

# Job Satisfaction of Public and Private Healthcare Centers in Rangpur City Corporation Area: A Comparative Study

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## ABSTRACT

This study compares public and private hospital employees' job satisfaction. The study's objective is a comparative analysis of employee job satisfaction in public and private healthcare centers concerning employee management systems and motivational factors. Respondents have been selected from the public and private healthcare centers of Rangpur City Corporation. The study observed that the views of public and private healthcare employees are volatile in many ways. It's also observed that private hospitals follow systematically and scientifically EMM practices, creating high employee satisfaction levels. In addition, public healthcare workers are more satisfied with the terms and conditions of their workplace than private health workers.

**Key words:** Public Hospital, Private Hospital, Employee Management, Employee Motivation, Job Satisfaction

## INTRODUCTION

Healthcare is one of the basic human needs, and people trust hospitals for treatment and wellness (Hosen, 2021). All countries should have good hospitals according to population. Bangladesh is a populous country. In addition to government hospitals, many private hospitals have been set up here which provide health services to the people. Different staff classes are essential in managing the entire hospital and providing proper healthcare to the people. Therefore employee satisfaction is critical to the organization. Both government and non-government organizations offer various incentives for employee satisfaction. Hospitals are service providers. Their purpose is to provide good service to their clients. The quality of their service largely depends on the work of the employees. Quality of service is essential, especially for private organizations. As a result, organizations strive to enhance the skills and satisfaction of their employees. In this case, staff management and various motivational activities can play a role.

Healthcare centers are service provider organizations. In Bangladesh, public and private health care organizations are developing to provide treatment and health care to a massive population. In addition, there is some research paper on comparative service quality and patient satisfaction between public and private healthcare

organizations. In addition, employees play a vital role in providing quality service to satisfy patients. This sector requires research on human resource management and employee job satisfaction in Bangladesh's public and private healthcare organizations.

Most people in the districts of Rangpur Division depend on the hospitals in the Rangpur city corporation area for good treatment and healthcare. So, many private hospitals, clinics, and health care centers are being set up in the area, and government hospitals are expanding their services. A lot of people work here. So, there are many opportunities for research on healthcare centers and their employees.

## STATEMENT OF THE PROBLEM

There are many health care centers in the Rangpur city corporation area. Healthcare centers are mainly service provider organizations. Managing these types of organizations is very complex, and managing many employees is difficult. Managing and motivating the employees is an essential task for the top management of any healthcare center, especially for private organizations. For private organizations, providing quality service is more critical than for public organizations. However, the service quality of the organizations can be affected by employee satisfaction. This research will try to find out the employee management system & motivational factors and their impact on employee job satisfaction in public and



private health care centers of Rangpur city corporation area. The study will also make some recommendations for the prosperity of this service and the business sector.

The study's main objective is to identify and compare the job satisfaction level of employees of public and private healthcare centers of Rangpur City Corporation and recommended to go forward. The specific objectives of the study are as follows:

- To draw an overall scenario of healthcare centers in the Rangpur City Corporation area.
- To determine the actual condition of the human resource management system of the public and private healthcare organizations of the Rangpur City Corporation area.
- To identify the impact of the management system and motivational factors on employee satisfaction of healthcare centers in the Rangpur City Corporation area.

The healthcare industry exerts a tremendous amount of influence on people's overall physical well-being. Most people need medical services for their well-being and health care. Service provided by the healthcare centers mostly depends on the specific service provider and employee or staff. So, employees' job satisfaction and views towards their job are essential. In Bangladesh, research is needed on the healthcare sector's employee job satisfaction and management systems.

## LITERATURE REVIEW

Both public and private hospitals are essential in providing health care to the people. There has been a lot of research on this sector, but more research is needed according to time.

Ahmed et al. (2021) investigated top management commitment, workforce management, and quality performance in Malaysian hospitals. They aimed to identify the difference or conformance between utmost management commitment, workforce management, and quality performance. This study compared public and private hospitals on top management commitment, workforce management, and quality performance. The findings indicated that private hospitals have better top management commitment and workforce management compared to public hospitals in Malaysia.

Al-Ayed (2019) aimed to explore the impact of strategic human resource management practices on organizational resilience in private hospitals. A questionnaire, developed based on previous research in the field, was used to compile the necessary information for this investigation. The creation of the questionnaire involved both exploratory and confirmatory factor analyses. The findings provided more evidence that strategic human resource management methods positively impact organizations' resilience.

Gile et al. (2018) presented a systematic review of empirical studies investigating the relationship between HRM and performance in SSA hospitals. They used the Preferred Reporting Items for Systematic reviews and Meta-Analyses to guide the process of conducting a systematic review (PRISMA). They find that HPWPs have a higher impact than individual practices on organizational performance, and HRM interventions can improve health workers' performance.

Ahmed et al. (2017) aimed to identify the difference or conformance between public and private hospitals on quality performance. Research data were analyzed based on descriptive analysis and independent sample t-tests using SPSS version 23. This study's findings indicated significant differences between public and private hospital staff in the progress of the quality improvement process. Compared to the public hospital, the team at the private hospital believed that their facility's quality management method had been more effective over the past several years.

Manaf (2005) empirically analyzed quality management practice among Malaysian Ministry of Health hospital employees. The investigation was restricted to the public healthcare system in peninsular Malaysia. Continuous improvement, strategic planning, quality assurance, teamwork, leadership and management commitment, employee involvement and training, management by fact, and supplier partnership are the eight quality management techniques that have been identified in Malaysian public hospitals.

An empirical investigation of the use of quality management among workers at Malaysian public hospitals at the district, state, and national levels were presented in Hazilah (2009). This study aims to conduct a comparative investigation of the quality management procedures utilized at each of the three levels of hospitals. Quality management practice was found to be significantly higher in district hospitals than in the national referral center. The three different tiers of hospitals did not considerably differ from one another in their perceptions of the outcome of the implementation. For example, it was shown that district hospitals had much greater levels of cooperation in comparison to state hospitals and the national referral center. This was identified to be one of the quality management criteria. Leadership and management commitment were considerably higher in district and state hospitals than in the national referral center.

The purpose of the research conducted by Paşaoğlu and Tonus (2014) was to determine the connection between the use of human resource management strategies and the level of job satisfaction experienced by employees working in service organizations, specifically hospitals. It seeks to investigate definitions of job satisfaction and corporate studies within the framework and then reveal the effects of

job satisfaction and human resource management practices. Observed a correlation between human resources management practices and job satisfaction.

Top et al. (2015) investigated the perceptions of public servants and private sector employees (outsourcing) on transformational leadership, organizational commitment, trust, and job satisfaction in the Turkish healthcare industry. Additionally, the paper analyzed the predictability of organizational commitment based on employees – both public servants and private sector employees– perceptions of transformational leadership, job satisfaction, and corporate trust. The study found a significant difference between public servants' and remote sector employees' perceptions of two dimensions of transformational leadership, overall transformational leadership, and one measurement of job satisfaction. Organizational trust significantly affects overall organizational commitment and its three dimensions for public servants and private employees.

Kontodimopoulos et al. (2009) identified the essential motivational factors according to the views of healthcare professionals in Greek hospitals. The respondents were three categories of health care professionals working in public and private hospitals. The results showed that health professionals in private hospitals were significantly more motivated by all factors than their public-hospital counterparts.

Peters et al. (2010) identified important aspects of health worker satisfaction and motivation in two Indian states working in the public and private sectors. A standardized survey was administered to health professionals in public and private sectors in the Indian states of Andhra Pradesh and Uttar Pradesh. The survey aimed to determine the extent to which health workers were satisfied with critical job aspects connected to motivation. In addition, there are common areas of health worker motivation that should be considered by managers and policymakers, in particular the significance of non-financial motivators such as the nature of the working environment and the possibilities for professional advancement. However, managers also need to pay attention to the importance of locally analyzing conditions and controlling incentives to guarantee that health personnel is motivated to perform their jobs.

Hotchkiss et al. (2015) investigated the factors associated with health worker motivation over time among Ethiopia's public sector primary healthcare workers. Based on a combined dataset, bivariate and multivariate regression analyses were carried out to investigate the connections that can be drawn between the factors that influence one's level of motivation and the results of their efforts. The findings supported the premise that financial and non-financial factors are important determinants of health worker motivation in the Ethiopian context.

Mosadeghrad et al. (2008) aimed to understand better the relationships between job satisfaction and organizational

commitment of employees and their impact on the turnover intention at Isfahan Hospitals, Isfahan, Iran, in 2005. The paper's results indicated that hospital employees are moderately satisfied with their jobs and committed to their organization. In addition, employees' job satisfaction and organizational commitment were closely interrelated and correlated with turnover intention.

Adams & Bond (2000) demonstrated the importance of interpersonal relationships to nurses' job satisfaction. In particular, the positive contribution of the cohesiveness of ward nursing staff is highlighted. Still, the potential for many current NHS staffing strategies and work environments to undermine the development of cohesive working relationships is also noted (Chowdhury et al., 2021).

Rad & Yarmohammadian (2006) explored the relationships between managers' leadership styles and employees' job satisfaction in Isfahan University Hospitals, Isfahan, Iran 2004. Employees reported a lower level of satisfaction with factors such as pay, benefits, working conditions, promotion, and communication but a higher level of satisfaction with aspects such as the nature of the job, coworkers, and supervision. In addition, a strong association existed between the employment of leadership behaviors and employees' happiness levels with their jobs.

Lambrou et al. (2010) looked into how several motivational elements influence the medical and nursing staff at the Nicosia General Hospital and the connection between job satisfaction and motivation. An instrument that had been developed and validated in the past was used, and it focused on four factors that are related to work. First, two categories of health care professionals participated. They concluded that both monetary and non-monetary incentives motivated healthcare professionals. As a result, health care professionals tend to be motivated more by intrinsic factors, implying that this should be a target for compelling employee motivation.

## RESEARCH METHODOLOGY

Both the primary and secondary data were collected for the study. Primary data was collected from directors, deputy directors, assistant directors, human resource managers, and different classes of employees of selected public and private healthcare centers in the Rangpur City Corporation. Both written questionnaires and face-to-face interviews were used depending on the demand of the study. In addition, they have been asked questions about their job satisfaction, internal employee management system, employee motivational factors, and other related matters. The tabulation work was executed to classify data and to make them ready for analysis. In addition, the computer is used in tabulating and data processing. Some statistical tools such as mean, standard deviation,

coefficient of variance, correlation, and regression analysis are used in analyzing the data.

**Sources of Data**

Primary data was collected from written questionnaires and face-to-face interviews of directors, deputy directors, assistant directors, human resource managers, and different classes of employees of selected public and private healthcare centers in the Rangpur city corporation area. The secondary data source was published official statistics, annual reports of those organizations, and publications of various journals and articles, books, reports, statements, documents, periodicals, websites, etc.

**Questionnaire Construction**

Respondents from the selected hospitals were asked questions about their job satisfaction, internal employee management system, employee motivational factors, and other related matters. To make their response easy, some options were given with the question, such as –extremely satisfied, satisfied, average, dissatisfied, and extraordinarily dissatisfied, and for some questions—Yes/No is used.

**Target Population**

Data were gathered from various sources, including main and secondary ones. The primary source of data was the target population. This research is about job satisfaction of the employees concerning the internal management system & motivational factors of public and private healthcare centers of Rangpur city corporation area. In addition, respondents have been selected from the healthcare centers of the Rangpur City Corporation area. In addition, employees of one public medical college hospital and three private medical college hospitals are the respondents of this research.

**Sampling Area and Sample Size**

Employees of one public medical college hospital and three private medical college hospitals, whose working duration is 0-12 years, are the sample of this research. In addition, one hundred fifty employees of one public medical college hospital and three private medical college hospitals have been selected as respondents.

**DATA ANALYSIS**

For this research, respondents from public and private hospitals were asked questions about their job satisfaction and related matters. The response of the respondent is measured on a Likert scale.

**Comparison between Government Employees and Private Employees**

There are many differences between the opinions of public healthcare workers and private healthcare workers. Comparisons of these different opinions are presented here.

**Employee’s Satisfaction with Working Environment: Public Healthcare Workers vs. Private Healthcare Workers**

The working environments of public healthcare centers and private healthcare centers are different from each other. Only 5.26% of employees of public healthcare centers are delighted, and the remaining are satisfied with the working environment of their organization. On the other hand, in private healthcare centers, 25% of employees are extremely satisfied, 58.93% are satisfied, 3.57% said average, and 12.5% are dissatisfied with their organizations' working environment.

Table 1: Employee’s Satisfaction with Working Environment: Public Healthcare Workers vs. Private Healthcare Workers

| Particulars            | Govt. employees (%) | Private employees (%) |
|------------------------|---------------------|-----------------------|
| Extremely satisfied    | 5.26                | 25                    |
| Satisfied              | 94.74               | 58.93                 |
| Average                | 00                  | 3.57                  |
| Dissatisfied           | 00                  | 12.5                  |
| Extremely dissatisfied | 00                  | 00                    |

Source: Analysis of Field Survey Data

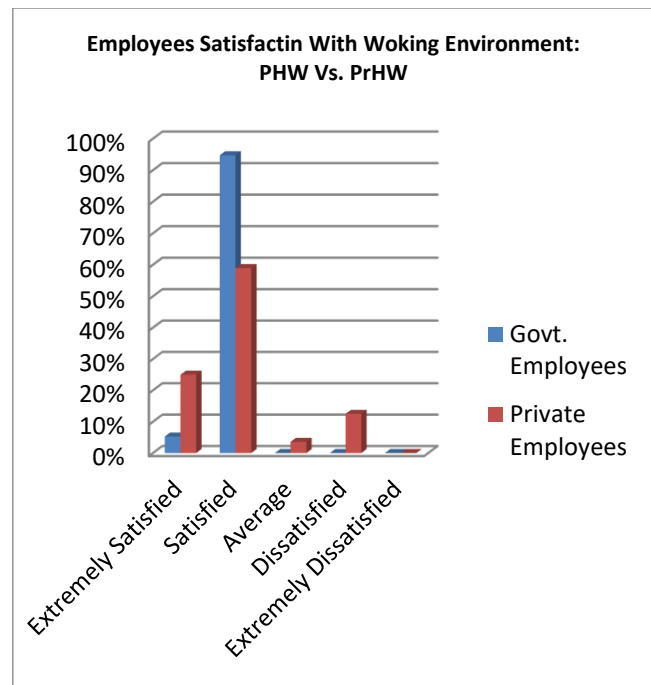


Figure 1: Employee’s Satisfaction with Working Environment: Public Healthcare Workers vs. Private Healthcare Workers

Source: Analysis of Field Survey Data

**Employee’s Satisfaction with Terms & Conditions: Public vs. Private Healthcare Employees**

The terms and circumstances of care offered by public healthcare centers are not the same as those provided by



private healthcare institutions. The administration of private medical facilities adheres to highly stringent standards regarding their organizations' terms and circumstances. The workers at these organizations are tasked with strongly upholding the terms and conditions. In this factor, 21% of government employees are delighted, whereas 16% of private employees are delighted. In addition, 78.95% of government employees are satisfied; on the other hand, 62.5% private employees are satisfied. In addition, 3.57% of private employees said average, and 17.85% are dissatisfied. Table 02 shows the details of the comparison of public and private healthcare workers' satisfaction with the terms and conditions of their organizations.

Table 2: Employee's Satisfaction with Terms & Conditions: Public vs. Private Healthcare Employees

| Particulars            | Govt. employees (%) | Private employees (%) |
|------------------------|---------------------|-----------------------|
| Extremely satisfied    | 21                  | 16                    |
| Satisfied              | 78.95               | 62.5                  |
| Average                | 00                  | 3.57                  |
| Dissatisfied           | 00                  | 17.85                 |
| Extremely dissatisfied | 00                  | 00                    |

Source: Analysis of Field Survey Data

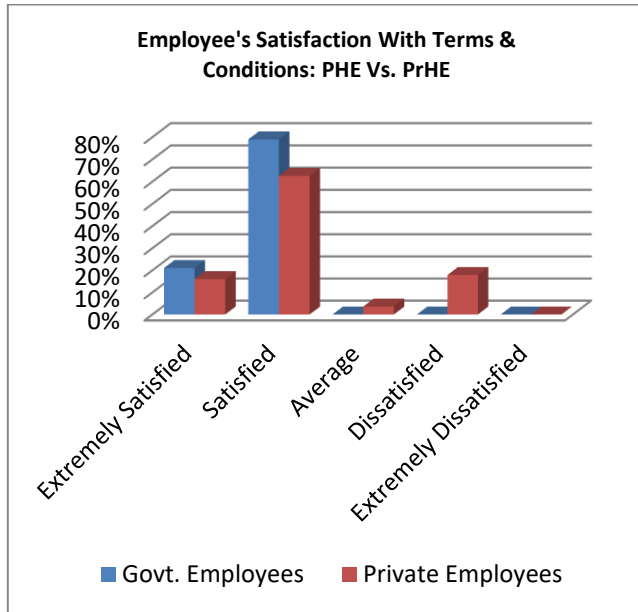


Figure 2: Employee's Satisfaction with Terms & Conditions: Public vs. Private Healthcare Employees

Source: Analysis of Field Survey Data

**Employee's Satisfaction with Top Management: Public vs. Private Healthcare Workers**

This study shows that both public and private healthcare centers' employees are satisfied with their top management. Table 03 represents details about this. For example, in public healthcare centers, 78.95% of

employees are happy with their top management, only 10% are dissatisfied, and the remaining employees do not comment on this. In addition, 71.43% of private employees are satisfied with their organizations' top management, 23. However, 21% are dissatisfied, and the remaining portion does not make any comment about their top management.

Table 3: Employee's Satisfaction with Top Management: Public vs. Private Healthcare Workers

| Particulars | Govt. employees (%) | Private employees (%) |
|-------------|---------------------|-----------------------|
| Yes         | 78.95               | 71.43                 |
| No          | 10.53               | 23.21                 |

Source: Analysis of Field Survey Data

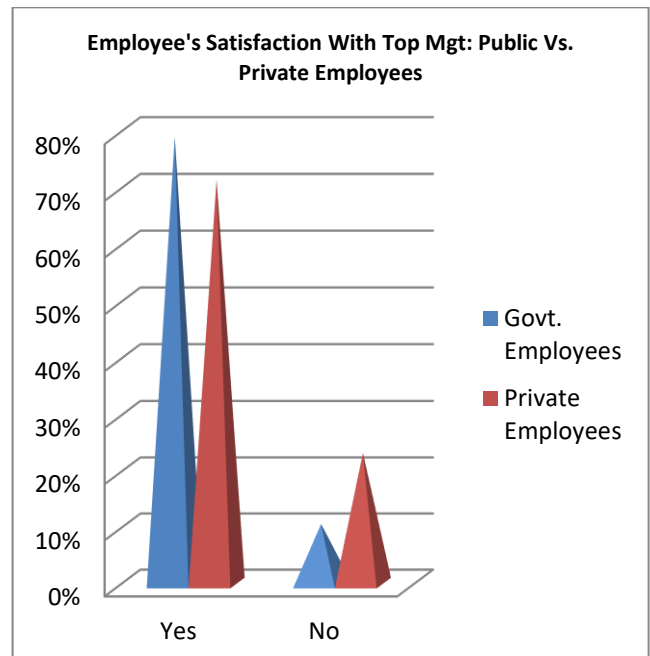


Figure 3: Employee's Satisfaction with Top Management: Public vs. Private Healthcare Workers

Source: Analysis of Field Survey Data

**Impact of Employee Management System on Job Satisfaction: Public Healthcare Employees vs. Private Healthcare Employees**

The proper employee management system is essential for employee job satisfaction. Private healthcare centers maintain sound employee management systems in their organizations. The picture of public healthcare centers is not same always. When the question was— is there any impact of the internal employee management system on your job satisfaction? For example, 68.42% of government employees said no, and only 31.58% said an employee management system positively affects their job satisfaction. On the other hand, 78.57% of private employees noted that the employee management system positively impacts their job satisfaction, and 21.42% think it does not affect their job satisfaction.

Table 4: Impact of Employee Management System on Job Satisfaction. Public Healthcare Employees vs. Private Healthcare Employees

| Particulars | Govt. employees (%) | Private employees (%) |
|-------------|---------------------|-----------------------|
| Yes         | 31.58               | 78.57                 |
| No          | 68.42               | 21.42                 |

Source: Analysis of Field Survey Data

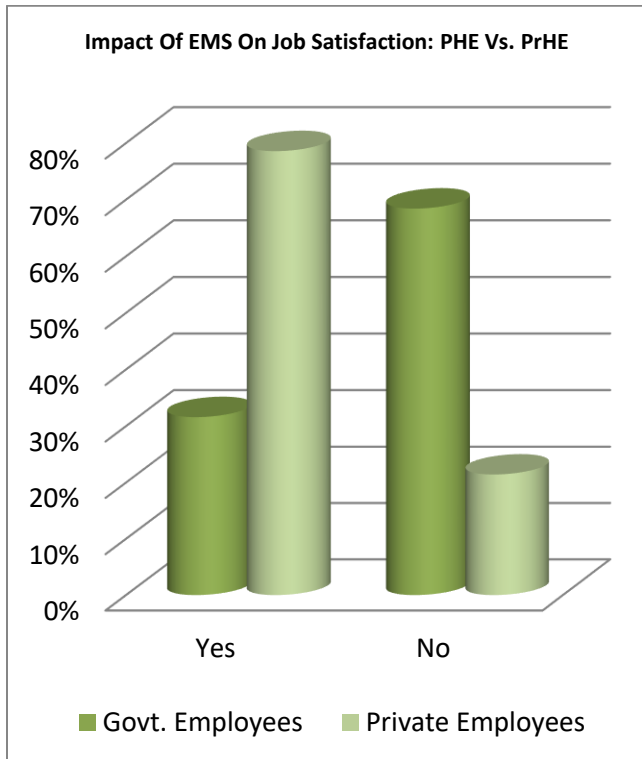


Figure 4: Impact of Employee Management System on Job Satisfaction. Public Healthcare Employees vs. Private Healthcare Employees

Source: Analysis of Field Survey Data

**Impact of Motivational Factors on Employee's Job Satisfaction: Public vs. Private Employees**

In private healthcare centers, motivational factors incredibly impact employee job satisfaction. For example, 82.14% of remote employees said that motivational factors provide satisfaction in their job, and only 17.86% said negative about this. In addition, 31% of government employees said that motivational factors affect their job satisfaction, and 68.42% think that motivational factors do not affect their job satisfaction.

Table 5: Impact of Motivational Factors on Employee's Job Satisfaction: Public vs. Private Employees

| Particulars | Govt. employees (%) | Private employees (%) |
|-------------|---------------------|-----------------------|
| Yes         | 31.85               | 82.14                 |
| No          | 68.42               | 17.86                 |

Source: Analysis of Field Survey Data

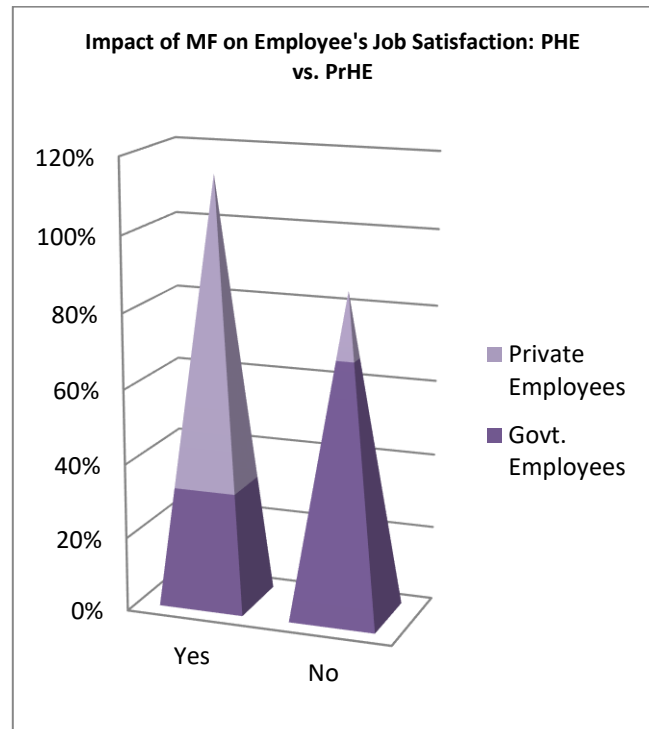


Figure 5: Impact of Motivational Factors on Employee's Job Satisfaction: Public vs. Private Employees

Source: Analysis of Field Survey Data

**Employee's Satisfaction Level with Employee Management System & Motivational Factors: Public vs. Private Healthcare Employees**

Most public healthcare employees said that employee management systems & motivational factors do not significantly impact their job satisfaction. Still, they are happy with the practice of their organizations. In this case, the average score is 74.2 points, the standard deviation is 12.2, and the coefficient of variance is 16.44%. 31% of employees are extremely satisfied, 57.85% PHEs are met, and 10.53% said average. Conversely, according to private healthcare workers, the average score is 66.07 points, the standard deviation is 17.85, and the coefficient of variance is 27%. 19.64% PrHEs are extremely satisfied, 51.57% are satisfied, 19.64% said average, 7.14% are dissatisfied, and only 1.79% of employees are extremely unhappy.

Table 6: Employee's Satisfaction Level with Employee Management System & Motivational Factors: Public vs. Private Healthcare Employees

| Particulars            | Govt. employees (%) | Private employees (%) |
|------------------------|---------------------|-----------------------|
| Extremely satisfied    | 31                  | 19.64                 |
| Satisfied              | 57.85               | 51.57                 |
| Average                | 10.53               | 19.64                 |
| Dissatisfied           | 00                  | 7.14                  |
| Extremely dissatisfied | 00                  | 1.79                  |

Source: Analysis of Field Survey Data

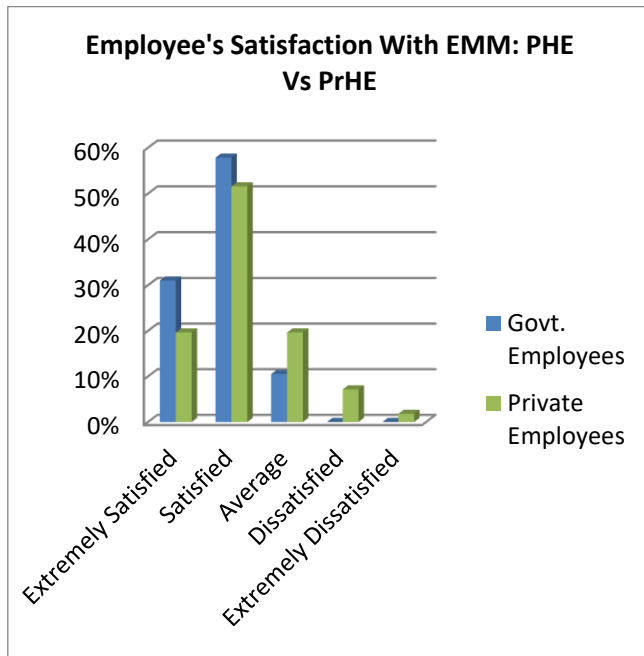


Figure 6: Employee's Satisfaction Level with Employee Management System & Motivational Factors: Public vs. Private Healthcare Employees

Source: Analysis of Field Survey Data

**Overall Job Satisfaction: Public vs. Private Healthcare Workers**

Regarding overall job satisfaction, most public healthcare workers are satisfied, 52.62%, 31.58% are extremely satisfied, 10.53% said average, 5.2% are dissatisfied, and no employee is depressed. According to public healthcare center employees, the mean score for job satisfaction is 72.1 points, the standard deviation is 15.77, and the covariance coefficient is 21.87%. On the other hand, according to private healthcare, employees' mean score for job satisfaction is 65.63 points, the standard deviation is 18.4, and the covariance coefficient is 28%. 23.21% of employees are delighted with their job, 41% are satisfied, 25% of workers said average, 10.7% are dissatisfied, and no workers are depressed. It can be seen that public healthcare workers are more satisfied than private healthcare workers; Table 07 and Figure 07 show the summary.

Table 7: Overall Job Satisfaction: Public vs. Private Healthcare Workers

| Particulars            | Govt. employees (%) | Private employees (%) |
|------------------------|---------------------|-----------------------|
| Extremely satisfied    | 31.58               | 23.21                 |
| Satisfied              | 52.63               | 41                    |
| Average                | 10.53               | 25                    |
| Dissatisfied           | 5.26                | 10.7                  |
| Extremely dissatisfied | 00                  | 00                    |

Source: Analysis of Field Survey Data

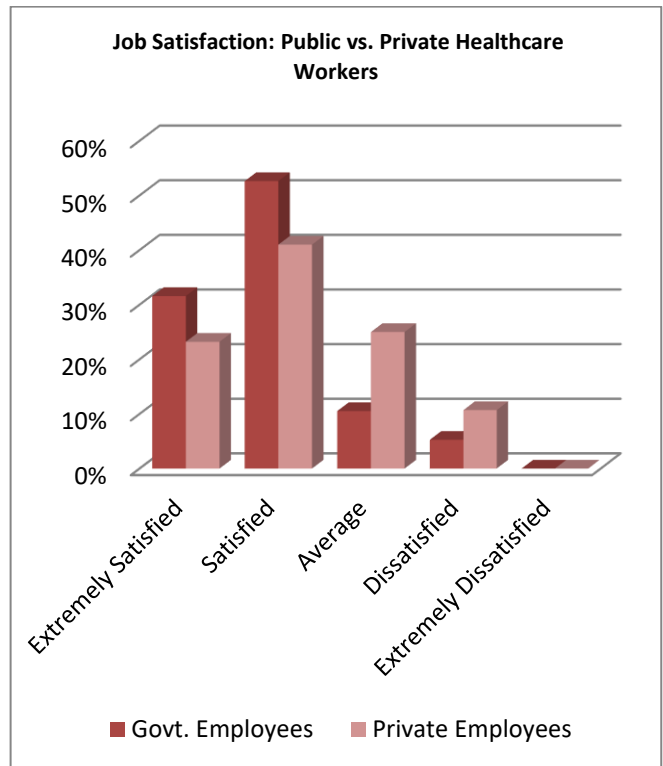


Figure 7: Overall Job Satisfaction: Public vs. Private Healthcare Workers

Source: Analysis of Field Survey Data

**Rank Correlation among Motivational Factors**

The selected healthcare centers use motivational tools to motivate their employees. TQM training is a new Rangpur Medical College Hospital project to improve quality and motivate employees. The public and private healthcare centers use training, promotion, bonus, reward, and other factors. Respondents are given ten motivational factors and asked-- Which of these satisfied you most? According to their answer, these motivational factors are ranked. Preferences of public healthcare employees and private healthcare employees are classified separately. This ranking is presented in the following table.

Table 8: Ranking of Motivational Factors

| Particulars            | The rank of public employees | The rank of private employees |
|------------------------|------------------------------|-------------------------------|
| Reward                 | 10                           | 8                             |
| Promotion              | 1                            | 4                             |
| Certificate            | 8                            | 9                             |
| Salary increase/Bonus  | 6                            | 1                             |
| Leave                  | 7                            | 5                             |
| Motivational talk      | 3                            | 3                             |
| Recognition            | 2                            | 7                             |
| EDU                    | 9                            | 10                            |
| Training & career plan | 5                            | 2                             |
| Retirement plan        | 4                            | 6                             |

Source: Analysis of Field Survey Data

From this table rank coefficient of correlation between preferences for motivational factors of public healthcare employees and private healthcare, employees is .5. Which means there is a moderate degree of positive correlation between preferences of motivational factors of public healthcare workers and private healthcare workers.

## CONCLUSION

The research shows that the views of public and private health care employees are volatile in many ways. For example, private hospital staff is satisfied with their organization's employee management system and motivational factors but not as satisfied with their terms and conditions management. In the case of the public hospital, their employees are satisfied with the terms and conditions and are not happy with the employee management system and motivational factors. This means that there is a need for more research on human resource management and employee job satisfaction in public and private health care centers. Further research will help to improve this sector, which will contribute to the development of our country. This study was cautious and methodical; however, the study has flaws. First, because the survey was self-reported, participants' responses were subjective. Participants were given secrecy, so it's possible they over- or under-reported their satisfaction. Second, non-participants' responses may have differed from participants'. Different surroundings and circumstances in other hospitals may affect job satisfaction for healthcare professionals. Third, 150 staff from all selected healthcare centers is less than the total. Fourth, incomplete data and information hampered data collecting.

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