Full Length Research Paper

Evaluation of the level of employee job satisfaction at SDM College of Dental Sciences and Hospital (Hospital, College and Library staff) at Dharwad, Karnataka

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Identifying the external forces or trends that affect the organization is an integral part of the organization's strategic plan. Through a process called environmental scanning, organizations systematically gather and analyze all relevant data about external opportunities and treats that may affect them at present and in the future. Over 82 of the people are satisfied across all strata's with their career advancement opportunities. In this study, survey indicates that the satisfaction about career advancement opportunities is fairly uniformly distributed across all age groups. Results also indicate that the satisfaction about capability utilization is uniformly distributed across both teaching and non-teaching groups.

Key words: Job satisfaction, medical colleges, personal development, recruitment, motivation, performance measures.

INTRODUCTION

Health science libraries are a distinct lot among special libraries as they serve the specific needs of specialized users, but its nature is also an indicator of an academic library as it supports and supplements academic medical programmes. Health care librarianship has its own character and tradition determined by the special characteristics of its users and the unusual structure of medical knowledge. The flood of information continuously pouring in from various facets of the universe of knowledge has resulted in proliferation of literature. The rapid scientific inventions in the recent past have evolved a variety of sophisticated means of communication which forced the organizations, especially in science and technology, to develop special information centers to control, organize and to disseminate information.

Every organization tries to achieve their objectives. As human resource of an organization is considered as an importance resource, organizations wish to keep well trained and effective work force. Employees, who are

satisfy with their job, may exert high effort to organization wish to satisfy their employees for getting effective more work done. To make the best use of people as a valuable resource of the organization attention must be given to the relationship between staff and the nature and content of their jobs. The organization and the design of jobs can have a significant effect on staff. Attention needs to be given to the quality of working life.

It is with this background, a study of employee job satisfaction was conducted at SDM College of Dental Sciences and Hospital, Dharwad. The study included samples drawn from two major groups, teaching and non-teaching employees and also samples from library section. It is evident from research that employees who are satisfied with their jobs are more likely to stay with their employees. According to this survey at SDM College of Dental Sciences and Hospital 94% of employees indicated overall satisfaction with their current position, with 39% of employees reporting they were very satisfied. Majority of employees reported that the current working climate is what they are satisfied with. It is heartening understand that within a span of few years, the college has gained tremendous employee confidence which is

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evident from this study. Other indicator of this win-win relationship lies in the growing patient's inflow over the last few years.

Research problem

This dental school was founded in 1986 with a clear vision and philosophy of its own not only to bring out doctors who excel in knowledge, skills and service but also good human beings to serve the community. The 25 years impeccable record of education, research and service by our school is the true stories of success in the field of dental education in India. The remarkable achievements of this establishment starting from the school's inception to its contiming pre-eminated in 2002 when NAAC a unit of University Grants Commission assessed, and accredited this institution with Five Star status *****, which is the highest ranking for any educational institution in 2009 with a rating of A and a score of 3.77/4.

However, no formal study has been conducted till date to understand the job satisfaction level of the employees. The problem addressed here is "measurement of employee job satisfaction" at SDM College of Dental Sciences and Hospital which included all the hospital, college and library staff, and to identify the variables leading to employee job satisfaction.

REVIEW OF LITERATURE

Morrow (1989) in his study says that professional commitment is identified as a form of work commitment and defined as the relative strength of identification with and involvement in one's profession.

Its reliability and validity are evaluated vis-à-vis job involvement and organizational commitment in a sample of professional and scientific employees working for a major university. The concept and measure are recommended for further study.

The paper highlights some of findings from a journal article by Munevver (2006) on job satisfaction. The study showed that age and experience have a significant impact on job satisfaction and commitment. ANOVA test show that there is a significant difference in job satisfaction level (intrinsic) with reference to tenure, however there is no significant difference in job satisfaction (extrinsic) with reference to age.

Ryan and Chan (1999a) in his study five thousand human resource professionals surveyed regarding the extent to which agreed with various HR research findings. Responses from 959 participants suggest that there are large discrepancies between research findings and practitioners' beliefs in some content areas, especially selection. In particular, practitioners place far less faith in intelligence and personality test as predictors of

employee performance than HR research would recommend.

Remus and Timothy (2003), in their article the authors investigate the extent to which traits reflecting individual differences in personality and affectivity explain or mediate genetic influences on job satisfaction, the authors computed the proportion of genetic variance in job satisfaction that is explained by these trait frameworks. Results indicate that the affectivity model is a stronger mediator of genetic effects on job satisfaction.

Gary et al. (2006) in his survey shows that psychological empowerment is the perception that workers can help determine their own roles, accomplish meaningful work, and influence important decisions. Empowerment has been studied from different perspectives, including employee perception, leadership behaviors and management programs. Despite positive rhetoric, programs designed to increase empowerment seldom achieve the benefits promised. Inconclusive and seemingly contradictory outcomes stem from the fact that few companies give employees significant control and access to management information.

Ryan and Chan (1999b) in their cross-cultural equivalence of a multinational employee opinion survey was examined using multiple-groups covariance structure analysis to examine 4 scales in 4 countries. Cultural and linguistic influences were considered by assessing equivalence across two pairs of countries having the same language. The measure was equivalent across U.S and Australian samples only. Analyses indicated items that were the source of lack of invariance. One cause explored was translation problems.

Industry profile

The Indian healthcare sector can be viewed as a glass half empty or a glass half full. The challenges the sector faces are substantial, from the need to improve physical infrastructure to the necessity of providing health insurance and ensuring the availability of trained medical personnel. One driver of growth in the healthcare sector is India's booming population, currently 1.1 billion and increasing at a 2% annual rate. By 2030, India is expected to surpass China as the world's most populated nation. By 2050, the population is projected to reach 1.6 billion. The Indian economy, estimated at roughly $1 trillion, is growing in tandem with the population. Goldman Sachs predicts that the Indian economy will expand by at least 5% annually for the next 45 years and that it will be the only emerging economy to maintain such a robust pace of growth.

Another factor driving the growth of India's healthcare sector is a rise in both infectious and chronic degenerative diseases. While ailments such as poliomyelitis, leprosy and neonatal tetanus will soon be eliminated, some communicable diseases once thought

to be under control, such as dengue fever, viral hepatitis, tuberculosis, malaria and pneumonia have returned in force or have developed a stubborn resistance to drugs. This troubling trend can be attributed in part to substandard housing, inadequate water, sewage and travel. AIDS is one other such dreadful disease to be controlled.

India's healthcare infrastructure has not kept pace with the economy's growth. The physical infrastructure is woefully inadequate to meet today's healthcare demands, much less of tomorrows. While India has several centers of excellence in healthcare delivery, these facilities are limited in their ability to drive healthcare standards because of the poor condition of the infrastructure in the vast majority of the country.

Indian medical education sector

The goal and objectives of medical education and its quality and quantity has wide ramifications for human development, health services and build up of intellectual capital and the welfare of the whole country. While medical education in India has expanded in the last 60 years, it continues to remain inadequate given needs of the country.

Current scenario

The number of students enrolled in medical education has increased by around 85% in the last many years that is, from 1995 to 1996 to 2008 to 2009. A plethora of bodies exist to control medical education. Authorities involved include Ministry of Health, Medical Council of India, UGC, State Medical Education Departments and Councils, Medical Colleges/ Institutes, NAMS and NBE (National Board Examinations). There is lack of consistent and standards in medical education with many of the colleges having questionable training capacities and no accreditation system. Medical graduates are often not assessed for clinical skills in accordance with national and international standards. While India has seen considerable improvements in health standards in the last six decades, problems of access to quality healthcare and shortages of skilled medical personnel still persist.

Organizational profile

SWOT analysis of the organizations

Based on the observation and specific feedback, following strength, weakness, opportunity, and threat analysis is made about SDMCDS, Dharwad.
Strength: 1) Strong core values and visionary management.

2) Strong SDM brand.
3) Operational excellence achieved in all these years.
4) Focused, value driven, committed executive management.
5) Proven and well established processes.
6) Comprehensive care for all sorts of ailments under one roof.

Weaknesses:

1) Physical movement of papers and documents between departments slowing down decision making.
2) Higher attrition at the floor level employees.

Opportunities:

1) Forging on the existing well established brand to enter into niche and specialized healthcare opportunities.
2) Dental tourism.
3) Value driven dental research.
4) Increasing insurance coverage.
5) Increasing public-private partnership.

Treats:

1) Increasing healthcare costs can hurt the profit margins.
2) Difficulty in identifying and retaining qualified manpower can unduly influence the quality of patient care.
3) Increased litigation exposure.

Objectives of the study

Job satisfaction

Job satisfaction is one of the important factors which have drawn attention of mangers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though, there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job.

Moreover, a health care unit like the one in the current study, the SDMCDS employs people from various social and educational strata. The contrasting aspects like a hospital could have a person with little education working as a house keeping staff to a highly educated physician under one roof. Such contrasts pose a challenge to the

Human Resource managers and administrators when it comes to formulating effective organizational level policies.

Main objectives

1) To know the employees attitude towards the organization.
2) To know the reasons for the employees positive attitude.
3) To know the reasons for the employees negative attitude.
4) To know the employees expectations from the organization.
5) To make suggestions to improve the attitude of the employees to the management.

METHODOLOGY

Research is an active, diligent and systematic process of inquiry in order to discover, interpret and revise facts, events, behaviors or theories or to make practical applications with the help of such facts, laws or theories. Employee's attitude towards the organization should be known by the entire organization to reduce the grievance. The main objective is to find out the number of employees who are having positive attitude and or negative attitude and what leads to the same. Here, the general employee opinion survey method has been followed. A survey was conducted in SDM College of Dental Sciences and Hospital, Dharwad, where the opinions of staff regarding satisfaction with their jobs were studies using a questionnaire. A quantitative analytical design for this study was preferred because questionnaires provide fairly economical avenues to collect vital data.

Sampling population

Out of 300 total staff, 100 randomly selected samples were selected for the study. This comprises of 50 teaching staff and 50 non-teaching staff (35 clinical and 15 libraries). Samples consist of teachers, Resident Doctors, Technicians, Staff Nurse, Administrative and Library staff. The teaching staff comprised of 50 randomly selected from SDMCDS&H HR database. Likewise non-teaching employees were represented a blend of 15 staff nurse, 10 technicians and 10 administrators and 15 library staff.

THEORETICAL FRAMEWORK

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations.

Job satisfaction is the most widely investigated job attitude as well as one of the most extensively researched subjects in Industrial/Organizational Psychology (Judge and Church, 2000).

The most-used research definition of job satisfaction by Locke (1976), who defined it as "…….a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." There are two types of job satisfaction which are based on the level of employees' feelings regarding their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (Mueller and Kim, 2008). The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (Mueller and Kim, 2008).

FINDINGS

1) Employees satisfaction was uniform all across the age, professional and gender groups.
2) Nearly three out of ten employees were very satisfied with their job at SDM College of Dental Sciences and Hospital, Dharwad.
3) Variables like career opportunities, capability utilization, grievance handling have fair amount of impact on employee job satisfaction.
4) Likewise, variables like, working conditions, relationship with co-workers and the manager, internal communication have shown to be the leading cause of greater employee job satisfaction.
5) Though there are many tools to measure the employee job satisfaction like, exit interviews, behavioral interviews, performance appraisal, feedback etc., this study used a set of questionnaires with focus on attitude survey.

ANALYSIS OF THE DATA

Frequency distribution: Important aspects of job satisfaction

Individual hiring and working experience

Recruitment, selection and hiring process must be streamlined with the organizational strategic goals. Effective and efficient hiring process is a critical driver for getting right kind of manpower to the organization. This hiring experience of the individual can be one of the variables leading to increased job satisfaction. SDM College of Dental Sciences and Hospital has many recruitment avenues. However, the reference hiring and walk-ins, make the bulk of it. The following are the modes of recruitments as shown in Figure 1.

Recruitment / hiring experience (Survey Q No.1)

Like most of the service organizations that are specifically people-oriented industries, hiring experience marks the threshold of ensuing a balanced level of job satisfaction at work. As shown in Figure 2, at SDMCMS&H, the measure of hiring experience were over 38% as highly satisfied and over 57% into the satisfied category.
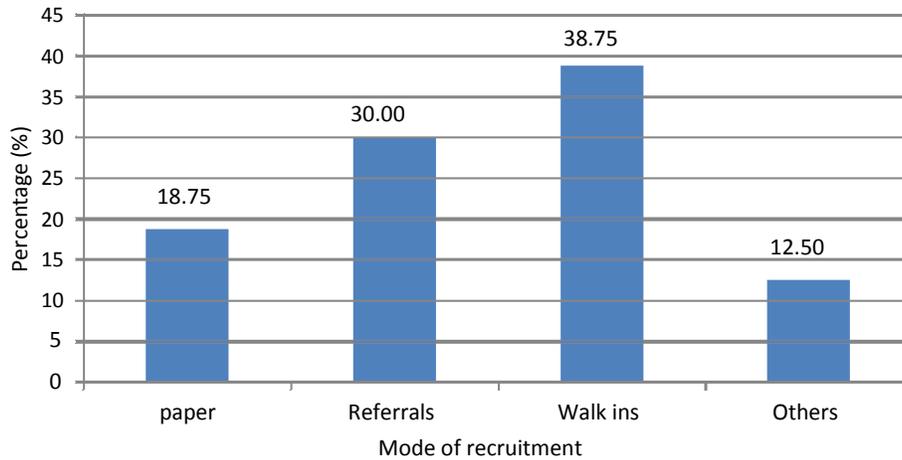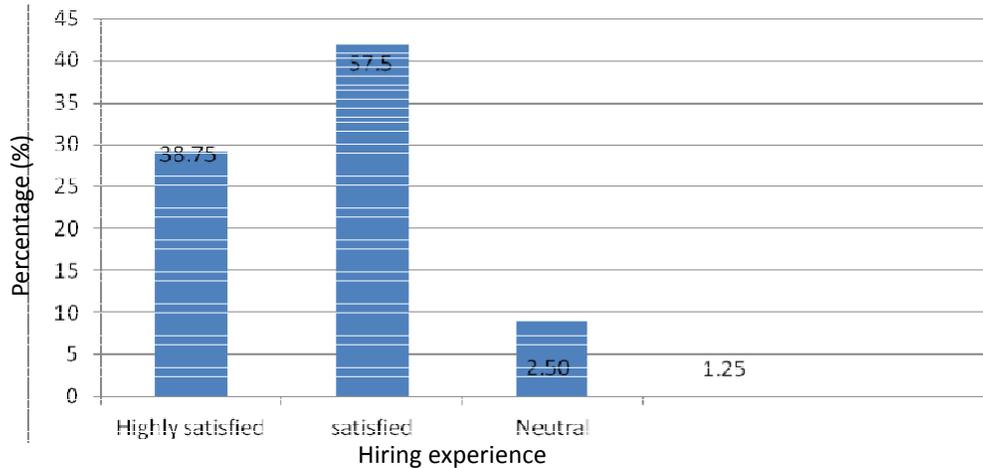
Figure 1. Mode of recruitment.

Figure 2. Hiring experience.

In all over 96% of the sample indicated they are satisfied with the hiring experience at SDMSDMCMS&H as shown earlier.

Employee relationship with peers and managers

In any progressive organization, employee relation with management is of great importance. SDMCMS&H is not an exception. In the survey, mainly 3 questions focused on relationship with peers and management (Figure 3).

Professional relationship with the superior (Survey Q No.2)

As shown in Figure 4, the supervisor-employee relationship has been the important contributor to the measure of job satisfaction. A whopping 99% of the

employees expressed their satisfaction over the relationship with their head of the departments. Out of which 45% have rated their relationship being highly satisfying.

Supervisor sensitivity towards employees issues (Survey Q No.3)

As shown in Figure 4, the employees who have a positive relationship with their supervisor, feel safe and supported, may be more likely to share with their supervisor job related problems or even personal problems, which can be a barrier to employee productivity.

Relationships with co-workers (Survey Q No.4)

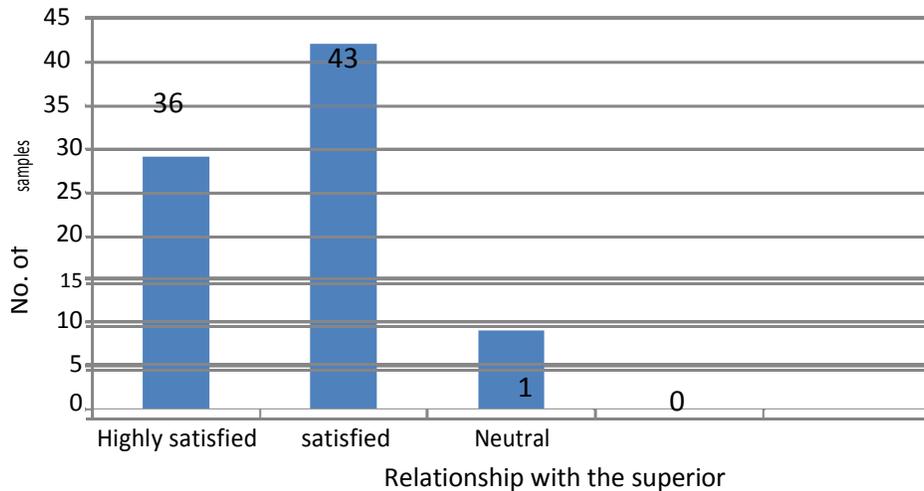Regardless of job responsibilities, projects often require

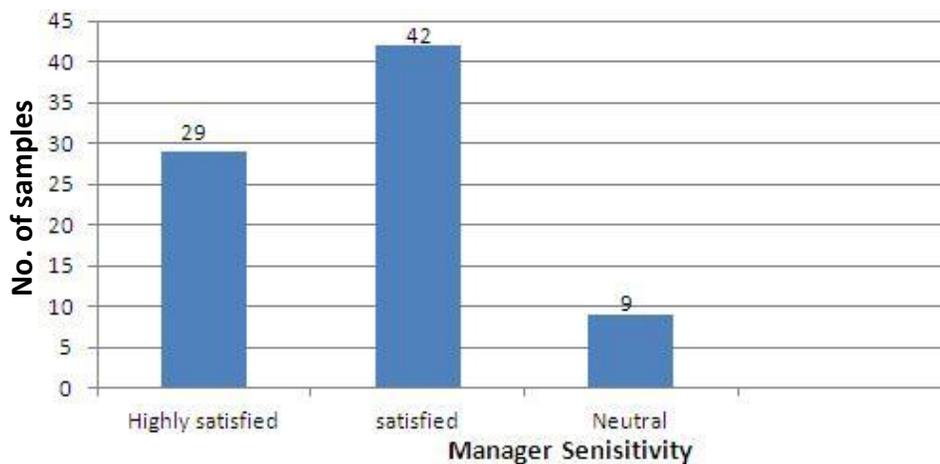**Figure 3.** Relationship with the superior.

Figure 4. Manager sensitivity.

employees to work together to accomplish a common goal, so teamwork skills are generally important for success. According to the survey, nearly 8 out of 10 employees (78%) indicated that they are satisfied with the current relationship with the co-workers (Figure 5).

Employee grievances and participation

Grievance handling procedures (Survey Q NO.5)

In Figure 6, at SDMCMS&H, over 83% (67 respondents out of 80) of the employees were satisfied with the way their grievances are handled. However, about 15% (12 out of 80 respondents) of the employees were neutral with their opinion, possibly indicating the need for a deeper introspection.

Employees' suggestions and recommendations for betterment of the organization (Survey Q NO.6)

One of the reasons for continued improvement of the quality of services being provided at SDMCMS&H is the care with which employee suggestions are handled. This is evident in the fact that over 28% of the employees expressed being highly satisfied and about 65% of the employees being satisfied with the way their suggestions are handled (Figure 7).

Work environment

General working conditions (Survey Q No. 7)
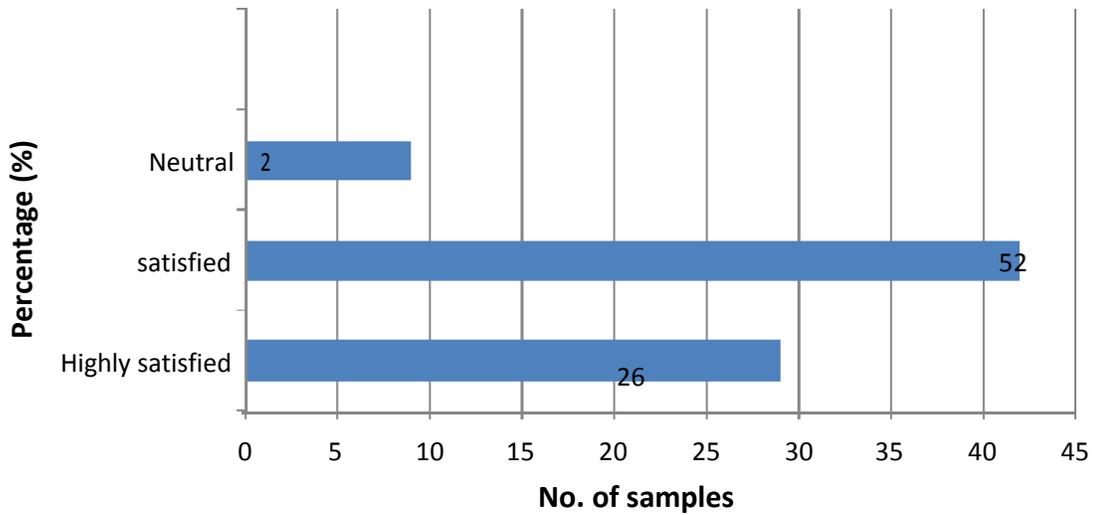
Workplace flexibility includes a specific set of

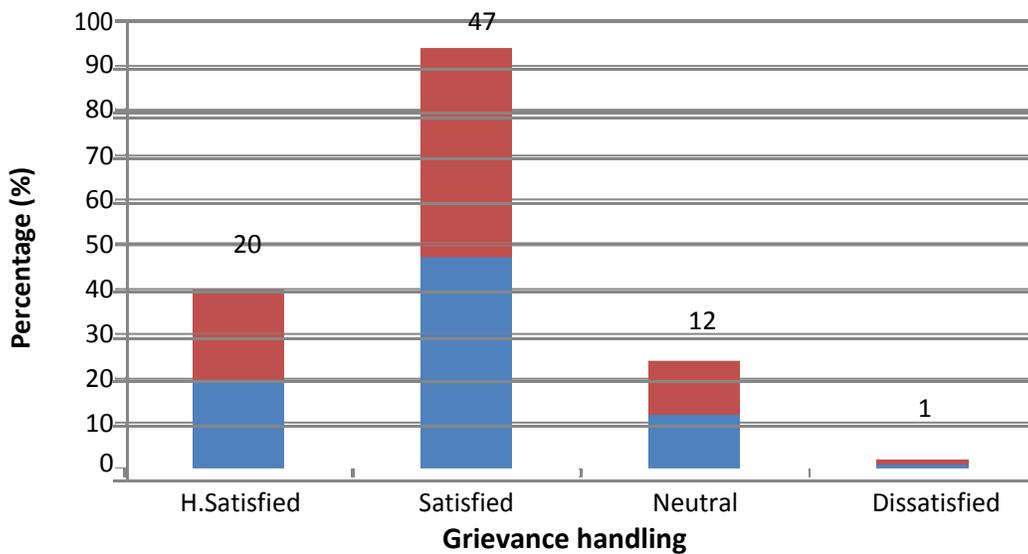**Figure 5.** Relationship with co-workers.

Figure 6. Grievance handling.

organizational practices, policies, programs and a philosophy that help employees meet the demands of their work and personal life. SDMCMS&H seem to have effective means to keep the workplace vibrant and challenging. This can be seen in the survey question 7 about the general working conditions, to which over 96% of the respondents (77 out of 80) have expressed their satisfaction (Figure 8).

Communication between employees and senior management (Survey Q No.11)

As shown in Figure 9, effective communication from

senior management, especially during times of rapid growth, can provide the workforce with direction, dispel rumors and promote trust. 31% of employees were highly satisfied and about 58% of employees reported that they are satisfied with the communication between employees and senior management.

Personal development and growth opportunities

Utilization of capabilities of employees (Survey Q No.8)
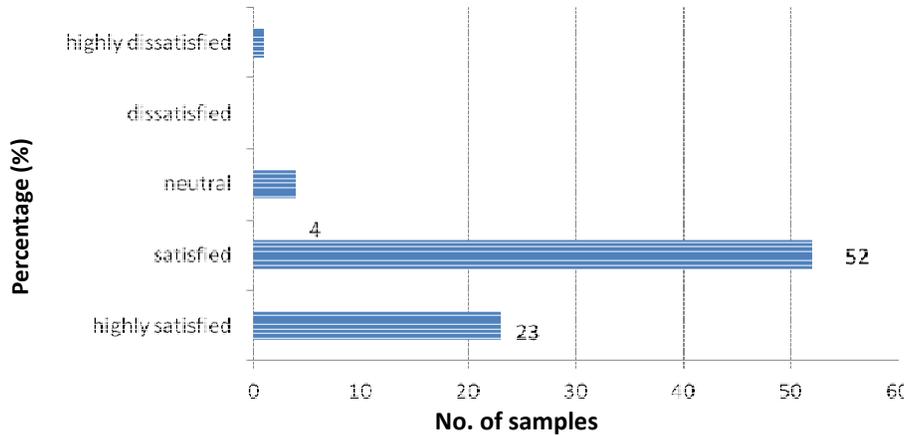
As shown in Figure 10, over 60% of the teaching and

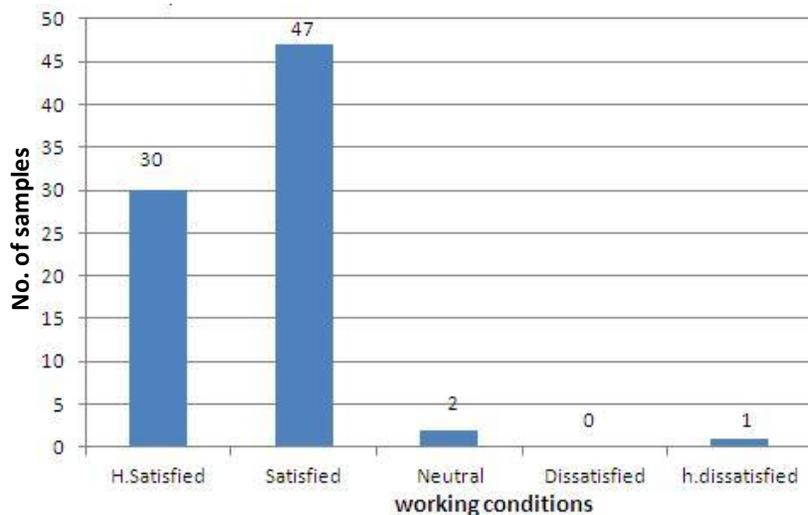**Figure 7.** Acceptance of suggestions given.

Figure 8. Working conditions.

non-teaching being either graduate or postgraduate in their level of education, it is on-going challenge to make employee feel that their talents have been utilized effectively. With over 81% (65 out of 80 samples) of the respondents feel their capabilities have been put to the best extent possible indicates a healthy employee mind set.

Personal growth and career development (Survey Q No.9)

Both teaching and non teaching, male and female employees indicated that they are quite satisfied with the career and growth opportunities provided at SDMCMS&H irrespective of their positions held. Figure 11 showed that particular aspect received responses over 37% being highly satisfied and over 48% being satisfied and about

14% being neutral in their opinion. This is the area that management may have to look into to bring down the neutral voters into the fold of satisfied ones by making elaborate policy changes.

Career advancement opportunities within organization (Survey Q NO.10)

Eighty two percent of employees reported being satisfied with their career advancement opportunities within the organization. Career advancement was more important to employees across all age groups and genders.

Overall job satisfaction (Survey Q No.12)

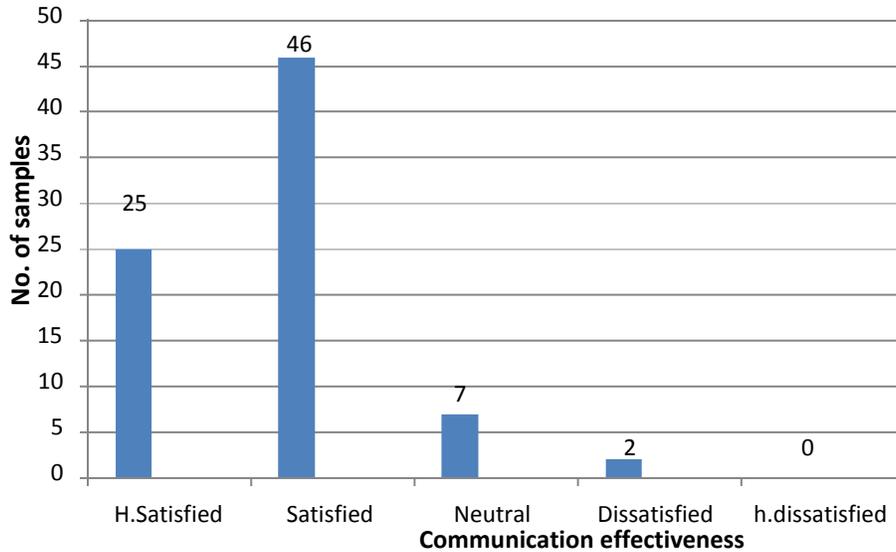It is vital to track the employee job satisfaction, which will
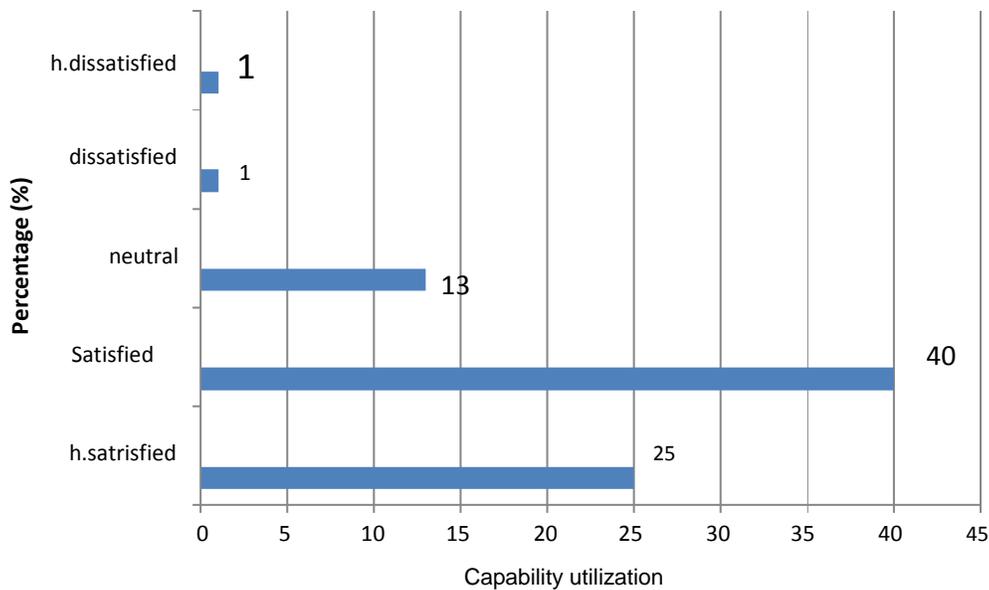
Figure 9. Communication effectiveness.

Figure 10. Capability utilization.

be the key driver in achieving such ambitious goals. 39% of the respondents said to be highly satisfied and 55% of them said to be satisfied.

Measures that can be taken by the organization to improve the job satisfaction (Open ended question-Survey Q NO 13)

Both teaching and non teaching staff were asked about the measures to be taken to improve their effectiveness

at work and improve job satisfaction. As shown in Figure 12, the study indicates that over 37% of the participants agreed to have the current measures to continue. Other major suggestions were to better the rewards and recognition, better benefits and better pay.

Conclusion

If the sample were to be true representation of the population of both teaching and non-teaching groups at
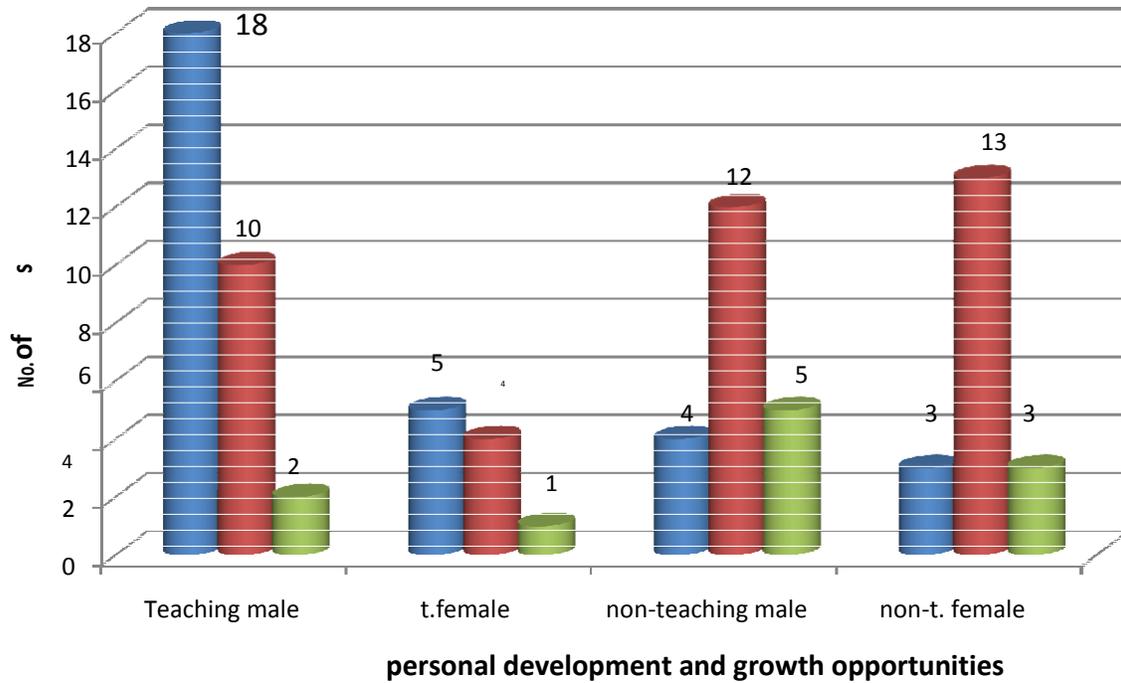
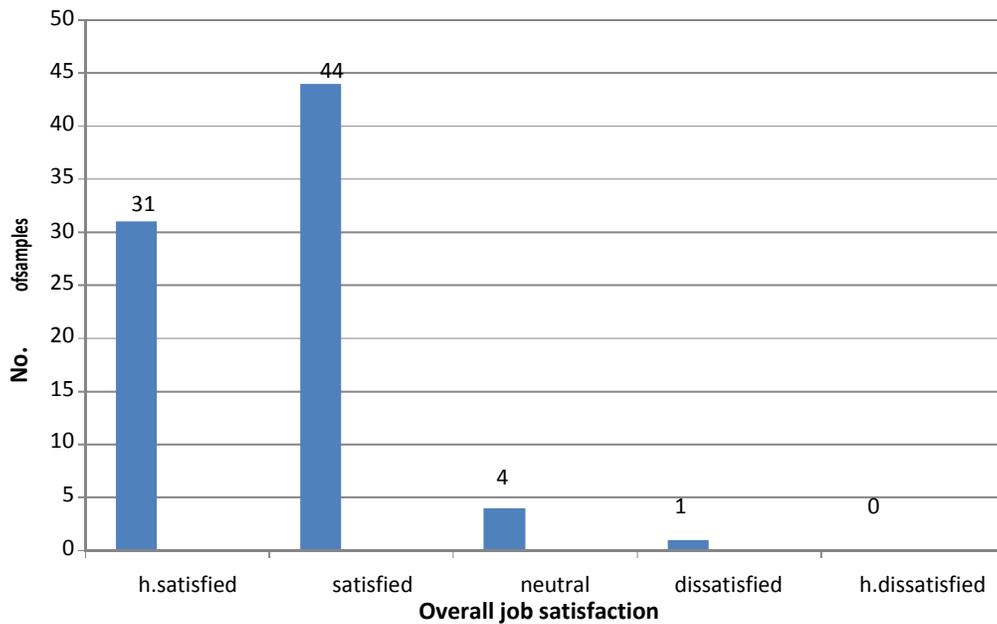**Figure 11.** Personnel development and growth opportunities.

Figure 12. Overall job satisfaction.

both the colleges, the following conclusions can be drawn about the population.

1) Close to 94% of the employees expressed their job satisfaction to be 'satisfactory to high satisfactory'. This observation is uniform across all the age groups, functional/ professional groups and gender groups.

2) Relationship with the heads of the departments, HOD sensitivity towards employee issues scored pretty well with over 88% of the employees across all strata's of the sample.

3) On the individual level, over 83% of the employees were satisfied with the way their grievances are being handled at both colleges.

4) General working conditions in a health-care industry has to be top notch to be able to achieve institutional level excellence. In this matter over 96% of the respondents were quite satisfied with the current working conditions at both the colleges. This is truly a great indicator of the fact that the investments are being made in the right places and it is reflecting in the job satisfaction rating of employees.

5) On the personal growth and development aspects, over 85% of the employees expressed their satisfaction. However, the samples in the neutral band, is to the tune of 14%, which is the area of improvement the organization has to focus upon.

6) Over 82% of the people are satisfied across all strata's with their career advancement opportunities. There is again 15% of the samples indicating neutral attitude, is the area for improvement.

7) Communication within the organization was satisfactory or better with over 88% of the employees approving the same.

8) In all the variables measured, the attitude of employees was fairly distributed irruptive of gender, age group and work type. No one stratum stood out in indicating a strong favour on any of the variables under study.

9) Many of the employees voiced to have a better reward and recognition system to be in place. However, a majority of them indicated their approval of the existing measures.

10) The study ignored one of the prominent variables leading to job satisfaction, that is, the financial aspects and the benefits. This must be taken up for future job satisfaction surveys.

LIMITATIONS OF THE STUDY

This study has some limitations. They are:

1) Only a sample size of 100 is taken for the study. A larger sample size would have been useful to indicate the variables leading to overall job satisfaction with probably a higher accuracy. In all 80 responses were received with correctly filled information.

2) The survey instrument does not go into the details of seeking financial and non-financial benefit related questions. This could skew the outcome of the survey as one of the key components of job satisfaction in an organization is the financial and benefits aspects.

3) Ideally most of the job satisfaction surveys would be anonymous thus leading to free and frank expression of opinions, however, this survey is made not anonymous as per the instructions laid down by the HRD.

SUGGESTIONS

Based on the survey findings following recommendations are made to improve upon the employee job satisfaction levels at SDM College Dental Sciences and Hospital.

1) Conducting environmental Scanning: Identifying the external forces or trends that affect the organization is an integral part of the organization's strategic plan. Through a process called environmental scanning, organizations systematically gather and analyze all relevant data about external opportunities and threats that may affect them at present and in the future. Examples of external forces include change in healthcare scenario, changing demographics, economic conditions, emerging market places, advances in technology and increased regional competition. Organizations can then use these data to evaluate their mission/ vision, develop goals and to develop/train employees.

2) Tapping into available talent: Opportunities to apply skills and abilities of sample employee's were at 81% satisfaction level in this survey. To enhance this number further, employee development will have to take a higher priority for organizations in the near future. As both the colleges embarks on super specialty health care for the region, it is even imperative for it to focus on talent management.

3) Role of non teaching professionals: this will be a crucial driving force. Future of the organization may look bright by developing programs that will motivate, develop and boost skill levels of employees. Cross- training, mentoring, volunteering, etc., are low-cost programs that organizations can adopt during times of fiscal constraints.

4) Open communication door: Both at teaching and non-teaching level, employees have indicated the presence of fair and open communication (89%). This is certainly a great booster for both colleges considering its future plans.

5) Implementing and reviewing of personnel policies: This will ensure annual evaluations are completed.

6) Rewarding individuals: Rewarding individuals for good work either through financial or non-financial ways.

7) Involvement of staff in strategic planning: This will certainly help in boosting employee morale thus leading to increase in employee commitment towards achieving organization's strategic goals.

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