



## IMPACT OF WORK ENVIRONMENT FOR DOCTORS' WITH REFERENCE TO COIMBATORE CITY

Mr.S.Udhayakumar\* Dr.V.Mohanasundaram\*\*

\* Ph.D, Scholar, Department of Management (Category B) Bharathiar University, Coimbatore.

\*\*Supervisor, Professor and Head, Department of Management Studies, Vivekanandha Institute of Engineering and Technology for Women, Tiruchengodu.

### Abstract

Many research papers have focused on the intrinsic aspect of the job satisfaction results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Objectives of the study, To analyse the impact of work environment for doctors in Coimbatore City. Methodology of the study, Descriptive research design was used in this study. Primary as well as secondary data has been used in this study. Primary Data has been collected from doctors. Primary data has been collected through interview schedule from 200 respondents. Secondary data has been collected from journals, magazines, websites, etc., simple random sampling has been used in this study. Doctors are respondents in this study. Findings of the study, The discriminate analysis, gives the results of the reclassification. The function using the variables selected in the analysis classified 58.5 per cent of the cases correctly in the respective groups. It is found that the Discriminant function analysis was applied to the respondents on low user and high user. The following factors significantly discriminate the two users. They are Gender, Age, Educational Level, Number of dependents (one per and five per cent level of significance). Suggested this study, Work environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment.

**Key Words:** Work Environment, Stress, Discriminate Etc.,

### Introduction

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks task activities like training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have been focused on the intrinsic aspect of the job satisfaction results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008). Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) argue that in organizations, can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviours to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance. Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization.

Based on the above discussion, the objective of this paper is to determine the relationship between the working environment and employees job satisfaction.

### Literature Review

Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. The findings of a Danish study suggest that a firm can increase its productivity through the



improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity (Buhai, Cottini, & Nielseny, 2008).

**Herzberg et al. (1959)** developed motivational model for job satisfaction and through research he found that the job related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation, whereas motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase .

**Baah and Amoako (2011)** described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygeine factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959).

**Sell and Cleal (2011)** developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. The supervisors' availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Schroffel, 1999).

**Catillo & Cano (2004)** on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise.

### Statement of the Problem

Many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing upto the level of their full potential. The objective of this research paper is to analyse the impact of working environment on doctors in Coimbatore City.

### Objectives of the Study

- To analyse the impact of work environment for doctos in Coimbatore City.

### Methodology of the Study

Descriptive research design has been used in this study. Primary as well as secondary data has been used in this study. Primary Data has been collected from 200 doctors, through interview schedule. Primary data has used for interview schedule. Secondary data was collected from journals, magazines, websites, etc., simple random sampling has been used in this study. Doctors are respondents in this study. Following variables taken for the study work envrionment (1) **Job content factors involves** a) lack of varieity for shor work cycles, b) *Fragmented or meaningless work* (c) *Under use of skills* (d) *High uncertainty*, (e) *Continuous exposure to people through work*. (2) **Workload/work place involves** (a) *Work overload or underload* (b) *Machine placing* (c) *High levels of time pressure*, (d) *Continually subject to deadlines*. (3) **work schedule involves** (a) *Shift working, night shifts*, (b) *Inflexible work schedules* (c) *Unpredictable hours*, (d) *Long or unsociable hours*. (4) **Control involves** (a) *Low participation in decision making*, (b) *lack of control over workload*, (c) *Unnecessary pressure, Shift working*,



etc. (d) Lack of participation) is also a context and wider organizational issue (5) Environment and equipment involves (a) Inadequate equipment availability,(b) Suitability or maintenance;(c) Poor environmental conditions such as lack of space, (d) Poor lighting, (e) Excessive noise. (f) Inadequate equipment availability,(g) Suitability or maintenance; (h) Poor environmental conditions such as lack of space, (i) Poor lighting,and (j) Excessive noise. Discriminate analysis has been used in this study.

## Analysis and Interpretation

### Discriminant Function Analysis

Respondent's opinion towards work environment of doctors. In this study two hundred respondents were divided into two groups .i.e. Low level of work environment and the high level of work environment. The difference of opinion of the respondents in one group from the other is studied with the help of discriminant function analysis. For the purpose of the study, the following variables were selected.

1. Gender
2. Age
3. Educational Qualification
4. Monthly Income
5. Cadre
6. Maritial Status
7. Family pattern
8. Number of dependents

The discriminant function analysis attempts to construct a function with these and other variables so that the respondents belonging to these two groups are differentiated at the maximum. The linear combination of variables is known as discriminant function and its parameters are called discriminant function coefficients. In constructing this discriminant function all the variables which contribute to differentiate these three groups are examined.

Mahalanobis minimum  $D^2$  method is based on the generalized squared Euclidean distance that adjusts for unequal variances in the variables. The major advantage of this procedure is that it is computed in the original space of the predictor (independent) variables rather than as a collapsed version which is used in the other method.

Generally, all the variables selected will not contribute to explain the maximum discriminatory power of the function. So a selection rule is applied based on certain criteria to include those variables which best discriminate. Stepwise selection method was applied in constructing discriminant function which selects one variable at a time to include in the function. Before entering into the function the variables are examined for inclusion in the function.

The variables which could have maximum  $D^2$  value, if entered into the function is selected for inclusion in the function. Once entered any variable already in the equation is again considered for removal based on certain removal criteria. Likewise, at each step the next best discriminating variable is selected and included in the function and any variable already included in the function is considered for removal based on the selection and removal criteria respectively.

Discriminant function analysis involved classification problem also to ascertain the efficiency of the discriminant function analysis and all the variables which satisfy the entry and removal criteria were entered into the function. Normally the criterion used to select the variables for inclusion in the function is minimum F to enter into the equation (i.e.) F statistic calculated for the qualified variable to enter into the function is fixed as 1. Similarly any variable entered in the equation will be removed from the function if F statistic for the variable calculated is  $< 1$ . The two groups are defined as

- Group 1 - Low level work environment  
Group 2 - High level work environment

The mean and standard deviation for these groups and for the entire samples are given for each variable considered in the analysis.

**Table - 4.4.3.1, Group Means (Between Low and High Groups)**

S. No.	Factor	Low(97)		High(103)		Total (200)	
		Mean	SD	Mean	SD	Mean	SD
1	Gender	1.35	0.48	1.45	0.50	1.40	0.49
2	Age	2.44	0.99	2.17	0.91	2.30	0.96
3	Educational Qualification	2.30	1.10	2.14	1.02	2.22	1.06
4	Monthly Income	4.45	2.04	4.54	1.98	4.50	2.01
5	Cadre	2.10	0.76	1.98	0.78	2.04	0.77



6	Marital Status	1.26	0.44	1.29	0.46	1.28	0.45
7	Family pattern	1.39	0.49	1.41	0.49	1.40	0.49
8	Number of dependents	2.60	1.05	2.32	0.91	2.46	0.99

The overall stepwise D.F.A results after all significant discriminators have been included in the estimation of discriminated function are given in the following table.

**Table -4.4.3.2, Summary Table between Low Level and High Level Groups**

Step	Variables entered	Wilk's Lamda	F-value	Significance
1	Gender	0.990	35.729	.000**
2	Age	.979	4.299	.039*
3	Educational Qualification	0.994	12.898	.000**
4	Number of dependents	.980	4.016	.046*

\*Significant at 1% level

The summary table indicates that variable gender entered in step one. The variables such as Gender, Marital status, Educational Qualification and number of dependents are significant at one per cent and five per cent significance level. All the variables are significant discriminators based on their Wilk's Lambda and F-value. The multivariate aspect of this model is given in the following table.

**Table -4.4.3.3, Canonical Discriminant Function (Between Low and High Groups)**

Canonical correlation	Wilk's Lamda	Chi -square	p-value	S/NS
.226	0.949	64.43	.000**	S

The canonical correlation in the discriminant group can be accounted for by this model, Wilk's Lamda and Chi-square value suggest that D.F is significant at one per cent level.

The variables given above are identified finally by the D.F.A as the eligible discriminating variables. Based on the selected variables the corresponding D.F coefficients are calculated. They are given in the following table.

**Table -4.4.3.4, Discriminant Function Coefficient (Between Low Level and High Level)**

Gender	-.500
Age	.630
Educational Qualification	.289
Monthly Income	-.049
Cadre	.063
Marital Status	.422
Family pattern	.088
Number of dependents	.701
(Constant)	-3.680

Using this D.F coefficients and variables discriminating scores for 2 groups are found out and are called group centroids or group means

For low level user  $(Z_1) = .238$

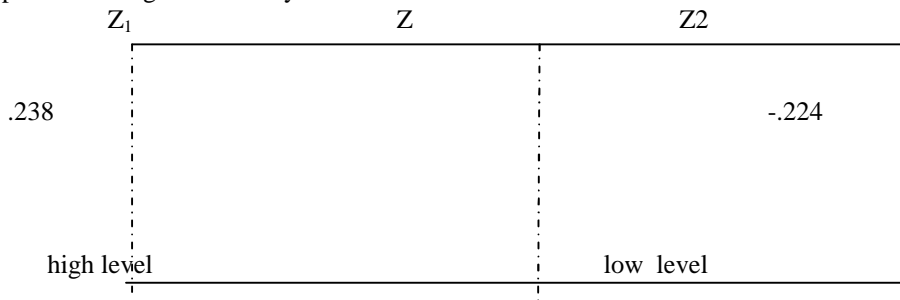
For High level user  $(Z_2) = -.224$

Discriminating factor is the weighted average of  $Z_1, Z_2$

$$(i.e.) Z = \frac{(97x Z_1) + (103 xZ_2)}{97+103}$$



It is represented diagrammatically



Thus to classify any respondent as to low or high user the Z score for the respondent is found out by using the equation. If the score found out for any respondent is  $Z_0$  and if the value is  $> Z$  (i.e.  $Z_0 > Z$ ) then it is classified into high user and if  $Z_0 < Z$  then (i.e.  $Z_0 < Z$ ) it is classified into low user.

Now the questions remain to be answered are

1. How efficient are the discriminating variables in the D.F.A?
2. How efficient the D.F itself is?

The first equation cannot be answered directly however the discriminating power or the contribution of each variable to the function can sufficiently answer the question. For this consider the following table.

**Table - 4.4.3.5, Relative Discriminating Index (Between Low Level Group and High Level Group)**

	Group I Mean $X_1$	Group II Mean $X_2$	Unstandardised coefficient	$I_j = \text{ABS}(K_j \text{ Mean}(X_{j0} - X_{ji}))$	$R_j = I_j / \text{sum } I_j * 100$
Gender	1.35	1.45	-.500	-0.1	-16.39
Age	2.44	2.17	.630	0.27	44.26
Educational Qualification	2.30	2.14	.289	0.16	26.23
Number of dependents	2.60	2.32	.701	0.28	45.90
<b>TOTAL</b>					100

#### Relative Discriminating Index

For each variable the respective D.F coefficient its mean for each group and  $R_j$  are given.  $R_j$  called relative discriminating index is calculated from the discriminant function coefficient and group means.  $R_j$  tells how much each variable is contributing (%) to the function. By looking at this column it is understood that Number of dependents is the discriminating variable and the gender the least discriminating variable.

The second question is answered by reclassifying the already grouped individuals into low or high level using the D.F (Z) defined in the equation. This classification is called predictor group membership. In short the efficiency of the D.F is called predictor group membership. In a nutshell, the efficiency of the D.F. is how correctly it predicts the respondents into distinct groups.

**Table - 4.4.3.6, Classification Results (Between Low Level Group and High Level Group)**

Actual group	No. of cases	Predicted group membership	
		Group I	Group II
Group I	97	59(60.8 %)	38(39.2%)
Group II	103	45(43.7%)	58(56.3%)

Per cent of grouped case correctly classified: 58.5 per cent

The above table gives the results of the reclassification. The function using the variables selected in the analysis classified 58.5 per cent of the cases correctly in the respective groups. It is found that the Discriminant function analysis was applied to the respondents on low user and high user. The following factors significantly discriminate the two users. They are Gender, Age, Educational Level, Number of dependents (one per and five per cent level of significance).

#### Limitations of the study

- The researcher was faced difficulty while interacting with the respondents in their busy schedule,
- Some respondents did not return back their interview schedule on time. This made the researcher to approach them constantly till they do so, and





- As the study is mainly based on the primary data, certain limitations are bound to arise in the collection of primary data.

### Suggestions and Conclusion for the Study

Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the job content and work load and work place of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficult to acquire since the employees of some organizations were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue has not been considered previously therefore, now firms have an opportunity to utilize the information from this research paper to design their future line of action that can help them ensure their long-term success. Such work environments where employees are made a part of the overall decision making process, given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

### References

1. Aiken, L., Clarke, S., & Sloane, D. (2002), "Hospital staffing, organizational support and quality of care: cross-national findings". *International Journal for Quality in Health Care*, 50(5), 87-94.
2. Arnetz, B. (1999), "Staff perception of the impact of health care transformation on quality of care.", *International Journal for Quality in Health Care*, 11(4), 345-51.
3. Baah, K., & Amoako, G. K. (2011), " Application of Frederick Herzberg's Two-Factor Theory in Assessing and Understanding Employee Motivation at Work: a Ghanaian Perspective", *European Journal of Business and Management*, 3(9), 1-8.
4. Babin, J. B., & Boles, J. S. (1996), " The Effects of Perceived Co-Worker Involvement and Supervisor Support on Service Provider Role Stress, Performance and job Satisfaction", *Journal of Retailing*, , 72(1), 57-75.
5. Bakotic, D., & Babic, T. B. (2013) "Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company", *International Journal of Business and Social Science*, 4(2), 206-213.
6. Buglear, J. (2005), "*Quantitative Methods for Business*", *The A-Z of QM*. Burlington: Elsevier.
7. Buhai, S., Cottini, E., & Nielsen, N. (2008), " The impact of Workplace Conditions on Firm Performance", (Working Paper Number 08-13).
8. Castillo, J. X., & Cano, J. (2004), " Factors Explaining Job Satisfaction Among Faculty", *Journal of Agricultural Education*, 45(3), 65-74.
9. Chandrasekar, K. (2011, January). Workplace Environment and Its Impact Organizational Performance in Public Sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
10. Clark, A. E. (1997), " Job satisfaction and gender: Why are women so happy at work", *Labour economics*, 4(4), 341-372.
11. Gazioglu, S., & Tanselb, A. (2006). Job Satisfaction in Britain: Individual and Job Related Factors. *Applied Economics*, 38(10), 1163-1171.
12. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010), " Exploratory Factor Analysis. In *Multivariate Analysis*", (7th ed., pp. 90-151). Pearson Prentice Hall.
13. Kinzl, J. F., Knotzer, H., Traweger, C., Lederer, W., Heidegger, T., & Benzer, A. (2005), "Influence of working conditions on job satisfaction in anaesthetists", *British Journal of Anaesthesia*, 94(2), 211-215.