

Antecedents of Job Satisfaction: A study of Healthcare Sector

S.S. Bhakar

Ph.D., Director, Prestige Institute of Management, Gwalior

Archika Katiyar

Research Scholar, Jiwaji University, Gwalior

ABSTRACT

The present study investigated factors contributing to job satisfaction of healthcare sector employee in Gwalior region. Antecedents taken for the study are: job security, bonding, motivation and employee empowerment. The questionnaire for the study was designed and data was collected. Structural Equation Modelling (SEM) was applied using AMOS software. The results indicated that job security and employee empowerment impacts job satisfaction while motivation and bonding don't have any impact on job satisfaction.

Keywords: Job Satisfaction, Motivation, Empowerment, Job Security, Healthcare

INTRODUCTION

Job satisfaction is most widely researched topic and plenty of researches have been done on the topic. In spite of much research work already available, it is still popular topic among researchers because of changing business environment. As the business environment changes factors contributing to job satisfaction also changes, in this situation researches done on changed working environment can help and guide company to formulate and adopt hr policies which is best suitable for their employees. It can also be said that there is no best way to satisfy employee because as per Maslow's theory human needs also changes with time. So it becomes necessary research again and again about job satisfaction to identify the changing needs of the employees as well.

Job Satisfaction

Job satisfaction is an attitude which represents a positive emotional reaction to a particular job. Lock (1969) defined job satisfaction as a state of emotional happiness

which results from the accomplishment of the goals that one gets by performing his job inside an organization.

Job Security

Adebayo (2012) and Lucky (2012) stated that job security is the probability of an individual keeping his/her job.

Motivation

Motivation refers to the way in which urges, drives, desires or needs direct, control or explain the behavior of human being. Motivation refers to “the reasons underlying behaviour” (Guay et al., 2010).

Bonding

Bonding is the strength of relationship between employer and employee. Strong bonding indicates towards good relations and weak bonding indicates poor relations between employer and employee. Dawson (1995) acknowledged that the achievement of organizational objectives depends upon employment relations.

Employee Empowerment

Employee empowerment is to provide adequate power and autonomy in decision making to achieve organizational goals.

Smith and Mouly (1998) defined employee empowerment as a transfer of power from the employer to the employees to make quick and quality decision.

LITERATURE REVIEW

Cruz Canas (1994) conducted a research on assessment of job satisfaction of the nursing staff. The objective of this study was to find the overall and specific levels of job satisfaction of nursing staff in an Area's Health Institutions. Data were collected by Font- Roja questionnaires. The results of this study showed that the greatest valued dimensions were work content, relationships with colleagues and the least valued were tension associated with the job, promotion prospects and over-work.

Davidson (1997) did a research on the effects of health care reforms on job satisfaction and voluntary turnover among hospital based nurses. Multivariate analysis indicated that the most important determinants of low satisfaction were poor instrumental communication within the organization and too great a workload.

The effect of job security on satisfaction is large and significant. Job satisfaction arising from job security is a major factor affecting the quality of the employer-employee relationship.

Flower (1999) indicated that US workers in secure jobs record higher levels of job satisfaction.

Ripley (1992) explained that empowerment can increase the responsibilities as well as motivation of employees in their routine work, quality of services, improve satisfaction level, employees' loyalty and productivity by giving them self respect and ultimately increases the productivity and quality of products and reduces the employee turnover. Potochny (1998) further stated that giving empowerment to employees enhance the satisfaction of employees and save the time in form of waiting decisions from the top management.

Wright et al, (2002) stated that impact of job insecurity on job satisfaction is important to policy makers because low job satisfaction leads to lower productivity. Motivation, job performance, turnover and organizational commitment are positively related to job satisfaction (Judge, 1993; Martin & Bennett, 1996; Williams & Anderson, 1991). Tymon (1994) stated that employee empowerment leads to higher level of job satisfaction and further said that assessment of empowerment create intrinsic rewards, hence should be positively related to the job satisfaction. Wagar (1998) find out that an organization can be successful when it has motivated, skilled and satisfied workforce which can give good productivity at low costs.

RESEARCH METHODOLOGY

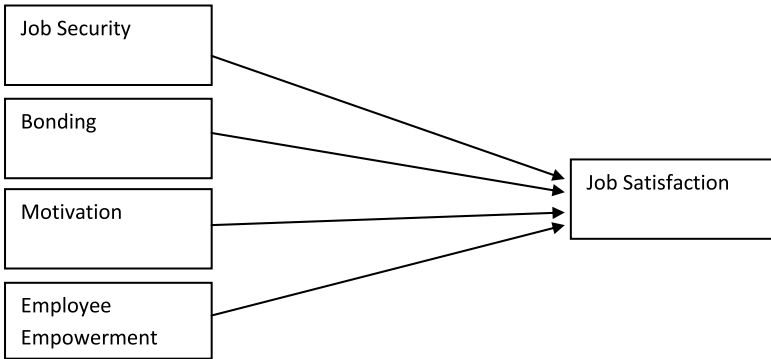
The study is causal in nature with survey method used for data collection. All employees of healthcare form the population for study while Sample frame for the study will include all the employees working in Healthcare sector during the data collection phase of the study. Stratified random sampling was used for identifying the respondents of the study.

Data was collected from 200 respondents. A Self-designed close ended questionnaire was used for the study. Data will be collected on a 7 point Likert type scale where 1 indicates minimum availability and 7 indicates maximum availability. The questionnaire was prepared based on literature review and by consulting with subject specialist.

Objectives

To establish cause and effect relationship between employee empowerment, Bonding, Motivation and Job security as independent variables and Job Satisfaction as dependent variable.

RESEARCH MODEL



HYPOTHESES

- H01: There is no impact of job security on job satisfaction
- H02: There is no impact of motivation on job satisfaction
- H03: There is no impact of bonding on job satisfaction
- H04: There is no impact of employee empowerment on job satisfaction.

Reliability Analysis:

Value of Cronbach's alpha is greater than 0.7 as we can see in the table 1. Nunnally, (1978) recommends a minimum level of Cronbach's alpha 0.7. Churchill and Peter (1984) suggested that Cronbach's Alpha above 0.60 indicates acceptable reliability of the measure.

The reliability table below indicates that the Cronbach's Alpha values for all the variables are above 0.8. Hence tool developed for data collection is reliable. Face validity of the questionnaire was checked by consulting with subject experts.

Table 1: Showing Reliability Coefficients computed for Job Satisfaction, Job Security, Motivation, Bonding and Employee Empowerment

Measures	Cronbachs alpha value	No. of Items
Job Satisfaction	.914	9
Job security	.851	7
Motivation	.896	12
Bonding	.811	5
Employee Empowerment	.884	10

Table 2: Showing Regression Model Summary

Regression Model Summary						
Model		R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson
dimension0	1	0.583	0.340	0.326	8.55040	1.774
a. Predictors: (Constant), Bonding, Empowerment, Job security, Motivation						
b. Dependent Variable: Job satisfaction						

In case of multiple independent variables we consider the value of adjusted R square which is 0.326. It shows that 32.6% variance in dependent variable is because of the independent variables.

Durbin-Watson tests auto-correlation in dependent variable. The value of D-W test between 0-3 indicates autocorrelation that does not affect regression results significantly and is thus acceptable. Durbin and Watson (1951); Gujarati (2002) and Maddala (2001) advocated that Durbin-Watson statistic values 0-4 indicate that autocorrelation will not affect the regression results.

Value of Durbin-Watson statistic is 1.774 (Table: 2) which is within acceptable limits and shows auto-correlation within acceptable limits.

Table 3: Showing ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7309.760	4	1827.440	24.996	.000 ^a
	Residual	14183.205	194	73.109		
	Total	21492.965	198			
a. Predictors: (Constant), Bonding, EE, JSECT, WM						
b. Dependent Variable: JS						

The ANOVA table value of F along with its significance level indicates goodness of fit of the model to data. The F value for the current model is 24.996 sig. at .000 which is less than .05 indicating that proposed model has a good fit. According to Cramer and Howitt (2004) $p \leq 0.05$ has been accepted as a reasonable choice in most circumstances.

Table 4: Showing Coefficients of correlation between EE, WM, JSET and Bonding as independent variables and Job Satisfaction as dependent variable

Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.640	3.708		.981	.328					
	EE	.363	.080	.331	4.523	.000	.512	.309	.264	.636	1.573
	WM	.119	.067	.126	1.765	.079	.401	.126	.103	.667	1.499
	JSECT	.337	.091	.244	3.717	.000	.433	.258	.217	.789	1.267
	Bonding	.110	.123	.057	.896	.371	.256	.064	.052	.856	1.168
a. Dependent Variable: JS											

$$Y = A + BX_1 + BX_2 + BX_3$$

Job Satisfaction = 3.640 + 0.119*Motivation + 0.363*Empowerment + 0.350*Job Security + 0.110*Bonding

Employee Empowerment contributes significantly to Job satisfaction as indicated by standardised beta value 0.331. The relationship was tested using t-test with a value of 4.523 significant at .000, indicating significant positive contribution of Empowerment on Job Satisfaction. The results of the study find strong support in (Syed et al. 2011) where in they found strong positive relationship between employee empowerment and job satisfaction. Chang (2010) also found strong positive relationship between employee empowerment and job satisfaction.

Standardised Beta value corresponding to the relationship between Motivation and Job satisfaction is 0.126 with t-test value 1.765 significant at 0.079 showing that motivation has insignificant positive impact on job satisfaction. Maharjan (2012) concluded that a positive relationship exists between work motivation and job satisfaction while (Rizwan Saleem, 2010) found that motivation and satisfaction have positive but insignificant relationship.

Job security has significant impact on job satisfaction as indicated by the value of beta 0.244 with t-test value 3.717 significant at .000. The results of the study are in line with the findings of (Geishecker, 2009) where in they found job security as one of the most important components of job satisfaction. According to (Sousa-Poza, 2000) job security is an important determinant of job satisfaction. Benjamin and Kaya (2014) also found positive effect of job security on job satisfaction.

Bonding between the employees has positive but insignificant contribution to Job satisfaction as indicated by beta value of 0.057; tested using t-test with t-value 0.896 significant at 0.371. Griffin, Patterson and West (2001) predicted that although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction.

In addition to Durbin-Watson test some other tests were also applied to check the suitability of data for regression analysis. Multi-co-linearity of the independent variables was tested using Variance Inflation Factor (VIF).

The values of VIF in the range 1-10 indicate that the multi-Co-linearity does not affect the regression analysis results. The VIF values for all the independent variables are lower than 1.6 indicating very low co-linearity. Linear relationship between the independent variables and the dependent variable were established through curve fitting. Since the r^2 value and F Value were highest for linear curve the relationship between the independent and the dependent variables was considered as linear. The residuals of multiple regressions were tested for normality using one sample K-S test. The results of the test are appended in Table 5 below.

Table 5: Showing the results of tests to evaluate normality of residuals through one sample K-S test and Shapiro-Wilk

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	.054	199	.200*	.986	199	.043
a. Lilliefors Significance Correction						
*. This is a lower bound of the true significance.						

Kolmogorov-Smirnov value is 0.200 which is greater than .05 indicating that our null hypothesis is not rejected i.e. data is normally distributed. Homogeneity of the relationship between independent and depend variables was tested through scatter diagram. Since the dots in the scatter diagrams are spread evenly across the scatter diagram space and do not show any funnelling effect homogeneity is established.

CONCLUSION

Job satisfaction is widely researched topic now a days and gaining popularity day by day. Job satisfaction is a multidimensional area affected by various factors like motivation, empowerment, bonding, job security, employee engagement, leadership etc. In the present study impact of motivation, employee empowerment, bonding and job security on job satisfaction was measured out of which employee empowerment and job security have significant positive impact on job satisfaction while motivation and bonding have insignificant positive impact on job satisfaction. The study was carried on healthcare units and therefore, the health care units must ensure that employees are empowered and the employees are reasonably assured about retaining their job in long term indicating high job security to ensure high job satisfaction.

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Appendix

