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## **Measurement of Relative Significance of Attitude of Occupational Fulfillment Factors and Satisfaction Differences between Private and Public Hospital Nurses in Bangladesh**

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### ***Abstract:***

*Occupational fulfillment of healthcare professionals (nurses) in a developing country is especially important in terms of healthcare institutions (hospitals and clinics) service delivery. However, not enough recognition has been given to this noble profession yet. As a result, institutions did not focus enough on the fulfillment factors of the nurses. Ignorance about the said forces causes dissatisfaction among the nurses working in private and public institutions which ultimately a reason behind poor healthcare services. Therefore, this study attempts to appraise relative significance of occupational fulfillment forces of nursing profession in Bangladesh, which is an emerging developing nation of Southeast Asia. It also focuses to discover the impact differences of fulfillment forces between private and public institutions. Factor analysis have been conducted to convergent the variables. Result reveals significant impact of fulfillment variables on the performance. It also shows higher level of fulfillment on the private institution employees compare to the public institution nurses whose salary and other benefits are lesser than those.*

**Keywords:** Occupational fulfillment, Nurse, Healthcare institutions

### **1. Introduction**

Nursing is seemed to be one of the noble professions in our society and it is on an upward trajectory with regard to complexity, workload, and job stress. According to the directorate of nursing services of Bangladesh, at present there are approximately 20,000 registered nurses remains in various capacity of which 14,686 nurses are working in the government sector and rest of the nurses are working both in private sector within the country and in abroad. The registered nurses are working in different positions for the different Hospitals, Colleges & Institutes starting from primary level to tertiary level of health care delivery system of Bangladesh. The nurses are not only service generators who are considered as essential in any health care institutions, but also they are human beings who have roles to their family, to their work and to their society. They have feelings, emotions and limitations, like other human being do. Without their efforts, the whole health sector may not survive. Despite the fact, we always consider them as only service providers and ignored their human part. Whereas, in foreign countries the profession is counted as respected one and could be a source of healthy earning generator, the nursing as a profession in Bangladesh is yet to be respected as much. The profession is still considered to be related with number of problems. After the doctor's advice, nursing is essential for survival of a patient and the occupational performance of nurses depends on their concentration, efficiency, hard work, commitment, self-esteem, job stress, burnout, job satisfaction and turnover. Academicians so far mainly concentrated to measure the occupational fulfillment/job satisfaction of different professionals; but ever since, this profession failed to draw the attention of them. Since the occupational fulfillment or in popular jargon job satisfaction of nurses are essential for better service to the healthcare industry for a country with large population like Bangladesh, this study tries to address the issue and to have a closer look in the matter to better understand if we have concentrated enough towards the profession that might contribute significantly to the healthcare sector.

As we have mentioned occupational fulfillment is the other form of job satisfaction, the terminology is used for the study interchangeably. Occupational fulfillment (OF) has been termed as an enjoyable emotional condition which is the outcome of the assessment of one's job; Locke (1976), Weiss (2002) has debated in their study that OF is an attitude. However, they have pointed out that some researchers must unarguably differentiate the matter of cognitive evaluation which is of affect (emotion), beliefs and behaviors. Job satisfaction is a common term within the human resource practitioners and academicians. However, in terms of nurses the occupational fulfillment is mostly appropriate as because it is not only related to job rather it is the fulfillment of

emotional and job practices which can enhance the service performance. The most common and widely used definition of job satisfaction is given by Locke (1976), who defined it as “A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. The researchers believe that it is not only the job which is only important for nurses, but also as a human being the mental demand is important in order to reach occupational fulfillment. This is the reason why in this study the general mostly used term of job satisfaction is ignored and used as term of occupational fulfillment.

In Bangladesh after liberation war there are a lot of programs and policies have been taken from the government part to improve the structure and facilities of the healthcare institutions but most of them hardly improved the condition of nurses’ life style. Still there are public institutions where they are working in despondent environment. Although the private institutes has tried to improve the environment but improving the fulfillment issues of their nurses is still in vein. The nurses always worked under stressful condition as an essential requirement of their job, however there is no visible effort seen in maintaining their physical and emotional states. Unfortunately very little effort has been observed to improve their lifestyle in a truly professional manner. It is therefore, become the demand of time to measure the occupational fulfillment forces in nursing profession which may draw insight of the government policy makers and private institution owners/management who actually wants to improve the service delivery of the institutions. Through this study the researchers tried to discover the relative significant factors of occupational fulfillment issues and investigate the actual fulfillment condition of private and public institutions’ nurses. The study gradually explains the literature survey of the occupational fulfillment factors in second part followed by study objectives, methodology and result discussion subsequently. It concludes with specific recommendations and conclusion for the academic researchers and practitioners.

## 2. Literature Review

Individual’s usual attitude toward his or her job is termed as Occupational fulfillment; Individuals actual reception of reward amount and expected reward amount differences are usually the occupational fulfillment employee perceives. Occupational fulfillment represents an attitude rather than a behavior (Robbins, 2000). Positive attitude towards job is observed among the persons with high level of job satisfaction; while negative attitude is observed among the persons who have low level of job satisfaction. A number of research study has been conducted taking into consideration the relationship between occupational fulfillment and several other variables such as gender, age, length of service, rank, job levels, job facets, intention to quit and commitment (Oshagbemi, 1999; Khaleque & Rahman, 1987; Robie, Ryan, Schmieder, Parra & Smith, 1998; Tett & Meyer, 1993).

Usually in literature study we can observe that the job fulfillment measures have been widely studies in the form of job satisfaction mainly due to its importance regarding human beings motivation. The physical and mental well-being of employees is closely related with the fulfillment as such, this satisfaction measurement has been in the apex of popularity within this field of study. The humanitarian value of fulfillment is the target focus among most of the studies. The implied assumptions of those studies are that occupational fulfillment is a major contributor to productivity, absenteeism, turnover, in-role job performance and extra-role behavior and role stress, as well as the belief that management is able to influence the primary antecedents of job attitudes ( Hoole & Vermeulen, 2003). Occupational fulfillment can be addressed as a person’s emotional attachment to his/her job, either in its whole or with regard to particular aspects (Tett & Meyer, 1993).

According to George and Jones (2002), employee’s motivation to attend the job is affected by occupational fulfillment factors. It is a concept, developed from organization theory. The first organizational theory was defined as ‘scientific management’. It was primarily based on the Frederick Taylor’s work and it was popularized by him at the beginning of the 20th century (Burrell & Morgan, 1979). Taylor believed that productivity can be increased with the effective application of scientific approach in the work place. At that stage it is commonly believed that interest in occupational fulfillment aroused in the era of the Human Relations Movement, in the manufacturing and business fields (Burrell & Morgan, 1979; Herzberg, Mausner & Synderman, 1959). This movement developed from work performed at the Western Electric Company, study conducted by Elton Mayo with his colleagues from the Harvard Business School. The outcome of these researches became popularized as the Hawthorne Studies. In order to ensure and encourage employees to be productive, they must experience that they are in right job as per their abilities and in the work place they are being treated equitably. In Asia, many employees are identified by their job. It is a major source of the employees’ personal and social identities. Since, the employees spend the majority of their working hours within work; their identity is closely attached to their job. It is not only taken for granted that the satisfied employees are automatically become more productive; however dissatisfied employees more often tend to give up, become absent regularly, and produce poor quality work than satisfied workers. (Ivancevich & Leo, 2002).

Professor Herzberg, Mausner and Synderman in 1959, after conducting a massive study developed ‘Two Factor Theory’ that identifies two set of factors contributing to Job satisfaction and dissatisfaction. Those are (1) *Hygiene factors*: relation with superior and peer, salary, company policy and administration, quality of technical supervision, working condition etc. and (2) *Motivation factors*: recognition, achievements, responsibility, advancement and possibility of growth and work itself.

Some demographic factors have influence on Job satisfaction as showed in some research works. Kalleberg and Loscocco (1983) showed that in USA, aged work force is more satisfied than immature work force. In Bangladesh one study found that, the level of Job satisfaction of Government employees is higher than that of NGO employees and male employees are more satisfied than women. In our study the variables of job satisfaction are selected observing the above study findings in the context of Bangladesh nursing environment.

Most of the studies identified the relationship between job-related factors and occupational fulfillment. Kaleque and Rahman(1987) conducted a study on Job satisfaction of Bangladeshi industrial workers regarding influence of some job facets including job content, coworkers, supervision, wage promotion, work environment and communication. They concluded that job

facets can be source of satisfaction as well as dissatisfaction. Overall occupational fulfillment of industrial worker is inclined by the job facets and personal life and the degree of satisfaction depends upon the perceived importance of the job facets. It can be observed that various job satisfaction measures have been attempted targeted towards various employees, however no attention being given to the nursing profession yet. Therefore this study attempts to reveal the occupational fulfillment forces of nursing profession in Bangladesh context.

### 3. Objectives of the Study

The present study focus is targeted two issues to investigate the occupational fulfillment of nurses in Bangladesh. These are: (i) to figure out the relative significance of attitude of occupational fulfillment factors derived from various variables; and (ii) to figure out the differences in occupational fulfillment of nurses in public and private health institutions.

### 4. Methodology

The study tries to analyze by using appropriate analytical tools which would show whether nurses are satisfied with current job in both private and public health institutions. The health institutions are selected for this study across the country. 220 respondents (nurses) are selected randomly. It should be mentioned here that a total number of 250 structured questionnaires were delivered. Among them 220 respondents provided feed back. The sample includes 49 responses from public health institutions nurses and 171 from private institutions. The private institutions nurses are cooperative in nature in providing responses resulted maximum responses from them. The age, marital status, experiences, present working status details are reviewed in the table shown below (Table 1).

| Characteristics      | Types ( No of Responses)  |
|----------------------|---|
| Organization Type    | Public (49), Private (171)  |
| Age                  | Less than 25 (62); 25 to 29 (75); 30 to 39 (58); 40 to 49 (23); More than 50 (2)                  |
| Marital Status       | Married (160); Unmarried (55); Divorced (0); Separate(3); Widow (2)                               |
| Work Experience      | Less than 1 year (30); 1 years to 2 years (39); 2 years to 5 years (82); 5 years to 10 years (69) |
| Family Members       | 2 members (24); 3 members (38); 4 members (66); 5 members (58); More than 6 members (34)          |
| Present Working Type | Full Time (165); Permanent Part Time (39); Temporary Part Time (8); Internship (8)                |

Table 1: Demographic profile of respondents

### 5. Data Collection and Validation

Observing the related job satisfaction forces from various studies the variables are summarized and confirmed by informal interview session with the nurses mainly to validate the consisted variables identified with Bangladesh context. A structured questionnaire is used to conduct the survey. In the survey, the respondents are asked to respond using a five –point Likert scale. The scale ranging from strongly disagree (1) to strongly agree (5). At the end of questions, a final item was added: “my overall job satisfaction”. This final item was included to measure the respondent’s reaction to the usual concept of occupational fulfillment. To verify the internal consistency of the variables derived from the samples the reliability test has been conducted. The Cronbach’s alpha value ( $\alpha$ ) is found 0.607 from the test, which is above the range of satisfactory level 0.5-0.6 suggested by Nunnally (1967). Data entry and analysis is done in SPSS 17.0 data editor.

### 6. Results and Analysis

#### 6.1. Relative significance of attitudes toward occupational fulfillment

The attitudes toward occupational fulfillment are linked to intra-personal nature of human beings as such exploring their relative significance are necessary (Islam and Saha, 2001). In this regards, individual employee’s attitudes are generally acquired about their workplace. The perception developed from employees many specific personal liking and disliking experienced from their jobs (Chaung, 1999; Ganguli, 1994; Locke, 1976). The occupational fulfillment attitudes are largely linked to the areas of intrinsic nature of work, supervision, wage and security, and company policies and practices (Ganguli, 1994). Keeping under consideration the variables for nurses’ occupational fulfillment are derived. To identify what are the forces related with job satisfaction and the consisted variable related with the factors, Factor analysis with those variables is done. The analysis formed six main factors included 16 variables with Eigenvalues greater than one (Table 2).

| Factors<br>(Eigenvalues)      | Variables     | Loadings | Variiances %<br>(Cumulative) |
|-------------------------------|---------------|----------|------------------------------|
| Supervision<br>(2.125)        | Less_int      | 0.628    | 13.284                       |
|                               | Notenough_Sal | 0.789    |                              |
|                               | NotApp_BeH    | 0.700    |                              |
|                               | Not_Evu       | 0.576    |                              |
| Working condition<br>(1.948)  | Go_Fur        | 0.540    | 25.458                       |
|                               | Pro_Work      | 0.828    |                              |
|                               | Ple_CoW       | 0.779    |                              |
| Salary<br>(1.877)             | Adq_Sal       | 0.641    | 37.190                       |
|                               | Opp_Pro       | 0.582    |                              |
|                               | GWork_Red     | 0.632    |                              |
|                               | Rel_Bett_Fac  | 0.748    |                              |
| Work load<br>(1.334)          | Eff_Co_Uns    | 0.793    | 45.529                       |
|                               | ManyWork      | 0.715    |                              |
| Benefits Provided<br>(1.269)  | Sat_InSat     | 0.706    | 53.458                       |
|                               | Una_Fac       | 0.697    |                              |
| Improper direction<br>(1.240) | Not_Dir       | 0.855    | 61.206                       |

Table 2: Factor analysis output of occupational fulfillment of nurses in Bangladesh

Less\_int= Super visor has less interest on his subordinate works, Notenough\_Sal= Proper evaluation by the remuneration, NotApp\_BeH=Supervisor do not do justified behavior, Not\_Evu= Work evaluated, Go\_Fur= Employees career progression within , rganization in terms of their activity, Pro\_Work= Proud ness about the job, Ple\_CoW=Pleasure to work with the coworkers, Adq\_Sal=Adequacy of the salary provided, Opp\_Pro= Opportunity for promotion, GWork\_Red= Appreciation for working good, Rel\_Bett\_Fac= Achieved opportunities are matched with other returns, Eff\_Co\_Uns= Coworkers work effort force to do overwork, ManyWork= Over loaded with work activities, Sat\_InSat= Salary increasing opportunities, Una\_Fac= Rights of achieving opportunities usually not provided, Not\_Dir= Inappropriate direction about job assigned

The analyzed 6 factors explain 61.20% of the variance in the data. The first factor, Supervision, which explains the most variance (13.28%), included four variables. Eigenvalue found for this factor is 2.125. This value indicates that this factor is one of the major factors in explaining occupational fulfillment of nurses since it provide the maximum insights of occupational fulfillment of nurses in Bangladesh. It includes the occupational fulfillment variables such as, supervisor's attitude towards nurses, biased behavior, supervisor's evaluations etc. The four variables contain in the factor "supervision" are: supervisors Less interest, Inappropriate remuneration, Unjust behavior, Not evaluated work. The mean values found from the analysis of these four variables are 3.02, 3.32, 2.65 and 3.06. In the 5 point Likert scale, these mean values show somewhat neutral to positive occupational fulfillment. Hence, the health sector policy makers in Bangladesh should give intense focus on these variables to increase occupational fulfillment of the nurses.

The second significant factor found is working condition that explains 12.175% of the variance and it largely covers field of occupational fulfillment including career progression, job loyalty and pleasure factor of job. The analysis found Eigenvalue of 1.948 for this factor. The mean values of these three variables are 3.79, 4.20, and 4.18 respectively that exemplify an affirmative occupational fulfillment of nurses. The other four factors are almost closer in their ability (Eigenvalues of 1.877, 1.334, 1.269, 1.240 respectively) to explain the variation of level of occupational fulfillment with relatively low Eigenvalues. The analysis also found the communality values of the variables under six factors. These values indicate that in constituting the factors, each variable is much in common with other variables.

| Communalities |            |
|---------------|------------|
|               | Extraction |
| Adq_Sal       | .630       |
| Opp_Pro       | .441       |
| GWork_Red     | .478       |
| Less_int      | .561       |
| Notenough_Sal | .665       |
| NotApp_BeH    | .546       |
| Rel_Bett_Fac  | .568       |

|            |      |
|------------|------|
| Not_Evu    | .397 |
| Eff_Co_Uns | .776 |
| Not_Dir    | .772 |
| Go_Fur     | .548 |
| Pro_Work   | .711 |
| ManyWork   | .742 |
| Ple_CoW    | .653 |
| Sat_InSat  | .610 |
| Una_Fac    | .696 |

Table 3: Communalities of Variables

### 6.2. Occupational fulfillment differences in public and private hospitals

The type of hospital has significant influence on the occupational fulfillment variables. One of the study objectives is to find out the differences; therefore, the study further analyzed mean values of occupational fulfillment variables among public and private hospitals.

To observe the attitudinal dispersion of the respondents, Standard deviation has been used.. Considering a neutral value of 3 in the 5-point scale, 4 variables in public hospitals are found lower than the neutral value compare to that of just 2 variables in private hospitals. It shows a relatively higher level of occupational fulfillment in private hospital nurses. The differences across public and private hospitals have also been identified in occupational fulfillment variables. It shows negative differences in all the mean values between public and private hospital nurses except few variables like less interest, not enough salary, ple\_cow, many work, sat in sat and una\_fac showing an insignificant positive difference. The assessment of all the other variables mean values focusing a sky-scraping level of occupational fulfillment in private hospital nurses than does in the public. The actuality is supported by the differences found from the study of the overall occupational fulfillment factor in public and private hospital nurses (2.8571 versus 3.0702). The reasons for this difference in occupational fulfillment between public and private hospital nurses might mainly be related to the factors derived from factor analysis findings.

| Variables     | Mean   |         |            | Standard Deviations |         |
|---------------|--------|---------|------------|---------------------|---------|
|               | Public | Private | Difference | Public              | Private |
| Less_int      | 3.0204 | 2.9181  | 0.10       | 1.16350             | 1.20013 |
| Notenough_Sal | 3.3265 | 3.2456  | 0.08       | 1.08758             | 1.24543 |
| NotApp_BeH    | 2.6531 | 2.9240  | (0.27)     | 1.10964             | 1.31510 |
| Not_Evu       | 3.0612 | 3.0702  | (0.01)     | 1.26505             | 1.22992 |
| Go_Fur        | 3.7959 | 3.9532  | (0.16)     | 1.38413             | 1.14693 |
| Pro_Work      | 4.2041 | 4.2632  | (0.06)     | 1.09886             | 1.07692 |
| Ple_CoW       | 4.1837 | 4.1462  | 0.04       | .99317              | 1.02712 |
| Adq_Sal       | 2.8571 | 3.0702  | (0.21)     | 1.29099             | 1.36588 |
| Opp_Pro       | 3.3469 | 3.6842  | (0.34)     | 1.50763             | 1.21981 |
| GWork_Red     | 2.9184 | 3.3392  | (0.42)     | 1.25560             | 1.20374 |
| Rel_Bett_Fac  | 2.8367 | 3.2281  | (0.39)     | 1.31255             | 1.19338 |
| Eff_Co_Uns    | 3.1429 | 3.1462  | (0.00)     | 1.25831             | 1.30462 |
| ManyWork      | 4.0408 | 4.0292  | 0.01       | 1.22405             | 1.05399 |

|           |        |        |       |         |         |
|-----------|--------|--------|-------|---------|---------|
| Sat_InSat | 3.6122 | 3.4211 | 0.19  | 1.35118 | 1.29634 |
| Una_Fac   | 3.9592 | 3.6725 | 0.29  | 1.18952 | 1.25008 |
| Not_Dir   | 3.0612 | 3.0760 | 1.588 | 1.46356 | 1.26028 |

Table 4: Mean differences and Standard deviations of Job satisfaction variables

## 7. Conclusion

This study reveals that the occupational fulfillment of nurses is significantly dependent upon salary, working conditions, supervision quality, and benefit provided, work load and improper directions. Hospitals type is found to be the one of the most relevant factor with the hospitals nurses' occupational fulfillment. The nurses working in private hospital are relatively more satisfied than those working in public sectors as they enjoy better salary, benefits, quality supervision, good co-worker relation and yield higher efficiency in work. On the other hand, public institutions nurses have inadequate benefits and facilities, resulting in comparatively lower level of occupational fulfillment. The level of overall occupational fulfillment in private hospitals nurses is found higher (3.0702) that leaves the public hospitals into a marginal level (2.8571). However, there still exists a plenty of scope for further study with a larger sample base in this regards.

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