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An Enquiry into Employees' Satisfaction on the Job and its Environment in Private Hospital

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ABSTRACT:

HRM is relatively modern concept which involved a range of human ideas and practice in management people. It is the sectors function that deals with the issues related to people such as competition, hiring, management, performance, organisation development, safety, wellness, benefits, employee motivation, communication, administration and training. The purpose of this study to do a first-time survey about the employee satisfaction levels in the GVN Hospitals, Tiruchirappalli, Tamil Nadu. The survey consists of five sections including workplace, the job, employee opinion's, benefits, and employee himself. Questionnaires were used to get to know employee demand and level of job satisfaction from supervisors and employees. In the satisfaction of workers means a workforce that is that is motivated and committed to high quality performance, there are various components limit are considered to be vital employees' satisfaction. They are pay promotion, benefits, supervision to co-workers, work condition, communication, safety, productivity and the work itself. Each of these factors, figures, into an individual's satisfaction differently.

Keywords: Job Satisfaction, Human Resource, Work Environment, Employee Satisfaction, Participation in Decision Making

Introduction:

Job satisfaction is important for employees to stay in the service sectors. Understanding generational difference among difference generation and their perception of job satisfaction is of huge and utmost importance. Service industries must know what actually satisfies a person to stay in the sectors, since a satisfied employee will work for the in interest of the sectors, which turn in leads to better overall work performance.

Job satisfaction is not synonyms with organisational morale, which the possessions of feelings have been accepted by and belonging of a group of employees through adherence to common goals and confidence in desirability of these goals.

Importance of Employee Job Satisfaction:

Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their sectors and stick to it even in the worst scenario.

For employees: Job satisfaction from an employee perspective is to earn a gross salary, have job stability, have a steady career growth, get rewards& recognition and constantly have new opportunities.

For employers: For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control actions employees and constantly give opportunities to individuals to learn and grow.

Characteristics of Job Satisfaction:

- **Personality:** According to the authors of Five Factor Model of Personality and Job Satisfaction, five personality characteristics have a major impact on job satisfaction. These traits are neuroticism, extraversion, openness to experience, conscientiousness and agreeableness.
- **Motivational Framework:** One theory suggests that an employee's job satisfaction is directly related to what he thinks he deserves or what he thinks is important, rather than the fulfilment of his needs.
- **Social Influence:** The hypothesis of social influence in job satisfaction suggests that employees want what they think their co-workers want. For example, if the workplace culture is one in which employees want authority over their projects, a new hire will feel satisfied when he is given responsibility for a project. However, a new hire who perceives that other workers are jockeying for time off will want to see how much time off he can get. The social influence hypothesis links job satisfaction to getting what you think others want.
- **Self-Deception:** Amir Erez and Timothy A. Judge of Cornell University conducted research into the role of self-deception in employee job satisfaction. They found that employees with a subjective sense of personal well-being were more likely to experience job satisfaction. They also discovered that employees who engage in some self-deceptions were more satisfied in their lives and in their jobs. The researchers defined self-deception as holding positively biased views of oneself, ignoring minor criticisms offered by others, discounting their own failures, avoiding negative thoughts and expecting a high level of success in their own efforts.

Factors of Job Satisfaction:

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

- **Compensation & Working conditions:** One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.
- **Work life balance:** Every individual wants to have a good workplace which allow them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.
- **Respect & Recognition:** Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.
- **Job security:** If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.
- **Challenges:** Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.
- **Career Growth:** Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.

Effects of Job Satisfaction:

The positive effects of job satisfaction include:

- More efficiency of employees of workplace if they are satisfied with their job.
- Higher employee loyalty to more commitment
- Job satisfaction of employees eventually results in higher profits for companies.
- High employee retention is possible if employees are happy.

Determinants of Job Satisfaction:

- **Personality:** Individual psychological conditions determine the personality
- **Age:** Age is a significant determinant of job satisfaction
- **Education:** Education provides an opportunity for developing one's personality.
- **Gender differences:** The gender and race of the employees determine job satisfaction.

Benefits of Job Satisfaction:

- Lower voluntary turnover
- Reduces employee absenteeism
- Reduce long term HR costs
- Contributes positive results towards employee referral program's
- Boost employee productivity
- Increases employee retention.

Review of the Literature:

Mohammad Sayed. A., & Akhtar N. 5 (2014) studied 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. The respondents have moderate level of perceived work life balance, job satisfaction and organizational commitment, the work life balance and job satisfaction are important for developing and enhancing organizational commitment among healthcare workers.

Jethanna R., et.al.11 (2011) 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. The majority of determinants were having positive impact on the job satisfaction. The determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspective. Job satisfaction, job security, commitment to the hospitality were significantly associated with the facilities like insurance coverage, education of the dependent children provided by the service sectors.

Elarabi.H. M., & Johari F. 7 (2013) The factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. This study identified four factors: work comfort, Work treatment, salary, incentives and evaluated their impact on job satisfaction of the medical staff working in hospitals. Employees and medical staff were not satisfied with all the factors affecting job satisfaction which led to low job

performance in the hospital. The performance of medical staff and medical service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good salaries and effective incentive system.

4.Hemalatha S, Ganapathy S, Poongavanam S (2020), Job satisfaction of workforce has an important role for the performance of the health care sector. Job satisfaction depends on many factors which affect the behaviour of employees and also affect the function of organisation. An effective working health system is not possible without the job satisfaction of the employees. Every year many employees quit their profession due to dissatisfaction of their job.

Gopinath R, Kalpana R (2019), Job satisfaction is one of the main interests in the field of organizational behaviour and the practice of human resource management. Job satisfaction is the result of Job involvement and organizational commitment. When employees involve their work, satisfaction occurred... Job involvement and organizational commitment have been acting as important factors that contribute to job satisfaction.

Chiang and Britch (2010) The study focused on the relationship between job satisfaction and turnover intentions among healthcare employees. The review it founded that job satisfaction was negatively related to turnover intentions, indicating that healthcare employees who are more satisfied with their jobs are less likely to leave their positions.

Al-Aameri (2003) The study based on job satisfaction among healthcare employees. It found that job satisfaction was positively related to perceived organizational support, training opportunities, and job security, indicating that healthcare employees who perceive higher levels of support, training opportunities, and job security are more satisfied with their jobs.

Singh Rajkumar G. 6 (2013) The study on hospital employees to probe the factors influencing job satisfaction. Author states that positive performance of employee in the service sectors is an outcome of his satisfactory job experience. Investigated the factors influencing the job satisfaction among the private hospital employees. There was a significant association between job satisfaction of employees and relationship behaviour factors, pay and compensation factors and training and career growth factors. Pay and compensation factors were the most important factors positively correlated with employee job satisfaction.

Shkolnikova compared the levels of job satisfaction among doctors employed in public and private sectors and found that private sector doctors had the highest level of job satisfaction, while those employed in the departmental and the public sectors reported much lower levels of job satisfaction at respectively 9% and 11%. With respect to salary, the author reported that doctors serving public clinics reported lower levels of satisfaction as opposed to those serving other types of clinics.

Kaarna M.19 (2004) This study found that to evaluate the level of job satisfaction and to describe factors related to the job satisfaction among the staff at an 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. There was a significant negative correlation between job satisfaction and knowledge, work stress, unrealistic expectation.

Keshtkaran A.18 (2005) investigated the faculty members' satisfaction with various components of their academic career, such as nature of work salary, promotion, 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 promotion variable. Age was also shown to be directly related to all dimensions of satisfactions.

Selebi C., & Minnar A.15 (2007) job satisfaction survey using the Minnesota Satisfaction Questionnaire among the nurses working in a specific public hospital. It was found that all nurses experienced low satisfaction with the motivational aspects of their job, such as motivation, responsibility, opportunity for creativity and innovation, independence, and recognition. Nurses also experienced very low levels of satisfaction with the hygiene aspects of their job, namely relationships in the workplace, supervisors' decision-making skills, supervision, working conditions, policies, job security, and salaries. The overall job satisfaction of all nurses with their jobs was at a very low level. The findings indicate some of the aspects which need to be considered in a human resource planning strategy for nurses. The hospital and nursing management needs to rethink about nurses' salaries, supervision methods and relationships, and also implementation of health policies.

Mosadeghrad, et.al.14 (2008) the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. Within 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 requirement. 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. Findings revealed that highly satisfied employees had higher level of organizational commitment. Job satisfaction and commitment were significantly associated with employee's intention to leave. The results of this study revealed that management and supervision are important predictors of job satisfaction, organizational commitment and turnover intention among hospital employees.

Peltier J., & Dahl A.13 (2009) conducted an exploratory study to investigate the relationship between employee and patient satisfaction at a major hospital. This research study was consisted of two components. An 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 online forum highlighted the value of employees in enhancing the patient experience. They stressed on the needs of employees like recognition, respect and visibility.

Adhikari and colleagues (2020) a study on job satisfaction among hospital employees. The study found that job satisfaction was positively associated with salary and benefits, job security, and career growth opportunities. The study also identified several factors that negatively impacted job satisfaction, including heavy workloads, lack of recognition, and limited career growth opportunities.

Profit of the Study Area:

G.V.N. Hospital was established in the year 1939 with ten beds is now a 160-bed multi-disciplinary specialty hospital located at the heart of the city, Singarathope, Super Bazar, Tiruchirappalli. The hospital has more than 15 medical disciplines managed by highly qualified and trained full time medical professionals providing round the clock services. Over 500 patients both OP and IP are treated every day at the hospital. The motto of the hospital from the time of its origin was “TO SERVE” and to help the Poor.

The Departments at GVN:

- Employee Orientation
- Personnel Management
- Benefits & Compensation Management
- Counselling
- Claims Handling
- Training and Performance Monitoring
- Professional Development Programs
- State and Federal Regulations Education
- Work place Safety and Sanitation
- Labour Mediation
- Administration – Employee Meetings
- Staff Morale & Retention

Research Methodology:

Formulation of Research Problem: Employees are the assets of a company. It is totally done through the employees that the company achieves its objectives. It is generally very important from the company’s point of view to keep them satisfied. The purpose of this study is to understand the level of satisfaction among the employees to GVN Hospital, Tiruchirappalli and suggests some areas of improvements if any are needed.

Research Design:

A research design is the overall plan or program of the research. It is the general blueprint for the collection, measurement and analysis of the data. In this research descriptive design is considered to be more suitable, so the researcher used descriptive design for the research.

Objective of The Study:

Primary Objective:

The primary objective of this research is to examine the employees’ job satisfaction on job and its work environment in Private Hospital in Tiruchirappalli District

Secondary Objectives:

- To find out the opinion of the employees about the hospitality culture.
- To find out the employees’ opinion about their job.
- To understand the problems of the employees faced in their workplace.
- To know about the facilities provided to the employees.
- Data Collection: The study is based on primary and secondary data.
- Primary Data is collected from the sample respondents by means of questionnaire, research collected from 50 respondents that is sample size.
- Secondary Data have been gathered from previous studies, websites and textbooks.

Population of The Study: The population of the study 600 employees of GVN Hospital, Tiruchirappalli. The researcher has selected 50 respondents as a sample size.

Sampling Method: Among 329 employees, 50 respondents were taken for the study, simple random sampling method is employed for selecting the respondents in order to collect the required data.

Tools of Data Collection: The data for this study were collected by means of questionnaire in which the respondents were asked to fill the questionnaire.

Statistical Methods of Testing: The data have been analyzed with the help of percentages, frequencies classification

Limitations of the Study:

- This study was limited only to the employees of GVN Hospital, Tiruchirappalli. It depends upon the genuine response of the respondents.

- The research study was confined only to 50 GVN Hospital, Tiruchirappalli employees.

Data Analysis and Interpretation

Table – 1: Gender

	No. of the respondents	Percentage (%)
Male	25	50%
Female	25	50%
Total	50	100%

Interpretation: The Table-1 shows that 50% of the respondents are male, 50% of the respondents are female. From the above table it shows that both male and female are equal.

Table – 2: Age

	No. of the respondents	Percentage (%)
20-25	15	30%
25-35	13	26%
35-45	12	24%
45 above	10	20%
Total	50	100%

Interpretation: Table – 2 shows that 30% of the respondents belong to the age group between 20-25years, 26% belong to the age group between 25-35years, 24% belong to the age group between 35-45years and 20% belong to the age group above 45 years. From the above table most of them belong to the age group of 20 to 25 years as they are all to the freshers.

Table – 3: Educational Qualification

	No. of the respondents	Percentage (%)
HSC	13	26%
SLC	14	28%
UG	13	26%
OTHERS	10	20%
Total	50	100%

Interpretation: Table – 3 shows that 26% of the respondents studied HSC and UG, 28% of the respondents studied SSLC, and 20% of the respondents studied others. From the above table most of them belong to the category of SSLC as they get placed immediately in the service sector of the hospitality.

Table – 4: Work Experience

Years	No. of the respondents	Percentage (%)
0-3	25	50%
4-6	17	34%
Above 6	8	16%
Total	50	100%

Interpretation: Table – 4 shows that 50% of the respondents have 0-3 years of experience, 34% of the respondents have 4-6 years of experience, 16% of the respondents have more than 6 years, 50% of the above respondents have 0-3 years of experience. From the above table most of them have less years of experience as they are newly joint.

Table – 5: Level of Income from the Profession

	No. of the respondents	Percentage (%)
Below 10000	16	32%
11000-20000	21	42%
21000-25000	10	20%
Above 26000	3	6%
Total	50	100%

Interpretation: Table – 5 shows that 32% of the respondent's gets income below 10000, 42% of the respondents gets income from 11000-20000, 20% of the respondent's gets income from 21000-25000, 6% of the respondents gets income above 26000. From the above table 42% of the respondents gets the income from 11000-20000.

Table – 6: Nature of the Job

	No. of the respondents	Percentage (%)
HR Manager	2	4%
Supervisors	12	24%
Lab technicians	5	10%
Physiotherapist	2	4%
Nurses	10	20%
Receptionist	6	12%
House keeping	6	12%
Pharmacist	7	14%
Total	50	100%

Interpretation: Table – 6 shows that 4% of the respondents work as HR Manager, 24% of the respondent work as supervisor's, 10% of the respondents work as lab technicians, 4% of the respondents work as physiotherapist, 20% of the respondents work as Nurses, 12% of the respondents work as Receptionist, 12% of the respondents work as Housekeeping, 14% of the respondents work as pharmacist. From the above table shows the most of the respondents work as supervisors with 24%.

Table – 7: Level of Satisfaction in the Current Job

	No. of the respondents	Percentage (%)
Yes	30	60%
No	20	40%
Total	50	100%

Interpretation: Table-7 shows that 60% of the respondents agrees with yes in the satisfaction of their current job and 40% of the respondents agree with no in the satisfaction of their current job. From the above table it shows that majority feels satisfied with their current job.

Table – 8: Recognition for Achievement

	No. of the respondents	Percentage (%)
Yes	38	76%
No	12	24%
Total	50	100%

Interpretation: Table-8 shows that 76% of the respondents agree with yes for being appreciated for the work done and 24% of the respondents are not agree for being appreciated. From the above it shows that the majority of the people getting appreciation for her work done

Table – 9: Clarity of the Job Assigned

	No. of the respondents	Percentage (%)
Yes	35	70%
No	15	30%
Total	50	100%

Interpretation: Table - 9 shows that 70% of the respondents have clarity in their job and 30% of the respondent's haven't clarity in their job. From the above table it shows that most of them having clarity in their jobs.

Table – 10: Flexibility in Work Time

	No. of the respondents	Percentage (%)
Strongly agree	8	16%
Agree	14	28%
Neutral	15	30%
Disagree	3	9%
Strongly disagree	10	20%
Total	50	100%

Interpretation: Table – 10 shows that 16% of the respondents strongly agrees that they have flexibility in their work, 28% of the respondent agrees that they have flexibility in their work, 30% of the respondents are in neutral, 9% of the respondents are in disagree, 20% of the respondents of the strongly disagree that they did not have flexibility in their work.

Table – 11: Opportunity for Professional Growth

	No. of the respondents	Percentage (%)
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Strongly agree	5	10%
Agree	15	30%
Neutral	15	30%
Disagree	10	20%
Strongly disagree	10	20%
Total	50	100%

Interpretation: Table – 11 shows that 10% of the respondents feels that they have opportunity for personal growth and advancement in this hospital, 30% of the respondents agree that, 30% of the respondents are neutral, 20% of the respondents disagree that they did not have opportunities, 20% of the respondents disagree that. From the above table it shows that most of them feel that they agree and some of them are neutral.

Table – 12: Satisfaction over the Workload

	No. of the respondents	Percentage (%)
Satisfied	5	10%
Highly satisfied	10	20%
Neutral	15	30%
Dissatisfied	18	36%
Highly dissatisfied	2	4%
Total	50	100%

Interpretation: Table – 12 shows that Out of the 50 respondents, 5 (10%) said they were satisfied, while 10 (20%) were highly satisfied. Another 15 (30%) were neutral, neither satisfied nor dissatisfied with their workloads. On the other hand, 18 (36%) respondents were dissatisfied with their workloads, and 2 (4%) were highly dissatisfied. Therefore, a total of 15 (30%) respondents were satisfied or highly satisfied, while 20 (40%) were dissatisfied or highly dissatisfied with their workloads. From the above results it indicates that a majority of the respondents were either neutral or dissatisfied with their workloads. Only a small percentage of respondents reported being satisfied with their workloads.

Table – 13: Training and Development Initiatives

	No. of the respondents	Percentage (%)
Satisfied	10	20%
Highly satisfied	15	30%
Neutral	12	24%
Dissatisfied	5	10%
Highly Dissatisfied	8	16%
Total	50	100%

Interpretation: Table – 13 shows that out of the 50 respondents, 20% are satisfied with their training opportunities, while 30% are highly satisfied. 24% of the respondents are neutral, meaning they neither feel satisfied nor dissatisfied with their training opportunities. On the other hand, 10% of the respondents are dissatisfied, while 16% are highly dissatisfied. From the majority of respondents (50%) have positive feedback regarding their training opportunities, as 50% of respondents indicated they are either satisfied or highly satisfied. However, a significant number of respondents (26%) are not satisfied with their training opportunities, with 10% being dissatisfied and 16% highly dissatisfied.

Table – 14: Employees' Participation in Management

	No. of the respondents	Percentage (%)
Satisfied	9	18%
Highly satisfied	20	20%
Neutral	10	26%
Dissatisfied	5	9%
Highly dissatisfied	6	20%
Total	50	100%

Interpretation: Table – 14 shows that Out of 50 respondents, 20% (20) reported being highly satisfied, and 18% (9) reported being satisfied. A slightly higher percentage of respondents (26% or 13) reported feeling neutral, while a smaller percentage (9% or 5) reported feeling dissatisfied, and 20% (10) reported feeling highly dissatisfied. It's important to note that this survey result only reflects the opinions of the 50 respondents who participated and may not be representative of the broader population's views on employee participation in hospital initiatives and events. Additionally, the survey did not provide any details on the specific initiatives or events that were being referred to or any reasons for the respondents' satisfaction or dissatisfaction with the level of participation.

Table – 15: Work Environment

	No. of the respondents	Percentage (%)
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Satisfied	10	20%
Highly satisfied	20	40%
Neutral	10	20%
Dissatisfied	6	12%
Highly Dissatisfied	5	10%
Total	50	100%

Interpretation: Table – 15 shows that Out of 50 respondents, 20% (10) reported being satisfied, and another 20% (20) reported being highly satisfied. A similar percentage of respondents (20% or 10) reported feeling neutral, while a smaller percentage (12% or 6) reported feeling dissatisfied, and 10% (5) reported feeling highly dissatisfied. It's important to note that this survey result only reflects the opinions of the 50 respondents who participated and may not be representative of the broader population's views on the work environment in the department. Additionally, the survey did not provide any details on the specific factors that contributed to the respondents' satisfaction or dissatisfaction with the work environment.

Findings, Suggestions and Conclusion:

Findings:

- Among the respondents both men and women are equally responded.
- Among the respondents 30% belong to the age group between 20-25.
- Among the respondents 28% of them have studied SSLC.
- Among the respondents 50% of them have 0-3 years of experience.
- Among the respondents 42% gets income from 11000-20000.
- Among the respondents 24% of them work as supervision.
- Among the respondents 60% of them are satisfied on their job.
- Majority of the respondents 76% of them appreciated for their work done.
- Among the respondents 70% of them they have clarity in their role.
- Among the respondents 30% neutrally agrees that they have flexibility in the working hours.
- Among the respondents 30% of them agrees and neutrally agrees that they have opportunity for professional growth and advancement.
- Among the respondents 30% disagrees because they feel that workload is does not manageable.
- Among the respondents 30% of them highly satisfied with their training opportunities.
- Among the respondents 26% of neutrally agrees that they have employee and level of participation.
- Among the respondents 40% of highly satisfied with their work environment.

Suggestions:

- Supervisors should appreciate employees to their works
- Communication (Free and frank exchange between employees and employers) may be given more attention.
- Opportunities for personal growth and development of the employees deserve due attention.
- Allow the employees to share the feedback on a regular basis
- Allow them to enhance to bringing out their skills and abilities to do more in the hospitality.
- Provide them with a positive ambience at the workplace and ensure higher revenues to them.

Conclusion:

The primary aim of the study is to enquire the satisfaction of Job and its work environment in GVN Hospital, Tiruchirappalli. Employees play a vital role in any organisation as they have always contributed their shares of performance leading towards the betterment of the service sector. Hence, it is very important and the duty of the hospitals to provide welfare facilities to the employees.

The research has proved that the motivation and job satisfaction is the key component for any organisation in order to drive towards success. Therefore, the researcher concludes that employee satisfaction on the job and its environment is very important and generally depends on amenities provided to the employees.

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