

ANTECEDENTS OF JOB SATISFACTION

A CASE STUDY OF HOSPITAL'S EMPLOYEES OF PAKISTAN

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Abstract

In competitive world under pressure of work, job satisfaction plays vital role for success and it is one of the major issues in developing country like Pakistan. This study focuses on the hospital employee's perception towards job satisfaction. In this regard the associations of factors like Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation (dependent variables) with Job Satisfaction (independent variable) of the employees working in the Hospitals of Pakistan have been examined. To collect data, questionnaire survey was used and 162 employee responses from survey. The respondents included Medical and Non-medical employees. The result shows positive correlation between the dependent and independent variable. The relation between Participation and Job Satisfaction was the most significant, indicating that an employee who participates more can yield maximum Job Satisfaction. Pay & Benefits, Career Development & Management and

Supervision & Collegiality also had a significant relation with Job Satisfaction. This study contributes to literature in the field of human resource management, organizational behaviors and support public sector management to make policies which will help to enhance employees' job satisfaction.

Keywords: Job Satisfaction, Pay & Benefits, Career Development & Management, Supervision & Collegiality, Participation, Pakistan

INTRODUCTION

In a country like Pakistan where the level of job satisfaction quite low while the job constrains and job risk factor is high. Pakistan is one of the coming forth economies in south Asia and speedily moving steps to meet challenges of modern world economy (Pakistan Economic Survey 2008-09). The qualified employees tend to leave the country for better paid and more secured job. Especially the medical professional mostly leaves the country for better job opportunities and less job threat. While on other hand employee have option to work as a part time physicians /surgeons in the private hospitals or holding the private / personal clinics. These practices have great impact on the performance at the regular/ full time job or work place.

Hospitals are the social organizations where human resources can play the most important role for the best performance of Hospital employees. The qualified and enthusiastic HR Manager can play a vital role not only in the development of human resources but also for the extension of better health services towards the clients (patients) by giving a sense of security and loyalty of the employee. Organizations cannot achieve their goals without committed efforts. Job satisfaction is critical to retaining and attracting well-qualified personnel.

In case of developing country the most important issue in medical institutions such as hospitals, the training of specialist and retention of their highly qualified employees is particularly important. Commonly it is observed that the medical specialist in the field of heart surgery, neuro-surgery, kidney and liver transplantation etc are more likely to immigrate towards developing countries to meet their satisfaction level. Job satisfaction for medical sector employees is an attitude that people have about their jobs and the hospitals in which they perform their jobs.

Methodologically, we can define job satisfaction as an employee's affective reaction to a job and it is based on a comparison between actual outcomes as well as desired outcomes. Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to benefits, pay, work conditions, promotion, organizational practices and

collegiality. Concerns about employee job satisfaction are just as critical in the health care industry as they are in other business sectors. Similarly, the motivation to investigate job satisfaction among health care employees is similar to the interest of research concerning job satisfaction in industrial settings.

Numerous factors influence employee job satisfaction, including: salaries, communication, recognition, working conditions, job security, degree of professionalism, fringe benefits, achievement, workplace flexibility, autonomy, job importance, interpersonal relationships, co workers, organizational climate, working for a reputable agency, supervisory support, positive affectivity, working within a team environment and genetic factors. Sources of low satisfaction are associated with working with unskilled or inappropriately trained staff, laborious tasks such as monotonous documentation, feeling overloaded, available for overtime, tensions within role expectations, repetition of duties, overlapping of duties, role conflict, and role ambiguity, the increasing need to be relations with the co-workers, personal factors and organizational factors.

LITERATURE REVIEW

Pay & Benefits

Pay adverts to the wages and salaries of jobs in organization (Noe et al. 2006). Benefits are the compensation component that accounts for almost 40 percent of the typical total compensation package like, vacations, pension plans, unemployment insurance, health insurance, sick leave etc (Gomez-Mejia et al., 2003). In the three forms identified in literature as affective, continuance and normative commitment by Organizational Commitment as theorized (Simmons 2005, Tsai 2011, Islam et al 2012, Khan et al 2013).

Workers are satisfied with pay when they make referents comparison and find equity. Pay referents are those with whom workers make pay comparisons like social, historical, organizational and financial and market referents. Mostly employees compare their pay with outside the organization and if their pay is higher than they are satisfied. The organization makes an environment of commitment and cooperation for its employees through policies that alleviate employee satisfaction, to ensure the achievement of organization goals. Satisfaction of human finds nearest links to highly motivated employees and those motivated employees then develop loyalty or allegiance to the firm which results to greater productivity and lower turnover rates. Furthermore, social comparison, actual pay and wage history are the major determinants for satisfaction.

H1: Handsome amount of Pay & Benefits have positive relationship with Job Satisfaction.

Career Development & Management

Career refers to individually comprehended sequence of attitudes associated with work related activities and experiences over span of a person's life (Bernardin and Russell, 1993). The pattern of changes that occur during an individual's career is called career development. Some organizations also provide career support such as coaching, protection sponsorship and providing challenging assignments exposure and visibility (Noe et al., 2006).

In each organizations career challenging people exist, who are fiercely competitive, viewing her or his career as a series of torments (which has an allocated winner who moves up to the next career), and measuring her or his career success by objective measures such as salary, rand or promotion. To make job satisfaction, earlier strategy is to increase wages and motivation to organizational commitment. If organizations cannot furnish with career development programs to satisfy the employees, it ultimately will have negative effect on job satisfaction and increase turnover intentions. Therefore, managers must understand the gap between career development programs and career need. Such understanding may provide job satisfaction and reduce turnover behavior. Job satisfaction is the sum of job facet satisfaction across all facets of a job (J.P. Wanous & E.E. Lawler 1972). Further to plan career, top management support and commitment is also required to keep both render in decision making about recruitment, employee development, development of policies and career advancement.

H2: Career Development & Management are positively associated with Job Satisfaction.

Supervision & Collegiality

Supervision is the management, guidance or direction by managing the performance or operation of a person or group. Collegiality is derived from the word colleagues. It is the loyalty of employees and cooperation between colleagues in a work place.

To know the satisfaction level of employees with the help of different variables, a study was conducted by Mosadegh-Rad & Yarmohammadian (2006). Result showed that employees were more satisfied with the factors such as co-workers, the nature of the job and supervision while they demonstrated less satisfaction with salaries, benefits, work conditions, promotion and communication. At the other hand, the results of Oshagbemi (2000) study showed that employees at higher rank were satisfied with their counterparts. Secondly, aged persons were also more satisfied with their colleagues and co-workers. However, nearly same level of satisfaction was investigated for gender but the author further stated that the study only reveals the association not cause and effect relationships.

H3: Better supervision and high collegiality have positive relationship with job satisfaction.

Participation

Participation is an employees' role in the decisions of an organization. Involvement of employees in the decision-making process, involving them in organizational plans and goals setting gives positive impact on the employees' satisfaction towards the organization (Kirmizi & Deniz, 2009). Involving employees in these processes, adds to their satisfaction and commitment. Higher employee participation leads to higher employee performance and also Job Satisfaction (Allen & Meyer, 1993). This study will try to establish an association between participation and Job Satisfaction.

H4: Participation has positive relationship with Job Satisfaction.

Job Satisfaction

Locke (1976) stated that job satisfaction as a positive as well as pleasing emotional state from the appraisal of employee job & experience. Morgeson & Campion (2002) have stated that specialization had been shown to increase job efficiency and therefore performance. Similarly, Morgeson and Humphery (2006) found that knowledge would be positively related to job satisfaction and its performance. Job satisfaction and dissatisfaction depends on the expectation what's the job supply to an employee, not only depends on the nature of the job. It also means the contentment of the employees because of their jobs. Various authors have their own views towards job satisfaction, such as Fletcher and Williams (2006) explained that it is the personal evaluation of the job conditions (the job itself, the attitude of the administration etc) or the consequences or (wages, occupational security etc.) acquired from the job and similarly, Reichers (2006) explained that job satisfaction is the phenomenon ascertaining the contentment of the employee and appearing when the qualification of the job and the demands of the employees match.

Literature reveals different impact of job satisfaction on job commitment. Therefore this study is designed to know the factors having direct relationship with job satisfaction and the association between job satisfaction and commitment, in a less developed country like Pakistan.

METHODOLOGY

Objectives of the Research

The main purpose of the research was to measure the Job Satisfaction in the Hospital & Health sector of Pakistan. This study aimed at finding the relationship of Job Satisfaction with some of its significant antecedents like Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation.

Figure 1: Relationship of Job Satisfaction



Subjects

For sampling, systematic sampling method was used. Data was collected from the major cities of Pakistan. Questionnaires were distributed to medical officers and the staff of the different hospitals. These hospitals included private and public both hospitals. A total of 250 questionnaires were floated, out of which 173 came back. The response rate was 69.2%.

Procedure

Primary data was collected from medical doctors and paramedical staff, through questionnaire survey. A total of 250 questionnaires were emailed and mailed to respondents. The questionnaire included some background knowledge and information related to the current study and its purpose. The respondents were also assured of confidentiality in this regard. The respondents were also briefed and guided about the scope of this research. They were motivated to fill the questionnaire in a manner that could reflect their true perceptions regarding the questions.

The total responses received were 173, out of which 11 questionnaires were rejected because the missing values. Total of 162 questionnaires were analyzed using SPSS 17.0.

Measures

Primary data was collected using questionnaire survey. The questionnaire comprised of two sections, the demographics of the respondents and the section regarding Job Satisfaction and its antecedents.

Table 1: Scale Reliability

<i>Variables</i>	<i>Cronbach's Alpha</i>
Job Satisfaction	0.857
Pay & Benefits	0.942
Career Development & Management	0.846
Supervision & Collegiality	0.617
Participation	0.906
For All Items	0.932

Job Satisfaction was measured through 05 items taken from the study of Chen & Chen (2008). Pay & Benefits was measured through 05 items from studies of McCook (2002) were modified by reducing the number of items. 4 items related to Career Development & Management and 05 items related to Supervision & Collegiality were taken from the questionnaire used by Riaz & Ramay (2010); while participation was measured by 7 items taken from the questionnaires of Hrebiniak (1974), Mohr (1971) and Van Veldhoven & Meijman (1994). All the items were measured using five point Likert scale ranged from strongly disagreed (1) to strongly agreed (5).

ANALYSIS

Table 2: Descriptive Statistics

	Pay & Benefits	Career Development & Management	Supervision & Collegiality	Participation	Job Satisfaction
N	159	159	159	159	159
Mean	2.72	3.21	3.53	3.10	3.53
Std. Error of Mean	0.10	0.07	0.08	0.07	.06
Median	2.40	3.25	3.80	3.00	3.60
Mode	1.00	4.00	3.80	2.40	4.00
Std. Deviation	1.32	0.89	1.00	0.86	0.77
Variance	1.74	0.79	1.00	0.75	0.60
Range	3.80	3.50	10.20	3.80	3.40

Demographic Characteristics of the Respondents

106 male (79%) and 56 female (21%) respondents participated in the survey. The age of majority of the respondents was between 25 years and 30 years. The educational qualification of 21% of the respondents was Bachelors, 57% had Master level education and 4% of the respondents had above Masters Level of education. The monthly income of majority of the respondents was between Rs. 31000 and Rs. 40000. 48% of the respondents had 1 – 5 years of experience, while 28% of them had more than 10 years of working experience in hospital sector.

Correlation Results

The relationship strength between the variables was determined using “Pearson Product Moment Correlation Coefficient”. This study also found positive significant relationship between the dependent variable (Job Satisfaction) and the independent variables (Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation), as indicated in the previous researches on the topic.

Correlation of Pay & Benefits and Career Development & Management with Job Satisfaction is .675 and .695 respectively, which is highly significant and there is a positive correlation between Pay & Benefits and Career Development & Management and Job Satisfaction. This shows that by providing a handsome amount of pay & benefits and Career Development & Management to the employees, high level of satisfaction can be obtained from them.

Participation has positive and even more significant relationship with Job Satisfaction and its value is 0.708, which shows that participation of an employee adds significantly towards an employee’s Satisfaction for that job.

Table 3: Overall Correlations

	Job Satisfaction	Pay & Benefits	Career Development & Management	Supervision & Collegiality	Participation
Job Satisfaction	1				
Pay & Benefits	0.675	1			
Career Development & Management	0.695	0.608	1		
Supervision & Collegiality	0.574	0.430	0.493	1	
Participation	0.708	0.635	0.771	0.588	1
N = 162					

Pearson product moment correlation coefficient was used to find the strength of relationship between the variables. Positive and highly significant relationship was found between the dependent variable (Job Satisfaction) and the independent variables (Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation)

Correlation of Pay & Benefits with Job Satisfaction is highly significant and positive. It was found to be 0.675. This shows that by providing handsome Pay & Benefits, employee’s Job Satisfaction increases.

Career Development & Management had even more positive and highly significant relation with Job Satisfaction and its value was 0.695. So, higher administration should focus on ways and means to enhance employee's career development, in order to increase their Job Satisfaction.

Supervision & Collegiality also had highly significant and positive correlation with Job Satisfaction. The value of correlation between Supervision & Collegiality and Job Satisfaction was 0.57. This shows that higher administration should administer and supervise in such way that it results positively in the employee's performance towards their work and profession.

Regression Results

The value of adjusted R square i.e., 0.641 indicates that 64.1% of the variation in the dependent variable (Job Satisfaction) can be explained by variations in the independent variables (Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation).

The estimated average value of Job Satisfaction is 1.231 when Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation are zero. The change in Job Satisfaction is 0.180 when Pay & Benefits increases by 1. Similarly, change in Job Satisfaction is 0.226 when Career Development & Management increases by 1. Changes in Job Satisfaction are 0.153 and 0.175 when Supervision & Collegiality and Participation change by 1, respectively.

All independent variables have positive relationship with Job Satisfaction. The most influential variable is Pay & Benefits (highest value of .308 for Beta). All the significance levels are well over .05, which indicates that there is a very minor probability that the independent variables do not influence the dependent variable (Job Satisfaction), in the reported fashion.

Table 4: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	0.800(a)	0.641	0.631	0.469	
a. Predictors: (constant), Pay & Benefits, Career Development & Management, Supervision & Collegiality, Participation.					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
1 (constant)	1.231	0.162		7.588	0.000
Pay & Benefits	0.180	0.038	0.308	4.767	0.000
Career Development & Management	0.226	0.068	0.259	3.316	0.001
Supervision & Collegiality	0.153	0.046	0.198	3.304	0.001
Participation	0.175	0.076	0.196	2.296	0.023

The regression results show that the independent variables (Pay & Benefits, Career Development & Management, Supervision & Collegiality and Participation) are significantly connected to the dependent variable (Job Satisfaction). Positive Beta indicates that all of the independent variables raise the Satisfaction level of employees.

CONCLUSION

Statistical analysis indicates that the employees working in the hospital sector feel that they are satisfied with their jobs. Also they are provided a good and a healthy working environment. The employees are satisfied with the pay and the benefits that they get. Mostly, the employees are not consulted for their inputs regarding their work-related decisions. People working in the hospital sector are generally committed towards the organizations they are working for and feel that they have a sense of belonging towards it.

Correlation analysis found the highest correlation for job security which indicates that if the employees are offered secure jobs through fair decision-making and sound policies, their satisfaction level rises.

Regression analysis indicates that the dependence of Job Satisfaction on Career Development & Management and Pay & Benefits is significant, whereas it is not significantly dependent on Supervision & Collegiality. This study contributes to literature in the field of human resource management, organizational behaviors and support public sector management to make policies which will help to enhance employees' job satisfaction in developing country like Pakistan. Further research shall examine the relationship of Motivation, Need for Achievement, Initiating Structure, Leader Consideration, Autonomy, Feedback, Job Variety, Task Identity, and Task Significance with Job Satisfaction.

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