the opinion of medical practitioners in Hyderabad District in Telangana State. Least variation in the opinion of medical practitioner –respondents is noticed in the case of a statement I spend too much time on treatment/diagnosis activities smaller value of standard deviation. Standard error of mean is measure of variability between sample means which indicates that if multiple sample of the same size from the same population is studied, the standard deviation of these sample means for the three variables under work itself as a determinant will be between .048 and .066 implying less variation compared to single sample of the population.

ANOVA - Equality of Means of Work itself Dimension of Job Satisfaction

With a view to understand the opinion of medical practitioner- respondents on the variables of work itself determinant of job satisfaction, the One-way ANOVA test for equality means is computed between the Medicine disciplines. The perceptions of the medical practitioner-respondents on the variable of work itself as determinant of job satisfaction is subjected to one-way ANOVA to test the hypotheses (H_0) that there is no significant inter-discipline variation in the perceptions of medical practitioner-respondents –Dentists, General Practitioners and Surgeons – on the dimensions of work itself as determinant of job satisfaction and information is presented in Table-4.4.

The analysis presented in Table-4.4 resulted in the rejection of the null hypothesis as Sig (p) =0.025 is less than 0.05 revealing significant inter-discipline variation in the perceptions of medical practitioners in Hyderabad District in Telangana State on work itself as determinant of job satisfaction. The data presented in Table-4.4 is partial in the sense the information

will not facilitate to identify which specific group differ with other groups, multiple comparison results generated through post-hoc test will facilitate the comparison. The Tukey post-hoc test is preferred test for conducting post-hoc tests on a one-way ANOVA. The results of Tukey post-hoc test are presented in Table-4.4. The information presented in Table-4.4 revealed that there are no significant difference in the opinion of medical practitioners of Dentists and General Practitioners disciplines ($p=.879>0.05$) and Dentists and Surgeons disciplines ($p=.111>0.05$). But, significant difference in the opinion of medical practitioners of General Practitioners and Surgeons disciplines ($p=.021<0.05$) on the work itself as determinant of job satisfaction can be noticed. Further, the post-hoc test of multiple comparisons supports the inference drawn on the basis of one-way ANOVA that there are statistically significant differences in the perceptions of medical practitioner- respondents across the Medicine disciplines on work itself as a determinant of job satisfaction.

Work itself - Determinant of Job Satisfaction
One-way ANOVA

S. No	Source	Sum of Squares	Df	Mean Square	F	Sig.
1	Between Groups	31.367	2	15.683	3.748	.025
2	Within Groups	1242.883	297	4.185		
	Total	1274.250	299			

One-way ANOVA – Multiple Comparisons (Tukey HSD)						
(I) Area of Medicine discipline	(J) Area of Medicine discipline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Dentists	General Practitioners	.13656	.28166	.879	-.5269	.8000
	Surgeons	-.63975	.31792	.111	-1.3886	.1091
General Practitioners	Dentists	-.13656	.28166	.879	-.8000	.5269
	Surgeons	-.77631*	.29018	.021	-1.4598	-.0928
Surgeons	Dentists	.63975	.31792	.111	-.1091	1.3886
	General Practitioners	.77631*	.29018	.021	.0928	1.4598

Source: Compiled from field survey **Job Security**

In order to present overall perceptions of the medical practitioner-respondents on job security as a determinant of job satisfaction in Hyderabad District in Telangana State, a statement is formulated and administered to the medical practitioner-respondents in Hyderabad District in Telangana State. The data collected is subjected to mathematical calculations and resultant output is presented in the form mean, standard deviation and standard errors of mean reveals that the mean the variable that constitute job security as a determinant of job satisfaction is 3.14.

The opinion of the medical practitioner –respondents on the statement I have job security in this Hospital standard deviation is 1.307. Standard error of mean is measure of variability between sample means which indicates that if multiple sample of the same size from the same population is studied, the standard deviation of these sample means for the variable under job security as a determinant will be 0.075.

ANOVA – Equality of Means of Job Security Dimension of Job Satisfaction

With a view to understand the opinion of medical practitioner- respondents on job security as a determinant of job satisfaction, the One-way ANOVA test for equality means is computed. The perceptions of the medical practitioner-respondents job security as determinant of job satisfaction is subjected to one-way ANOVA to test the hypotheses (H_0) that there is no significant inter-discipline variation in the perceptions of medical practitioner-respondents –Dentists, General Practitioners and Surgeons – on the dimensions of job security as determinant of job satisfaction and information is presented in Table-4.3. The analysis presented in Table-4.3 resulted in the acceptance of the null hypothesis as Sig (p) =0.274 is greater than 0.05 revealing no significant inter-discipline variation in the perceptions of medical practitioners in Hyderabad District in Telangana State on job security as determinant of job satisfaction. The data presented in Table-4.3 is partial in the sense the information will not facilitate to identify which specific group differ with other groups, multiple comparison results generated through post-hoc test will facilitate the comparison. The Tukey post-hoc test is preferred test for conducting post-hoc tests on a one-way ANOVA. The results of Tukey post-hoc test are presented in Table-4.3. The information presented in Table-4.3 revealed that there is no significant difference in the opinion of medical practitioners between Dentists and General

Practitioners disciplines ($p=.936>0.05$), between Dentists and Surgeons disciplines ($p=.286>0.05$) and between General Practitioners and Surgeons disciplines ($p=.384>0.05$) on the job security as determinant of job satisfaction. Further, the post-hoc test of multiple comparisons supports the inference drawn on the basis of one-way ANOVA that there are no statistically significant differences in the perceptions of medical practitioner - respondents across the Medicine disciplines on job security as a determinant of job satisfaction.

Job Security -Determinant of Job Satisfaction

One-way ANOVA						
S. No	Source	Sum of Squares	Df	Mean Square	F	Sig.
1	Between Groups	4.429	2	2.215	1.299	.274
2	Within Groups	506.408	297	1.705		
	Total	510.837	299			
One-way ANOVA – Multiple Comparisons (Tukey HSD)						
(I) Area of Medicine discipline	(J) Area of Medicine discipline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Dentists	General Practitioners	-.06253	.17979	.936	-.4860	.3610
	Surgeons	-.30729	.20293	.286	-.7853	.1707
General Practitioners	Dentists	.06253	.17979	.936	-.3610	.4860
	Surgeons	-.24476	.18522	.384	-.6811	.1915
Surgeons	Dentists	.30729	.20293	.286	-.1707	.7853
	General Practitioners	.24476	.18522	.384	-.1915	.6811

Source: Compiled from field survey **Growth**

In order to present perceptions of the medical practitioner-respondents on growth as a determinant of job satisfaction in Hyderabad District in Telangana State, a statement is formulated and administered to the medical practitioner-respondents in Hyderabad District in Telangana State. The data collected is subjected to mathematical calculations and resultant output is presented in the form mean, standard deviation and standard errors of mean reveals that the mean of the variable that constitute growth as a determinant of job satisfaction is 3.71.

The opinion of the medical practitioner-respondents on the statement there is opportunity for professional development (continuing practice, learning, mentoring) in the Hospital varied with standard deviation value of 1.035. Standard error of mean is measure of variability between sample means which indicates that if multiple sample of the same size from the same population is studied, the standard deviation of these sample means for the variable under growth as a determinant is .060.

ANOVA - Equality of Means of Growth Dimension of Job Satisfaction

With a view to understand the opinion of medical practitioner- respondents on the variable growth as a determinant of job satisfaction, the One-way ANOVA test for equality means is computed between the Medicine disciplines. The perceptions of the medical practitioner-respondents on the variable growth as a determinant of job satisfaction is subjected to one-way ANOVA to test the hypotheses (H_0) that there is no significant inter-discipline variation in the perceptions of medical practitioner-respondents– Dentists, General Practitioners and Surgeons – on the dimension of growth as determinant of job satisfaction and information is presented in Table-4.5.

The analysis presented in Table-4.5 resulted in the acceptance of the null hypothesis as Sig (p) =.275 is greater than 0.05 revealing no significant inter-discipline variation in the perceptions of medical practitioners in Hyderabad District in Telangana State on growth as determinant of job satisfaction. The data presented in Table-4.5, is partial in the sense the information will not facilitate to identify which specific group differ with other groups, multiple comparison results generated through post-hoc test will facilitate the comparison. The Tukey post-hoc test is preferred test for conducting post-hoc tests on a one-way ANOVA. The results of Tukey post-hoc test are presented in Table-4.5.

The information presented in Table-4.5 revealed that there is no significant difference in the opinion of medical practitioners between Dentists and General Practitioners disciplines ($p=.434>0.05$), between Dentists and Surgeons disciplines

($p=.275>0.05$) and between General Practitioners and Surgeons disciplines ($p=.878>0.05$) on the growth as determinant of job satisfaction. Further, the post-hoc test of multiple comparisons supports the inference drawn on the basis of one- way ANOVA that there are no statistically significant differences in the perceptions of medical practitioner- respondents across the Medicine disciplines on growth as a determinant of job satisfaction.

One-way ANOVA						
S. No	Source	Sum of Squares	Df	Mean Square	F	Sig.
1	Between Groups	2.774	2	1.387	1.298	.275
2	Within Groups	317.412	297	1.069		
	Total	320.187	299			
One-way ANOVA – Multiple Comparisons (Tukey HSD)						
(I) Area of Medicine discipline	(J) Area of Medicine discipline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Dentists	General Practitioners	-.17559	.14234	.434	-.5109	.1597
	Surgeons	-.24691	.16066	.275	-.6254	.1315
General Practitioners	Dentists	.17559	.14234	.434	-.1597	.5109
	Surgeons	-.07132	.14664	.878	-.4167	.2741
Surgeons	Dentists	.24691	.16066	.275	-.1315	.6254
	General Practitioners	.07132	.14664	.878	-.2741	.4167

Growth- Determinant of Job Satisfaction; Source: Compiled from field survey

Conclusions and Suggestions

1. The analysis of perception of medical practitioner- respondents on supervision s determinant of job satisfaction in hospitals in Hyderabad revealed that the mean of the variables that constitute supervision as a determinant of job satisfaction ranges between 2.81 and 3.93. The statement my supervisor has an adequate knowledge of her/his job has larger mean value in the opinion of medical practitioner-respondents.
2. The analysis of perception of medical practitioner-respondents on job security as a determinant of job satisfaction in hospitals in Hyderabad revealed that the mean value of job security as a determinant of job satisfaction is 3.14 with standard deviation of 1.307. Standard error of mean is a measure of variability between sample means which indicates that if multiple sample of the same size from the same population is studied, the standard deviation of these sample means for the variable under job security will be 0.075
3. The computed t- value in case of growth determinant states that there is no difference in the opinion of the male and female medical practitioner-respondents on the growth dimension as a determinant of job satisfaction

Suggestions of the Study

From the study on primary and secondary data sources and the analysis on field survey results, the following suggestions are recommended for the effective reduction of occupational stress among the medical practitioners.

Majority of medical practitioners has positive disposition towards some of the job characteristics, they have expressed sub optimal satisfaction on the variables such as availability of resources, competition in the job, workload in their job, time out from the job, time spent on problem solving in the job, on congruence of values with the job and creativity in the job. In view of the above facts, the hospitals in Hyderabad have to augment with required resources, allocate workload rationally, provide opportunities to freak out of the job and create an environment which facilitates to divergent thinking among the medical practitioners in hospitals in Telangana Hyderabad job satisfaction.

The medical practitioners need to relook at their motivational concerns and undertake new strategies to build of inter-personal relationships in the hospital to share the problems and happiness which in turn will have a significant impact on stress reduction.



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