

## Original article

# “A Study on Impact of Socio-Economic Factors and Human Resource Management Practices on Employees Job Satisfaction in a Super Speciality Tertiary Care Hospital in Bangalore”

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### Abstract:

**Purpose:** the key success of an organisation lies upon how diligently the roles allotted to employees are accomplished by them with the spirit of enthusiasm and fervour. Human resource (HR) is known as an important part and parcel of an organisation. The aim of this study is to study the impact of socio-economic factors and human resource management practices on employees job satisfaction in a super speciality tertiary care hospital, bangalore. **Methodology:** a cross sectional study among 116 employees of different job profile working for more than a year in a super speciality tertiary care hospital, bangalore were included in the study. **Results:** the highest respondent's are male which constitutes 53.4%. 23.3% of employees belong to the age group of 36 – 40 years, 65.5 % of employees were married, 47.4% of employees are doctors, 35.3 % of staff nurses and 17.2% of employees are technicians. 40.5% employees had worked for 1-2 years in the same institution &31.9% of employees belong to the monthly income group of > rs.50, 000 followed by 25.9% between rs.21,000- rs.30,000 and 22.4% had their monthly income rs.10,000-rs.20,000. Employees feeling easy to communicate with members from all levels of the organization has highest mean 3.93 and lowest mean for chances of promotion and job security. In this study, 52.6% of employees are highly satisfied with their job, 39.7% are moderately satisfied and 7.8 % of them are low satisfied. **conclusion:** only age among the socio-economic factor was statistically significant in this study. All the key dimensions of human resource management practises studied showed a positive impact falling into high job satisfaction among the employees working in the super speciality tertiary care centre.

**Keywords:** qualification, income, job satisfaction, employee, human resource practices, hospital.

### Introduction

Human resource (hr) is known as an important part and parcel of an organisation. It is considered as a valuable asset, as the success of an organisation lies upon how productive the employees of an organisation are in terms of achieving the goals of the organisation. The key success of an organisation lies upon how diligently the roles allotted to employees are accomplished by them with the spirit of enthusiasm and fervour. The mere obedience to individual and team roles do not indicate the level of contentment on the part of workforce, apart from this there exists multiple factors surrounding the employees which affects their morale and self-esteem. Human resource management (HRM) practices underline the need of job satisfaction of employees. In the present industrial set up, the academicians always tried to find the factors that highly govern development of job satisfaction among the workers. Attracting and retaining the

efficient, committed, & satisfied labour force is the primary concern for any hr manager. So here lies an effective role of a manager in devising and implementing such hr policies and practices which have impact on the job satisfaction level of the workers in an organisation. Among the various factors affecting job satisfaction such as organisational environment, specific features of job, personal characteristics of the worker etc the various human resource management practices such as training, team work, job definition, employee participation, performance appraisal, compensation etc. Also have influence on the job satisfaction. The aim of this study is to study the impact of socio-economic factors and human resource management practices on employees job satisfaction in a super speciality tertiary care hospital, bangalore.

**Functions of the HR-Department (Table 1)**

Function	Details
Job recruitment analysis	<ul style="list-style-type: none"> <li>a. Receipt of requirement for manpower from various department heads.</li> <li>b. If not budgeted, scrutinize them and take approval from authorities concerned.</li> <li>c. Determine the appropriate recruitment process like online advertising, print media, recruitment agencies &amp; direct applications</li> </ul>
Assessment of applications	<ul style="list-style-type: none"> <li>a. Assess all the applications</li> <li>b. Short listing the suited resume for interview</li> <li>c. Rejection of the unfit ones and communicate to them</li> </ul>
Interview process	<ul style="list-style-type: none"> <li>a. Planning the interview</li> <li>b. Scheduling the same with the candidates and interviewers</li> <li>c. Evaluation of the interview result.</li> <li>d. Rejection or selection of candidates and informing them accordingly</li> <li>e. Pre-employment reference check</li> <li>f. Salary fitment</li> <li>g. Releasing offer letters to the selected candidates</li> </ul>
Joining formalities:	<ul style="list-style-type: none"> <li>a. Conduct common induction and facilitate departmental employee induction</li> <li>b. Co-ordinating to get employee Id card &amp; opening bank account.</li> <li>c. Handing over the new hire to the concerned hod/manager.</li> <li>d. Preparation of job profiles in co-ordination with hod /managers for new posts.</li> </ul>
Performance appraisals	<ul style="list-style-type: none"> <li>a. Performance appraisals – quarterly, half yearly &amp; annually as per the schedule</li> <li>b. Confirmation after appraisal</li> </ul>
Exit formalities:	<ul style="list-style-type: none"> <li>a. Resignation letter received &amp;acknowledged</li> <li>b. Administering exit paper work including all statutory requirements.</li> <li>c. Conducting exitinterviews.</li> <li>d. Giving post-employment reference for relievedemployees.</li> <li>e. Processing document to the payroll department for the final settlement.</li> </ul>
Compensation and benefits	<ul style="list-style-type: none"> <li>a. Salaryadministration</li> <li>b. Providing salary input to accountsdepartment.</li> <li>c. Benchmarking the salaries across levels</li> <li>d. Internal salary audit salary processing</li> </ul>

Employee engagement & relations	<ul style="list-style-type: none"> <li>a. Having formal and informal counselling with employees.</li> <li>b. Publish events to motivate employees</li> <li>c. Processing required letters on employee's request.</li> <li>d. Facilitate grievance handling</li> </ul>
Employee personal file administration:	<ul style="list-style-type: none"> <li>a. Open personal file for new employee and make sure all files are maintained safely.</li> <li>b. Ensure that the personal file is as per the checklist</li> <li>c. Make sure all personal file records are available in the files</li> <li>d. Periodic personal file auditing</li> <li>e. Administration of HR is</li> <li>f. Closing the resigned employee's file</li> </ul>
Statutory & IR compliance:	<ul style="list-style-type: none"> <li>a. Handling pf, gratuity and esi formalities and coordinating with other statutory organizations.</li> <li>b. Complying with relevant labor laws</li> <li>c. Nabh and other accreditation compliances.</li> </ul>
Training and development:	<ul style="list-style-type: none"> <li>a. Conducting induction for new hires.</li> <li>b. Conducting training need analysis based on skill gap analysis, performance appraisal feedback and suggestions from hods.</li> <li>d. Generating training calendar co-ordinating external and internal training programs.</li> <li>c. Maintaining training records</li> <li>d. Analyzing of training feedback.</li> </ul>
Management information system reports	<ul style="list-style-type: none"> <li>a. Generating and analyzing monthly hr reports such as employee attrition reports, training feedback, training evaluation, training effectiveness and training actualization reports.</li> <li>b. Generating monthly salary reports and sending to accounts department.</li> <li>c. Producing recruitment cycle timeline report</li> <li>d. Generating reports which are required by the management, government and statutory organizations.</li> </ul>

## **Methodology**

### **Objectives:**

1. To study the association of socio-economic factors (age, gender, job level, experience, marital status) on the level of job satisfaction.
2. To determine the key dimension of HRM practices having impact on job satisfaction among employees.

A cross sectional study was conducted between jan 2021-feb 2021 at a super speciality tertiary care hospital in bangalore. 116, out of 130 employees, assuming 50% job satisfaction by the employees, with absolute error of 3% and 95% confidence interval , the sample size calculated is 116. Minimum of 116 participants were included in the study. Employees working for more than a year in the hospital were included in the study.

the employees consisted of doctors, nursing staffs and technicians. To the best of my knowledge, there is no similar study conducted in a tertiary care hospital including doctors, paramedics and technicians in bangalore. After obtaining an informed consent from the participants, the data for

evaluating job satisfaction, were collected from the employees through a structured questionnaire. There are 14 statements. All the items were measured on a 5 point likertscale:-1 (strongly disagree), 2 (disagree), 3 (neutral),4 (agree) &5 (strongly agree).

while filling up the questionnaire, efforts was made to avoid any bias, by approaching male and female, marital status and the different employees belonging to different age group and different income level.

before commencing this study, an adequate amount of data and information was required. Hence, an in-depth study of HRM practices, employee satisfaction and complexities of healthcare industry was made through reviewing literature of journals, research magazines and books. An interview was conducted with the hr manager of the hospital and his staffs to collect the data regarding the HRM practices in that hospital and also about the number of permanent staffs who had experience more than a year working in that hospital in order to focus on the discussion on the implementation of HRM functions in their hospital.

**Statistical analysis:**

Data collected was entered into a excel sheet and analysed using spss software 22 version n master 2.0. Quantitative measures are presented by mean and standard deviation and confidence interval. Categorical data are presented by frequency and percentage. Chi square test is the test of significance for comparing difference in proportions. P value <0.05 is considered as statistically significant.

**Results:**

from table 2 it is found that the highest respondent's are male which constitutes 53.4%. 23.3% of employees belong to the age group of 36 – 40 years, followed by 21.6% between the age group 31-35 years and 20.7% between the age group 26-30 years. 65.5 % of employees were married, followed by 31% of unmarried and 3.4 % who were others (separated/divorced). The results indicate that 33.6% of employees have the educational qualification of graduation. It is observed that 47.4% of employees are doctors, 35.3 % of staff nurses and 17.2% of employees are technicians. The duration of work of the employees revealed that 40.5% employees had worked for 1-2 years in the same institution followed by 34.5% between 3-5 years, 18.1% of employees worked between 5-10 years and 6.9% worked for more than 10 years in the same hospital. The results reveal that 31.9% of employees belong to the monthly income group of > rs.50, 000 followed by 25.9% between rs.21,000- rs.30,000 and 22.4% had their monthly income rs.10,000- rs.20,000.

**Table 2: socio-economic factors**

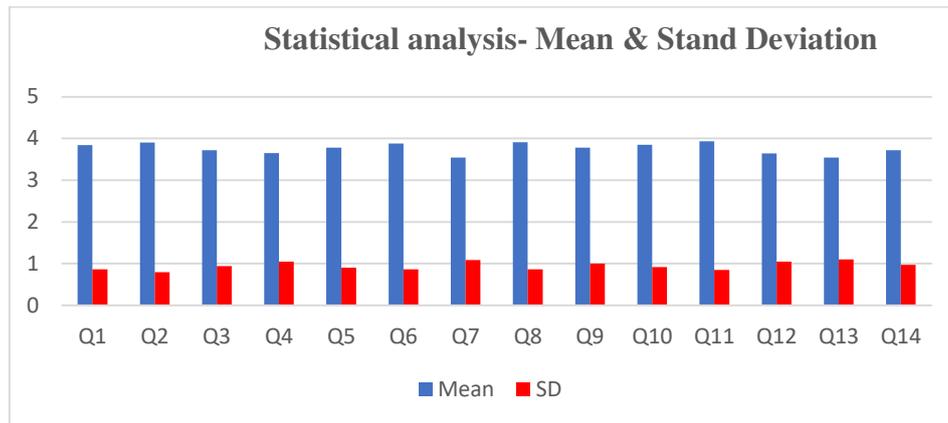
Particulars	Frequency (n=116)	Percent %
<b>Gender</b>		
Male	62	53.4
Female	54	46.6
<b>Age group</b>		
20-25 years	16	13.8
26-30 years	24	20.7
31- 35 years	25	21.6
36-40 years	27	23.3
41-45 years	14	12.1
>46 years	10	8.6
<b>Education</b>		
Intermediate	1	0.9
Diploma	18	15.5
Graduation	39	33.6
Post-graduation	58	50

<b>Marial status</b>		
Married	76	65.5
Unmarried	36	31
Divorced/separated	4	3.4
<b>Duration of work</b>		
1-2 years	47	40.5
3-5 years	40	34.5
5-10 years	21	18.1
>10 years	8	6.9
<b>Job title</b>		
Doctor	55	47.4
Nursing staff	41	35.3
Technician	20	17.2
<b>Monthly income</b>		
Rs.10,000-rs.20,000	26	22.4
Rs.21,000- rs.30,000	30	25.9
Rs.31,000- rs.40,000	12	10.3
Rs.41,000-rs.50,000	11	9.5
>rs. 51,000	37	31.9

**Table : 3 - statistical analysis – mean and standard deviation**

Sl no	Key dimensions of HRM practices analysed in questionnaire	Mean	Sd	Min	Max
1	I receive adequate support, guidance and trainings necessary for me to perform my job.	3.84	0.864	2	5
2	I have adequate opportunities to utilize and learn new skills to develop my professional skills.	3.90	0.795	2	5
3	I am encouraged to give my views/ suggestions and feedback.	3.72	0.940	1	5
4	I am rewarded/ recognized when i perform my work well.	3.65	1.049	1	5
5	The organization rules/policies make it easy for me to do a good job.	3.78	0.902	2	5
6	I am well aware about my rights and job responsibilities in the organization.	3.88	0.866	1	5
7	I am satisfied with my chances for promotion.	3.54	1.083	1	5
8	My work is evaluated based on defined parameters of performance.	3.91	0.860	1	5
9	My department provides necessary equipment's and resources for me to perform my duties.	3.78	1.003	1	5
10	I have complete co-operation from my co-workers.	3.85	0.916	2	5
11	I feel like i can easily communicate with members from all levels of this organization.	3.93	0.852	1	5
12	I have full freedom in my method of work.	3.64	1.050	1	5
13	I feel my job is secure in this organization.	3.54	1.099	1	5
14	I would recommend this health facility to other workers as a good place to work.	3.72	0.974	1	5

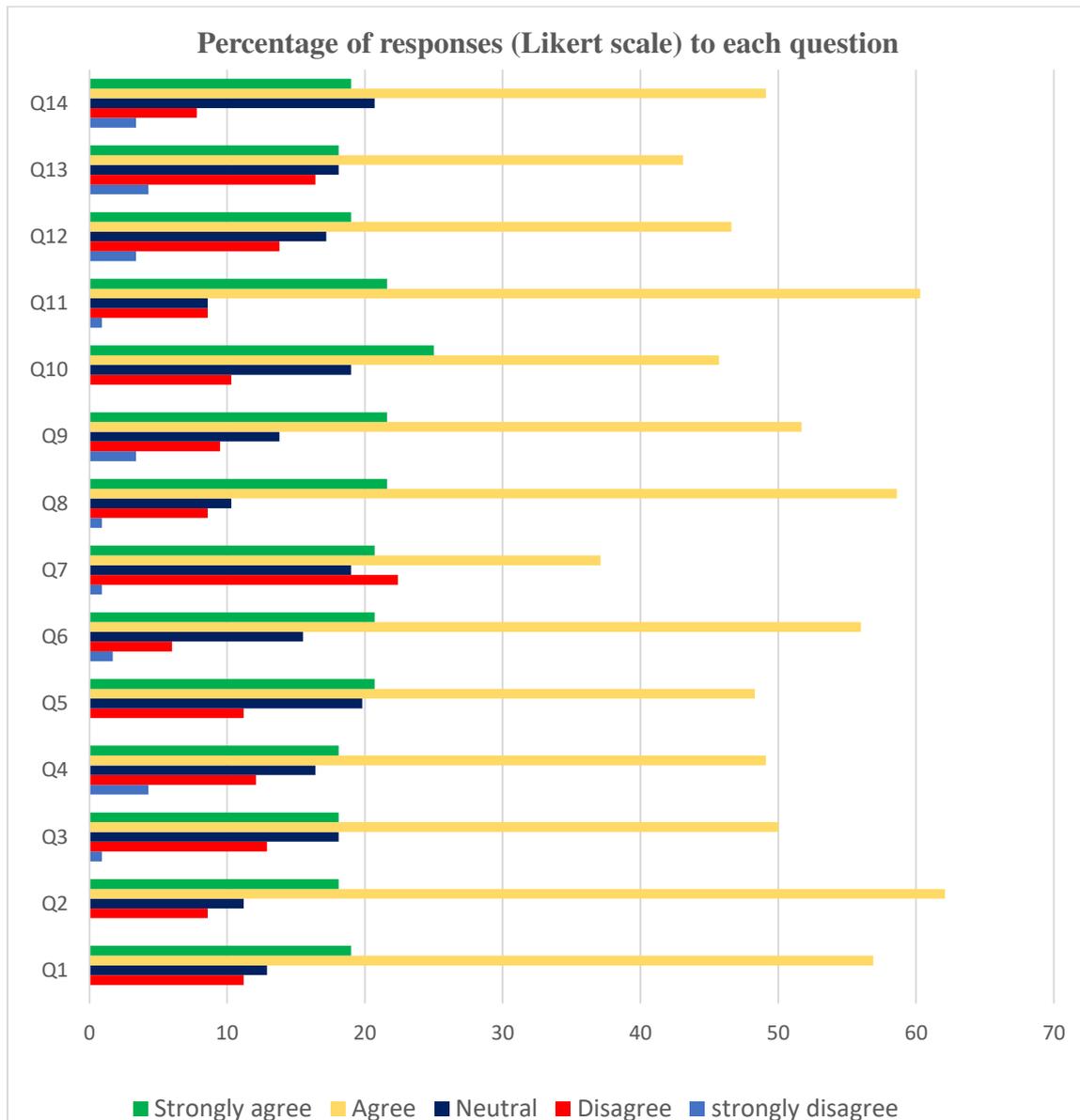
Employees feeling easy to communicate with members from all levels of the organization has highest mean 3.93 and lowest mean for chances of promotion and job security.



**Graph 1: mean and SD**

**Table 4: frequency and Percent**

Q no	Key dimensions of HRM	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Frequency	0	13	15	66	22
	%	0	11.2	12.9	56.9	19
2	Frequency	0	10	13	72	21
	%	0	8.6	11.2	62.1	18.1
3	Frequency	1	15	21	58	21
	%	0.9	12.9	18.1	50	18.1
4	Frequency	5	14	19	57	21
	%	4.3	12.1	16.4	49.1	18.1
5	Frequency	0	13	23	56	24
	%	0	11.2	19.8	48.3	20.7
6	Frequency	2	1.7	18	65	24
	%	1.7	6.0	15.5	56	20.7
7	Frequency	1	26	22	43	24
	%	0.9	22.4	19	37.1	20.7
8	Frequency	1	10	12	68	25
	%	0.9	8.6	10.3	58.6	21.6
9	Frequency	4	11	16	60	25
	%	3.4	9.5	13.8	51.7	21.6
10	Frequency	0	12	22	53	29
	%	0	10.3	19	45.7	25
11	Frequency	1	10	10	70	25
	%	0.9	8.6	8.6	60.3	21.6
12	Frequency	4	16	20	54	22
	%	3.4	13.8	17.2	46.6	19
13	Frequency	5	19	21	50	21
	%	4.3	16.4	18.1	43.1	18.1
14	Frequency	4	9	24	57	22
	%	3.4	7.8	20.7	49.1	19



Graph 2 : percentage of reponses to each question

### Frequencies

< 35 score(< 50 %)-1-low

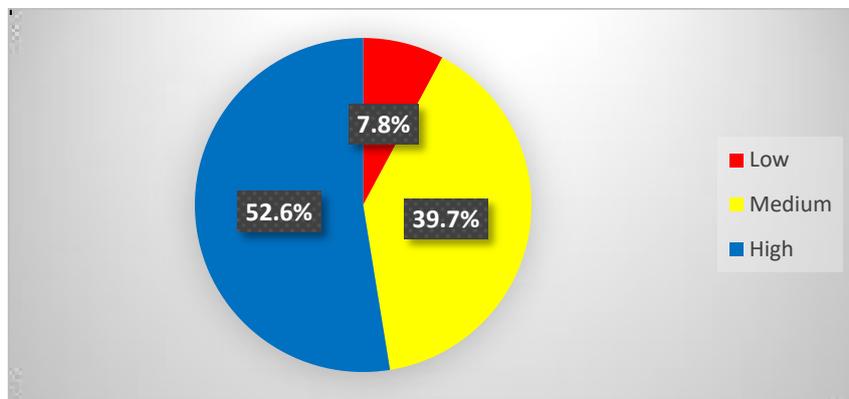
36-53 score( 50-75 %)-2-medium

>(75 score)-3-high

Employees scoring less than 35 (<50%) were classified as having low job satisfaction, score between 36-53 (50-75%) as medium and those with more than score of 75 are having higher satisfaction.

Job satisfaction level			
		Frequency	Percent
Valid	1.00	9	7.8
	2.00	46	39.7
	3.00	61	52.6
	Total	116	100.0

**Table 5: job satisfaction level**

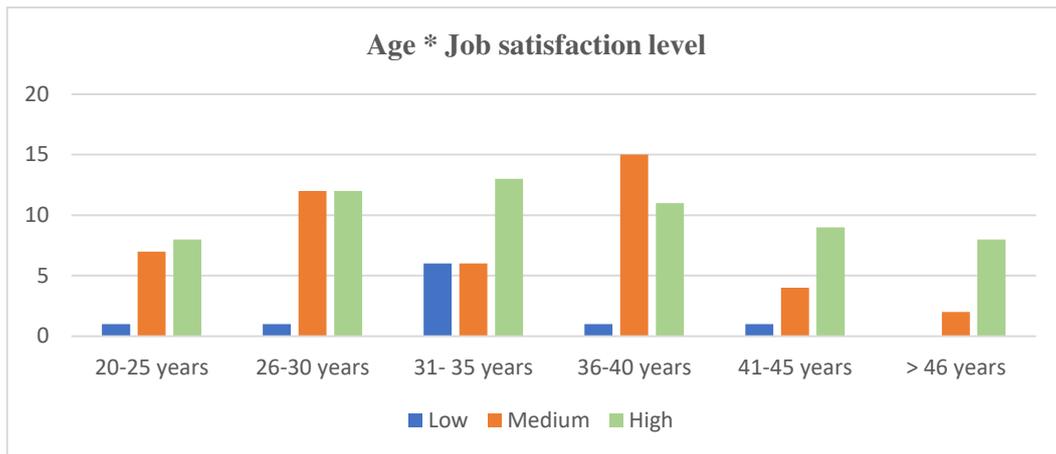


**Graph 3 : job satisfaction level**

In this study, 52.6% of employees are highly satisfied with their job, 39.7% are moderately satisfied and 7.8 % of them are low satisfied.

**Table 6: age on job satisfaction level**

Age * job satisfaction level cross tabulation					
Count		Job satisfaction level			Total
		1.00	2.00	3.00	
Age	>46 years	0	2	8	10
	20-25 years	1	7	8	16
	26-30 years	0	12	12	24
	31- 35 years	6	6	13	25
	36-40 years	1	15	11	27
	41-45 years	1	4	9	14
Total		9	46	61	116



Graph 4: age on job satisfaction level

With respect to the employees age, job satisfaction is high among 31-35 years age group, (13 employees) closely followed by 26-30 years (12 employees) and 36-40 years (11 employees). Least satisfaction is also seen among employees between 31-35 years (6 employees). In total 61 employees had high satisfaction.

According to chi-square test values the obtained data for impact of age on job satisfaction is statistically significant as the p value is 0.032.

Table 7: gender on job satisfaction level

Gender * job satisfaction level cross tabulation					
Count		Job satisfaction level			Total
		1.00	2.00	3.00	
Gender	Female	7	22	25	54
	Male	2	24	36	62
Total		9	46	61	116



Graph 5:gender on job satisfaction level

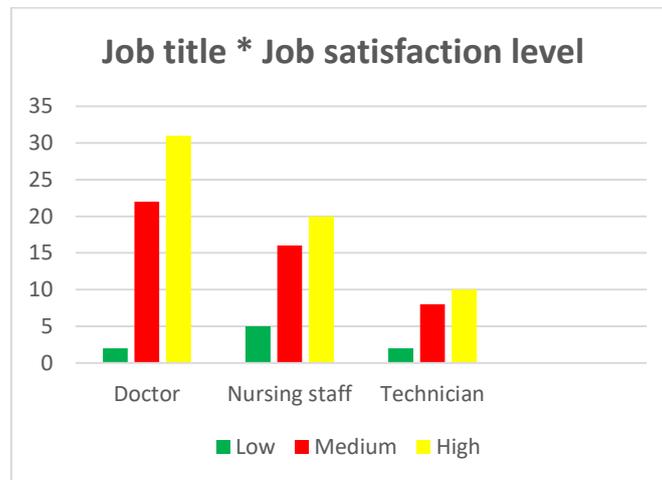
Among 61 employees with high job satisfaction, 36 were males and 25 were females. Among 9 low satisfiers 2 were males and 7 were females.

According to chi-square test values the obtained data for impact of gender on job satisfaction is not statistically significant as the p value is 0.115.

Table 8: job title on job satisfaction level

<b>Job title * job satisfaction level crosstabulation</b>					
Count					
		Job satisfaction level			Total
		1.00	2.00	3.00	
Job title	Doctor	2	22	31	55
	Nursing staff	5	16	20	41
	Technician	2	8	10	20
Total		9	46	61	116

Graph 6: job title on job satisfaction level



This study showed that 31 doctors , 20 nursing staffs and 10 technicians were highly satisfied and 2, 5 and 2 doctors, nursing staff and technicians respectively were low satisfied .

According to chi-square test values the obtained data for impact of job title on job satisfaction is not statistically significant as the p value is 0.615.

Table 9: duration of work on job satisfaction

<b>Duration of work in this organization * job satisfaction level crosstabulation</b>					
Count					
		Job satisfaction level			Total
		1.00	2.00	3.00	
Duration of work in this organization	>10 years	0	2	6	8
	1-2 years	5	16	26	47
	3-5 years	2	19	19	40
	5-10 years	2	9	10	21
Total		9	46	61	116



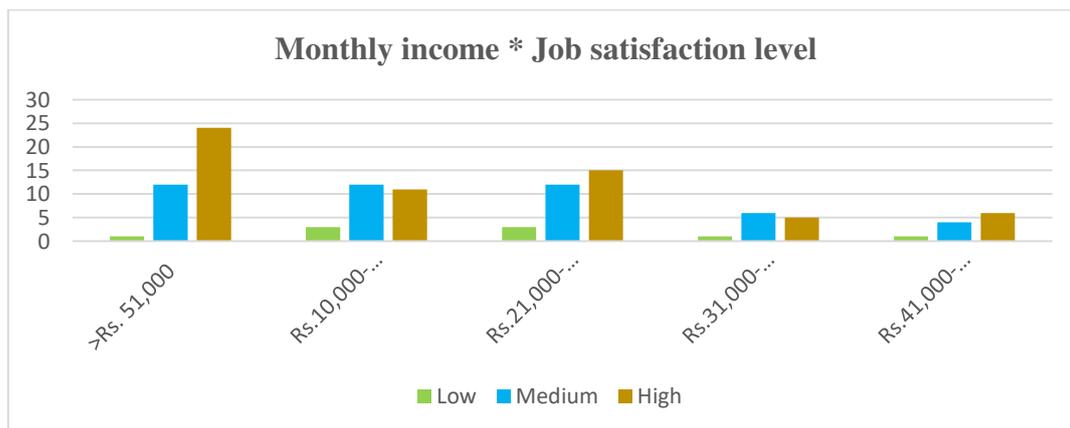
Graph 7: duration of work on job satisfaction

26 out of 47 employees working for 1-2 years in the same hospital have high satisfaction.

According to chi-square test values the obtained data for impact of age on job satisfaction is not statistically significant as the p value is 0.649.

Table 10: monthly income on job satisfaction

Monthly income * job satisfaction level cross – tabulation					
Count					
		Job satisfaction level			Total
		1.00	2.00	3.00	
Monthly income	>rs. 51,000	1	12	24	37
	Rs.10,000-rs.20,000	3	12	11	26
	Rs.21,000- rs.30,000	3	12	15	30
	Rs.31,000- rs.40,000	1	6	5	12
	Rs.41,000-rs.50,000	1	4	6	11
Total		9	46	61	116



Graph 8: monthly income on job satisfaction

24 out of 37 employees had high satisfaction in monthly income group more than Rs, 51,0000.

According to chi-square test values the obtained data for impact of age on job satisfaction is not statistically significant.

## **Discussion**

S. Ganapathy, Dr. Ashokkumar M2 (2017) study showed the 29.56% of employees had the educational qualification of graduation. 27.11% of employees belong to the age group of 31 – 35 years. 46.78% of employees are staff nurses, 28.89 per cent of employees are technicians. This correlated with the findings of my study which showed that 33.6% of employees have the educational qualification of graduation. It is observed that 47.4% of employees are doctors, 35.3 % of staff nurses and 17.2% of employees are technicians. 23.3% of employees belong to the age group of 36 – 40 years.

In my study, males were the highest respondent's which constitutes 53.4%. The duration of work of the employees revealed that 40.5% employees had worked for 1-2 years in the same institution followed by 34.5% between 3-5 years, 18.1% of employees worked between 5-10 years and 6.9% worked for more than 10 years in the same hospital. The results reveal that 31.9% of employees belong to the monthly income group of > rs.50, 000 followed by 25.9% between rs.21,000- rs.30,000 and 22.4% had their monthly income rs.10,000-rs.20,000. These results were not in concordance with study conducted by S. Ganapathy, Dr.Ashokkumar M2 (2017) that showed highest respondent's as females (55.89%) . 33.00% of employees belonged to the monthly income group of rs.10, 001 – rs.15, 000. 33.11% of employees had the work experience of 4 – 6 years.

The study by Sunita Sharma (2017) correlated with my study with respect to males as highest respondents and marital status where married were among the highest.

Our study results about the opportunities provided by the organization regarding the training and development of their employees shows the mean value as 3.90 , which is almost similar to the study conducted by S. Ganapathy, Dr.Ashokkumar M2 (2017) which shows 4.06. With different parameters it averages to 3.9 for short term training programs.

In this study 80.2% of employees had high satisfaction regarding training and development when compared to 54% medium satisfaction in another study by S. Ganapathy, Dr.Ashok Kumar M.

Mean value on rewards and recognition (3.65) in my study was in agreement with a study by S. Ganapathy, Dr.Ashok Kumar M2 (2017) which showed mean value of 3.70.

67.2% have high satisfaction regarding rewards and recognition in this study.

Mean value for the awareness regarding job description in my study was not in harmony with a study by Mrinali.

In this study 57.8% of employees had high satisfaction regarding awareness on job description

The results about the faculty performance appraisal in this study was in parallel with another study by Ganapathy, Dr.Ashokkumar M2 (2017).

80.2% of employees in this study had high satisfaction for faculty performance appraisal and 65.89 % in a study conducted by s. Ganapathy (2017).

The mean value on job security was on higher end compared to other study by ganapathy, Dr. Ashokkumar m2 (2017).

61.2% of employees in this study showed higher satisfaction towards job security against low satisfaction (47.44%) in a study by ganapathy (2017).

In my study, the mean value for freedom for work (3.64) and co-operation with co-workers (3.85) is in unison with another study (its 4.07 and 3.95 respectively). 65.6% of employees had higher satisfaction for freedom for work.

In this study, 52.6% of employees are highly satisfied with their job, 39.7% are moderately satisfied and 7.8 % of them are low satisfied. This results were not in parallel with a study by s. Ganapathy (2017) which showed only 17.67% with high satisfaction and 47.44% showed low satisfaction to their job.

## **Conclusion**

This study concludes that the majority of the employees are males and most of the employees belong to the age group of 36-40 years. Majority of the employees have the educational

Qualification of post-graduation and most of the employees are doctors. Married employees were maximum. Greater number of the employees belong to the monthly income group of > rs.50,000 and most of the employees have the work experience of 1-2 years. Only age among the socio-economic factor was statistically significant in this study. All the key dimensions of human resource management practises studied showed a positive impact falling into high job satisfaction among the employees working in the super speciality tertiary care centre. The easier communication with the higher authorities in the organization and the opportunities provided to develop new professional skills have been rated high by the employees. Among other hrmpactices the chances for promotion have been rated low.

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