

## TABLE OF CONTENTS

Sl.No	Particulars	Page No.
1	Certificate	i
2	Declaration	ii
3	Acknowledgement	iii
4	List of Graphs	iv
5	List of figures	V
6	List of tables	Vi
7	List of abbreviations	Vii
8	Table of contents	1-2
9	Chapters 1: Introduction	4-36
	1.1: Introduction	
	1.2: Job Satisfaction	
	1.2.1: The impact of Job Satisfaction on Job Performance	
	1.2.2: Models of Job Satisfaction	
	1.3: Significance and scope of the study	
	1.4: Limitation of the Study	
	1.5: Theoretical Framework	
	1.6: Research Gap	
	1.7: Research Design	
	1.8: Chapterisation	
10	Chapter 2: Literature review	37-50
	2.1: Job Satisfaction in International Organizations	
	2.2: Job Satisfaction in India Organizations	
11	Chapter 3: Profile of the Organization	51-57
	3.1: Civil Hospital Aizawl	

	3.2: Aims and Objectives of Civil Hospital Aizawl	
	3.3: Vision, Mission, objectives and Functions of Civil Hospital Aizawl	
	3.4: Civil Hospital its achievement	
12	Chapter 4: Analysis and Interpretation	58-77
	4.1: Introduction	
	4.2: Dependents and Independents Variables	
	4.3: Profile of the respondents	
	4.4: Data Analysis and Interpretation	
	4.5: Hypotheses testing	
13	Chapter 5: Findings, Conclusion & Suggestions	78-86
	5.1: Findings	
	5.2: Conclusion	
	5.3: Suggestions	
	Bibliography	87-100
	Annexures	

# **CHAPTER 1**

## **Introduction**

# **INTRODUCTION**

## **1.1: Introduction**

## **1.2: Job Satisfaction**

### **1.2.1: The impact of Job Satisfaction on Job Performance**

### **1.2.2: Models of Job Satisfaction**

## **1.3: Significance and scope of the study**

## **1.4: Limitation of the study**

## **1.5: Theoretical Framework**

## **1.6: Research Gap**

## **1.7: Research Design**

## **1.8: Chapterization**

## **1.1: Introduction**

Employee's job satisfaction has constantly been measured as an imperative subject in the field of Human Resources Development and the matter of the organization. Job Satisfaction cannot be immediately and its outcome from the person feelings of managers about the whole thing that they significance of indulgent and in generating the affirmative outcomes from both organization and individual perspectives. The understanding could be use in crafting strategies for managerial human resources policies. The learning is conducted on the hospital employees as they are one of the most significant stakeholders in hospitals to search the factors influencing technique for extracting factors to set up individuality components of the job satisfaction variables deliberate. By exploratory the increase of variability in the employees job satisfaction explained by the factors strong-minded, the study further recognized the connection of each resulted factor with the job satisfaction scores.

Job Satisfaction in several enlarge is an indication of good management. Job Satisfaction can also be measured as marker of emotional happiness. Manager must give attention to on job satisfaction of employees as dissatisfied employees are more expected to give substandard services. Job is major source of profits as well as significant part of life. Job takes away a great component of worker's day as well contributes to one's collective standings. Satisfaction with one's job is an important module for the well-being of employees. Content employees are probable to be more creative and dedicated to their job and devoted employee implies low turnover. Ensuring hospital employee job satisfaction is essential to keep the employees and to bring health services efficiently.

Employee Satisfaction and patient satisfaction together are significant from the hospital point of analysis. Patient satisfaction forms one of the major outcomes of excellence for patient in hospital. Job satisfaction is an essential variable particularly in health care settings. In general expansion and job satisfaction are imperative factors to keep hospital employees in the long run. Therefore job satisfaction has become a vital part of theory of motivation and commitment to job. Ensuring hospital employee job satisfaction and motivation is efficiently deliver health services and to keep employees.

In a hospital environment, employee's contentment has been set up to be absolutely connected to excellence services and patient approval. Employee can honestly persuade patient fulfillment because their participation and communication through patients.

Job satisfaction refers to one's sentiment and feelings towards one's job and it is frequently depends on how fine outcomes assemble or exceed opportunity. Satisfaction in one's job resources requires higher assurance in completion of proper constraint. There will be better compliance to spend personal power and moment in job performance. Therefore job satisfaction has straight affirmative connection with performance but considerably negative towards the job strain, lesser performance and affinity to give up the job. Studies have discovered the job satisfaction is toward being on the most vital factor for successful performance of several organizations. It has been originate to be certainly linked to confidence. It is the most important factor in workers' efficiency, affects his/her attending and constancy and has an overflow result on employee affairs and accidents.

Blenkin and Aguis(1996) has pointed out that environment insist, insight of demand, consequences of coping responses and feedback among various stages of the stress procedure are the main contributories to satisfaction and dissatisfaction of the Doctors.

Job Satisfaction is one of the major indicators of how employees experience regarding their job and a significant determinant of work performance such as organization citizenship, turnover non-attendance etc. Job Satisfaction is very important attribute and is frequently measured by organizations. The most familiar technique for measuring is utilized of ranking scales where employees information their opinion and response to their job.

Jethanna R., et al. (2011) in their study explored the co-relation between employee's personal profile and their satisfaction with the job. The personal profile determinants age, gender, work, experience, marital status, dependent children and parents were compared with overall job satisfaction. Study results revealed that majority of determinants were having positive impact on the job satisfaction. The study concludes that the determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspective. Job satisfaction, job security, commitment to the organization were significantly associated with the facilities

## 1.2: Job Satisfaction

The word job satisfaction figures importantly in several conversations of human resources. Job satisfaction refers to a person's emotion of contentment on the job, which acts when an inspiration to work. It is not the self-assurance, happiness or self-contentment however the fulfillment on the job. Job satisfaction is an individual's feeling concerning his or her job. It can be capable of subjective by a huge number of factors. The word relates to the totality connection among an entity and the employer used for which he is rewarded. Satisfaction does signify the easy emotion condition accompanies the achievement of any target; the finish state is feeling associated the achievement by an urge of the purpose. The term job satisfaction was brought to attention by Hoppock (1935, Hoppock describes job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job".

Job satisfaction has a lot of scope. Normally prominent details are satisfaction by the job itself, salary and gratitude, relationship with coworkers and possibility for development. Every measurement contributes to an individuals' in excess of emotion to satisfaction by means of the job itself, but unlike people describe the "job" in a different way. There are three significant scopes to job satisfaction.

1) Job satisfaction refers to one's emotion towards one's job. It knows how to merely be incidental other than not seen.

2) Job satisfaction is frequently resolute by means of how fine outcomes assemble or go above opportunity. Satisfaction in one's job means enlarged obligation in the completion of official necessities. There is better motivation to provide individual force and moment in job presentation.

3) The conditions job-satisfaction and job attitudes are characteristically use interchangeably. In mutual aid refer to efficient orientations on the fraction of persons towards their employment roles, which they are currently occupying.

Although the word job-satisfaction and attitudes are used interchangeably, here are differences among the two.

Attitudes pass on to tendency to act in response. Job satisfaction, on additional hand, relates to recital factors. Attitudes imitate one's outlook towards persons, organization, and objects. But satisfaction refers to one's manner to an employment. Job satisfaction is consequently, an exact separation of attitudes.

Job satisfaction is self-motivated; it can reject yet added promptly than it developed. Managers, as a result, cannot set up the circumstances principal to high fulfillment at the present and then abandon it, for worker desires might alter all of a sudden. Managers require giving attentions to job satisfaction frequently.

1) According to E.A. Locke: Job satisfaction is as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

2) As defined by Feldman and Arnold Job satisfaction as the amount of overall positive affect (or feelings) that individuals have towards their jobs.

3) Kreitner and Kinicki described, Job satisfaction is an affective or emotional response towards various facets of one's job. This definition means job satisfaction is not a unitary concept.

4) Davis and Newstorm explained Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work.

5) Andrew stated that job satisfaction is the amount of pleasure or contentment associated with a job.

Herzberg's 1959 work on satisfiers and dissatisfies in the job, job satisfaction has often been detained up as resources of civilizing employee inspiration .By the development approach rising individual output, and job prolonged existence and managerial effectiveness. The salience of the idea of job satisfaction has turn into so embedded in opinion concerning jobs and employees that its meaning is currently in use for contracted, seeing that although it is a occupant of decision-making reliance.



Thus, employees expend the majority working hours at job, view regarding work, inactive for work, or preparing for a work, since work provides “daily meaning as well as daily bread.” So far work is not for all time positions wherever workers experience satisfies.

Job satisfaction is a compound and significant conception for human resources to recognize mainly employees does not consider their employment is being correctly satisfied. Nor complete they think that their companies are liability sufficient to draw high excellence presentation, teach them, or administer them successfully.

### **1.2.1: The impact of job satisfaction on job performance.**

#### **1.2.1.1: Job Satisfaction and Rewards**

Employee attitudes are significant to managing since they decide the performance of employees in the organization. The usually seized opinions are that “A satisfied worker is a productive worker”. A content work force will make a pleasing ambiance inside the association to carry out well. It is the universal thoughtful to job satisfaction is an approach towards job. In additional terms job satisfaction is an emotional or affecting answer towards a variety of facets of one’s job. An individual of high intensity of job satisfaction holds affirmative attitudes towards his or her job, whereas a person who is discontented with his or her job holds pessimistic attitudes regarding job.

Luthans (1985) quotes comprehensive definition given by Locke. A satisfying or positive emotional state resulting from the appraisal of one’s job or job experience. Job satisfaction is a result of employee’s perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual’s perception of fulfillment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

Performance very much depends on perception, values and attitudes. These appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation (Porter and Lawler, 1974). In the short run, employee's skills and abilities are relatively stable.

Attempt is an interior power of a person which makes him or her to labor keenly after employees are content with their job and their requirements are met, they expand an affection to job or they may create endeavor to carry out improved. Enlarged attempt outcome in better presentation. Additionally, job satisfaction has important decision-making implications. If the job satisfaction is elevated, the employees will take out improved. On the extra if the job satisfaction is short, there resolve be performance troubles. In assessment in outcomes of job satisfaction, it is vital to go down the investigation into a sequence of exact set of variables.

The major objectives of prize programs are magnetize fit people to connect the organization to stay employees coming to job and to inspire workers to attain high stage of performance. Although the rewards are provided by the organization, they are evaluated by the person. To the degree that the rewards are sufficient and just, the person achieves a level of contentment. The rewards are preserving generally categorized in to two groups that is intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are knowledgeable straight by an entity. These are defined as reward that is part of the job itself, (Gibson, Ivancevich and Donnely, 1991). It has also defined as psychological reward that is experienced directly by an employee (Stoner and Freeman. 1992). Extrinsic rewards are provided by an outside agent such as supervisor or work group. These rewards had been defined as rewards external to the job (Gibson, Ivancevich and Donnely, 1991). Pay, promotion, interpersonal relationships, status and fringe benefits are some of the examples for extrinsic rewards. Responsibility, achievement, autonomy, personal growth, challenge, complete work and feedback characteristics of the job are some intrinsic rewards.

Additional, job satisfaction has significant managerial implications. If the job satisfaction is high, the employee will perform better. On the other hand if the job satisfaction is low, there will be performance problems. In examining in outcomes of job satisfaction, it is important to breakdown the analysis into a series of specific set of variables. They are productivity, turnover, absenteeism and other effects like accidents, grievances, physical and mental health.

There are number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimensions of job satisfaction. They are pay, the work itself, promotions, supervision, workgroup and working conditions (Luthans 1985).

#### **1.2.1.2: Job satisfaction and Performance Relationship**

The relationship between job satisfaction and performance has been critically assessed in a variety of organization settings. Results of these studies have been mixed. Cummings (1970) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. All of these three views are supported by various researches. Mirvis and Lawer (1977) produced conclusive findings about the relationship between job satisfaction and performance. In attempting to measure the performance the performance of bank tellers in term of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector.

Katzell, Barret and Porker (1952) demonstrated that job satisfaction was associated neither with turnover nor with quality of production. Smith and Cranny (1968) reviewed the literature and conducted that satisfaction is associated with performance as well as effort, commitment and intention. In the western electric studies (1966) the evidence from the Relay Assembly test room showed a dramatic tendency for increased employee productivity to be associate of with an increase in job satisfaction.

Peter and Lowler (1969) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards, Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. The effort leads to effective performance, which again leads to satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

Figure 1.1 shows that job satisfaction of employee is influenced by various job related factors and they are derived from job context and job factors. Job content factors are related with intrinsic rewards and job context factors are related with extrinsic rewards. A satisfied employee can be more effort to improve the performance.

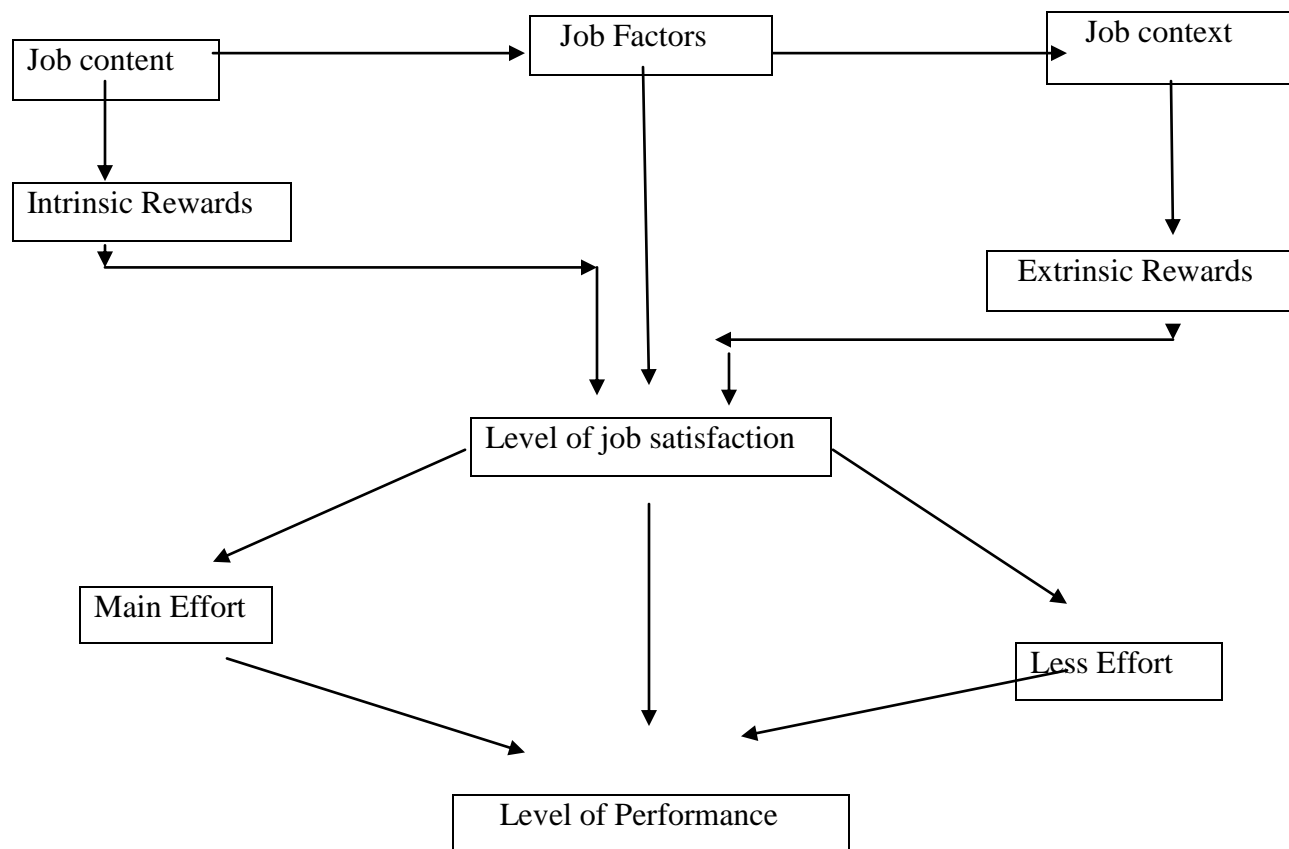
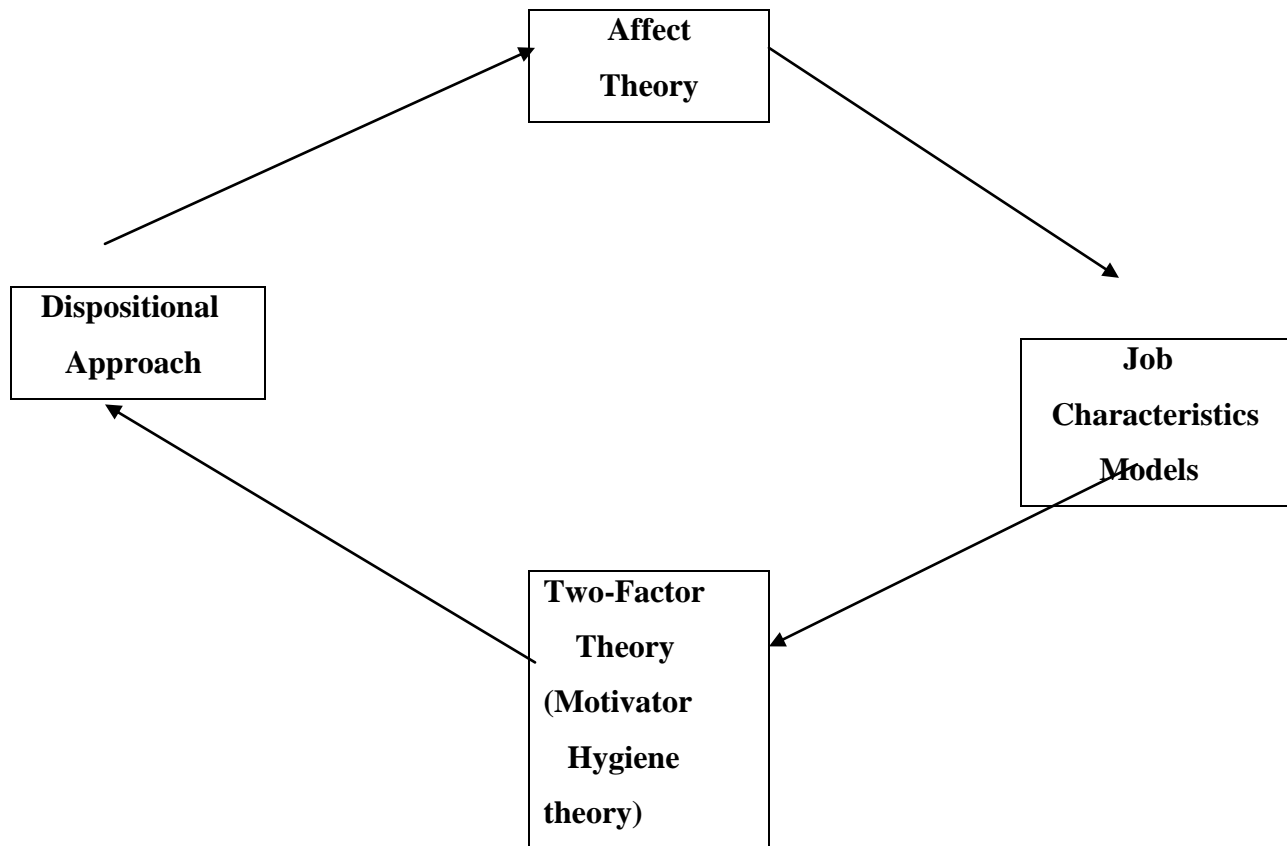


Figure 1.1 Conceptual Models.

## 1.2: Models of Job Satisfaction

Job Satisfaction Theories and Models.



**Figure 1.2: Models of job satisfaction and theories**

## **Affect Theory**

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by discrepancy between which one wants in a job and what one has in a job.

Further, the theory states that how much one values a given facet of work moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively and negatively compared to one who doesn't value that facet.

To illustrate, if employee A values autonomy in the workplace and employee B is different about autonomy, then employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more worker values that facet.

## **Dispositional Theory**

Another well-known job satisfaction theory is the Dispositional Theory. It is very general theory that suggests that people have innate dispositions that cause them to have tendencies towards a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs.

A significant model that narrows the scope of the Dispositional Theory was the core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four core self-evaluations that determine one's disposition towards job satisfaction: self esteem, general self-efficacy, locus of control and neuroticism. This model states that higher levels of self-esteem and general self-efficacy lead to a higher work satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

## **Two Factor Theories (Motivator-Hygiene Theory)**

Frederick Herzberg's two factor theory attempts to explain satisfaction and motivation in the workplace. This theory explains that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively.

An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench). Motivating factors are those aspects of the job that make people want to perform and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out.

Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices and other working conditions.

## **Job Characteristics Model**

Hackman & Oldham proposed the job characteristics Model which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics like skill variety, task identity, task significance, autonomy and feedback which impact three critical psychological states of experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results, in turn influencing work outcomes of job satisfaction, absenteeism, work motivation, etc. The five core job characteristics can be combined to form a motivating potential score for job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

### 1.2.2.1: Model of Herzberg's Motivator Theory.

In 1956, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No Satisfaction" and the opposite of "dissatisfaction" is "No Dissatisfaction".

Herzberg classified these job factors into two categories:

1) Hygiene Factors: Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate of job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work.

Hygiene Factors are also called as dissatisfied or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

**a. Pay-** The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.

**b. Company policies and administrative policies-** The Company should not be rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.

**c. Fringe benefits-** The employees should be offered health care plans, benefits for the family members, employee help programs, etc.

**d. Physical working conditions-** The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.

**e. Status-** The employee's status within the organization should be familiar and retained.



**f. Interpersonal relations-** The relationship of the employees with his superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.

**g. Job Security-** The organization must provide job security to the employees.

2) Motivational factors: According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

**a. Recognition-** The employees should be praised and recognized by their accomplishment by the managers.

**b. Sense of achievement-** The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.

**c. Growth and promotional opportunities-** There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

**d. Responsibility-** The employees must hold themselves responsibility for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

**e. Meaningfulness of the work-** The work itself should be meaningful, interesting and challenging for the employee to perform and get motivated.

#### **1.2.2.2: Limitations of Two-Factor Theory**

The two factor theory is not free from limitation:

1) The two-factor theory overlooks situational variables.

2) Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.

3) The theory's reliability is uncertain. Analysis has to be made by the raters. The raters may spoil the findings by the analyzing same response in different manner.

4) No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate part of his job.

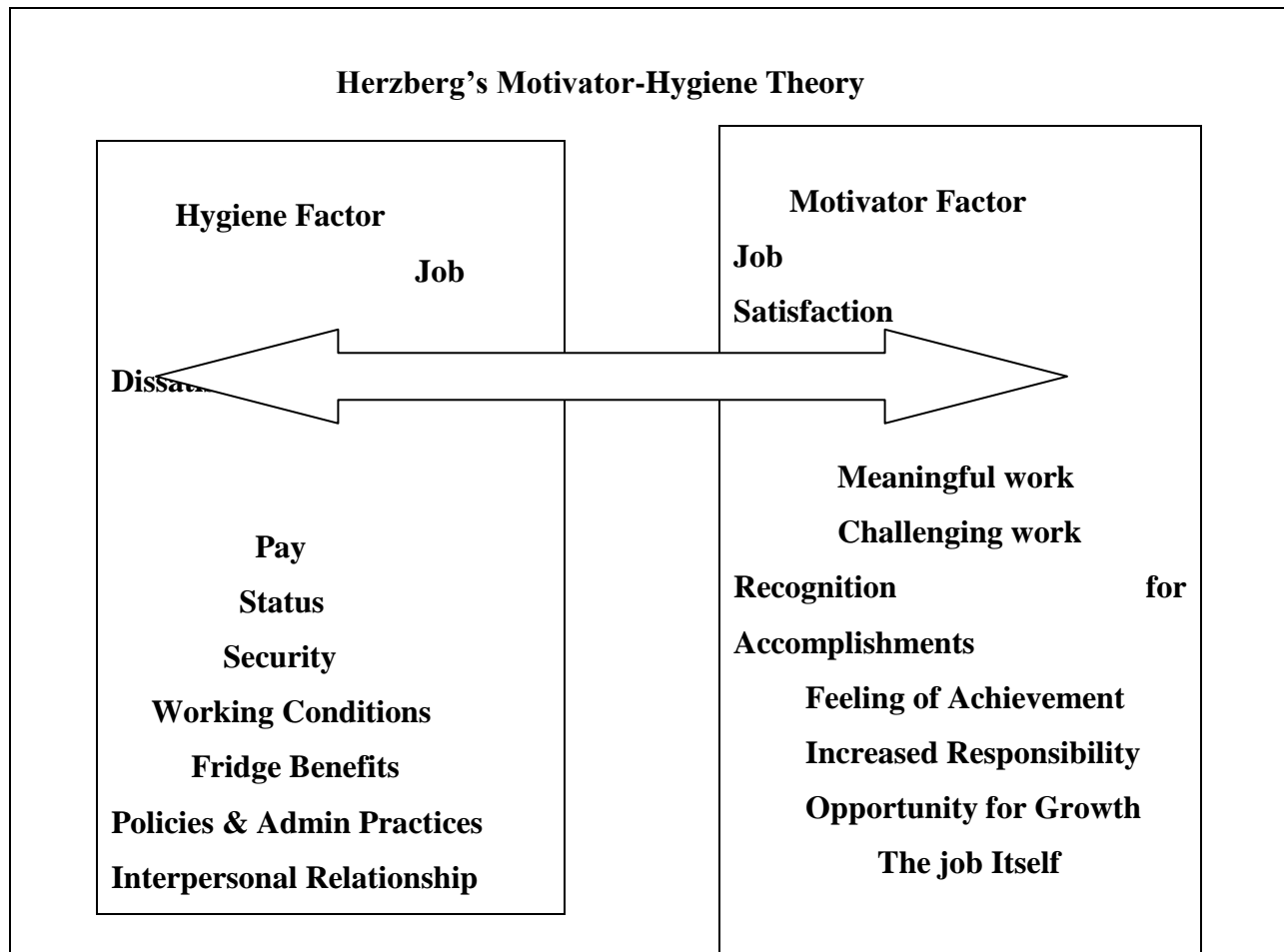
5) The two factor theory is not free from bias as it based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.

6) The theory ignores blue-collar workers. Despite these limitations, Herzberg's two factors theory is acceptable broadly.

#### **1.2.2.3: Implications of Two-Factor Theory**

The Two-Factor theory implies that the managers must stress upon guaranteeing the adequate of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better.

This theory emphasize upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality.



**Fig: 1.3: Herzberg's Motivator-Hygiene Theory**

#### **1.2.2.4: The job characteristics model of Hackman and Oldham**

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics, skills variety, task identity, task significance, autonomy and feedback which impact three critical psychological states of experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results, in turn influencing work outcomes of job satisfaction, absenteeism, work motivation etc. The five core job characteristics can be combined to form a motivating potential score for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behavior.

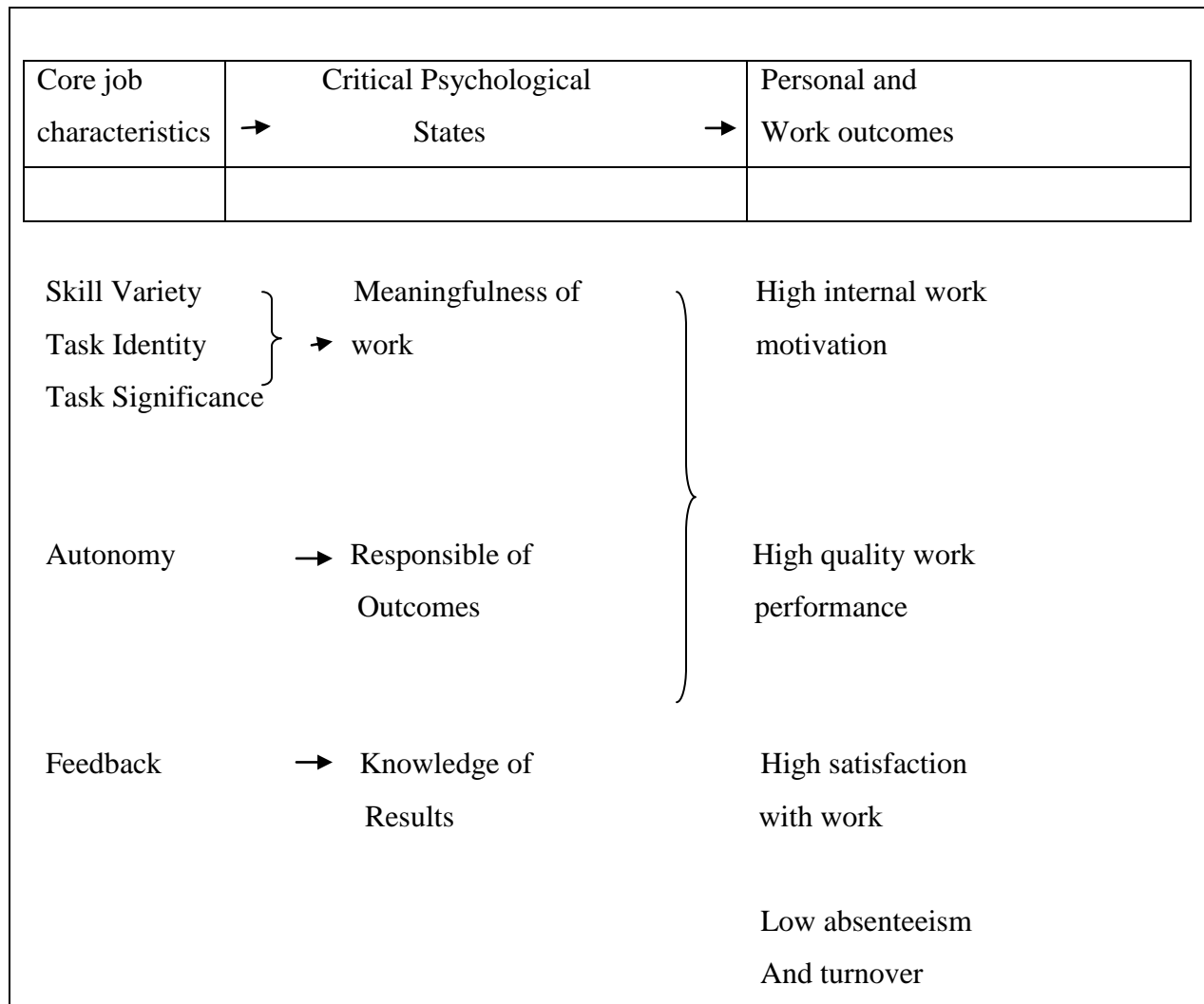


Fig: 1.4. The Job Characteristics Model of Hackman and Oldham

## **Skill Variety**

This refers to the “degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of a person”. Therefore, it follows that the individual will be required to develop a variety of talents and skills. This area asks the number of skills and talents that the job required of the person that will be working on it. A quick giveaway would be to assess whether the job is monotonous and repetitive or if it asks the worker to do a number of different tasks or actions.

Compare two individuals working two different jobs. Job A is pretty much elementary, with the tasks being performed in a routine and repetitive manner. It does not demand much skill or ability. Job B, on the other hand is quite complex, requiring that the worker be in possession of several skills or abilities. Who, between the two workers, will have greater chances of experiencing meaningfulness in their jobs? That’s correct. It’s the one working on job B, since it requires variety in skills.

## **Task identity**

This is the “degree to which the job requires completion of a whole, identifiable piece of work; that is, doing a job from beginning to end with visible outcome”. This involves being able to work on an entire work process, rather than just on bits and pieces of it. Therefore, it is important to assess whether the job or task has a clearly defined beginning, middle and end.

Workers tend to find more meaning in their jobs when they can identify a complete and visible outcome at the day, or of a work cycle. Let us say, example, that two workers are involved in the same work process. Worker A is responsible for only a small part of the work, probably in the first phase. Worker B, on the other hand, is involved throughout the entire process.

## **Task significance**

Task significance is said to be the “degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large”. The task and the job is significant if it can affect other people’s lives. And it should not just be the people within the organization, but even those outside.

For many, a job holds more meaning if it can help improve the well-being of other people whether physically, psychologically or emotionally. Knowing that their job and their performance thereof have the capacity to have a positive impact on others will motivate them further to do better.

Individuals who put great stock on task significance are very keen on findings out whether the job that they are doing actually matters to other people. For them, meaning comes in the form of recognition by other people.

### **Autonomy**

This pertains to the “degree to which the job provides substantial freedom, independence and discretion to the individuals in scheduling the work and in determining the procedure to be used in carrying it out”.

Autonomy is often seen in positions with managerial, supervisory and ministerial functions. Example of jobs with high levels of autonomy is managers, team leaders, supervising officers, division and department heads and senior management. These jobs tend to become more meaningful to the ones performing them because they feel greater personal responsibility for their own actions on the job.

But it's not just limited to people in managerial positions. Even workers have a strong sense of personal responsibility if they are left to perform their tasks using their own efforts and initiatives, and they are allowed to make the decisions and call the shots.

They will definitely feel less of this autonomy if they are made to meekly follow the instructions of a supervisor or adhere strictly to what a job procedures manual provides. This will not help them feel responsible for their actions at all.

## **Feedback**

Job feedback refers to the “degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance”.

As much as possible, workers would like to be kept in the loop on their performance of the job. Not only will this keep them apprised of their progress as workers, it is also one way for them to boost their self-esteem. If they are told by their supervisors or managers that they are going a good job, they are likely to feel motivated to continue with how they are doing so far.

In contrast, if they are told that they are not performing as expected, then they will respond accordingly and improve their performance.

If all five characteristics are lumped or combined together we will be able to come up with a single figure or index that will act as the indicators of the overall motivating potential of the job being evaluated or redesigned. This index will essentially show the possibility or likelihood of a job affecting the attitudes and behaviors of the employee or worker.

## **Maslow’s Hierarchy of needs Theory**

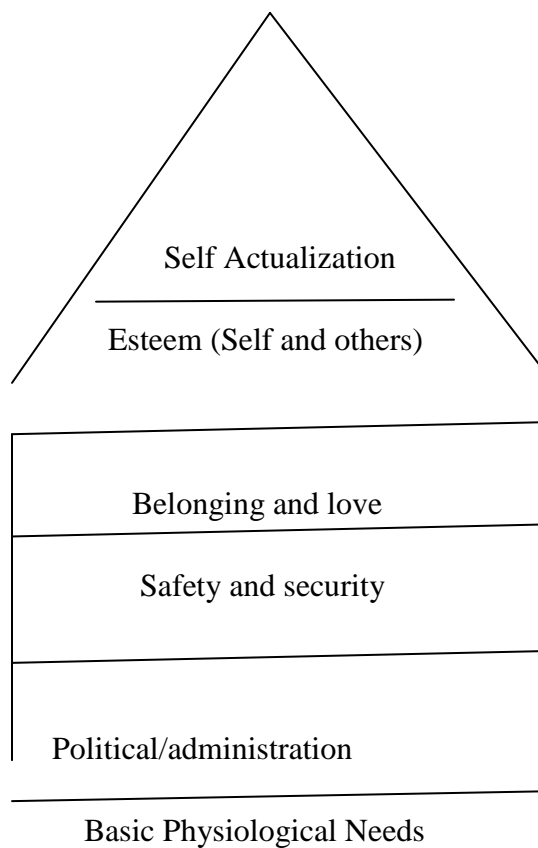
One theory of human motivation that has received a great deal of exposure in a past was developed by Abraham Maslow. Until the more basic needs are adequate fulfilled, a person will not strive to meet higher needs. In this theory Maslow classified human needs into five categories that ascend in definite order as follows:

- 1) Physiological needs
- 2) Safety and security needs
- 3) Belonging and love needs
- 4) Esteem needs and
- 5) Self-actualization needs

As assumption often made by those Maslow's hierarchy is that workers in modern, technology advanced societies basically have satisfied their physiological, safety and belonging needs. Therefore they will be motivated by the needs for self-esteem, esteem of others, and then self-actualization.

Consequently, conditions to satisfy these needs should present at work, the job itself should be meaningful and motivating.

#### Maslow's Hierarchy of Needs



#### Herzberg's Two Factors

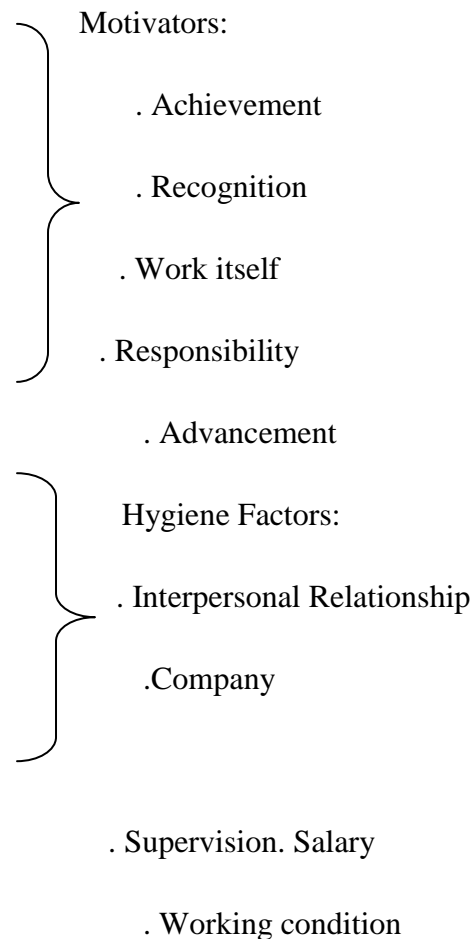


Figure 1.5: Maslow's and Herzberg's Ideas compared



## **Process Theories of Motivation**

Process theories suggest that a variety of factors may prove to be motivating depending on the needs of the individual, the situation the individual is in and the rewards the individual expects for the work done.

Lynan and E.E Lawler focuses on the value a person puts on a goal as well as the person's perception of workplace equity, or fairness, as factors that influence his or her job behavior. In a work situation, perception is a way an individual views the job. If expectations are not met, people may feel that they have been unfairly treated and consequently become dissatisfied. Using the Porter and Lawler model, Suppose that salesclerk is motivated to expect efforts on her job, from this job he/she expects to receive two types of rewards: intrinsic (internal) and extrinsic (external). For this sales-clerk intrinsic rewards could include a feeling of accomplishment, a feeling of recognition, or other motivators. Extrinsic rewards might be such items as pay, benefits, good working conditions and other hygiene factors.

## **Expectancy Theory**

Expectancy theory concentrates as the name implies on the expectations which employees bring with them to work situation and the context and manner in which these expectations are satisfied. The underlying hypothesis is that “appropriate levels of effort and hence productivity, will only be extended if employees expectations are fulfilled”. It does not assume a static range of expectations common to all employees but rather points to the possibility of different sets of expectations. Rewards are seen as fulfilling or not fulfilling expectations. Expectancy theory challenges management to demonstrate to employees that extra effort will reap a commensurate reward. The link between effort and reward needs to encompass both the pay packet and a variety of other extrinsic or intrinsic rewards. Reward scheme must therefore create a positive link between the size of the pay packet and the effort expended for employees primarily motivated by money.

## **Variance Theory**

The major problem of variance theory is defining what it is that people want from their job. One way of solving this is to borrow concepts from motivation theory so that variance in what is wanted and what is available from a job occurs: for example, in the extent to which self-actualizing needs can be fulfilled. This means that by variations in job satisfaction that employees could meaningfully report in their jobs. Another approach assumes the relevant variances depend on the nature of the work and thus differ from occupation to occupation. This provides a more flexible framework with which to analyze problems of low job satisfaction within occupations. Either approach, specifying in advance the relevant facets of job satisfaction or identifying them through investigation, enables to establish whether there are significant individual differences present in reported levels of job satisfaction or lead to high levels of satisfaction and dissatisfaction. By identifying what aspects of a job give rise too high and low levels of satisfaction, managers are better placed when considering what changes can be made to improve job satisfaction.

### **1.3 Significance and scope of study**

Job satisfaction enriches management with a range of information pertaining to job, employee, environment etc, which facilitate it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programs and policies.

The purpose study is confined to be the Civil Hospital, Aizawl Mizoram. The aim is to assess job satisfaction levels among employees in Civil Hospital with their overall job satisfaction. The study show that job satisfaction can be influenced by a wide variety of factors such as competitive pay, adequate staffing, pleasant working environment, opportunities for personal and professional growth, a reasonable workload, supervision, recognition, noticeable process of patients, positive relationship with co-worker. The study also scrutinized the significant between job satisfaction of male and female employees as well as significances differences of job satisfaction among different levels of employees. Benefits obtained by job satisfaction of employees have also been discussed.

#### **1.4: Limitation of the Study**

The research undergone has several limitations as being acknowledged below:

1. This study uses only selected individual factors of medical social workers as contributors for their job satisfaction.
2. The scope of this study is therefore limited and there is a certain degree of bias by the researchers.
3. The study cannot make a generalization that its findings represent the overall job satisfaction. This is because the respondents are limited and the results of the research were based on data collected from only 150 respondents.
4. The study found that majority of the employees was satisfied and friendly with the co-workers.
5. Boarder studies should have been conducted on the role of demographic variables likes' age, gender, marital status, work experience etc.

## 1.5 Theoretical Framework

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in these areas include: Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory.

Theoretical Framework of Maslow's Five-level of hierarchy. This suggests that human needs form a five-level hierarchy (figure 1.5) consisting of physiological needs, safety, belongings, esteem and self-actualization.

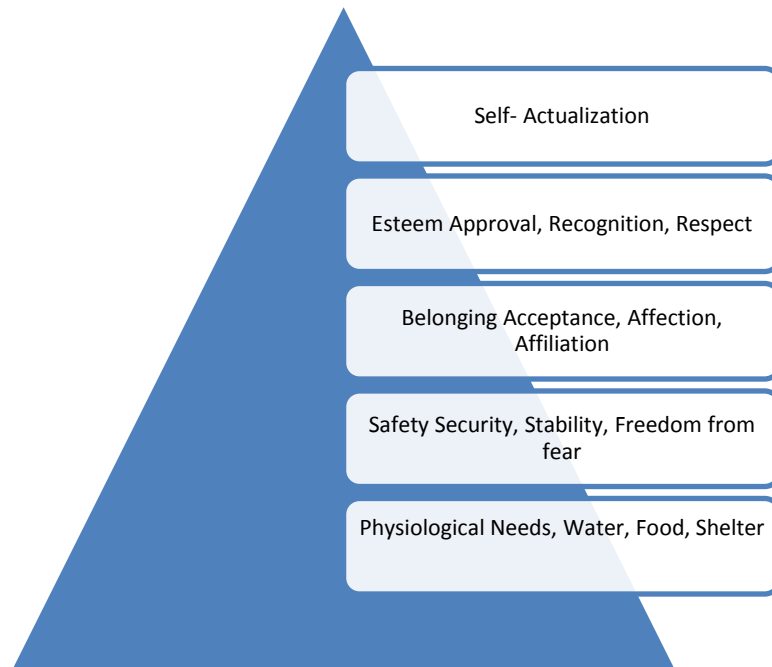


Fig: 1.6: Framework of Maslow's Five-level hierarchy

Theoretical framework of Herzberg's motivator-hygiene theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum but two are separated and at times even unrelated concepts.

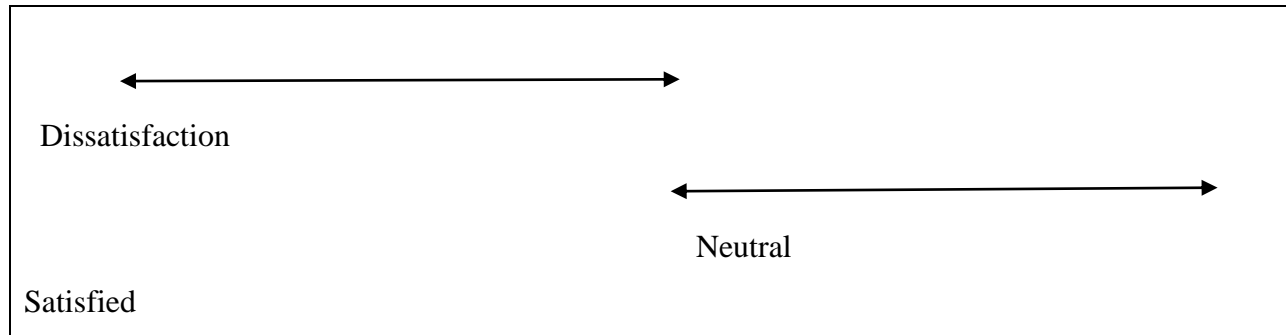


Fig: 1.7: Herzberg's Description of Satisfiers and Dissatisfies

## **1.6: Research Gap**

Research on job satisfaction in Civil Hospital Aizawl, Mizoram is still in its growing stage. Likewise, Human Resources are the most important positive feature of an organization all over the sphere. In reality, there are many incidents that demonstrate the positive effect of job satisfaction on job performance and employee's welfare, nevertheless studies investigate the relationship between job satisfaction and employee's level of performance shows that the benefits of maintaining job satisfaction in hospitals are normally not concerned enough. But job satisfaction in hospitals contributes several benefits which may not be very undeviating. The literature on job satisfaction in hospitals show varied characters and different outcome on many aspects and thus the fields of job satisfaction in hospitals demand additional research.

From the review of relevant literature it is experience that most researchers have conducted on job satisfaction of employee's performance in the organizations. Also, many have conducted job satisfaction as one of the most important factors determining the quality of work, turnover and organizational performance. But so far not much research has been conducted on definite link between employee attitudes and patient's satisfaction, whether employees are unhappy or dissatisfied despite their best efforts. Various researchers has made known that the primary reasons for evaluating employee satisfaction is to identify problems and try to solve them before they can impact on patients care and treatment. Therefore, it is noticeable that employees working in hospitals at different countries are more concern with the job. Despite the fact that making hospitals rules and regulations, as well as decision, perceptive of hospitals employee's job satisfaction is very much needed for a better development within the organization.

## **1.7: Research design**

### **1.7.1: Statement of the problem**

The proposed study of this research will identify the overall job satisfaction and whether it is related to the degree of absenteeism, intention to turnover and perceived level of productivity among the employees. Especially this study aims to determine the percentage of employees who are satisfied, overall, with their jobs and with which particular areas of job satisfaction.

The main roles of Human Resources (HR) departments are to ensure that employees are sufficiently satisfied with their jobs. If workers are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. So HR departments need to measure employee job satisfaction and examine the correlation between these three variables, productivity, absenteeism and turnover. The quality of work life also plays an important role in bringing the job satisfaction among employee work force, as well as the impact of environmental factors, when developing their programs and policies. Low engagement and job satisfaction can contribute to multiple organizational problems.

### **1.7.2: Objectives of the study**

The study is having the following objectives with selected organizations:

1. To study the job satisfaction of the employees in Civil Hospital, Aizawl, Mizoram.
2. To examine the relationship between job satisfaction and job stress.
3. To study the differences of job satisfaction among the different levels of employees of Civil Hospital, Aizawl, Mizoram.

### **1.7.3: Hypotheses of the study**

1.  $H_0$ : There is no significant relationship between job satisfaction and job stress.

$H_a$ : There is significant relationship between job satisfaction and job stress.

2.  $H_0$ : There is no significant difference between job satisfaction of male and female employees.

$H_a$ : There is significant difference between job satisfaction of male and female employees.

3.  $H_0$ : There is no significant difference of job satisfaction among different levels of employees.

$H_a$ : There is significant difference of job satisfaction among different levels of employees.

### **1.7.4: Methodology**

The study undertaken is vivid as well as explanatory in nature and has made an attempt to examine the job satisfaction among the employees within the organization. The research has focused on the significance of job satisfaction among different levels of employees. To obtain the research result both primary and secondary data have been engaged.

### **1.7.5: Population of the study**

The Civil Hospital of Aizawl, Mizoram has 353 employees, out of which 82 are Doctors, 166 nurses, 105 are cleaners, regular and MR (Master Role) employees. The hospital has a best facilities medical care services within the State of Mizoram.

Available in the hospital- Surgery, Medicines, obs+Gynea, Pediatrics, Orthopedics, Dermatology, Radiology, Ophthalmology, ENT(ear, nose, throat), Pathology, Bacteriology, Biochemistry, Anesthesiology, Oncology, Forensic Medicines and blood bank. Presently the Oncology department of this hospital is a Regional Cancer Centre funded by the Government of India.



### 1.7.6: Sampling

The sampling was chosen using stratified random sampling from total population of 82 doctors, 166 nurses and 105 other regular and master role employees (353 employees). From these population data will be collected from 41 doctors, 83 nurses and 52 other regular and (master role employees (176 employees) sampling size in different category of employee is determined by using this formula.

$$\text{Sample size} = \left[ \frac{z^2 \times p(1-p)}{e^2} \right] \div \left[ 1 + \frac{z^2 \times p(1-p)}{e^2 N} \right]$$

Where  $z$  = z-score

$e$  = margin of error

$N$  = Total population

For calculation of the sample size, 95% confidence level has been assumed with corresponding z-score = 1.96, the margin of error,  $e = 4\% = 0.04$  and  $p = 50\% = 0.5$ , assuming an intermediate value.

### 1.7.7: Primary Data Collection

Primary data have been composed using self-administered questionnaire which consist of close ended and open ended questions. Set of possible questions has been used to test the emotional intelligence and awareness of the employees.

176 questionnaires have been distributed and out of that 151 has been received. From these 151 questionnaires, accessible 151 have been undertaken for data analysis.

### Secondary Data

Secondary data was collected from magazines, internet websites, articles, journals etc.

### Statistical tools

Various statistical tools have been used to analyze the data and interpretations have been made on the results of analysis. Data entry has been done on SPSS, mean, standard, deviation, percentage, frequency count, cronbach's alpha test have been used. For testing the hypothesis Pearson's correlation, one-way ANOVA and Independent sample t-test have also been used.

## **1.8: Chapterization**

Chapter 1: Introduction

Chapter 2: Literature review

Chapter 3: Profile of the organization

Chapter 4: Analysis and Interpretation

Chapter 5: Findings, conclusion & suggestions

## References:

- Arnold, Hugh, J., and David C. Feldman (1986). *Organizational Behaviour*. New York: McGraw-Hill.
- Deary, I. J., Blenkin, H., Agius, R. M., Endler, N. S., Zealley, H., & Wood, R. (1996). *Models of job related stress and personal achievement among consultant doctors*. British Journal of Psychology (London, England: 1953), 87 (Pt 1), 3-29
- Davis, Keith, and John W. Newstrom. (1989). *Human Behaviour at work: Organizational Behaviour*. New York: McGraw-Hill.
- Gerber, P., Nel, P. & Van Dyk, P.S. (1998). *Human resources management*. Johannesburg: International Thompson Publishing.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1991). *Organizational Behaviour, Structure, Processes*. Homewood, IL: Irwin.
- Hackman, J. R., & Oldham, G. R. (1976). *Motivation through the design of work test of a theory*. *Organizational Behaviour and Human Performance*. 16, 250-279
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1993). *The motivation to work*. New Brunswick, N. J., U.S.A: Transaction Publishers.
- Hoppock, R. (1935). *Job Satisfaction*. Oxford, England: Harper.
- Loche, E. A., Durham, C., & Kluger, A. N. (1998). *Dispositional Effects on Job and Life Satisfaction: The Role of Core Evaluation*. *Journal of Applied Psychology*. 83, 19-34

Luthans, F. (1998). *Organizational Behavior*. 8<sup>th</sup> Edition, Irwin McGraw-Hill, Boston.

Luthans, F. (1985). *Organizational Behavior modification and beyond: An operant and social learning approach*. Glenview, III: Scott, Foresman.

Porter, L. W., Hackman, J. R., & Lawler, E.E. (1974). *Behavior in organizations* Lyman W. Porter, Edward E. Lawler, III. J. Richard Hackman. New: McGraw-Hill.

Kreiter, Robert, and Angelo Kinicki. (2001). *Organizational Behavior*. Boston: Irwin/McGraw-Hill.

# **CHAPTER 2**

## **LITERATURE REVIEW**

### **2.1: Job Satisfaction in Indian Organizations**

### **2.2: Job Satisfaction in International Organization**

## **2: Introduction**

Job satisfaction is an individual feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is feeling accompanying the attainment by an impulse of its objectives. The term job satisfaction was brought to limelight by Hoppock (1935). Hoppock describes job satisfaction as “any combination of psychological, physiological and environment circumstances that cause and person truthfully to say I am satisfied with my job”

Several researchers, psychologists have given many definitions of job satisfaction and also made many contributions in this field. The literature review has been divided into two: Job Satisfaction in Indian Organizations and Job Satisfaction in International Organizations.

### **2.1: Job Satisfaction in International Organizations**

Brashear et al., (2003) Role conflict involves contradiction in expectations of an employee sales position. This may occur when a sales person is given a variety of contrary orders or is given a range of responsibility that cannot be completed all together. Role conflict is generally defined as the simultaneously occurrence of two or more sets of pressure, such that compliance with one would make compliance with the other more difficult. Athanasios Koustelos, Nicholas Theodorakis and Dimitris Goulmaris, moreover a study on physical education teachers in Greece explored inverse relationship role conflicts on the one hand and job satisfaction on the other

Brashear et al., (2003) Role conflict involves contradiction in expectations of an employee sales position. This may occur when a sales person is given a variety of contrary orders or is given a range of responsibility that cannot be completed all together. Role conflict is generally defined as the simultaneously occurrence of two or more sets of pressure, such that compliance with one would make compliance with the other more difficult. Athanasios Koustelos, Nicholas Theodorakis and Dimitris Goulmaris (2004) Moreover a study on physical education teachers in Greece explored inverse relationship role conflicts on the one hand and job satisfaction on the other hand.

Case et al and Harris-Kojetin et al (2004) Many others studies have also elaborate that low wages and lack of effective pension, promotions and insurance schemes also are associated with low level of job satisfaction in healthcare professionals.

White (2005) has elaborated a direct and positive correlation between patient satisfaction and staff satisfaction in health care organizations, for preventing persistent dissatisfaction of employees and to improve the working environment.

Lu H., et.al. (2006) conducted a study to explore nurse's views and experience regarding different components of their working lives in Mainland China. A cross sectional survey was conducted among 512 nurses working in two teaching hospitals in Beijing. The finding in this study indicates that the hospital nurses in this study had a positive feeling towards their working lives. Author notes that nurse's intention to leave warranted more attention.

Castle et el (2006) suggest that a health care professional may be satisfied with the salary and promotions but simultaneously dissatisfied with the relationship with co-workers. Job satisfaction is not as simple as it seems by its appearance. It has a very complex relationship with several the job performances of employees.

Omey (2007) discusses the relationship between educational level and job satisfaction. He says though there is a relationship it also says that there is no relationship as well. Higher educated workers are always satisfied in comparison with the lower educated workers, the fact being higher educated people obtain in a job of better quality. He adds lower educated workers can also have higher level of job satisfaction from the psychological benefits of a "good job". Quality of jobs offered to the employees differs with the educational level leading to different degree of job satisfaction. Job characteristics have a have a big role as here one gets a scope to use his or her own skills. Therefore the author suggests that organizations should focus more on job quality than educational level.

Austin (2007) mentions "self-fulfillment", "independence" and "job environment" are the key reasons to managers job satisfaction in Cyprus. Good pay, highly skilled subordinates, growth opportunity relates to self-fulfillment. Employees should focus on these three factors i.e. the demographic variables (age, gender, number of years in the organization, public or private



sector, number of employees supervised) independence in work and the work environment to make the system flow flawlessly leading to job satisfaction.

Mosadeghrad, et.al. (2008) studies the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees in Isfahan, Iran. With the items of the job satisfaction scale, the three dimensions of the job with which respondents were most satisfied were co-worker, nature of the job and task requirements. Respondents were least satisfied with the salaries and benefits, working conditions, recognition, promotion and job security. Results revealed positive correlation between job satisfaction and organizational commitment. This indicates that those employees who are most satisfied with their job are also more committed to the healthcare service

Job satisfaction and commitment were significantly associated with employee's intention to leave. The results of this revealed that managers and supervisor are important predictors of job satisfaction, organizational commitment and turnover intention among hospital employees.

Hawley (2008) discusses on the beginning teachers job satisfaction level and factors influencing their level of satisfaction. Teachers are found to be satisfied with their job and the factors which lead to their job satisfaction were academic proficiency, race, socioeconomic status, teaching license and if their mother was a teacher. Teaching license play a better role here as it shows the necessary skills and knowledge required for teaching and which the teacher possesses.

Silverthorne (2008) studies the contribution of personality variable locus of control on job satisfaction and related outcomes such as performance and job stress. Findings reveal that internal locus of control doesn't reduce the job stress whereas internal locus of control leads to performance and satisfaction by reducing the job stress.

Roger. J.Best., (2008) examine whether self-reported employee satisfaction is associated with higher firm valuation and productivity. Using a sample of firms from Fortune Magazine's list of "100 Best Companies to Work For", companies in which employees report high level of satisfaction, we find that these firms have valuations that are significantly greater than both their respective industry medians and matched firms. The firms in our sample also exhibit greater levels of productivity and efficiently.

Thus, successful efforts in increasing employee satisfaction appear to enhance overall firm productivity, which is subsequently rewarded by investors through higher equity values.

Job satisfaction is an important issue and must be considered by both management and employees in an organization. Employee job satisfaction is the term used to describe whether employees are happy and contented and able to fulfill their desires and needs at work. Improving employee's job satisfaction not only increase mere company profits but also facilitates company development (Amy 2009). Job satisfaction influences an organizational performance and as well on customer satisfaction. Employees are the internal customers. If they satisfy with the current working environment, then they are willing to corporate with the business to accomplish business goals.

Amy (2009) showed that job satisfaction is among the best predictors of employee turnover. Job satisfaction also influences on customer perception of services quality. Moreover Amy (2009) found that employee's rewards influence job satisfaction. Ernest & Jama confirmed that direct costs associated with the job dissatisfaction include training, recruitment and learning curve inefficiencies and reduction of the customer.

Richer et al, (2009) suggest that management need to conduct an appreciative enquiry for creating radical changes element in the organizations. Nassab suggests that a supportive working environment is critical element for developing employee skills and enhancing their motivation and satisfaction level towards work. In addition, Ali and Mohammad and Kokkinene et al (2009) have also explored the relationship between management support, personal management and job satisfaction. Contrary to this, Newman et al have explored that personal management may also lead to employee dissatisfaction.

David Yong Gun Fie, Syed Shah alam, Zaini Abdullah and Nilufar Ahsan (2009) Several studies have tries to determine the link between stress and job satisfaction. Job satisfaction and job stress are the two hot focuses in human resource management researchers. The stress itself will be affected by number of stressors. Amongst some important factors causing stress one is role conflict. It has a significant negative impact on job satisfaction.

Peltier J. & Dahl A. (2009) conducted an exploratory study to investigate the relationship between employee and patient satisfaction at a major hospital in New York City. This research study was conducted of two components. As advisory committee was established that participated in an online forum about the quality of service, motivation, satisfaction and performance of employee. Quantitative analysis was conducted to match employee satisfaction data with patient satisfaction data to assess the relationship between employee satisfaction and patient experiences. Result showed that the hospital departments that had higher level of employee satisfaction provided better experiences for patients. Participants in the needs of employees like recognition, repeat and visibility.

Laura McCann, Carmel M. Hughes, Colin G. Adair and Chris Cardwell (2009) Work load and professional uncertainty affects employee job satisfaction negatively. Laura McCan, Carmel M. hughes, Colin G. Adair and Chris Cardwell. Role conflict is important job stressors that are faced due to the multiple roles. Role conflict may start when two or more concurrent and unsuited expectations exist in such a way that in agreement with a given role compromises fulfilling other roles. Coverman. Role conflict decreases job satisfaction among both men and women. Work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role.

Ram N defined in his study that most of the managers who were working within the different organizations were under stress. Results showed that 80 percent of the managers do not fulfill utilize their potential because of stress (2010). Kerry F and James W in their study adopted Sparks and Cooper's job-specific model of stress and concluded that a general model of is unhelpful in identifying the predictors of stress and job satisfaction in specific job contexts satisfaction like advancement in technology, management information system and IT. Due to these factors the performance of the employees was being affected.

Kadian W. Wanyama & S.N. Mutsotso (2010) A study is conducted to carry out on commercial banks in Kakamega central District, Kenya focusing on the influence of employee productivity on organisational performance as how employee satisfaction leads to customer satisfaction. The results from this study add to the individual is physically present at a job and also the degree to which he or she is “mentally present”

or efficiently functioning while present at a job. Companies must address employee’s satisfaction, health and moral in order to maintain high work productivity.

Jethanna R., et.al. (2011) in their study explored the co-relations between employee’s personal profile and their satisfaction with the job. The personal profile determinants age, gender, work experience, marital status, dependent children and parents were compared with overall job satisfaction. Study results revealed that majority of determinants were having positive impact on the job satisfaction. The study concludes that the determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspective. Job satisfaction, job security, commitment to the organization was significantly associated with the facilities like insurance coverage, education of the dependent children provided by the organization.

Dr. R. Anitha (2011) Employee is a back bone of every organization without employee no work can be done. So employee’s satisfaction is very important. The main aim of this study is to analyze the satisfaction level of paper mill employees. The organizations lack the relationship between workers and supervisors, working conditions, Canteen, rest room facilities, rewards, recognition and promotions policy, rewards system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Kaur S., et.al. (2011) studied the job satisfaction and the various factors related with it among doctors in a tertiary hospital in Delhi. Data collection was among 250 doctors by using self-administered questionnaire. In this study a significant proportion of doctors were found to be dissatisfied with the average number of their work hours and salary. Many employees felt that their working environment was not good. Factors like the average number of work hours pay and the number of nightshifts per month were found to have a significant relation with dissatisfaction

Chux Gervase Iwu, Charles O. K. Allen\_Ile & Wilfred I. Ukpere (2012) the focus of this study is health-related professionals who according to reports are pushed into other sectors or out of South Africa. The central question in this study is: why are there high levels of employee dissatisfaction amongst health-related professionals in South Africa? And what remedies are there? This study, therefore attempts to understand the factors that will help to reduce the causes of the often acclaimed sense of job insecurity, high levels of health worker absenteeism and high turnover rates amongst health-related professionals.

Ana-Maria Godeanu (2012) it aims to investigate the effect performance-based compensation and autonomy on satisfaction with pay in the context of team working. In this paper a complex perspective that considers the influence of different monetary and non-monetary rewards on satisfaction with pay. Using a cross-sectional dataset of randomly selected European employees who are asked about specific working and living conditions, results confirm that both productivity-based rewards and autonomy are important for employee satisfaction. Managers should know when to introduce rewards based only on individual merits and when to give to use autonomy as a buffer to compensate for the potential lack of fairness in the payment system.

Davis, Josua Tarigan & Deborah Christine Widjaja (2012) this research conducted a study on non-financial performance relationship with a financial performance. The framework used is the Balanced Non-financial performance is represented by employee satisfaction, service quality and customer satisfaction while financial performance is represented by the profitability. In this research, the data collected is done by distributing questionnaire to 794 employees and customers in 55 restaurants and cafes in Surabaya- Indonesia which adopt the table service concept. The Partial Least Square for Multivariate Analysis is employed for processing the data.

Nir (2012) studies the important of teachers' perceived organizational support on Job Satisfaction. There are two aspects to satisfaction mainly intrinsic and extrinsic. Earned status and respect are those of the intrinsic factors which plays an important role in employee satisfaction. Self-efficacy as an intrinsic factor helps as it promotes individual self-fulfillment. When organization value its employee contribution, cares about their well being then employees are satisfied intrinsically and extrinsically.

Hoffman-Miller (2013) "Job satisfaction on three components of organization behavior: that is cognitive, affective and is widely used to determine overall satisfaction in human capital management".

Seniwoliba A. J., (2013) studies the job of satisfaction level of teachers in public senior high school in the Temale Metropolis of Gihana and it was found that intrinsic factors i.e. salary, incentives, working conditions, security (Medical allowance and future pension benefits) motivates the employees and helps in achieving job satisfaction effectively. Salary and working conditions play for equal rank has to be preached by organization.

Aristovnic (2014) discusses influence of organizational factors on employee job satisfaction. The police employee rated salary and security as the least motivator and support from the management as high. Police employees rate trust and belongingness as the key factor to job satisfaction.

A number of factors influences job satisfaction and they changes within the workplace as well as economic, demographic and social trends. The sector in particular has been experiencing the collapse of both large and small scale mining companies as well as other sector support companies. The remaining operating companies have resorted to lying off (redundant) employees as a strategy to ensure survival in the industry (Komnenic, 2014)

Thahier et al., (2014) motivating an employees is very important because motivation of every individuals is his willingness to unreservedly work hard for high productivity, meaning the employees is willing to use all the abilities that he has for the sake of his organization by utilizing the available opportunities to accomplish the organization's mission. They further quote McClelland on need for achievement, need for power ad need for affiliation as motivators for achievement and satisfaction.

DiPietro et al., (2014) in their article state that employees are motivated by intrinsic and extrinsic factors which are driven by the interest or enjoyment of the task and things that come from outside the individual, such as money or rewards. Motivation or employees rewards come in various forms such as improving working conditions, providing opportunities for growth, and recognizing employee accomplishments or remuneration. However, using intrinsic motivators like providing a sense of belonging for the employee and recognition of a job well done goes a long way in making them excited about their jobs.

## **2.2: Job Satisfaction in Indian Organizations**

A study conducted by Kapil (2004) suggests that the policy makers need to identify their responsibility to point out the negative effects of certain factors as well as the workers identify from qualitative perspective. He further elaborate that the nature of work has been changing continuously and moving from rigid work structures to more flexible work practices. In addition, Nassab pointed out that job satisfaction and dissatisfaction have a strong relationship with the mobility and turnover intensions of workers in the healthcare sector. Therefore, it is vital for the healthcare management to be aware of the fact that low level of compensation and workloads can cause dissatisfaction in employees.

Kaarna M. (2004) conducted a study to evaluate the level of job satisfaction and to describe factors related to the job satisfaction among the staff at an Estonian hospital. The respondents were divided into five occupational categories physicians, nurses and nursing associates. Other health professionals, administrative staff and support staff. Study results showed a positive correlation of job satisfaction with the variables: planning relationship with the supervisor and feeling part of the organization.

Keshkaran A.(2005) investigate the faculty member's satisfaction with various components of their academic career, such as nature of work salary, promotions relations with the managers and colleagues. Study results revealed the highest and the second highest level of satisfaction with the nature of their work and their colleagues respectively. Analysis of data revealed a statistically significant linear relationship between age and promotion aspects, salary

and overall satisfaction score, years of employment and amount of salary, academic rank and promotions variable. Age was also shown to be directly related to all dimensions of satisfaction.

Bhandari, Mahesh Singh & polonsky Michale (2007) examined the effects of varying compensation (refund and replacement) and employee empowerment (empowered and non-empowered) in service recover situations. Analysis was undertaken using mean contracts and ANOVA's. Findings suggested that empowerment and refund independently impact on post recovery loyalty and satisfaction but there is no interaction effect.

Kumari and Pandey (2011) states that public sector and private sector both are equally important for any nation and these two are the basic requirement for any nation to prosper and grow. Here the job satisfaction level was tested in relation to job ambivalence (the state having mixed feelings or contradictory ideas about something). Higher performance rating was given to the supervisor when the job ambivalence faced by the employees is less and vice-e-versa. Job satisfaction and performance has no relation when the job ambivalence increases towards the job. Therefore, organizations should focus on bringing clarity to the employees about their work, the process to be followed for the better understanding of the job.

Bhatnagar K. & Srivastava K. (2011) conducted a study to develop scale and measure job satisfaction status of medical teacher. Items pertaining to the scale of job satisfaction were generated with the help of closed ended and open ended questionnaires which were administered to medical professionals. Job satisfaction questionnaires were distributed among 245 faculty members working in health science institutions. In this study even common factors covering all job satisfaction related factors were identified as professional practices environment, personal attitudinal factors of social support, job competency, welfare measures, job reward, motivation and work enthusiasm. Results showed that job satisfaction of faculties was at “generally satisfied or not” on liker scale. Most faculties found their job of importance.

They felt most dissatisfied with work rewards, working condition and sense of work achievement. The author stresses on the need to design a well-tailored job satisfaction instrument for health care professionals in India.



Ramayah (2011) evaluates with the Malaysian context whether mentoring leads to job satisfaction. His findings reveal that career mentoring was related to all the dimensions of job satisfaction. The dimensions of job satisfaction studies here were: job itself, co-workers, supervisors and promotion. Mentor plays an important role in higher level of learning always and it directly results in positive employee outcomes. But, psychological mentoring doesn't have a significant relationship with the three factors of job satisfaction, employees at maximum time doesn't value it.

Jayanti K. Kumar P, Ashok & Manju V (2012) an industry is the back bone of any country. Iron and steel Industry forms the base of all Industrial activity. This study examines the significance and objectives of Labour Welfare.

Keeping this view the reaches felt that it is necessary to study the impact of lower welfare on Salem Steel plant. This helps to promote industrial relations and to reduce the level of absenteeism. It analyzes the impact of Labour Welfare on the productivity of Salem Steel Plant. The findings help to provide valuable information to the Labour Welfare a good impression of workers on employees.

Sharma.M., et.el. (2012) conducted a cross-sectional study by using comprehensive customized questionnaire among Indian physicians to assess the level of satisfaction from their job and also to identify the factors influencing it. A total of 170 physicians were selected from two medical institutes using multistage sampling method. Fifteen facets of job satisfaction were studied with 42 questions. The results of this study showed that about 74% of physicians were satisfied from their job. Physical work conditions, freedom to choose desired method of working, attitude of fellow workers, recognition for good work, attitude of immediate boss, rate of pay, opportunity to use abilities, inter and intra departmental management, attention paid to the suggestions were the nine factors significantly associated with job satisfaction of physicians. According to author the pattern of high proportions of satisfaction of the Indian physicians reported was similar to the physicians' satisfaction working particularly in developed countries.

Al-Zoubi (2012) studies the relationship between job satisfaction of various private and public Jordanian organizations and Salary. He found that salary is not a prime factor that influences job satisfaction. Though financial effect is fact but has very sort effect. Job

Satisfaction is always a long-term requirement by an organization. Therefore, organization should think of innovative ways that will enhance all job aspects including salaries as well as psycho-social variables that enhances the work life equality.

Singh Rajkumar G. (2013) conducted a study on hospital employees to probe the factors influencing job satisfaction. Author states that positive performance of employee in the organization is an outcome of his satisfaction job experience. Study investigated the factors influencing the job satisfaction among the private hospital employees of Manipur in India. There was a significant association between job satisfaction of employees and relationship behavior factors, pay and compensation factors were the most important factors positively correlated with employee job satisfaction.

Singh and Jain (2013) highlighted on employees play job satisfaction and its impact on their performance. Employees' attitude reflects the moral of the company. Happy employees play an important role in the areas of customers' service and sales as they are the one to interact with the customer on a daily basis. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps in increasing employee work performance, profitability, customer satisfaction as well as retention.

Mohammad Sayed.A... & Akhtar N. (2014) studies the effects of perceived work life balance and job satisfaction on organizational commitment among healthcare employees. It was predicted that perceived work life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run. Results showed that respondents have moderate level of perceived work life balance and job satisfactions are important for developing and enhancing organizational commitment among healthcare workers.

Das (2015) A study of job satisfaction of the employee in Mizoram Rural Bank. Employee's satisfaction has always been considered as an important issue in the field of Human Resources Development and the success of the organization. Job satisfaction cannot be overnight and it results from individual feelings of managers about everything that they experience in and out of their workplace. Banking sector was one of the highest paid sectors earlier in India.

## **CHAPTER 3**

### **Profile of the Organization**

**3.1: Civil Hospital Aizawl**

**3.2: Aims and Objectives of Civil Hospital Aizawl**

**3.3: Vision, Mission, Objectives and Functions of Civil Hospital Aizawl**

**3.4: Civil Hospital its achievement**

### **3: Profile of the organization**

Civil Hospital Aizawl is state owned hospital in Aizawl, Mizoram, India. Founded as a “Coolie Dispensary” in colonial India in 1896, it grew up the form of a hospital in 1906. The present 300 bedded Civil Hospital was established in 1896 with a few Beds, in 1906 the hospital had around 12 beds to cater to the small population of that time. During 1960’s the Hospital had about 56 Beds (Male wards, Female wards, Isolating ward and Separate 12 Bedded T.B. wards). From 1966 onwards the massive influx/migration of Rural Population to Aizawl in searches of jobs, Better Education and other opportunities necessities the increase of bed strength to cope with the ever increasing demand. Around 1980 the bed strength was around 200. The first post Graduate trained Doctor in General Surgery and Gynea joined the Hospital in 1971. Subsequently, more and more Post Graduate trained Doctors (Specialist) in various specialties joined the Hospital from time to time leading to the Established of different departments based on Specialty to give need based specialized treatment.

At present the following facilities for the best medical care services within the State of Mizoram are available in the Hospital- Surgery, Medicines, Gynea, Pediatrics, Orthopedics, Presently the oncology department of this hospital is a Regional Cancer funded by the Government of India. Civil Hospital has a humble beginning in the year 1884, like a small tent functioned as health care center for coolies and was name as “Kuli Dispensary”. A couple of year later, in 1896 it was designed a full-fledged dispensary having 8 beds and later on during the same year it was upgraded to 12 beds capacity. It was also noted in 1896, November 22 Mr. Christian Harr, Surgeon Captain, civil surgeon visited lushai hills.

A first Pucca hospital building was constructed by Major Shakespeare during 1904-1905 at the top of hillock (where the present main indoor building is located), constituting main building, outdoor dispensary, and kitchen, go down and isolated ward. 1966 onwards due to influx of rural population to Aizawl Hospital bed strength was also gradually increased. The total bed strength during 1970’s was 180 beds. Later in 1971 Surgery and Gynea joined in the hospital. In 1980 the bed strength of civil hospital was around 200 numbers and later on upgraded to 300 beds during the next few years.

### **3.1 Civil Hospital,Aizawl**

The present 300 bedded Civil Hospital had a modest beginning, established in 1896 with a few bed. It was functioned as a “Kuli Dispensary” and in 1906 the hospital had around 12 beds to cater to the small population of that time. With the passage of time and moderate increase in population there was demand for more beds. During 1060’s the Hospital had about 56 beds, male and female wards, isolated ward and separated 12 bedded T.B wards. From 1966 onwards the massive influx of rural population to Aizawl in search of Jobs, better education and other opportunity necessitated the increase of bed strength to cope with the ever increasing demand. Around 1980 the total bed strength was around 200.

The Final Post Graduate trained Doctor in General Surgery and obs and Gynea joined the Hospital in 1971. Subsequently, more and more Post Graduate trained Doctors in various Specialists joined the Hospital from time to time leading to the establishment of different departments based on specialty to give need based specialized treatment. At present the following specialties for the best medical care services within the State of Mizoram are available in the Hospital, Surgery, Medicines, Gynea, Pediatrics, Orthopedics, Dermatology, Radiology, Ophthalmology, ENT(Ear, Nose, Throad), Pathology, Bacteriology, Biochemistry, Anesthesiology, Oncology, Forensic Medicines and Blood bank.

### **3.2 Aims and Objectives of Civil Hospital**

Obviously hospitals are established with primary objectives of giving the best medical care to the community patients. However, the quality of care will differ according to the Qualification, experience of the Doctors and Nurses and other paramedical Staff and Laboratory equipment and other infrastructure support.

The Hospital provides:

1. Routine outpatient’s diagnostic and therapeutic care.
2. Emergency diagnostics and Therapeutic care and management.
3. Indoor patient care management.
4. Liaison with notice in medico legal cases.

5. Collection of casualties from accident and Disaster sites.
6. To organize reception centre in the event of disaster.
7. Education, Training and research activities.
8. It provides training to Doctors in MTP (Medical Termination of Pregnancy), Tubectomy.
9. One training for pre-registration training for MBBS (Bachelor of Medicine and Bachelor of Surgery) students.
10. It also provides Hospital practice area for BSc.(Bachelor of Science) Nursing students.
11. Provides training for EGC (Early Gastric Cancer) and Radiography course for technicians.

### **3.4 Civil Hospital, Aizawl, Vision, Mission, Objectives and Functions**

#### **Vision**

Increase life expectancy and improve physical quality of life of people of Mizoram so that they attain the highest level of physical, mental and spiritual health and contribution towards the development of the state.

#### **Mission**

1. Provides quality health care services
2. Provides preventive and curative health services
3. To improve maternal and child health and child sex ratio
4. Developing of human resources of health
5. Population stabilization
6. Revamping of local health traditions including AYUSH
7. Usage of common medicinal plants

## **Objectives**

1. Control of communicable and non-communicable diseases including HIV/AIDS
2. Promotion of Community Action for Health (CAH)
3. Reduction in Infant Mortality Rate (IMR)
4. Reduction in Maternal Mortality Ratio (MMR)
5. Improving Maternal and Child Health (MCH)
6. Ensuring Population Stabilization
7. Enforcement of health related regulatory matters in the state
8. Promotion of Adolescent Health (PAH)
9. Development of AYUSH Hospitals and Dispensaries including IEC (International Electro technical Commission) under AYUSH programme

## **Functions**

1. Providing Primary Health Care- Prevention, promotion, Curative and Rehabilitation
2. Promotion of community Action for Health (CAH)
3. Prevention of locally endemic communication and non-communicable diseases
4. Management of health Institutions and Provisions of laboratory services for all diagnostics
5. Strengthening IEC/BCC (International Electro technical Commission/ Blind Carbon Copy) services
6. Improving of school health services
7. Enforcement of health related regulatory matters in the state



### **3.5 Civil Hospital, Aizawl Its Achievements**

With the constant and courageous effort of Doctors the state of Mizoram has achieved recognitions at different levels:

1. 2<sup>nd</sup> Best Performance State during 2005-10 health levels under NRHM (National Rural Health Mission) amongst North East States in India
2. RSBY Best improve State in the N.E Region 2011(North East Region)
3. The largest and best selling Magazine in India today has awarded Most Improved State in health, 2011 amongst small states in India to State Govt.
4. Population foundation of India, JRD Tata (Jehangir Ratanji Dadabhoy) Memorial Award 2012 for population, Reproductive and Child Health

Recent drive to computerize Civil Hospital Aizawl, Kulikawn Hospital and Regional Cancer Centre Zemapaw through HMIS (Hazardous Materials Inventory System) added a new feather to our cap of success. Its mission is to create a centralized database of patients from informational to transformational enables technology for a healthier state of Mizoram

Its goal would be to put in every effort to make every patient feel cared for and offer all facilities to those who offer care or cure so that they have the sense of belonging to the commune that is striving for the Quest to fight diseases and make the state of Mizoram healthy.

## **CHAPTER 4**

### **Analysis and Interpretation**

**4.1: Introduction**

**4.2: Dependent and independent Variables**

**4.3: Profile of the respondents**

**4.4: Data analysis and Interpretation**

**4.4: Hypotheses Testing**

## 4.1 Introduction

This chapter has been divided into four parts. The first part represents the dependent and independent variables associated with the research. The second part describes the profile of the respondents covered in the study. The demographic profile of the respondents is represented in terms of gender, work experience and job designation. The third part of this chapter is all about data analysis and interpretation. Various statistical tools have been employed. Mention may be made of sample mean, standard deviation, normality test, independent sample, t-test, one-way ANOVA etc; the last part of this chapter presents the testing of the three hypotheses. The first hypothesis has been tested using Pearson's correlation, the second hypothesis by One-way ANOVA and the third hypothesis by independent sample t-test. Specially, the research objectives are related to the research hypotheses as under:

Research hypotheses:

1.  $H_0$  : There is no significant relationship between job satisfaction and job stress.

$H_a$  : There is significant relationship between job satisfaction and job stress.

2.  $H^0$  : There is no significant difference between job satisfaction of male and female employees.

$H_a$ : There is significant difference between job satisfaction of male and female employees.

3.  $H_0$ : There is no significant difference of job satisfaction among different level of employees.

$H_a$ : There is significant difference of job satisfaction among different levels of employees.

#### **4.2 Dependent and Independent Variables:**

The main objectives of this research are to study and examine the job satisfaction of the employees within the organization. Therefore job satisfaction is the main dependable variables.

For the study, a 5 points Likert Scales ranging from:

5- Strongly Agree, 4-Agree, 3- Neither agree nor Disagree, 2- Disagree, 1-Strongly Disagree been used for positive statement and the reverse point for negative statements.

Job satisfaction: 40 statements were framed to study the job satisfaction of the employee. These 40 statements were divided into three groups as under:

- 1) Degree of loyalty towards the organization
- 2) Degree of Job Satisfaction
- 3) Employees view about the Job Satisfaction

#### **Independent Variables:**

This research is intended not only to study the job satisfaction of the employees but it is also intended to study the various levels of employment along with age, gender, and work experience. Also it is focused on views of the employees regarding their workplace. It is design to an effort to study the relation between employees view about their work place and job satisfaction within the organization. So, the variables like gender, age, work experience, job designation etc. are the independent variables. The Statement in the questionnaire is also a part of independent variables.

### 4.3: Profile of the respondents:

The first part of the questionnaire had been designed to find the personal information of the respondents like gender, age, marital status, job designation, work experience etc. This information is as below in this chapter. Altogether 151(i.e., regular staffs) irrespective of their job status respondents are covered in the study.

#### Demographic variables

The Gender and Marital Status distribution of the respondents is given in Table 4.1.

**Table 4.1: Gender and Marital Status distribution of respondents**

Sl.No	Respondents Designation	Gender					Marital Status				
		Male		Female		Total	Married		Unmarried		Total
		frequency	%	frequency	%		Frequency	%	Frequency	%	
1.	Doctor	13	59.09	9	40.91	22	10	45.45	12	54.54	22
2.	Nurse	35	41.67	49	58.33	84	45	53.57	39	46.42	84
3.	Others	18	40.00	27	60.00	45	15	55.55	12	44.44	27
Total						151					151

*Source: Field Survey*

Table 4.1 distinguishes the status in a proper manner .i.e., Designation, Gender and Marital status. Under the designation it has divided into three categories which is Doctor, Nurses and Others. Gender is also divided as male and female whereas Marital status as married and unmarried.

From the table, one can observe easily the number of males Doctor 13 (59.09%) and the number of female 9(40.91%), the total number of Doctor employees are 22. Among these Doctor Employees, number of male married Doctor are 10 (45.45%) and unmarried 12 (54.54%). Therefore, the table implies that among the 22 number of Doctor Employees, unmarried employees vary more from that of married Doctor Employees.

Under the categories of Nurse Employees, total number of workers is 84. Among which 35 (41.67%) are male nurse and 49 (58.33%) are female nurse. Therefore, the table clearly shows that the majority of nurse employees are female.

The categories of others employees, total number of workers are 45. Among which male employees is 18 (40.00%) and female employees is 27 (60.00%). In which the married employees is 15 (55.55%) and unmarried employees is 12 (44.44%). Therefore, the table gives a clear description that female employees are more in numbers.

## Age

The age of the respondents is given in Table 4.2.

**Table 4.2: Age of the respondents**

Sl. No.	Age range (in years)	Frequency	Percent	Valid percent	Cumulative percent
1.	25-30	30	19.9	19.9	19.9
2.	30-35	95	62.9	62.9	82.8
3.	35-40	24	15.9	15.9	98.7
4.	40-above	2	1.3	1.3	100.0
Total		151	100.0	100.0	

**Source:** *Field Survey*

Table 4.2 presents the age group of employees that have been divided into 4 categories which are 25-30 years, 30-35 years, 35-40 years, and 40-45 above years of age. And as one can see in the table 4.2 that most of the employees are aged from 30-35 and it can also be observed from the table that only 1.3% of the employees are from age group of 40 above which also signifies that many of the employees joins the organization at a young age. It can also be observed from the age group of 25- 30 show that majority of the employees are young and the organization prefer to engage a younger age group as their work force. From the table, majority of the employees in the age group of 30-35 (62.9%) signifies that the organization of civil hospital has a younger work force.

### Job designation

The Job designation of the respondents is given in Table 4.3

**Table 4.3: Job designation**

Sl. No.	Designation	Numbers	Percent	Valid percent	Cumulative percent
1.	Doctor	22	14.6	14.6	14.6
2.	Nurses	84	55.6	55.6	70.2
3.	Others	45	29.8	29.8	100.0
Total		151	100.0	100.0	

*Source: Field Survey*

Table 4.4 displays the job designation of the employees. Out of the total 151 employees, 22 belong to Doctor with a corresponding percentage of 14.6%, 84 belong to nurses with the corresponding percentage of 55.6% and 45 belong to others with a corresponding percentage of 29.8%. It can be observed that majority of the employees are Nurses.

### Work experience

The Work experience of the respondents is given in Table 4.4

**Table 4.4: Work experience**

Sl. No.	Years	Frequency	Percent	Valid percent	Cumulative percent
1.	1 – 3	28	18.5	18.5	18.5
2.	4 – 6	95	62.9	62.9	81.5
3.	7 and above	28	18.5	18.5	100.0
Total		151	100.0	100.0	

*Source: Field Survey*

Table 4.4 shows the work experience of the respondents. Work experience is divided into three groups which are 1-3 years, 4-6 years, and 7 and above. Out of the total 151 employees, 28 have work experience of 1-3 years (18.5%), 95 employees have work experience of 4-6 years (62.9%), 28 employees have work experience between 7 and above years (18.5%).



From the table we can observe that maximum of the employees have work experience between 4-6 years ( 62.9%) and it can be understood that most of the employees do not work too long and tend to move on to another jobs. It also finds that all the zones have similar pattern in terms of experience.

**Table 4.5: Employees’ degree and loyalty towards hospital.**

Sl. no.	Statement	SA		A		N		D		SD	
		F	%	F	%	F	%	F	%	F	%
1.	I would be very happy to spend the rest of my career with this organization	71	47.01	54	35.76	20	13.24	4	2.64	2	1.32
2.	I enjoy discussing my organization with people outside	51	33.77	60	39.73	30	19.86	7	4.63	3	1.98
3.	I really feel as if this organization’s problem are my own	36	23.84	50	33.11	44	29.13	13	8.60	8	5.29
4.	I think that I could easily become as attached to another organization as I am to this one	26	17.21	55	36.42	38	25.16	22	14.56	10	6.62
5.	I do not feel like ‘part of the family’ at my organization	48	31.78	48	31.78	40	26.49	10	6.62	5	3.31
6.	I do not feel ‘emotional attached’ to this organization	49	32.45	40	26.49	38	25.16	20	13.24	4	2.64
7	I do not feel a strong sense of belonging to my organization	39	25.82	38	25.16	50	33.11	17	11.25	7	4.63

*Source: field survey*

A 5 points Likert Scales ranging from:

5- (SA) Strongly Agree, 4-(A) Agree, 3- (N) Neither Agree nor Disagree, 2- (D) Disagree, 1- (SD) Strongly Disagree. (F) Frequency.

From the above table 4.5 the employees were asked if they were happy to spend the rest of their career with the organization. Majority of the employees of civil hospital were strongly agreed to it and they are to the extent of 47.01%. Hence, the majority of the employees were happy to spend the rest of their career with the organization.

The degree of 39.73% the employees of civil hospital enjoyed discussing about their organization. This shows that employees were satisfied and happy to discuss what they have learned within the organization.

The response to the statement "I really feel as if these organization problems are my own" shows that the majority of the employees 33.11% of them strongly agreed with it. This shows that most of the employees of civil hospital feel that as if the organization problems are their own problems too. They are attached to the organization and shows commitments to their job.

When asked "I think that I could easily become as attached to another organization as I am to this one" it is found that 36.42% agreed and 6.62% strongly disagree to it. This finding shows that the employees of civil hospital in the organization are well connected. Employees were satisfied and content to the job. Therefore, majority of the respondents think that they could easily become as attached to another organization.

On the subject of 'I do not feel like part of the family at my organization'. The significance of this statement is to know the relationship of the employees within the organization. It is found that majority employees of civil hospital 31.78% agreed with it, 31.78% also strongly agreed with it. Hence majority of the employees were strongly agreed to the statement that they do feel like part of the family at the organization.

When the respondents were asked 'I do not feel emotional attached to this organization', it is originated that 2.64% of the employees strongly disagreed to the fact that they never feels emotional attached to the organization and 13.24% of the employees disagreed that they rarely feel attached to it. The employees of civil hospital who feel emotional are 26.49% agreed and 32.48% strongly agreed with it. We can observed that most of the employees do not feel emotional attached to the organization.

The response to the statement 'I do not feel a strong sense of belonging to my organization'; it is found that employees of civil hospital 25.82% strongly agreed and 4.63% strongly disagreed to the statement. Hence, majority of the employees do not feel a strong sense of belonging to the organization.

**Table 4.6: Employees' degree of job satisfaction level**

Sl. no.	Statement	SA		A		N		D		SD	
		F	%	F	%	F	%	F	%	F	%
1.	Friendliness of the people you work with	33	21.85	50	33.11	38	25.16	10	6.62	20	13.24
2.	Respect received from the supervisor	44	29.13	58	38.41	29	19.20	12	7.94	8	5.29
3.	Respect received from the junior	34	22.51	49	32.45	38	25.16	20	13.24	10	6.62
4.	Punctuality of supervisor	54	35.76	40	26.49	28	18.54	21	13.90	7	4.63
5.	Communication with supervisor	71	47.01	45	29.80	20	13.24	10	6.62	5	3.31
6.	The amount of pay you received	65	43.04	39	25.65	23	15.23	15	9.93	9	5.96
7.	Savings for your future	35	23.17	45	29.80	33	21.85	28	18.54	10	6.62
8.	Career path in your organization	43	28.47	40	26.49	35	23.17	25	16.55	8	5.29
9.	The amount of job security	48	31.78	38	25.16	31	20.52	23	15.23	11	7.28

*Source: field survey*

A 5 points Likert Scales ranging from:

5- (SA) Strongly Agree, 4-(A) Agree, 3- (N) Neither Agree nor Disagree, 2- (D) Disagree, 1- (SD) Strongly Disagree. (F) Frequency.

The degree of employees' job satisfaction level within the organization found that employees of civil hospital 33.11% agreed to the degree of job satisfaction and 6.62% of employees show their disagreed level of job satisfaction. Hence, majority of the employees were friendly with the people they are working with.

The employees' of civil hospital level of respect received from the supervisor 38.41% of the employees agreed with it and 5.29% of the employees strongly disagreed to the statement. Therefore majority of the respondents level of respects received from the supervisor is satisfied.

Employees were asked the level of respect received from the junior, it shows that employees of civil hospital 32.51% strongly agreed with it, and 6.62% of the employees strongly disagreed to it. It shows that employee's shows respect to one another within the organization. So, the level of respects received from the junior is also satisfied.

Punctuality of supervisor, the employees do not see time flying when they are on their job. The factor of dedication and punctuality employees of civil hospital to their job in its totality 35.76% strongly agreed with it, and 4.63% of the employees strongly disagreed to it. Every employee gives priority to their work and maintains their time management well. Therefore, we can see the level of employees is satisfied towards the punctuality of supervisor.

The employees of civil hospital level of communication with supervisor are found 47.01% strongly agreed to the level of communication with supervisor and 3.31% strongly disagreed with it. It shows that employees shared their thoughts and ideas about their job without any problem. Further, it is found that as part of their work behavior they show that they are satisfied with the supervisor relationship and behavior in the workplace.

Regarding the amount of pay received, it is immense significance to the organization to note that the employees of civil hospital pay received reached the factor of good. It is found that 51.65% of the employees agreed to the statement regarding the amount of pay they received and 5.96% strongly disagreed. Therefore, it shows that the amount of pay received to the employees is contented.

Regarding the statement 'savings for your future', the Doctors, Nurses and others 29.80% agreed to the statement 6.62% of the employees strongly disagreed to it. The employees finds that it is not that difficult to save money for their future. The employees have expressed that they are happy and satisfied.

When asked the employees of civil hospital their career path in the organization, the employees are happy to spend the rest of their career with this organization. They also feel that the organization problems are their own and in that it is found that the employees 28.47% strongly agreed and 5.29% strongly disagreed to the statement. Therefore, majority of the employees were satisfied with their career path in the organization.

Employees of civil hospital amount of job security, it is found that 31.78% strongly agreed to the amount of security received from the organization and 7.28% of the employees strongly disagreed to it. This shows that the employees received job satisfaction and they show commitment to their career within the organization. Hence, the amount of job security received was satisfied to the employees.

**Table 4.7: Employees' view about the job satisfaction**

Sl. no.	Statement	SA		A		N		D		SD	
		F	%	F	%	F	%	F	%	F	%
1.	I am fully satisfied with my present job	75	49.67	55	36.42	13	8.61	5	3.31	3	1.99
2.	I like to continue working here	56	37.09	49	32.45	28	18.54	8	5.30	10	6.62
3.	I face no problem working here	51	33.77	50	33.11	30	19.87	12	7.95	8	5.30
4.	It is stressful working here	12	7.95	15	9.93	33	21.85	41	27.15	50	33.11
5.	Co-workers are not friendly	17	11.25	17	11.25	40	26.49	33	21.85	44	29.13
6.	I do not feel myself as a part of this organization	28	10.54	18	11.92	44	29.13	31	20.52	30	19.87
7.	There is little scope of career growth in my organization	19	12.58	20	13.24	44	29.13	30	19.86	38	25.16
8.	My jobs makes a difference in the lives of others	5	3.31	10	6.62	34	22.51	44	29.13	58	38.41

*Source: Field survey*

A 5 points Likert Scales ranging from:

5- (SA) Strongly Agree, 4-(A) Agree, 3- (N) Neither Agree nor Disagree, 2- (D) Disagree, 1- (SD) Strongly Disagree. (F) Frequency.

The employees of civil hospital were enquired if they were fully satisfied with their present job. 49.67% of the employees strongly agreed to it, and 1.99% strongly disagreed. It shows that the employees are satisfied with the nature of the job that they do. Further, it is found that as part of their work behavior they show that they are satisfied with their colleagues. It is positive impact on employee's engagement in the organization with no withdrawal intention established among the employees. Hence, majority of the employees were fully satisfied with their present job in the organization.

When enquired 'if they would like to continue working in their organization', the employees of civil hospital have felt attached to their job. Among the employees 37.09% strongly agreed to the statement and they inferred that the job is important to them as they make a living out of it, 5.30% of the employees disagreed. From the data we find more than 20% of the employees would to continue working in their organization.

Employees were asked 'if they had faced no problem working in their organization'. In response to the employees of civil hospital 33.11% strongly agreed to the statement and 5.30% strongly disagreed to it and it is found that the employees showed their willingness to continue working in the organization. The employees have not shown any withdrawal intentions from the organization. Therefore, majority of the respondents face no problem working in their organization.

With the statement "It is stressful working here", 33.11% of the employees of civil hospital strongly disagreed and 7.95% strongly agreed with it and this proves that staying with the organization is a matter of necessity for the employees. Hence nearly 25% of the employees do not feel stressful working in their organization and majority of them could neither agree nor disagreed.

When the employees were enquired, 'if co-workers are not friendly'. In response to these employees 29.13% of civil hospital strongly disagreed to it. These employees are willing to give time to help each other. So co-workers emerge as positive in the organization. The employees have enjoyed working in the organization. Therefore, majority of the employees do not agreed that their co-workers are not friendly. So the employees enjoy a friendly working environment.

Regarding the statement 'I do not feel myself as a part of this organization', the employees of civil hospital are fully satisfied with the nature of job that they do. Among the employees 10.54% strongly agreed to it, 29.13% neither agree nor disagreed to the statement. This shows that the employees do not have job satisfaction but they show commitment to their professional career in the organization.

Out of 151 employees, civil hospital it is found that 29.13% neither agree nor disagreed to the statement and 12.56% of them strong agreed to it. The employee's dedication is more

towards the professional career than the organization. Employees have shown interest in the occupation and they also feel that the career growth in the organization gives scope in their career growth.

Regarding the statement 'my jobs make a difference in the lives of others', it is found that 28.41% of the employees of civil hospital have strongly disagreed and 3.31% strongly agreed with it. Employees have revealed any withdrawal intentions within the organization. Therefore, with the statement majority of the employees' makes a difference in the lives of others.

### Data Analysis and Interpretation:

**Table 4.8: Case processing summary of Job Satisfaction Scale**

Cases	No. of respondents (N)	Percentage %
Valid	151	100
Excluded	0	0
Total	151	100

Table 4.7 shows the number of cases or respondents covered in the study. There are all together 151 respondents and there is no missing cases in the study.

**Table 4.9: Reliability Statistics of Job Satisfaction**

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No.of Items
0.581	0.609	38

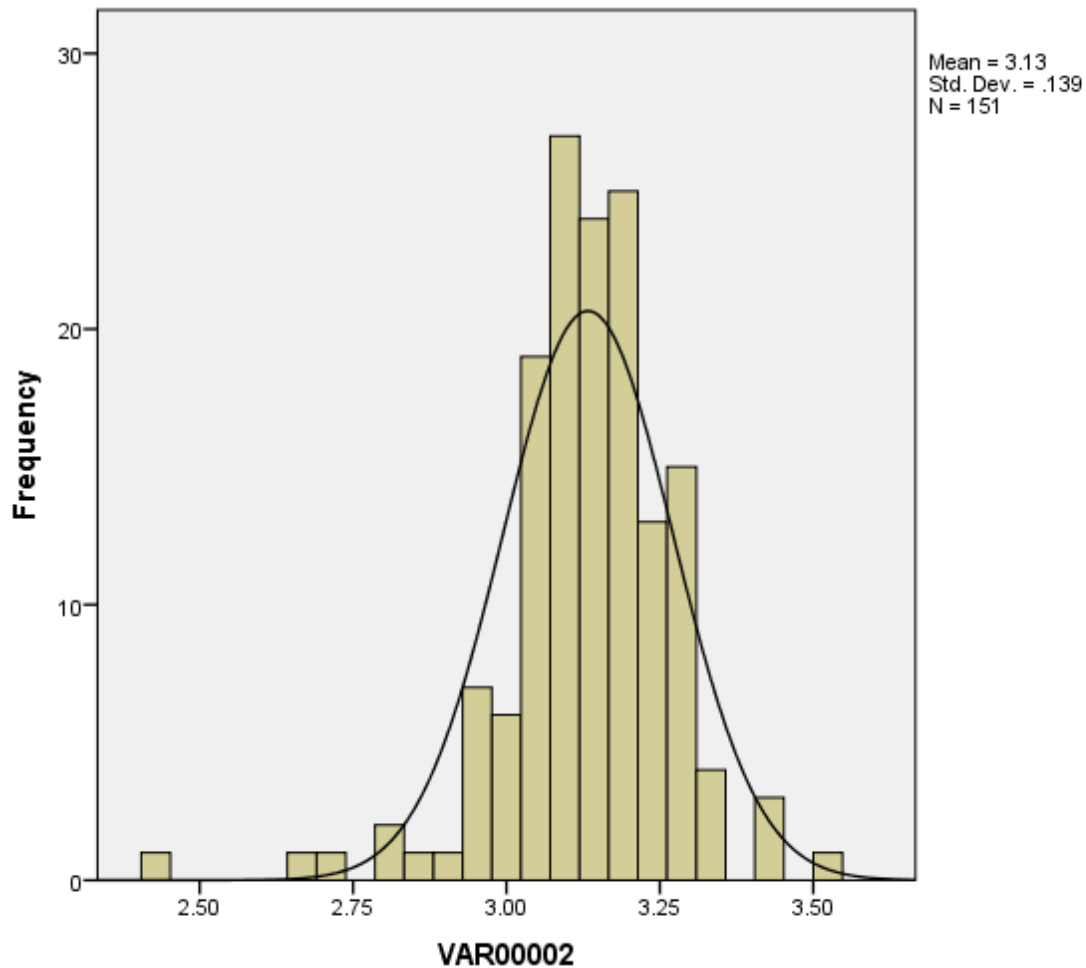
Table 4.8 shows the value of cronbach's Alpha,  $\alpha=0.581$  and it is close to the optimum value of Alpha = 1.000. This value denotes the reliability as a minimum 70% Alpha value is generally considered reliable. Alpha value= 0.581 denotes that 74.5 % of the variability in a composite score is true and consistent and it shows reliability by combining all the 38 items in the scale.

This table also shows the cronbach's Alpha based on standardized items is 0.609 and the difference between the two values is  $\alpha= 0.609$  calculated based on the pre-test or pre assumption that all the scales have the same variance which in actual practice is not possible and not true there will be always some variance in the scale or items so that first  $\alpha$  value is taken in most cases.



#### 4.5: Hypotheses Testing

Before testing the hypothesis, the variables must be first tested for normality of the data and also to find the normal distribution of the data. Normality test was conducted 5 outliers were found. After removing the outliers, the normality test was again conducted.



In order to check normality we have to use Histogram. As we can see from the histogram that the normality curve is not exactly the perfect bell shape curved but it is approaching to normality.

**Hypothesis 1:**

H<sub>0</sub>: There is no significant relationship between job satisfaction and job stress.

H<sub>a</sub>: There is significant relationship between job satisfaction and stress.

**Table 4.10: Correlation of Job Satisfaction and job stress**

Particulars		Job stress	Job satisfaction
Job stress	Pearson correlation	1	0.219
	Sig. (2 – tailed)		0.007
	N	151	151
Job satisfaction	Pearson correlation	0.219	1
	Sig. (2 – tailed)	0.007	
	N	151	151

Correlation is significant at the 0.01 level (2 – tailed)

*(Source: calculated value)*

From the Table it can be observed that Pearson's correlation value is 0.219 and is significant at 0.01 level. So, this means that there is a significant relationship between jobs stress and job satisfaction. The significance value is .007 i.e., 0.01 which is less than 0.05 so it can be concluded that the test is statistically significant.

Therefore, we reject the null hypothesis (H<sub>0</sub>) which shows that there is no significant between job satisfaction and job stress and we accept the alternative hypothesis (H<sub>a</sub>) that there is a significant relationship between job satisfaction and job stress.

**Hypothesis 2:**

$H_0$ : There is no significant difference between job satisfaction of male and female employees.

$H_a$ : There is significant difference between job satisfaction of male and female employees.

This hypothesis has been tested by independent sample t-test so that the gender of the respondents can be compared with respect to job satisfaction. This test is presented in the following three tables.

**Table 4.11: Group Statistics**

Particulars	Gender of the respondents	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction	Male	35	3.135	0.151	0.026
	Female	116	3.132	0.136	0.013

(Source: calculated value)

**Table 4.12: Levene's Test for Equality of Variance**

F	Sig.
0.262	0.609

(Source: Calculated value)

**Table 4.13: t-test for equality of means**

Particulars	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error difference	95% confidence interval of the difference	
						Lower	Upper
Satisfaction equal variances assumed	0.093	149	0.926	0.003	0.027	-0.051	0.056
Equal variances not assumed	0.088	51.589	0.930	0.003	0.029	-0.055	0.060

Source: Calculated value

Table 4.9 reveals the mean male (3.135) and female (3.132) employees differ but by a small value. This shows that job satisfaction of male and female employees differ somewhat but there is no major differences.

Next table 4.10 reveals the Levene's Test for Equality of Variance and the significance level is found to be  $p=0.609$  which is greater than 0.05. This shows that the variance is not significantly different and hence the top row of the t-test results (equal variances assumed) will be interpreted.

Table 4.11 has thus presented the t-value. Since the significance value  $p=0.926$ , which is greater than 0.05, it can be concluded that the t-test is not significant and it fails to reject the null hypothesis. It thus reveals that job satisfaction of male and female employees is equal in work place regardless of the general notion that female are bound to be more satisfied. Therefore the null hypothesis is accepted.

It is evidently clear from the test of male and female employees that they have no significant differences in job satisfaction in work t-value (149) = 0.093 and sig. (2-tailed) = 0.926 at 95% confidence level.

**Hypothesis 3:**

H<sub>0</sub>: There is no significant difference of job satisfaction among different level of employees.

H<sub>a</sub>: There is a significant difference of job satisfaction among different level of employees.

The second hypothesis has been tested by using One-way ANOVA as it involves more than two variables. The results of the test along with the descriptive statistics have been presented in the following two tables.

**Table 4.14: Descriptive statistics of job Designation and Job satisfaction**

Job Designation	Frequency	Mean	Std. Deviation
Doctor	26	11.81	1.524
Nurse	93	11.17	1.230
Others	32	11.13	1.129
Total	151	11.27	1.280

*(Source: Calculated value)*

**Table 4.15: ANOVA results for Job satisfaction and Job Designation**

Particulars	Sum of squares	df	Mean square	F	Sig.
Between groups	9.082	2	4.541	2.838	0.062
Within groups	236.786	148	1.600		
Total	245.868	150			

*(Source: calculated value)*

The one-way Analysis of variance (ANOVA) is not significant since  $F=2.838$  and  $p\text{-Value} = 0.062$ , which is greater than 0.05. Hence, the test fails to reject the null hypothesis and so it can be assumed that there is no significant difference on job satisfaction depending on job designation. Null hypothesis is thus accepted.

## CHAPTER 5

**5.1: Findings**

**5.2: Conclusion**

**5.3: Suggestions**

## 5.1: Findings

The last chapter is findings, conclusion and suggestions. It is separated into three parts. The first part of the chapter presents the outline of the findings obtained through the analysis and understanding of the data. The second part of the chapter is conclusion. The concluding part of the research is highlighted in this part down with the suggestion of more possible studies. The last part of the chapter presents the possible suggestions that can be recommended to the employees as well as to the employer for betterment of the organization.

The summary of the findings are given below:

- 1) The respondents of 19.9 % are in the age group of (25-30) years and the respondents of 62.9% are in the age group of (31-35) years. Majority of the respondents 15.9% belong to the age group of (36-40) years. Moreover, there are some employees who are above (40-45) years and the respondents are 1.3% years of age. Therefore, the organization in wide-ranging has majority of young employees.
- 2) The organization has a number of employees working for more than 5 years and the maximum respondents were found to have work experience between three to seven years. This shows that employee turnover is low.
- 3) Employees of male and females occupy all the different levels of job in the organization. It can be comprehensive that the organization provides equal job opportunities to all deserve persons irrespective of gender.
- 4) The single and married respondents are not equal. The number of married respondents is more than the single respondents. Therefore, it can be generalized that there are more challenges married respondents working for the organization.
- 5) The number of female 116 respondents is 76.8% and the number of male 35 respondents is 23.2%. Therefore, we can observe that the number of female is more than the number of male.



6) The study has found a significant of job satisfaction and job stress. It is evident from the value of Pearson's correlation,  $(r) = 0.219$ , significant at 0.01 level as revealed in testing of hypothesis 1. The p-Value is also found to be 0.01, which is less than 0.05 indicating the test is statistically significant. From the above interferences, it can be assumed that job satisfaction needs to be aware.

7) A one-way ANOVA had been conducted to study the difference in job satisfaction among different levels of employees. The F-value was found to be 2.838 and p-value is 0.062, which is greater than 0.05. Therefore, it can assume that there is no significant difference on job satisfaction depending among difference levels of employees. Thus, the study shows the job satisfaction is not related to different levels of employees but rather depends on the personal itself.

8) The comparison of job satisfaction for male and female employees shows an interest result. As being shown in testing hypothesis 2, the mean value of male (3.135) and female (3.132) employees differ by a small value showing some difference on job satisfaction but major difference could be observed. The Levene's Test for Equality of Variance found the value of p to be 0.926 which is greater than 0.05. This value indicates that the t-test is not significant and hence the job satisfaction of male and female employees is equal in workplace regardless of general notion that female are bound to be more satisfied. Hence, male and female employees have no significant difference in job satisfaction at workplace. Both genders have better control at workplace.

9) The employees of civil hospital were enquired if they were fully satisfied with their present job, (49.67%) of the employees strongly agreed to it, and (1.99%) strongly disagreed. It shows that the employees are satisfied with the nature of the job that they do. Further, it is found that as part of their work behavior they show that they are satisfied with their colleagues. It is positive impact on employee's engagement in the organization with no withdrawal intention established among the employees. Hence, majority of the employees were fully satisfied with their present job in the organization

10) Since the majority of the employees are not emotionally attached to the organization, majority of the co-workers are friendly, 2.64% of the employees strongly disagreed to the fact that they never feels emotional attached to the organization and 13.24% of the employees disagreed that they rarely feel attached to it. The employees of civil hospital who feel emotional attached is 26.49% agreed and 32.48% strongly agreed with it. We can observed that most of the employees do not feel emotional attached to the organization.

11) Out of 151 employees, civil hospital it is found that 29.13% neither agree nor disagreed to the statement and 12.56% of them strong agreed to it. The employee's dedication is more towards the professional career than the organization. Employees have shown interest in the occupation and they also feel that the career growth in the organization gives scope in their career growth.

12) Employees were asked if they had faced no problem working in their organization. The employees of civil hospital 33.11% strongly agreed to the statement, and 5.30% strongly disagreed to it and it is found that the employees showed their willingness to continue working in the organization. The employees have not shown any withdrawal intentions from the organization. Therefore, majority of the respondents face no problem working in their organization.

13) Employees of civil hospital amount of job security, it is found that 31.78% strongly agreed to the amount of security received from the organization and 7.28% of the employees strongly disagreed to it. This shows that the employees received job satisfaction and they show commitment to their career within the organization. Hence, the amount of job security received was satisfied to the employees.

14) Punctuality of supervisor, the employees do not see time flying when they are on their job. The factor of dedication and punctuality employees of civil hospital to their job in its totality 35.76% strongly agreed with it, and 4.63% of the employees strongly disagreed to it. Every employee gives priority to their work and maintains their time management well. Therefore, we can see the level of employees is satisfied towards the punctuality of supervisor.

## **5.2: Conclusion**

Job satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous psychology issues, the changing world of work, organizational factor, ranging from leadership to job design. Employee Job Satisfaction is a measure of workers contentedness with their job, whether or not they like the job or individual aspects or facets of jobs such as nature of work or supervision. It usually depends on the mind of employee or workers. It is a mental condition of a person to any type of work. Someone may feel satisfaction to a work and in contrary another person may feel unsatisfactory to the same work depending on their attitude regarding the work or job. This research insights into the key elements of satisfaction as determined by other studies, examples of how other researchers have measured job satisfaction, and an understanding of why this work is important. So, it can conclude that there is less problems among the employees of civil hospital. Employees of civil hospital are more satisfied and they are friendlier as well. Therefore, a positive and friendly work environment can be created if employees are satisfied.

This research has been conducted on the employees of Civil Hospital Aizawl. Generalizing the research results on the entire hospital might not be a wise option as it might contradictory with the present findings. Therefore, research results would have been more accurate if the study had been conducted including every unit of Civil Hospital Aizawl.

### **5.3 Suggestions:**

Based on the significance and findings of the study, the following suggestions may be considered for tackling the major issue of high employee attrition in the Civil Hospital Aizawl.

#### **Suggestions to Management:**

1. Retain best people to gain competitive edge with suitable measures.
2. Every employee in the organization should have a personal development plan for the coming year.
3. Create great jobs through information sharing and encouragement.
4. Build mutual trust and mutual respect between employees and management.
5. Adopt measures to become an employer of choice to attract the most talented personnel.
6. Broaden the discussion so that employees share their true opinions.
7. Allow autonomy; let people stretch, be flexible.
8. Foster a small team environment as it facilitates free flow of ideas and activities.
9. Provide opportunities considering the overall development of an employee.
10. Take appropriate measures to avoid burnout in the employees.
11. Should be supportive, logical and helpful to provide general and clear direction.
12. Management should stay proactive while dealing with staffs.
13. Management should maintain an open door policy and encourage staff to approach them to ask questions, share ideas and voice concerns.
14. Management must build up skills within the association.
15. Management should enhance through compatible strategies to improve the needs of the employees and to concentrate focus on the organizational goals.

16. Employees should not be neglected and should be addressed properly and in time by the management in private.
17. Management should make sure that the employees express their ideas freely within the organization.
18. Management team can enhance team capabilities and coordination to achieve goals.
19. Management should resolve any conflict in a true- building way. This can recognize the reality of a current situation and can help in resolving problems.
20. Involvement of employees in organizational issues should be appreciated.

**Suggestions to Employees:**

1. Employees should observe the leadership representative the individuality and behaviors everyone else is being asked to demonstrate.
2. Employees require to be openly acknowledged for their involvement and achievements.
3. Employees must encourage the correct behaviors and personality character and skills.
4. All employees should delight people as they would desire to be treated.
5. Employees need to get at the back of a clear image in order to attain their individual objectives to meet up managerial goals.
6. Differential action of all employees at all levels.
7. Trust linking employees and seniors organization.
8. The job should develop the employee's skills and competencies to the utmost. Focusing on the motivational factors can develop work-quality.
9. The employees must embrace themselves in charge for the work and have to be set them possession of the work.

10. The employees should be obtainable health care policy for the family.
11. The correlation of the employees with his/her peers, superior and subordinates must be suitable and satisfactory. There must be no argument or embarrassment factor present.
12. The organization should supply job safety measures to the employees
13. The organization should provide a positive working environment.
14. Personal recognition is a powerful tool in building morale and motivation therefore the employees should try to give their best in order to be rewarded and recognize by the organization.
15. The employees should develop their worker's skills and potential within the organization.
16. Employees should pay more attention to their job. They should try to seek feedback their organization.
17. Employees should maintain a positive outlook.
18. Strong employee engagement is dependent on how well employees get along, interact with each other and participate in a team environment so the employee should create strong team environment in the organization.
19. It is very important that employees should maintain trust within the organization.
20. The employees should communicate clear goals and expectations in the organization.

## **BIBLIOGRAPHY**

### **Books**

- Bradley, E., Don, A., James. (2004). Self-Employment and Job Satisfaction: Investigation the Role of Self-Efficacy, Depression and Seniority.
- Brinia, B. (2008). Management & emotional Intelligence. Athens: Stamoulis
- Chapman, E. (1993). Achieving Job satisfaction: Helping Employees Reach Higher Productivity.
- Chitale, A. K., Mohanty, R. P., and Dubey, N. R. (2013). Organizational Behaviour: texts and cases. India: PHI Learning Private Limited, 306-329.
- Dale S.Beach., Personnel. (1959). The management of people at work, Fourth Edition Macmillan & Co., New York
- Furnham, A. (1994). Personality at work : The Role of individual Differences in the Workplace.
- Fink, L. S. (1992). High Commitment Workplace.
- Gardner, H., Damon., W. (2001). Good Work: When Excellent and Ethics Meet.
- George, J. M., Jones, G. R. (2009). Understanding and Managing Organizational Behavior. Delhi: Pearson Education
- Levine, I. D. (1995). Reinventing the Workplace: How Business and Employees can both win.
- Newstrom John W., Davis Keith, "Organizational Behavior Human Resources At Work", 9<sup>th</sup> Edition, Tata McGraw Hill Edition.
- Pestonjee D. M. "Motivation and Job Satisfaction", 1<sup>st</sup> Edition. Macmillan India Limited.
- Robbins, S. P., Judge, T. A. & Sanghi, S. (2008). Organizational Behaviour (12<sup>th</sup> ed). India: Dorling Kindersley (India) Pvt. Ltd., 290-321.
- Robbins, S. P. (2013). Organizational Behaviour. India: Pearson.
- Steers, R.M.(1975). Motivational & Work Behaviour. MC Graw Hill-New York.

Soonhee, K. (2002). Participate Management and Job Satisfaction: Lessons for Management Leadership.

### **Interviews, Conference, Journals, Magazine and Thesis**

Appleton, A., House, A., Dowell, A. *Survey of job satisfaction, sources of stress and psychology symptoms among general practitioners in Leeds*. BJGP, 1998; 48: 1059-1063.

Abdullah, M.M. (2009). Job satisfaction among secondary school teacher. *Journal Kemanusiann bil*. 13. june (2009) 18-21

Ahmed, I. (2010), Effect of motivation factors on employee's satisfaction a case study of university of the Punjab, Pakistan, *international journal of business and management*, (5) March (2010) 25-30

Arvey, R.D., Bouchard, T.J., Segal, N.L., & Abraham, L.M. (1989). Job satisfaction: Environmental and genetic components. *Journal of Applied Psychology*, 74, 187-192.

Arnold, Hugh, J., and David C. Feldman (1986). *Organizational Behaviour*. New York: Mc Graw. Hill.

Das, B.K. (2013). A study of job satisfaction of the employee in Mizoram Rural Bank. *Management convergence*, 4(1). 28-33

Dian, D.N., (2016). Salary and job satisfaction survey, 1-4

Deary, I. J., Blenkin, H., Agius, R. M., Endler, N. S., Zealley, H., & Wood, R. (1996). *Models of job related stress and personal achievement among consultant doctors*. British journal of Psychology (London, England: 1953), 87 (Pt 1), 3-29

Davis, Keith, and John.W. Newstrom. (1989). *Human Behaviour at work: Organizational Behaviour*. New York: McGraw. Hill, 232-334

Cameli, A. (2003). The relationship between emotional intelligence and work attitudes, behaviour and outcomes. An examination among senior managers. *Journal of Managerial Psychology*, 18(8), 788-813



- Eker, L., Tuzun, E.H., Dasalapan, A., & Surenkok, O. (2008). Predictors of job satisfaction among physiotherapists in Turkey. *Journal of Occupation Health*, 2004; 46: 500-505.
- Freedom, K.D. (2003) *Satisfaction, commitment, and psychological well-being among HMO physicians*. West J Med, 2001; 174: 13-18
- Fairbrother, K. and Warn, J. (2002) *workplace dimensions, stress and job satisfaction*, *journal of managerial psychology*, (18) PP. (2002) 8-21
- Fletcher, C. (2001). Performance appraisal and management: The development research agenda. *Journal of occupational organizational psychology*, 7 (4), 473-487
- Gerber, P., Nel, P. & Van Dyk, P.S. (1998). *Human resources management*. Johannesburg: International Thompson Publishing.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1991). *Organizational Behaviour, Structure, Processes*. Homewood. IL: Irwin.
- Hongoro, C., and McPake, B. (2004) . How to bridge the gap in human resources for health, *Lancet*, 364, 1451-1456
- Haas, J.S., Cook, E.F., Puopolo, A.L., Burstin, H.R., Cleary, P.D., & Brennan, T.A. (2005). *Is the professional satisfaction of general internists associated with patient's satisfaction?* J Gen Intern Med 2000; 15:122-58.
- Herzberg, F., work and the nature of man. (1966). Cleveland, world Publishing company. 77-82
- sHackman, J. R., & Oldham, G. R. (1976). *Motivation through the design of work test of a theory*. *Organizational Behaviuor and Human Performance*. 16, 250-279
- Herzberg, F., Mausner, B., & Synderman, B. B. (1993). *The motivation to work*. NewBurnswick, N. J., U.S.A: Transaction Publishers. 28-30
- Hoppock, R. (1935). *Job Satisfafction*. Oxford, England Harper. 81-92

- Hayward, B. A. (2005). Relationship between employee performance, leadership and emotional intelligence in a South Africa Parastatal Organization. *Master thesis*. Rhodes University, South Africa.
- Judge, T.A., Thoresen, C.J., Bono J.E., Patton, GK. The job satisfaction job performance relationship: *a qualitative and quantitative review*. Psychol Bull 2001; 127:376-407.
- Judge, T.A., & Hulin, C.L. (1993). Job satisfaction as a reflection of disposition: A multiple-source causal analysis. *Organizational Behavior and Human Decision Processes*, 56, 388-42
- Jamshidi, S., Bagherzadeh, E., & Nikoo, H. (undate). Studying of relationship between emotional intelligence and employee's performance: case study Bandar Abbas customs in Iran. Shahed University.
- Khalid, S., and Irshad M Z. (2010), *Job Satisfaction among bank employee in Pakistan: a compensation study*.
- Kreiter, Robert, and Angelo Kinicki. (2001). *Organizational Behaviuor*. Boston: Irwin/McGraw-Hill.
- Krishnakumar, R., & Latitha, S. (2014). A study on job satisfaction and occupational stress. *International journal of multidisciplinary and current research*, 2 (6). 633-636.
- Kulkarni, P. M., Janakiram, B., & Kumar, D. N. S. (2009, April). Job Satisfaction and employee performance as an indicator for promotion, a study of automobile industry in the city of Belgaum, Karnataka, India. *International Journal of Business and Management*, 4 (4). 161-170
- Kahtani, A. A. (2013). Job Satisfaction and employee performance in the higher education institutes in Saudi Arabia: A proposal theoretical framework. *International Journal of Business and Social Science*, 4 (9), 80-95
- Pestonjee D. M. "Motivation and Job Satisfaction", 1<sup>st</sup> Edition. Macmillan India Limited.

- Lian, W.J. (2007), Job stress, job satisfaction and life satisfaction between managerial and technical IS professional. (2007) 30-37.
- Loche, E. A., Durham, C., & Kluger, A. N. (1998). *Dispositional Effects on Job and Life Satisfaction: The Role of core Evaluation*. Journal of Applied Psychology. 83, 19-34
- Luthans, F. (1998). *Organizational Behaviuor*. 8<sup>th</sup> Edition, Irwin McGraw-Hill, Boston.
- Luthans, F. (1985). Organizational Behaviour modification and beyond: An operant and social learning approach. Glenview, III: Scott, Foresman.
- Law, L. T., & Kirby, S. L. (2002). An exploration of the impact of job satisfaction and general intelligence and individual performance. *The Journal of Social Psychology*, 142 (1), 133-143
- Lazovic, S. (2012). The role and importance of job satisfaction in knowledge management. *Management, knowledge and Learning International Conference*, 797-805
- Maslow, A., (1995). Motivational and Personality, New York, Harper, 44-51
- Mayer, J. D., & Cobb, C. D. (2000). Educational policy on Job Satisfaction: Does It Make Sense? *Educational Psychology Review*. 12(2), 163-184
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2008). Emotional intelligence: new ability or eclectic traits?. *American Psychologist*. 63(6), 503
- Muyia, M. H. A. (2008). A leadership training program and its effects on participants' job satisfaction scores. *Ph.D Thesis*. University of Arkansas, USA.
- Moghadam, S. K., Jorfi, H., Jorfi, S. (2010). Impact of emotional intelligence on stress management: study of schools with banks in Jaffna district. *Global journey of commerce & Management Perspective*, 2 (6). 67-71
- Nadeem, M. (2011). Occupational stress experienced by private and public banks employed in Queeta. *African journal if business management*, vol 5(8), (April 2001) 21-25

- Nelufar , A. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical Study. *European journal of social sciences*, 8(1), 23-35.
- Newsome, S., Day, A. L., & Catano, V. M. (2000). Assessing the predictive validity of emotional intelligence: *Personality and Individual Differences*, 29, 1005-1016.
- Naseer, Z., Chishti, S., Rahman, F., & Jumani, N. B. (2011). Impact of job satisfaction on team performance in higher education institutes. *IOJES*, 3(1), 30-46.
- O'conner, R. M., & Little, L. S. (2003). Revising the predictive validity of job satisfaction: Self report verses ability based measures. *Personality and Individual Differences*, 35, 1893-1902
- Orme, G. (2003). Job Satisfaction and the Performance of call center staff. *Competency and Emotional Intelligence*, 10 (2), 40-41
- PA Bovier., & Perneger., T.V. *Predictors of work satisfaction among physicians. Eur J Public Health* 2003; 13:299-305.
- Porter, L. W., Hackman, J. R., & lawler, E.E. (1974). *Bahaviour in organizational lyman W. Porter, Edward E. Lawler,III. J. Richard Hackman. New:McGraw-Hill.*
- Rothe, H.F., & Brayfield, A.H. (1951). An index of job satisfaction. *Journal of applied Psychology*, 35, 307-311.
- Provis, C., Chappel, S. J., & Anderson, B. A. (2003). The selection and training of workers in the tourism and hospitality industries for the performance of Job Satisfaction. *Journal of Hospitality and Tourism Management*. 10 (1), 1-12.
- Ram, N. (2011). Volume Role Conflict and role ambiguity as factors in work stress among managers: A study of manufacturing sector in Pakistan. *Asian social science*, 7(1), 45-47.
- Rode, J.C. (2004). Job Satisfaction and life satisfaction Revisited: *A longitudinal Test of an Integrated odel, Human Relations*, And 57(9): 1205-1231.

- Rafaeli, A., and Sutton, R. I. (1987). 'The expression of job satisfaction as part of the work role'. *Academy of Management Review*, 12 (1), 23-37.
- Rajendran, D., Downey, L. A., & Stough, C. (2007). Assessing Job Satisfaction in the Indian Workplace: a preliminary reliability study. *Electronic Journal of Applied Psychology*, 3 (2), 55-59.
- Rathi, N., & Rastogi, R. (2009, Oct). Assessing the relationship between job Satisfaction, occupational self-efficacy and organizational commitment. *Journal of Indian Academy of Applied Psychology*, 35 (special issue), 93-102.
- Radhika, G. (undate). Job satisfaction of employees in a workstation. *IOSR Journal of Business and Management*, 61-66. Retrived from <http://iosrjournal.org/iosr-jbm/papers/ncibpppte-volume-2/1085.pdf>
- Salovey, P., & Mayer, J. (1990). Job Satisfaction. Imagination, cognition, and Personality, 9, 185-211
- Sy, T., Tram, S., Na O'Hara, L.A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *In journal of vocational behavior*, 68, 461-473.
- Singh, S. K. (2007). Job Satisfaction and Organizational Leadership: A Gender Study in Indian Context. *International Journal of Indian Culture and Business Management*, 1 (1/2), 48-63.
- Syed Salim, S. S and Nasir, R. (2010). The effects of Job Satisfaction on work stress and intention to leave the teaching profession. *Jurnal e-Bungi*. 5 (1): 53-68.
- Singh, K. (2010). Developing human capital by linking Job satisfaction with personal competencies in Indian Business organizations. *Int. Journal of Business Science and Applied Management*, 5 (2), 29-42.
- Sinha, D., & Sinha, R. (2012). Job Satisfaction after- effects of change: empirical evidence from an Indian organization. *IOSR Journal of Humanities and Social Science*, 2 (1), 59-68.

- Subha, T., & Narayanasamy, P. S. (2014, Jan). Job Satisfaction- A Descriptive Study among Software Professionals. *Global Journal for Research Analysis*, 3 (1), 39-41.
- Singh, D., Dureja, G., & Dolly. (2015). Job Satisfaction among female baseball players: A Psychology Probe. *Pedagogics, psychology, medical- biological problems of physical training and sports*, Vol: 9, 75-83.
- Shipley, N. L., Jackson, M. J., & Segrest, s. L. (Undate). The effects of Job Satisfaction, age, work experience and academic performance. *Research in Higher Educational Journal*, 1-18.
- Tang, C., & Gao, Y. (2012). Intra department communication and employees' reaction to organizational change: The moderating effect of Job Satisfaction: *Journal of Chinese Human Resources Management*, 3(2), 100-117.
- Tajeddini, R. (2014, June). Job Satisfaction and self-esteem among Indian and Foreign students- (A comparative study). *International Journal of Humanities and Social Science Invention*, 3 (6), 16-25.
- Tokpam, R., Saikia, J., & Borah, T. (2015). Job Satisfaction of adults working in government and non- government organizations. *Advance Research Journal of Social Science*, 6 (1), 77-81.
- Tells, S.O.P., Ayeni, A.C.O. (2007). *Work Motivational, Job Satisfaction and organizational Commitment of Library Personal in Academic and Research Libraries in Oye State, Nigeria Library Philosophy and Practice*: 1-16, 1522-0222
- Verma, A. S. (2013). The influence of Job Satisfaction on software engineer's emotional adjustment at workplace. *Prestige International of Management & IT- Sanchayan*, 2 (2), 22-30.
- Wanous, J.P., Reichers, A.E., & Judy, M.J. (1997). Overall job satisfaction: How good are single-item measures? *Journal of applied Psychology*, 82, 247-252.

Yao, Y. H., Wang, R. T., & Karen, Y. W. (2009). The influence of Job Satisfaction on Job performance: Moderating effects of leadership. *International conferences of management science & engineering*, 14-16.

Zhou, J., George, J. M. (2003). Awakening employee creativity: The role of leader job Satisfaction. *Leadership Quarterly*, 14, 545-568.

## Website

Lynn, A. B. (undate). The adelelynn leadership group.

Retrived from <http://www.lynnleadership.com/#!who-we-are/cjg9>

Punia, B. K. (undate). Job Satisfaction and leadership behaviour of Indian executives- An explanatory study. Retrived from <http://gr8synergy.com/gr8synergy/wp-content/uploads/2016/03/Job-Satisafaction-and-leadership-Bahaviour-of-Indian-Exacutives-1.pdf>. Accessed the 1<sup>st</sup> Nov 2016.

<https://www.free-management-ebooks.com/faqpp/measuring-05.htm>. Accessed the 20<sup>th</sup> September, 2016.

[http://, free-management-ebooks.com/dldebk-pdf/fme-measuring-job-satisfaction.pdf](http://free-management-ebooks.com/dldebk-pdf/fme-measuring-job-satisfaction.pdf). Accessed the 20<sup>th</sup> September, 2016.

[http://www.sonoma.edu/users/s/swijtink/teaching/philosophy\\_101/paper1/goleman.htm](http://www.sonoma.edu/users/s/swijtink/teaching/philosophy_101/paper1/goleman.htm).

Assessed the 26<sup>th</sup> September, 2016.

## Questionnaire

## 1. PERSONAL INFORMATION

2. Name (optional):

.....

.

3. Gender: ..... 3. Age: ..... 4. Marital Status:

.....

5. Job designation/level of employment:

.....

6. Work experience: .....

Kindly read the following statement carefully and tick the option you consider best,

(SA= Strongly Agree, A= Agree, N= neither Agree nor Disagree, D= Disagree and

SD= Strongly Disagree)

II	DESCRIBE THE DEGREE AND LOYALTY TOWARDS HOSPITAL	SA	A	N	D	SD
1.	I would be very happy to spend the rest of my career with this organization					
2.	I enjoy discussing my organization with people outside					
3.	I really feel as if this organization's problem are my own					



4.	I think that I could easily become as attached to another organization as I am to this one					
5.	I do not feel like 'part of the family' at my organization					
6.	I do not feel 'emotional attached' to this organization					
7.	This organization has a great deal of personal meaning for me					

8.	I do not feel a strong sense of belonging to my organization					
9.	I am not afraid of what might happen if I quit my job without having another one lined up					
1	It would be very hard for me to leave my organization right now, even if I wanted to					
1. 1.	Too much in my life would be disrupted if I decided I wanted to leave my organization now					
1 2.	It wouldn't be too costly for me to leave my organization now					
1 3.	Right now, staying with the organization is a matter of necessity as much as desire					
1 4.	I feel that I have too few options to consider leaving this organization					
1 5.	One of the few serious consequences of leaving this organization would be scarcity of available alternatives					
1 6.	One of the major reasons I continue to work for this organization is that leaving would be require considerable personal sacrifice- another organization may not match the overall benefits I have here					
1 7.	If I had not already put so much myself into this organization, I would consider working elsewhere					
<b>II I</b>	<b>DERGREE OF JOB SATISFACTION LEVEL</b>					

1.	Friendliness of the people you work with					
2.	Respect received from the supervisor					
3.	Respect received from the junior					
4.	Punctuality of supervisor					
5.	Communication with supervisor					
6.	The amount of pay you received					
7.	Savings for your future					
8.	Career path in your organization					
9.	The amount of job security					
10.	Link between performance and pay					
11.	Chances of learning new things					
12.	My work gives me a feeling of personal accomplishment					
13.	On my job, I have clearly defined quality goals					
14.	I have the tools and resources to do my job					
15.	I find it very difficult to maintain a positive and calm outlook when I am stress					
iv	<b>EMPLOYMENT VIEW ABOUT THE ORGANIZATION AND LEVEL OF JOB STRESS</b>					
1.	I am fully satisfied with my present job					
2.	I like to continue working here					
3.	I face no problem working here					
4.	It is stressful working here					
5.	Co-workers are not friendly					

6.	I do not feel myself as part of this organization					
7.	There is little scope of career growth in my organization					
8.	My jobs makes a difference in the live of others					

9	I find it very difficult to maintain a positive and calm outlook when I am stress.					
10	Too much in my life would be disrupted if I decided I wanted to leave my organization now					
11	I feel stressful at my job					
12	I tried to prevent a situation from getting too stressful to manage.					
13	I ensure stressful situations in my personal life that don't affect my work performance.					

**Paper presented in seminar**

Presented a paper entitled “*The role of Organizational HR policies in Carbon Mitigation*” in the national seminar sponsored by North East Council, NABARD, Indian Council of social Science Research and Mizoram University. Organized by the Department of Management, Mizoram University.

**Article published in journal**

*Agribusiness and carbon Management* edited by Amit Kumar Singh and Hmingliana Renthei. Mittal Publications New Delhi (India). ISBN 81-8324-901-9