

Impact of Management Systems and Motivational Factors on Employee Satisfaction in the Health Sector: A Study on Rangpur City Corporation Area

Afifa Isrot

Research Fellow, Dr. Wazed Research and Training Institute, Begum Rokeya University, Rangpur, BANGLADESH

Corresponding Email: chetonabru@gmail.com

ABSTRACT

This study sheds light on the relationship between Employee management and motivation (EMM) practices with employee satisfaction. The study's objective is to analyze the implementation of employee management practices, motivational factors in healthcare centers, and its impact on employees' perception, which leads to satisfaction or dissatisfaction. Employee Management includes workforce planning, induction compensation management, and employee motivation. The study focuses on employee motivation. It is the most critical factor for increased commitment, productivity, and involvement of employees in their job. Motivational factors include training and development, performance appraisal, promotion, etc. In addition, the study observed that those hospitals following systematically and scientifically EMM practices create high employee satisfaction levels. As a result, these employees are more committed to better performance.

Key Words: Employee management, Employee motivation, Job satisfaction

INTRODUCTION

Healthcare centers are essential for the physical well-being of any country and city. Healthcare centers require a more skilled workforce today due to advancements in medical technology and the demand for more sophisticated patient care. The degree to which workers in the healthcare industry are satisfied with their jobs is becoming an increasingly popular candidate for inclusion in quality improvement programs. A lack of job satisfaction can lead to increased staff turnover as well as absenteeism, which can negatively impact the efficiency of health services. To satisfy employees, internal employee management and motivational activities are essential (Rahman et al., 2020). The employee management system is a broader term, and employee motivation is integral to them.

The health care sector dramatically impacts the physical betterment of the people of Bangladesh. There is hardly any person who does not need medical service. Improvement of this sector is a part of national development. There is some research paper on waste management and service quality of hospitals in Bangladesh. Employees play a vital role in

waste management and providing quality service to the patients. A large number of people work in healthcare centers. Managing them and being motivated for better performance is essential for an organization, and their job satisfaction can affect the service quality. So, the development of an employee management system is a sign of the action of this sector as well as national development. Research on human resource management and employee satisfaction in healthcare organizations is needed in Bangladesh.

THE STATEMENT OF THE PROBLEM

There are many healthcare centers in Rangpur. Though it is a newborn city corporation, this sector has an immense opportunity. A healthcare center is a service organization. Management of these types of organizations is very much complex. Also, managing a massive number of employees is not easy. Managing and motivating the employees is an essential task of the top management of any healthcare center. Employee satisfaction can be affected by the service quality of the organization (Rahman & Masoom, 2012). So, this is also the fact in which control should be concerned. This study tries to find out the employee management system & motivational factors and its impact on employee satisfaction in healthcare centers of the Rangpur City Corporation area. This also makes some recommendations for the prosperity of this service and business sector.

Objectives of the Study

The study's main objective is to identify the impact of employee management systems & motivational factors on employee satisfaction in Rangpur City Corporation's healthcare centers and recommendations from now on. 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 health care centers in the Rangpur City Corporation area.
- To determine the motivational practice of healthcare centers in the Rangpur City Corporation area.
- To identify the employee satisfaction of healthcare centers in the Rangpur City Corporation area.

Scope of the Study

Healthcare centers are a place of trust for a sick person and his relatives. They are dependent on the hospital for their well-being from illness. Hospitals help a sick person recover through proper medical treatment, facilities, and a beautiful environment. For any services, hospitals depend on their employees. The population is growing day by day. More hospitals, clinics, and healthcare centers are needed to serve more people. On the other hand, service types of hospitals are also different from any other service provider organizations, which is very important. There is a need for more research on hospitals and hospital employees so that this critical sector of the country can be further developed so that the people of this country can get better quality medical care and health care.

SIGNIFICANCE OF THE STUDY

A satisfied employee is an essential asset for any organization. A satisfied employee is always trusted and committed to the organization and strives to retain and satisfy the organization's clients by providing the best service. Health care centers are compassionate service provider organizations, so they need more satisfied employees who will help to keep their clients

satisfied through their services (Tania & Sultana, 2015). Satisfied employees provide appropriate services to the organization. Keeping employees satisfied is not just a matter of money but much more than that. So the human resource department of these organizations always has to consider supporting the employees' satisfaction and take various steps to keep them satisfied, which is always suitable for their organization.

LITERATURE REVIEW

Hospitals are essential for the well-being of people. There are many research papers about this sector. More research is needed to develop services in this sector according to time.

Owino et al. (2019) provided an analysis of the impact that a performance management system had on the amount of work completed by employees in county referral hospitals located in Kiambu County. Planning, evaluation, feedback, and rewards were some of the areas that were looked into for this study. Three hundred and ten people responded to the survey through the use of proportionate stratified sampling. All four variables had a significant and positive influence on employee productivity.

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. (2021) investigated top management commitment, workforce management, and hospital quality performance. They aimed to identify the difference or conformance between top 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 that was developed based on previous studies and other related works was used to collect the necessary data for this investigation. The creation of the questionnaire involved both exploratory and confirmatory factor analyses. The findings provided further evidence that strategic human resource management practices have a positive impact on the resilience of organizations.

Elarabi & Johari (2014) investigated the impact of practicing human resources management on the quality of healthcare service and achieving patient satisfaction. For the purpose of demonstrating and analyzing the prior literature, the descriptive methodology was applied. They stated that managing human resources in healthcare institutions is essential to enable the delivery of efficient and effective service and improve the performance of hospital staff.

Lambrou et al. (2010) compared the evidence from various reviews concerned with the links between human resource management (HRM) and performance. They aimed to review this diverse literature and derive human resource (HR) implications for healthcare researchers, policymakers, and managers. Relationships have been found between various HRM practices, policies, systems, and performance.

Nasurdin et al. (2018) provided a framework depicting how organizational commitment can mediate the relationship between three forms of high-performance work practices (HPWPs) (performance appraisal, compensation, and employment security) and turnover intention. This study revealed that HPWPs indirectly affect turnover intention via organizational commitment.

Mohamed & Hameed (2015) aimed to investigate the impact of practicing human resources management on the quality of healthcare service and achieving patient satisfaction. In order to demonstrate and analyze the previous literature, a descriptive methodology was used. The study said that effective human resources management strongly impacts healthcare quality and improves hospital workers' performance.

Samad & Yusuf (2012) examined the relationship between job satisfaction, organizational commitment, and turnover intention. The study also determined the effects of job satisfaction on organizational commitment and the impact of organizational commitment on turnover intention. Further, the study examined the mediating effect of organizational commitment on the relationship between job satisfaction and turnover intention. The study revealed that job satisfaction components positively impact corporate dedication and commitment, indicating a negative effect on turnover. The study also revealed that organizational commitment mediates the relationship between job satisfaction and turnover intention.

Lorber & Skela (2012) aimed to determine the level of job satisfaction of health care professionals in Slovenian hospitals and the factors influencing job satisfaction. They examined the correlation between independent variables (age, number of years of employment, behavior of leaders, personal characteristics of leaders, and managerial competencies of leaders) and the dependent variable (job satisfaction – satisfaction with the work, coworkers, management, pay, etc.) by applying correlation analysis and multivariate regression analysis. They concluded that satisfied employees play a crucial role in an organization's success, so health care organizations must know the importance of employee job satisfaction. This work also analyzes the relationship between job satisfaction and job performance.

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).

Platis et al. (2015) explored the relationships between managers' leadership styles and employees' job satisfaction in Isfahan University Hospitals, Isfahan, Iran 2004. Employees were less satisfied with salary, benefits, working conditions, advancement opportunities, and communication, but more satisfied with aspects like the nature of the work, their coworkers, and the type of supervision they received. They were also less satisfied with other aspects of their jobs. A strong link existed between the use of leadership behaviors and the level of job satisfaction among the employees.

Hossain et al. (2017) investigated how some motivational factors influence the medical and nursing staff and the connection between job satisfaction and motivation. In addition, the researchers looked into whether or not there is a correlation between job satisfaction and motivation. A tool that had been developed and validated in the past was utilized, and the instrument centered its attention on four aspects connected to work. Participants fell into one of two categories of healthcare professionals. They came to the conclusion that monetary and non-monetary rewards were equally effective in motivating healthcare professionals. The fact that intrinsic factors are typically what motivates healthcare professionals the most suggests that appealing to this type of motivation should be a target for increasing staff motivation.

Kontodimopoulos et al. (2009) identified the essential motivational factors according to the views of healthcare professionals in Greek hospitals. Three categories of healthcare professionals working in different hospitals were respondents. The results agreed with the literature, which focuses attention on management approaches employing monetary and non-monetary incentives to motivate healthcare workers.

RESEARCH DESIGN

In this research, primary and secondary data are used. The tabulation work is executed to classify data and to make them ready for analysis. For tabulating and data processing computer is used. Some statistical tools such as mean, mode, and standard deviation, coefficient of variance, correlation, and regression analysis are used in analyzing the data.

Design approach

For the study, primary data was collected through written questionnaires and face-to-face interviews of respondents. Secondary data was collected from published official statistics, annual reports, and publications of various journals and articles, books, reports, statements, documents, periodicals, websites, etc. Quantitative information was presented in tables and charts.

RESEARCH METHOD

Primary and secondary- both the 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 healthcare centers in the Rangpur City Corporation area. Both the written questionnaire and face-to-face interview were used according to the demand of the study. Respondents have been asked questions about their job satisfaction, their organization's internal employee management system, employee motivational factors, and other related matters.

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 Rangpur City Corporation area hospitals. Secondary data was collected from 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 have been asked questions about their job satisfaction, their organization's internal employee management system, employee motivational factors, and other related

matters. To make the response easy for respondents, some options were given with the question, such as – extremely satisfied, satisfied, average, dissatisfied, and extremely dissatisfied. For some other questions -Yes/ No options are used.

Target population

Some data are collected from primary sources, and some are from secondary sources. The primary data source was the target population and employees of selected hospitals. This research is about employees' job satisfaction with the internal management system & motivational factors of healthcare centers in the Rangpur City Corporation area. Respondents have been selected from the hospitals in Rangpur City Corporation area. Employees of four medical college hospitals are the respondents of this research.

Sampling area and sample size

Employees of four medical college hospitals in the Rangpur city corporation area, whose working duration is 0-12 years, are the sample of this study. In addition, one hundred fifty employees of four medical college hospitals in the Rangpur city corporation area are selected as respondents.

DATA ANALYSIS, FINDINGS, AND DISCUSSION

For this study, selected respondents were asked some questions about their job satisfaction and related matters. Some questions were structured with a five-point response scale. The response of the respondent is measured on the Likert scale.

Healthcare worker’s Satisfaction with Employee Management System

An organization's internal employee management system is a related matter to employee job satisfaction. For this study, respondents were asked questions about their satisfaction with the internal management system and associated issues. According to their response following results are found.

Employee’s Satisfaction with Working Environment

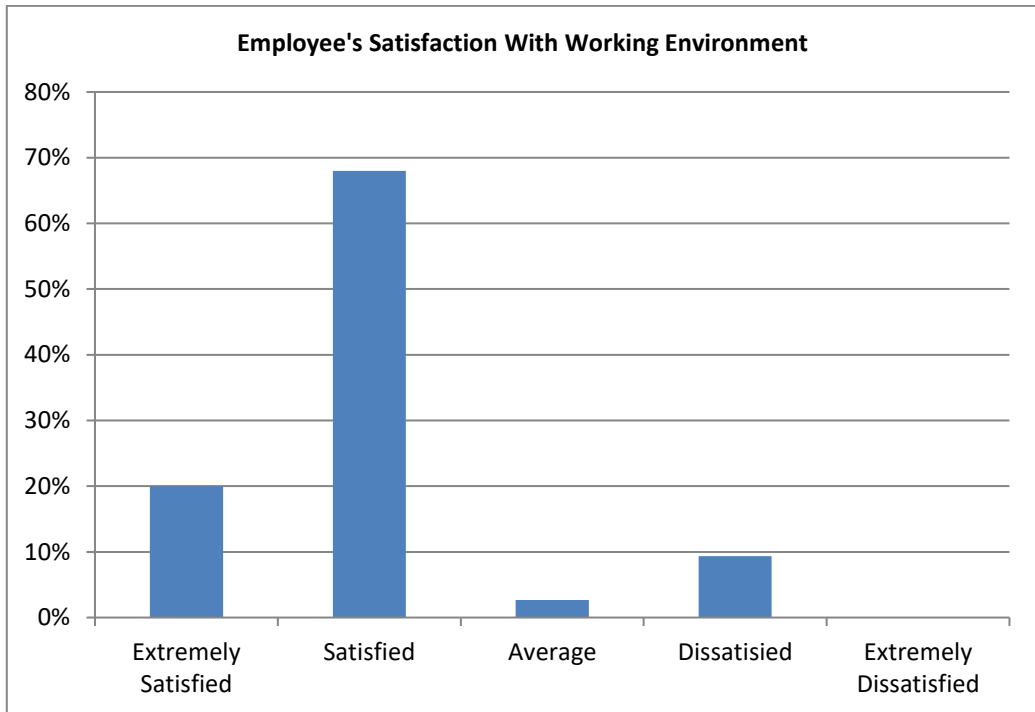
Respondents were asked about their satisfaction with the working environment of organizations. In answer to this question from 150 employees, 20% said they are delighted with the operating environment of their organizations. And 68% of employees are satisfied with their working environment. Only 2.67% of employees said to average their satisfaction with the working environment. In addition, 9.33% of employees said that they are dissatisfied with their working environment, and no employee is exceptionally unhappy with the operating environment of their organizations.

Table 1: Employee’s Satisfaction with Working Environment

Particulars	No. of employees	Percentage
Extremely satisfied	30	20%
Satisfied	102	68%
Average	04	2.67%
Dissatisfied	14	9.33%
Extremely dissatisfied	00	00

Source: Analysis of Field Survey Data

Chart 1: Employee's Satisfaction with Working Environment



Source: Analysis of Field Survey Data

Employee satisfaction level concerning the working environment is scored in five groups of points. Its mean score is 69.73 points, the standard deviation is 15.53, and the coefficient of variance is 22.27%. Mean projections indicate that employees are satisfied with the working environment of their organizations. Duration of working in the organization is an essential factor in measuring the employees' job satisfaction. When the question was about employee's satisfaction with the organization's working environment, the mean working year for delighted employees is 4.9, for satisfied employees is 6.1, for average satisfied employees is 7.5, for dissatisfied employees is 5.8. No employee responded as highly dissatisfied. Mean years related to variables of employee satisfaction with the work environment, standard deviation, and coefficient of variance are given in table 2 and chart 2. Here, employees with significant mean years and slight standard deviation and coefficient of friction said to average their satisfaction with the working environment.

Table 2: Mean Years, Related Standard Deviation, and Coefficient of Variance concerning Working Environment

Variables	Mean	Standard deviation	Co. variance (%)
Extremely satisfied	4.9	2.87	58.57
Satisfied	6.1	3.5	57.38
Average	7.5	3	40
Dissatisfied	5.8	4.2	72.4
Extremely dissatisfied	00	00	00

Source: Analysis of Field Survey Data

Chart 2: Mean Years, Related Standard Deviation, and Coefficient of Variance concerning Working Environment



Source: Analysis of Field Survey Data

Healthcare Worker’s Satisfaction with Terms and Conditions of the Organization

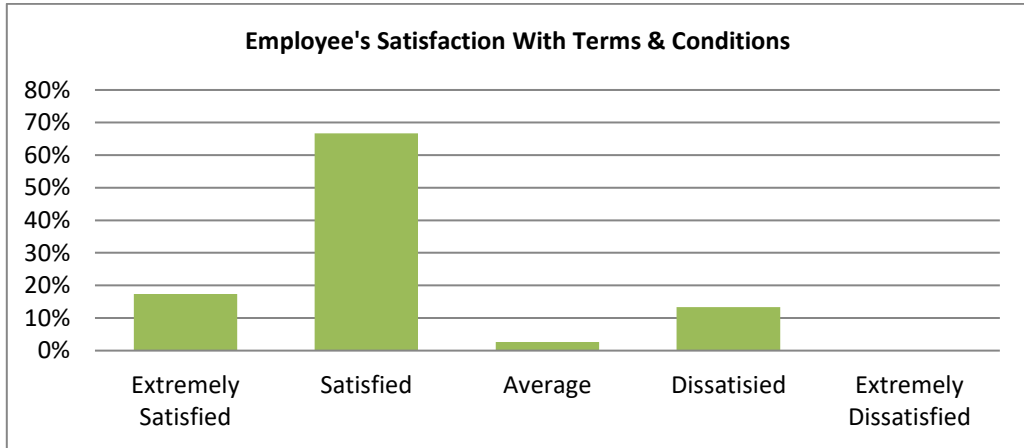
Employees have to follow established terms and conditions of their organization. Top management makes some terms and conditions for the employees. To become an employee of the organization, selected persons must agree to these terms and conditions. For some specific positions, employees have to sign a Bond with the terms and conditions of the organization. Employees were asked questions about their satisfaction with the terms and conditions of the organization. For example, 17.33% of employees said they are delighted with the terms and conditions of their organizations. And 66.67% are satisfied with their working conditions. Average is said by 2.67% of employees. 13.33% of workers said they are dissatisfied with their organization's working conditions. No one is highly dissatisfied with the terms and conditions of organizations. The mean scores for employees' satisfaction with the organization's terms and conditions are 67.6 points; the standard deviation is 17, and the coefficient of variance is 25.15%. This represents employees' satisfaction with the terms and conditions of their organizations.

Table 3: Healthcare Workers' Satisfaction with Terms & Conditions of Organization

Variables	No. of employees	Percentage
Extremely satisfied	26	17.33%
Satisfied	100	66.67%
Average	04	2.67%
Dissatisfied	20	13.33%
Extremely dissatisfied	00	00

Source: Analysis of Field Survey Data

Chart 3: Healthcare Workers Satisfaction with Terms & Conditions of Organization



Source: Analysis of Field Survey Data

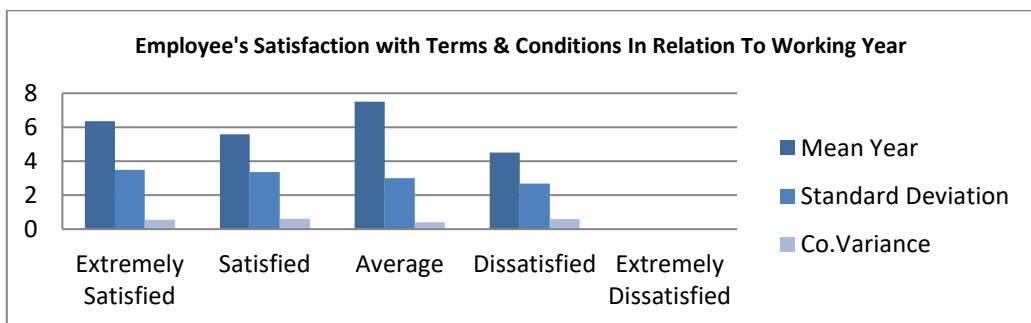
For employees who are extremely satisfied with the terms and conditions of their organizations, their mean working year is 6.35. For satisfied people, it is 5.58 years. For average telling people, it is 7.5 years, and for dissatisfied people, it is 4.5. No employee is exceptionally dissatisfied. The following table consists of mean years, standard deviation, and coefficient of variance related to employees' satisfaction with the terms and conditions of their organizations. From this table, the most consistent response is average because people with significant mean years, slight standard deviation, and coefficient of variance said this.

Table 4: Mean Years, Related Standard Deviation, and Coefficient of Variance concerning Satisfaction with Terms and Conditions

Particulars	Mean	Standard deviation	Co. variance (%)
Extremely satisfied	6.35	3.5	55.1
Satisfied	5.58	3.36	60.2
Average	7.5	3	40
Dissatisfied	4.5	2.68	59.55
Extremely dissatisfied	00	00	00

Source: Analysis of Field Survey Data

Chart 4: Mean Years, Related Standard Deviation and Coefficient of Variance concerning Satisfaction with Terms and Conditions



Source: Analysis of Field Survey Data

Employee’s Satisfaction with Top Management

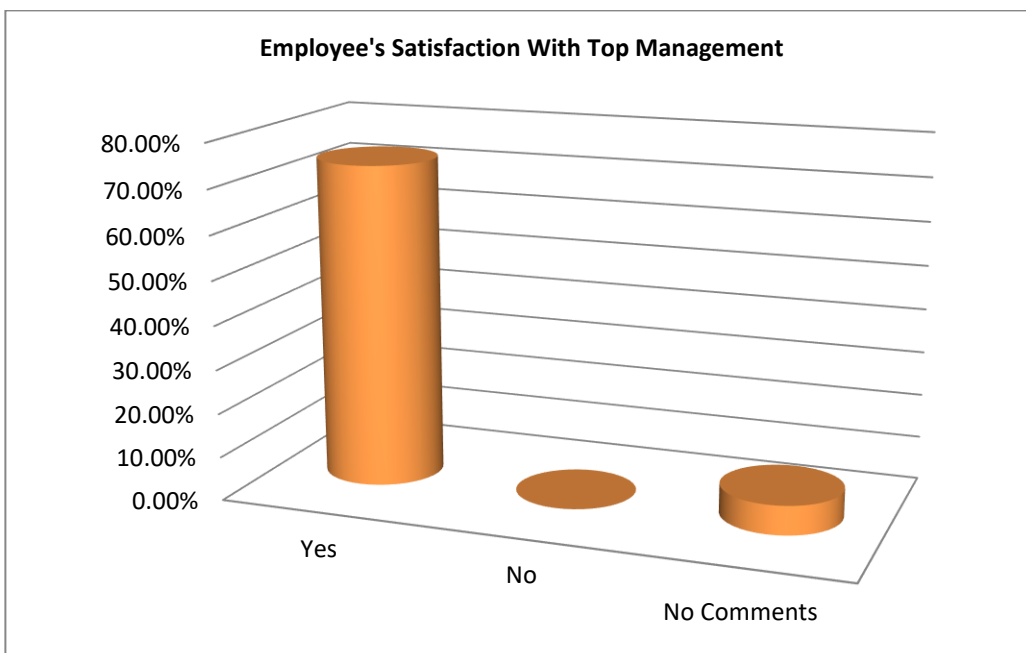
Top management's attitude and behavior can affect employees' job satisfaction. The respondents were asked about their satisfaction with their organizations' top management. Out of 150 employees, 110 said yes, that is 73.33%. 20% said no, and the remaining 6.67% made no comments about their satisfaction with top management. Satisfaction and dissatisfaction with top management can be related to how long employees work there. The employees who are satisfied with top management, their average duration of work is 5.7 years; the standard deviation is 3.14, and the coefficient of variance is 55%. The average working year of dissatisfied employees is 5.5 years, the standard deviation is 3.58, and the coefficient of variance is 65%.

Table 5: Employee’s Satisfaction with Top Management

Particulars	No. of employees	Percentage
Yes	110	73.33%
No	30	20%
no comments	10	6.67%

Source: Analysis of Field Survey Data

Chart 5: Employee’s Satisfaction with Top Management



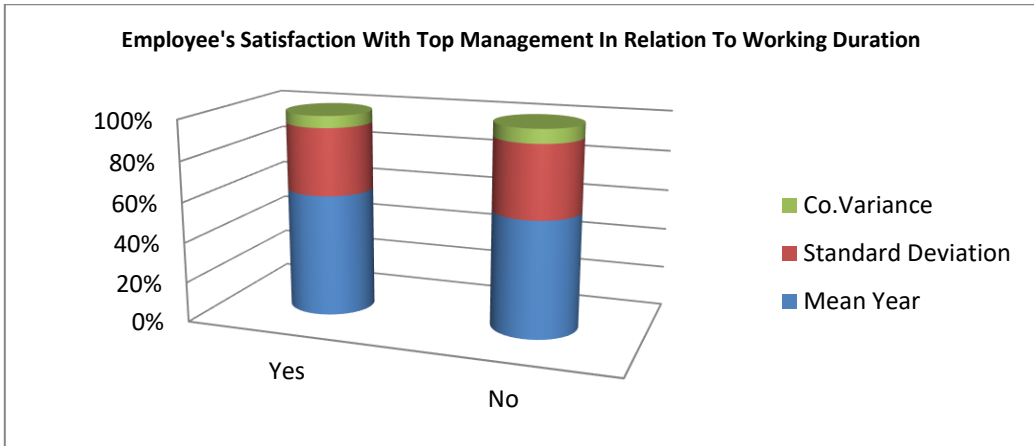
Source: Analysis of Field Survey Data

Table 6: Mean Years, Related Standard Deviation, and Coefficient of Variance concerning Satisfaction with Top Management

Particulars	Mean	Standard deviation	Covariance (%)
Yes	5.7	3.14	55
No	5.5	3.58	65

Source: Analysis of Field Survey Data

Chart 6: Mean Years, Related Standard Deviation, and Coefficient of Variance concerning Satisfaction with Top Management



Source: Analysis of Field Survey Data

Impact of Employee Management System on Job Satisfaction

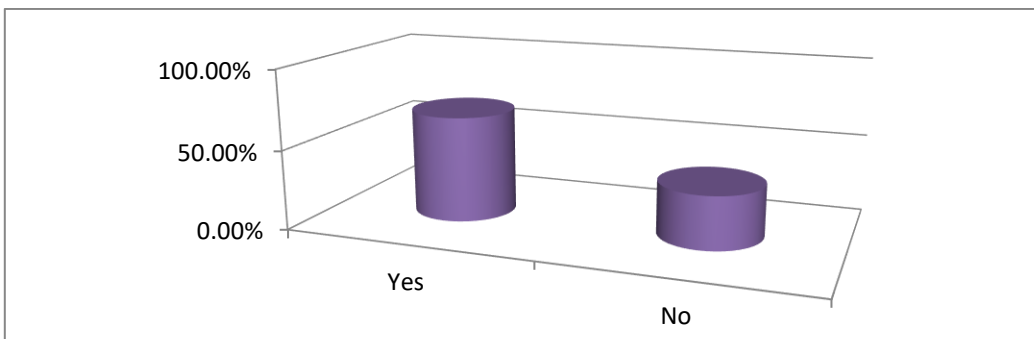
The internal employee management system has an impact on employees' job satisfaction. The question was—is there any impact of the internal employee management system on your job satisfaction? 66.67% of respondents said yes. There is a positive relationship between an organization's internal employee management systems and job satisfaction. For example, 33.33% of employees said the employee management system has no impact on their job satisfaction. The matter to be noticed is that only 33.33% of employees said there is no impact of the employee management system on their job satisfaction, but their average working year is 8.1. On the other hand, those employees said there is a positive impact of the employee management system on their job satisfaction; their average working duration is 4.62 years.

Table 7: Impact of Employee Management System on Job Satisfaction

Particulars	No. of employees	Percentage
Yes	100	66.67%
No	50	33.33%

Source: Analysis of Field Survey Data

Chart 7: Impact of Employee Management System on Job Satisfaction



Source: Analysis of Field Survey Data

Impact of Employee Motivational Factors on Job Satisfaction

The selected healthcare centers have motivational tools to motivate their employees. Significantly, private healthcare centers are vigorously trying to motivate their employees. The prize, promotion, career plan, retirement plan, training, etc., encourage employees. One of the essential objectives of this study is to measure the impact of motivational factors on employee job satisfaction. For example, the respondents were asked: Is there any relationship between motivational factors and job satisfaction? "There is a positive impact of motivational factors on job satisfaction," said 69.33% of employees. In addition, 30.67% of employees said motivational factors do not affect their job satisfaction.

Table 8: Impact of Employee Motivational Factors on Job Satisfaction

Particulars	No. of employees	Percentage
Yes	104	69.33%
No	46	30.67%

Source: Analysis of Field Survey Data

Chart 8: Impact of Employee Motivational Factors on Job Satisfaction



Source: Analysis of Field Survey Data

Impact of Employee Management & Motivation Practices on Job Satisfaction

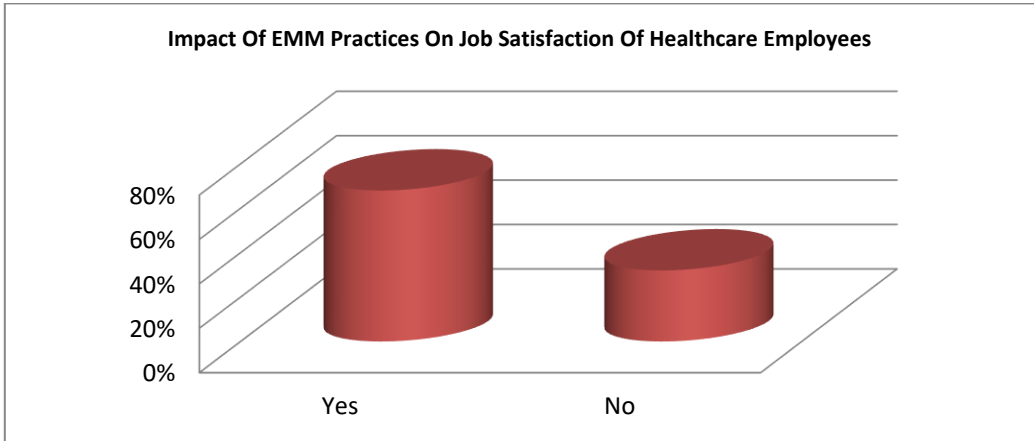
This study's main objective is to measure the impact of internal employee management systems & employee motivational factors on employee job satisfaction. The question was--How do internal employee management systems & employee motivational factors affect your job satisfaction? Out of 150 respondents, 68% said there is a positive impact of internal employee management systems & employee motivational factors on their job satisfaction. In addition, 32% think their job satisfaction is not affected by employee management & motivation practices.

Table 9: Impact of Employee Management & Motivation Practices on Job Satisfaction

Particulars	No. of employees	Percentage
Yes	102	68%
No	48	32%

Source: Analysis of Field Survey Data

Chart 9: Impact of Employee Management & Motivation Practices on Job Satisfaction

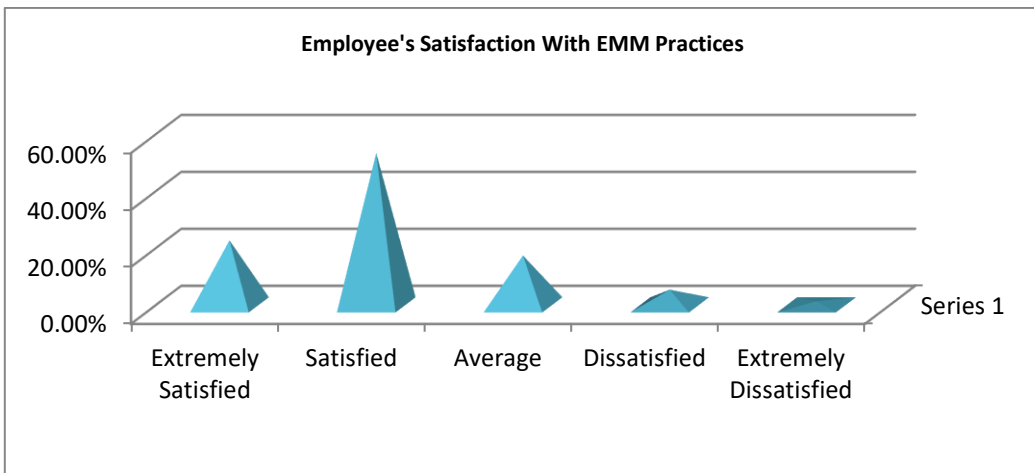


Source: Analysis of Field Survey Data

Healthcare Worker’s Satisfaction Level with Employee Management & Motivation Practices

Employees' satisfaction with the employee management system & motivational factors has a positive or negative impact on their job satisfaction. For example, they were asked questions about their satisfaction level with employee management & motivation practice of their organizations. In response, 22.67% of respondents said that they were extremely satisfied, and 53.33% were delighted with the motivational factors & employee management system of their organization. In addition, 17.33% of respondents say average, 5.33% are dissatisfied with their organization's employee management system & motivational factors, and only 1.33% are incredibly dissatisfied. Here, the average scores for satisfaction with the employee management system & motivational factors are 68.13 points, a standard deviation of 17, and a coefficient of 25%. This indicates the satisfaction of employees.

Chart 10: Healthcare Worker’s Satisfaction Level with Employee Management & Motivation Practices



Source: Analysis of Field Survey Data

Table 10: Healthcare Worker’s Satisfaction Level with Employee Management & Motivation Practices

Variables	No. of employees	Percentage
extremely satisfied	34	22.67%
Satisfied	80	53.33%
Average	26	17.33%
Dissatisfied	08	5.33%
extremely dissatisfied	02	1.33%

Source: Analysis of Field Survey Data

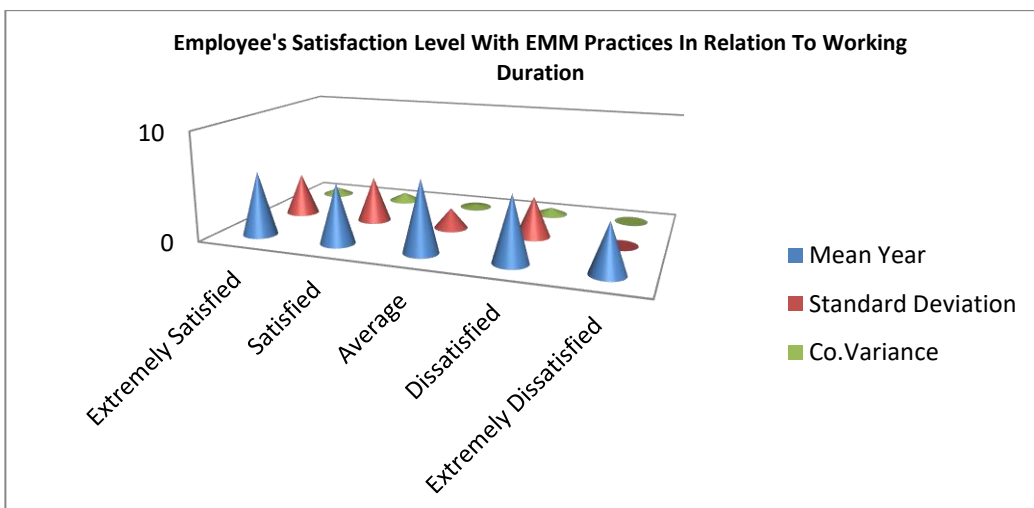
The relationship between employees' satisfaction with the organization's employee management system & motivational factors and their working duration are presented in the following table. Here, the mean working duration of delighted employees is 5.9 years, the standard deviation is 3.87, and the coefficient of variance is 65.59%. The average working duration for satisfied people is 5.5 years, the standard deviation is 4.2, and the coefficient of variance is 76.36%. 6.58 mean years for average saying employees, the standard deviation is 1.9, and the coefficient of variance is 28.88%. Employees working for six years on average are dissatisfied with the employee management system & motivational factors of their organization. With 4.5 mean working years, employees are incredibly dissatisfied.

Table 11: Mean years, Standard Deviation, and Coefficient of Variance with Satisfaction Level with employee Management & Motivation Practices

Variables	Mean	Standard deviation	Co. variance (%)
extremely satisfied	5.9	3.87	65.59
Satisfied	5.5	4.2	76.36
Average	6.58	1.9	28.88
Dissatisfied	6	3.75	62.5
Extremely dissatisfied	4.5	00	00

Source: Analysis of Field Survey Data

Chart 11: Mean years, Standard Deviation and Coefficient of Variance to Satisfaction Level with employee Management & Motivation Practices



Source: Analysis of Field Survey Data

Overall Job Satisfaction of Healthcare Employees

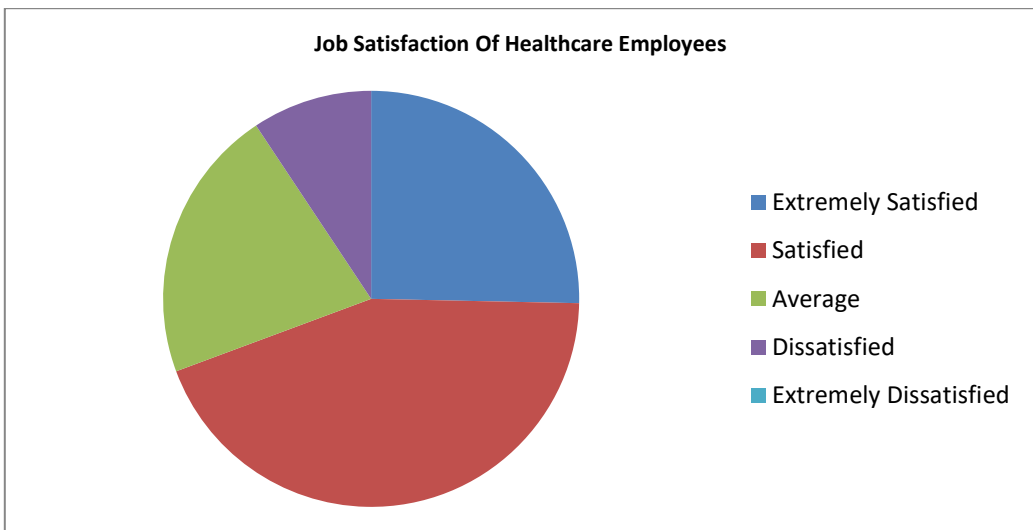
The impact of the employee management system & motivational factors on employee satisfaction can be measured by employees' job satisfaction. The respondents are asked the question-- Are you satisfied with your job? In reply, 25.33% are delighted with their job. In addition, 44% of employees are happy. And 21.33% of employees said their satisfaction level is average. In addition, 9.33% of workers are dissatisfied with their job, and no one is exceptionally dissatisfied. The mean job satisfaction score of healthcare centers is 67 points, the standard deviation is 18, and the coefficient of variance is 26.87%.

Table 12: Overall Job Satisfaction of Healthcare Workers

Particulars	No. of employees	Percentage
Extremely satisfied	38	25.33%
Satisfied	66	44%
Average	32	21.33%
Dissatisfied	14	9.33%
Extremely dissatisfied	00	00

Source: Analysis of Field Survey Data

Char 12: Overall Job Satisfaction of Healthcare Workers



Source: Analysis of Field Survey Data

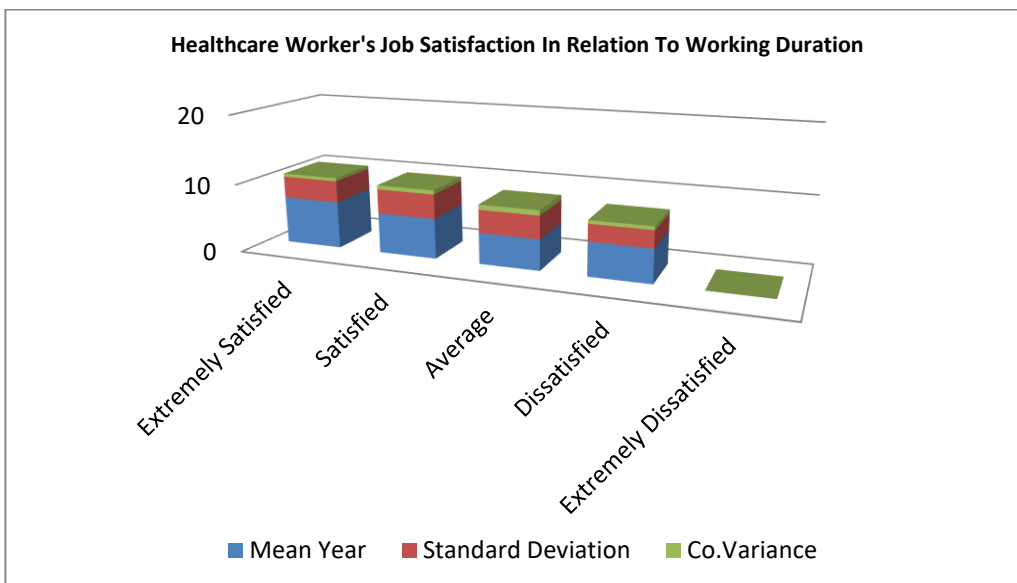
One related variable for measuring employee job satisfaction is working duration. The following table shows the mean working duration, standard deviation, and coefficient of variance with employee job satisfaction. For delighted employees mean working duration is 6.87 years, the standard deviation is 3.17, and the coefficient of variance is 46.14%. For satisfied employees, the mean working duration is 5.86 years, the standard deviation is 3.55, and the coefficient of variance is 60.58%. For example, an employee's average mean of the working year is 4.5, the standard deviation is 3.35, and the coefficient of variance is 74.44%. For dissatisfied employees, the mean working year is 4.9, the standard deviation is 2.5, and the coefficient of variance is 51%. Here extremely satisfied people have significant mean years and less standard deviation and coefficient of variance.

Table 13: Mean Years, Standard Deviation, and Coefficient of Variance in Healthcare Worker's Job Satisfaction

Variables	Mean	Standard deviation	Covariance (%)
Extremely satisfied	6.87	3.17	46.14
Satisfied	5.86	3.55	60.58
Average	4.5	3.35	74.44
Dissatisfied	4.9	2.5	51
Extremely dissatisfied	00	00	00

Source: Analysis of Field Survey Data

Chart 13: Mean years, related standard deviation, and coefficient of variance with healthcare workers' job satisfaction



Source: Analysis of Field Survey Data

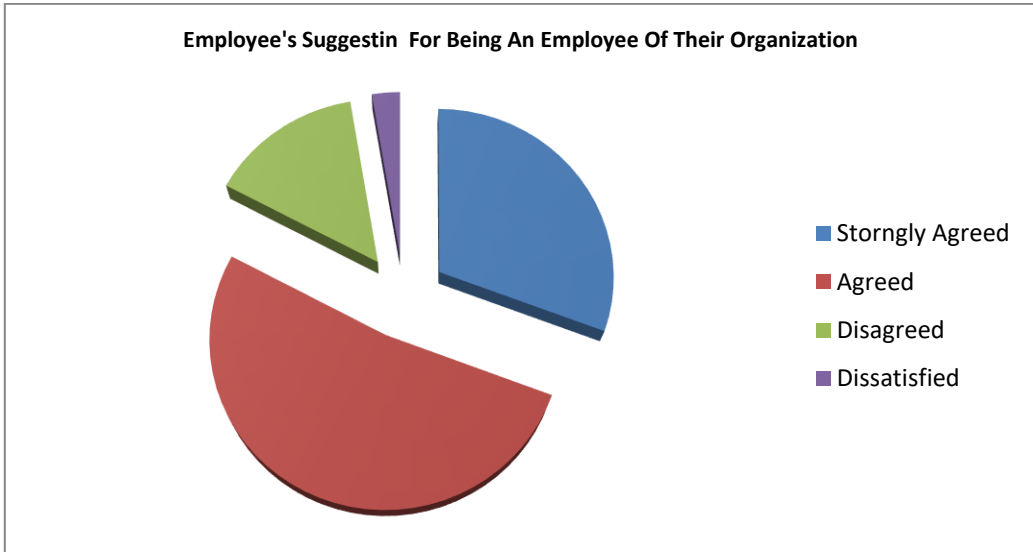
Current Employees' Suggestions for Interested People

One of the tools for measuring employee satisfaction is their suggestions to interested people who want to become employees of these organizations. The related question was—"I will suggest you become an employee of this organization" what is your opinion? 30.67% of respondents strongly agreed, 52% agreed, and 14.67% disagreed. Only 2.67% of respondents strongly disagreed with this. Table 14 and chart 14 show the details. According to this, most employees suggest others join their organizations as employees, representing their satisfaction with their organizations.

Table 14: Current Employees' Suggestions for Interested People

Particulars	No. of employees	Percentage
strongly agreed	46	30.67%
Agreed	78	52%
Disagreed	22	14.67%
strongly disagreed	04	2.67%

Chart 14: Current Employees' Suggestions for Interested People



Source: Analysis of Field Survey Data

Coefficient of Correlation between satisfaction with Employee management & motivation and job satisfaction

Analysis of correlation measures relationship between two or more variables is here. This relationship may be positive, negative, or neutral. The two variables of this study are management system & motivational factors and job satisfaction. The coefficient of correlation between these two variables is .5. There is a moderate degree of positive correlation between satisfaction with the management system & motivational factors and job satisfaction. That means proper management systems & motivational practices positively impact employees' job satisfaction.

Regression analysis Between Employee Management & Motivation and employees' Job Satisfaction

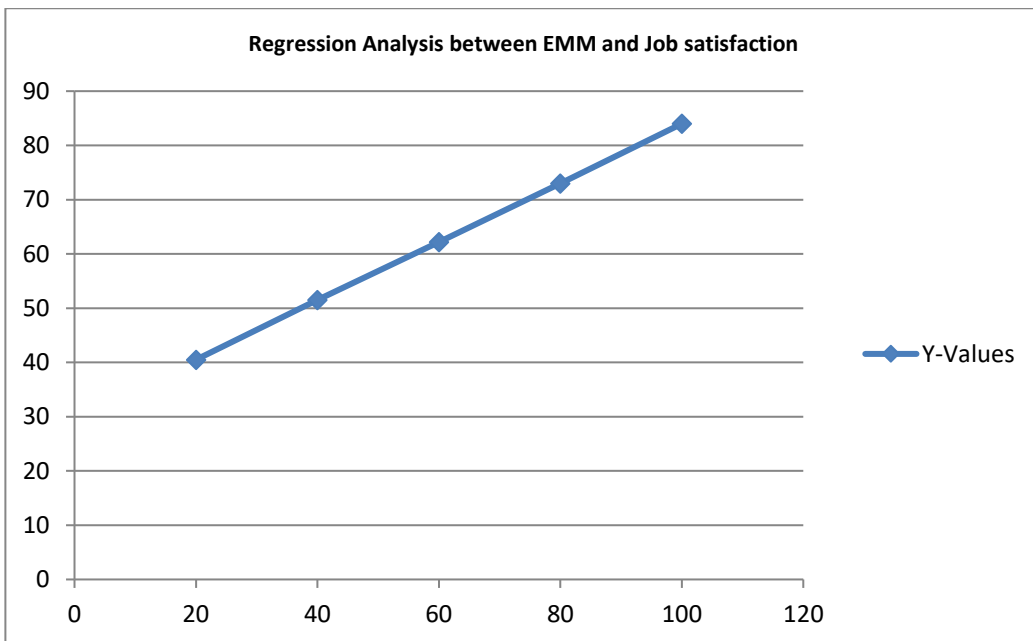
There are two variables in this study. Employee management & motivation is the independent variable, and employee job satisfaction is the dependent variables. The independent and dependent variables are represented as X and Y, respectively. The following table consists of the values of X and Y. The regression analysis shows a positive or direct relationship between the variables. That means a positive change in the management system & motivational system will be the cause of positive change in employee's job satisfaction.

Table 15: Values of X and Y

X	Y
20	40.5
40	51.4
60	62.2
80	73
100	84

Source: Analysis of Field Survey Data

Chart 15: Regression analysis Between Employee Management & Motivation and Employee’s Job Satisfaction



Source: Analysis of Field Survey Data

CONCLUSION

Satisfaction with one’s job can be affected by the management system and motivation at work, relationships with others, and personal health. Those who work in professions that are notoriously difficult and frequently subject to the element of surprise are more likely to experience feelings of insecurity and a diminished sense of fulfillment from their jobs. Job satisfaction of healthcare workers is essential to ensuring high-quality care. Dissatisfied healthcare providers not only give poor quality, less efficient care; there is also evidence of a positive correlation between job satisfaction action and patient satisfaction. Given the pivotal role that healthcare professionals play in determining healthcare systems' effectiveness, efficiency, and sustainability, it is imperative to understand what motivates them and the extent to which contextual variables and the organization satisfy them. This study aimed to determine the impact of the employee management system and motivational factors on employee job satisfaction among Rangpur City Corporation healthcare professionals. By employing a cross-sectional descriptive approach, the level of satisfaction, factors influencing job satisfaction, and the relationship between the different dimensions of job satisfaction of one hundred and fifty healthcare professionals were surveyed using a self-administered questionnaire. Both descriptive and inferential statistical methods were used in analyzing the data. The findings of this study showed a positive impact of employee management system & motivational factors on job satisfaction among the healthcare professionals surveyed. However, job satisfaction factors were the opportunity to develop responsibility, patient care, and staff relations.

The present study has been carried out very carefully and systematically though it might suffer the following limitations:

- Firstly, because the survey instrument was a self-reporting measure, the information presented by participants was based on their subjective perceptions. Although participants were assured of confidentiality, it is, therefore, possible that they either over- or under-reported their level of satisfaction.
- Secondly, even with the high level of participation in this study, the responses of individuals who did not participate may have differed in some manner from those who did. The study findings may not be generalized to healthcare professionals in other hospitals, as the different environments and circumstances prevailing in other hospitals may impact job satisfaction.
- Thirdly, 150 employees from all the selected healthcare centers is a number significantly less compared to the total employees.
- Fourthly, Problems like incompleteness of information were confronted during the data and information collection exercise.

REFERENCES

- Adams, A., & Bond, S. (2000). Hospital nurses' job satisfaction, individual and organizational characteristics. *Journal of advanced nursing*, 32(3), 536-543.
- Ahmed, S., Manaf, N. H. A., & Islam, R. (2021). Assessing top management commitment, workforce management, and quality performance of Malaysian hospitals. *International Journal of Healthcare Management*, 14(1), 236-244.
- Al-Ayed, S. I. (2019). The impact of strategic human resource management on organizational resilience: an empirical study on hospitals. *Verslas: teorijairpraktika*, 20(1), 179-186.
- Chowdhury, M. R., Jobayer, A. M. and Zhao, L. (2021). Potential of Distributed Energy Resources for Electric Cooperatives in the United States. *2021 IEEE/IAS 57th Industrial and Commercial Power Systems Technical Conference (I&CPS)*, pp. 1-9, <https://doi.org/10.1109/ICPS51807.2021.9416624>
- Elarabi, H. M., & Johari, F. (2014). The impact of human resources management on healthcare quality. *Asian journal of management sciences & education*, 3(1), 13-22.
- Gile, P. P., Buljac-Samardzic, M., & Van De Klundert, J. (2018). The effect of human resource management on performance in hospitals in Sub-Saharan Africa: a systematic literature review. *Human resources for health*, 16(1), 1-21.
- Hossain, M. A., Mustafi, M. A. A., Islam, M. M., & Islam, M. R. (2017). Organizational Environment and Nurses' Job Satisfaction: A Study on Private Hospital in Bangladesh. *American Journal of Trade and Policy*, 4(1), 25-32. <https://doi.org/10.18034/ajtp.v4i1.413>
- Kontodimopoulos, N., Paleologou, V., & Niakas, D. (2009). Identifying important motivational factors for professionals in Greek hospitals. *BMC health services research*, 9(1), 1-11.
- Lambrou, P., Kontodimopoulos, N., & Niakas, D. (2010). Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. *Human resources for health*, 8(1), 1-9.
- Lorber, M., & Skela Savič, B. (2012). Job satisfaction of nurses and identifying factors of job satisfaction in Slovenian Hospitals. *Croatian medical journal*, 53(3), 263-270.

- Mohamed, N. S., & Hameed, S. A. (2015). The impact of human resources management on healthcare quality. *International Journal of Management*, 6502, 603-612.
- Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2008). A study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. *Health services management research*, 21(4), 211-227.
- Nasurdin, A. M., Ling, T. C., & Khan, S. N. (2018). The Relation between Turnover Intention, High Performance Work Practices (HPWPS), and Organisational Commitment: A Study among Private Hospital Nurses in Malaysia. *Asian Academy of Management Journal*, 23(1).
- Owino, C. A., Oluoch, M., & Kimemia, F. (2019). Influence of performance management systems on employee productivity in county referral hospitals of Kiambu County. *International Journal of Academic Research Business and Social Sciences*, 9(3), 1320-1336.
- Platis, C., Reklitis, P., & Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *PROCEDIA-Social and behavioral sciences*, 175, 480-487.
- Rahman, M. M., Chowdhury, M. R. H. K., Islam, M. A., Tohfa, M. U., Kader, M. A. L., Ahmed, A. A. A., & Donepudi, P. K. (2020). Relationship between Socio-Demographic Characteristics and Job Satisfaction: Evidence from Private Bank Employees. *American Journal of Trade and Policy*, 7(2), 65-72. <https://doi.org/10.18034/ajtp.v7i2.492>
- Rahman, S. M. A. U., & Masoom, M. R. (2012). Effects of Relationship Marketing on Customer Retention and Competitive Advantage: A Case Study on Grameen Phone Ltd. *Asian Business Review*, 1(2), 97-102. <https://doi.org/10.18034/abr.v1i2.126>
- Samad, S., & Yusuf, S. Y. M. (2012). The role of organizational commitment in mediating the relationship between job satisfaction and turnover intention. *European Journal of Social Sciences*, 30(1), 125-135.
- Tania, F., & Sultana, N. (2015). Health Hazards of Garments Sector in Bangladesh: The Case Studies of Rana Plaza. *Malaysian Journal of Medical and Biological Research*, 2(1), 23-30. <https://doi.org/10.18034/mjmb.v2i1.384>

--0--