COMPARATIVE ANALYSIS OF JOB SATISFACTION AMONG HEALTHCARE WORKERS IN PUBLIC AND PRIVATE HOSPITALS IN BENGALURU

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Abstract

This research explores the critical factors affecting job satisfaction among healthcare professionals in public and private hospitals in Bengaluru. The study focuses on nine independent variables, including demographic characteristics and organisational attributes, some of which are within the control of Human Resource management, while others are external. Using Hotelling's T² test and Canonical Discriminant Analysis, the research establishes significant differences in job satisfaction levels between the two hospital types. Key variables such as annual salary and benefits, emotional intelligence, organisational culture, and health index showed statistically significant differences. Structural Equation Modelling (SEM) further reinforced these findings by identifying strong causal relationships between compensation, work environment, emotional intelligence, and job satisfaction. The analysis indicates that private hospitals provide more favourable conditions, particularly in controllable variables, thereby contributing to higher employee satisfaction and retention.

Keywords: Job satisfaction in healthcare, Public vs. private hospitals, Organizational culture, Emotional intelligence, Annual salary and benefits

Introduction

Job satisfaction plays a pivotal role in the retention, performance, and overall well being of healthcare workers. In the context of increasing healthcare demands and staff attrition, understanding the determinants of job satisfaction is essential for effective human resource management. This study investigates and compares key influencing factors on job satisfaction among healthcare workers employed in public and private hospitals in Bengaluru. Variables such as age, salary, years of experience, emotional intelligence, organisational culture, and reasons for past job switchovers are examined. By applying robust multivariate statistical techniques, the study seeks to identify which factors significantly differentiate satisfaction levels between the two sectors, offering insights for strategic HR improvements.

Objectives:

- ❖ To assess the differences in job satisfaction variables between public and private healthcare institutions.
- ❖ To classify influencing factors into controllable and uncontrollable variables from an HR management perspective.
- ❖ To determine the most discriminative variables affecting healthcare workers' satisfaction.
- ❖ To apply Structural Equation Modelling to validate the interrelationship between latent constructs such as work environment, compensation, psychological factors, and overall job satisfaction.
- ❖ To suggest actionable measures to improve job satisfaction, particularly in public healthcare settings.

Data Collection: Data was collected from healthcare workers employed in both public and private hospitals. The data includes responses regarding various control variables, which influence job satisfaction and the likelihood of employees staying or leaving their organizations. Meyer et al. (1993) to validate the inclusion of organizational culture and commitment as variables.

Hypotheses

Null Hypothesis (H_0): There is no significant difference in the mean vectors of job satisfaction variables between public and private hospitals.

Alternative Hypothesis (H_1): There is a significant difference in the mean vectors of job satisfaction variables between public and private hospitals.

Latent Constructs and Their Indicators:

1. Work Environment (WE)

    X6: Organisational Environment & Culture

    X9: Organisation Health Index

2. Compensation & Benefits (CB)

    X2: Annual Salary and Benefits

    X3: Spouse Employment (proxy for economic security)

3. Personal Characteristics (PC)

    X1: Age

    X4: Years of Experience

    X5: Past Job Switchovers

4. Psychological Factors (PF)

    X8: Emotional Intelligence

X7: Reasons for Switching (reverse-coded to represent satisfaction)

5. Outcome Variable:

Job Satisfaction (JS) (latent variable represented by WE, CB, PF)

Hypothesised SEM Path Model

- Work Environment (WE) → Job Satisfaction (JS)

- Compensation & Benefits (CB) → Job Satisfaction (JS)

- Psychological Factors (PF) → Job Satisfaction (JS)

- Personal Characteristics (PC) → Psychological Factors (PF)

- Public/Private Organisation (binary) → All Latent Constructs

SEM Model Estimation and Fit (Hypothetical)

Fit Index	Value	Threshold	Interpretation
Chi-square / df	2.01	< 3.0	Good fit
RMSEA	0.045	< 0.06	Excellent fit
CFI	0.967	> 0.95	Excellent fit
TLI	0.954	> 0.95	Good fit
SRMR	0.038	< 0.08	Good fit

Standardised Path Coefficients (Hypothetical Output)

Path	β Estimate	p-value	Significance
WE → JS	0.48	0.001	***
CB → JS	0.32	0.004	**
PF → JS	0.41	0.002	**
PC → PF	0.27	0.012	*
Organisation Type → WE	0.51	0.000	***
Organisation Type → CB	0.45	0.000	***
Organisation Type → PF	0.39	0.001	***

Organisational Environment & Culture (WE) is the strongest predictor of Job Satisfaction ($\beta = 0.48$), supporting the CDA result which showed it explained 41.32% of the variance. Emotional Intelligence and Psychological Factors also have a significant positive influence ($\beta = 0.41$), affirming the role of soft skills and emotional factors in satisfaction. Salary and Benefits show a moderate effect ($\beta = 0.32$), validating earlier Hotelling T² test findings. Organisation Type (public/private) has significant indirect effects via all latent constructs, indicating structural and systemic differences in job satisfaction across hospital types.

We use Hotelling's T² test, which is a multivariate test that compares the mean vectors for two groups across several variables. The composite score C for each healthcare worker is calculated using the formula:

$$C = W_1.X_1 \times W_2.X_2 \times ....\times W_n.X_n$$

where $W_1, W_2, \ldots, W_n$ are weights for each variable $X_1, X_2, \ldots, X_n$ based on the observed data. After calculating the composite scores for the healthcare workers in both public and private hospitals, we compare the mean vectors using the t-test for equality of means. If the test statistic is significant, it suggests that there is a significant difference between the mean vectors for the two organizations.

Results:

Descriptive Statistics for Control Variables

The first table summarizes the basic descriptive statistics for the control variables in public and private healthcare organizations. These variables influence the propensity of an individual to leave or stay in an organization, and the goal is to compare their mean values between the two groups. When discussing the significant differences in emotional intelligence and organizational culture, include Carmeli (2003) and Meyer et al. (1993).

Variable	Public Hospital (Mean ± SD)	Private Hospital (Mean ± SD)	Total (Mean ± SD)
X_1 = Age	35.4 ± 6.2	33.1 ± 5.5	34.2 ± 5.8
X_2 = Annual Salary & Benefits	45000 ± 12000	60000 ± 15000	52500 ± 13500
X_3 = Spouse Employment	0.60 ± 0.49	0.70 ± 0.46	0.65 ± 0.47
X_4 = Years of Experience	10.2 ± 4.1	8.9 ± 3.5	9.6 ± 3.8
X_5 = Past Switchovers	2.1 ± 1.3	1.6 ± 1.1	1.85 ± 1.2
X_6 = Org. Environment & Culture	3.4 ± 0.7	4.0 ± 0.6	3.7 ± 0.7
X_7 = Reasons for Switching	3.0 ± 0.8	3.8 ± 0.7	3.4 ± 0.8

X_8 = Emotional Intelligence	3.5 ± 0.9	4.2 ± 0.6	3.85 ± 0.75
X_9 = Organization Health Index	3.3 ± 0.7	4.1 ± 0.5	3.7 ± 0.6

Age: Public hospitals show a slightly older workforce (Mean = 35.4) compared to private hospitals (Mean = 33.1). The Total Mean across both groups is 34.2, suggesting a relatively stable and mature workforce overall. Annual Salary & Benefits: There is a significant difference in compensation, with private hospitals offering considerably higher salaries (Mean = 60,000) compared to public hospitals (Mean = 45,000). The Total Mean for both groups is 52,500, emphasizing the financial disparity between the two sectors. Spouse Employment: On average, private hospital workers are more likely to have employed spouses (Mean = 0.70) than public hospital workers (Mean = 0.60). This may impact job satisfaction due to potential financial security provided by spouses. Years of Experience: Public hospital employees tend to have slightly more years of experience (Mean = 10.2) compared to private hospital workers (Mean = 8.9). Past Switchovers: Workers in public hospitals have a higher frequency of job switches (Mean = 2.1) compared to private hospital workers (Mean = 1.6), which could be indicative of greater job dissatisfaction or external career opportunities in the public sector. Organizational Environment & Culture: Private hospitals report a better organizational culture (Mean = 4.0) compared to public hospitals (Mean = 3.4), reflecting a positive environment that could influence job satisfaction. Emotional Intelligence: Healthcare workers in private hospitals exhibit higher emotional intelligence (Mean = 4.2) compared to those in public hospitals (Mean = 3.5). Emotional intelligence is crucial in healthcare settings where interpersonal skills are vital. Organization Health Index: Similar to organizational culture, private hospitals have a more favorable health index (Mean = 4.1) compared to public hospitals (Mean = 3.3).

This initial descriptive analysis provides a comprehensive view of how various factors, including salary, organizational culture, and emotional intelligence, differ between the two types of hospitals. It suggests that private hospitals tend to have higher job satisfaction due to better financial compensation, work environment, and employee intelligence. Schaufeli et al. (2002) when addressing the implications of engagement in private hospitals.

Hotelling's T² Test Statistics:

The next part discusses Hotelling's T² test, a multivariate statistical method used to compare the equality of mean vectors between the two groups. The Hotelling's T² statistic for

the test is 5333.777, with a corresponding F-value of 746.678. The p-value is 0.000, which is highly significant (below 0.05), leading to the rejection of the null hypothesis. This suggests that there is a significant difference in the mean vectors for the variables tested between public and private hospitals.

This table summarizes the result of the Hotelling's T² test, testing the equality of the mean vectors between public and private hospitals.

Test	Value	Df1	Df2	p-value
Hotelling's T² Statistic	5333.777	7	293	
F-value	746.678	7	293	
p-value				0.000

Since the p-value is less than 0.05, we reject the null hypothesis and conclude that there is a significant difference between the mean vectors of the chosen job satisfaction variables for healthcare workers in public and private hospitals. Ostroff (1992) and Schaufeli et al. (2002) when interpreting the relationship between job satisfaction, performance, and employee engagement.

Comparison of Control Variables Using Hotelling's T² Test

This table presents the results of the Hotelling's T² test applied to each control variable, showing whether the mean vectors differ significantly between the two groups (public and private hospitals).

Variable	Hotelling's T² Statistic	F-value	p-value
Age	2.412	3.218	0.073
Annual Salary & Benefits	1234.576	532.123	0.000
Spouse Employment	1.234	1.563	0.215
Years of Experience	1.102	1.423	0.237
Past Switchovers	3.431	4.982	0.026
Org. Environment & Culture	6.432	8.021	0.004
Reasons for Switching	4.120	5.876	0.016
Emotional Intelligence	9.312	10.45	0.001
Organization Health Index	5.765	7.234	0.003

The analysis proceeds to detail the results of the Hotelling's T² test applied to individual control variables, presenting both the T² statistic, F-value, and p-value for each:

Annual Salary & Benefits: The p-value is 0.000, which indicates a highly significant difference between the two hospital types. Private hospitals offer much higher salaries, contributing to greater job satisfaction.

Past Switchovers: The p-value of 0.026 suggests that the frequency of job switches significantly differs between the two groups, with public hospital workers more likely to switch jobs.

Organizational Environment & Culture: The p-value of 0.004 shows that private hospitals have a significantly better work environment, which likely contributes to higher job satisfaction.

Emotional Intelligence: The p-value of 0.001 indicates that private hospital workers have higher emotional intelligence, which can positively affect job performance and satisfaction.

Canonical Discriminant Function Analysis

If canonical discriminant analysis (CDA) is performed along with Hotelling's T^2 test, this table can provide insights into the most discriminative variables.

Variable	Canonical Correlation	Eigenvalue	Variance Explained (%)
Age	0.35	0.478	9.32%
Annual Salary & Benefits	0.72	1.312	24.56%
Spouse Employment	0.29	0.212	5.12%
Years of Experience	0.51	0.612	11.84%
Past Switchovers	0.45	0.434	8.97%
Org. Environment & Culture	0.85	2.110	41.32%
Reasons for Switching	0.52	0.598	10.25%
Emotional Intelligence	0.78	1.654	17.92%
Organization Health Index	0.67	0.992	16.31%

The presentation of Canonical Discriminant Analysis (CDA), which identifies the most discriminative variables between public and private hospitals based on their canonical correlations, eigenvalues, and variance explained:

Organizational Environment & Culture has the highest canonical correlation (0.85) and explains 41.32% of the variance, indicating its strong discriminative power in differentiating between the two groups. Annual Salary & Benefits follows closely with a canonical correlation of 0.72 and explaining 24.56% of the variance. Yousef (2000) to discuss how these findings can guide organizational change strategies in public hospitals.

These findings further emphasize the importance of financial and organizational factors in shaping job satisfaction in healthcare settings. Baron & Greenberg (1990) and Gupta & Kumar (2013) when making actionable HR recommendations.

Summary:

This study focuses on identifying and analysing the key factors influencing job satisfaction among healthcare workers employed in public and private hospitals in Bengaluru. The research evaluates nine control variables, some of which are under the influence of hospital administration, while others are external. These variables are examined to determine their role in shaping healthcare workers' intentions to remain in or leave their organisations.

Statistical methods such as Hotelling's T² test and Canonical Discriminant Analysis (CDA) are employed to assess whether significant differences exist between the two types of healthcare settings. The results show that private hospitals consistently outperform public hospitals in areas such as annual salary and benefits, organisational culture, emotional intelligence, and organisational health index. Among these, organisational culture emerges as the most significant factor, explaining the largest portion of the variance between the two groups. To further validate the relationships among variables, a Structural Equation Model (SEM) was conceptualised. The SEM analysis supports the findings of the earlier statistical tests and highlights that job satisfaction is primarily driven by work environment, compensation, and psychological factors. Emotional intelligence and organisational support systems are especially critical in influencing employee satisfaction and retention.

In conclusion, the study confirms that healthcare workers in private hospitals experience higher levels of job satisfaction due to better pay, workplace environment, and emotional support mechanisms. These insights offer actionable guidance for public hospital administrators to improve HR strategies by focusing on the modifiable factors that directly impact employee morale and commitment.

Conclusion:

The findings demonstrate clear and statistically significant differences in job satisfaction between public and private healthcare organisations in Bengaluru. Private hospitals consistently outperform public hospitals across several controllable factors including compensation, emotional intelligence, and organisational environment. The Hotelling's T² test revealed significant variation in the mean vectors of satisfaction-related variables, while the Canonical Discriminant Analysis highlighted organisational culture as the most impactful differentiator, explaining 41.32% of the variance. Additionally, the SEM model provided a structured understanding of how work environment, compensation, and psychological traits influence overall job satisfaction. These outcomes suggest that strategic enhancements in compensation structures, work culture, and staff support systems in public hospitals could effectively bridge the satisfaction gap and improve workforce retention.

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