

ABSTRACT

Quality management is the way that enables to manage the external and internal challenges by utilizing the available talents. Five 'S' – Kaizen- Total Quality Management system improves quality, safety and work environment. They focus on customer and employee satisfaction and develops positive attitude of staff towards quality healthcare services. Healthcare employee job satisfaction and positive attitude are particularly more important to provide quality services in any government hospital, where patients have a long- term relationship with staff. however, no attempt has been made to find out how five 'S' and Kaizen practice influences on job satisfaction and attitude of health employees in Sri Lanka. For this reason, priority for the study could be justified. Likewise, socio- demographic factors such as age, staff category, service period in the hospital too, play an important role in determining job satisfaction of a healthcare employee.

This was a hospital- based descriptive, cross sectional study carried out in selected two District General Hospitals (DGH) in Eastern Province. DGH Ampara where five 'S' and kaizen practices has been implemented for long period of time. DGH Trincomalee where five 'S' and Kaizen practice has been just started. The main study unit was a Medical Doctor, a Nursing of category staff, a staff of professions supplementary to Medicine category or a Minor category of staff of the two selected hospitals in the Eastern Province. A sample of 422 employees selected from each hospital. The data was collected using a self- administered questionnaire. It was developed by using literature guidance and experts' opinion. The study illustrates that there was a significant difference in job satisfaction of healthcare employees between two DGHs. Job satisfaction of employees working in DGH Trincomalee had higher mean score ($4.55=0.68$) than those who were

working in DGH Ampara (4.35=0.77). Out of socio- demographic factors studied, age, staff category and service of period in current hospital had influence on their job satisfaction.

This study identified that training, teamwork, professional support, creativity and physical structure are main factors that influence job satisfaction of employees. Out of these, professional support and teamwork influenced the job satisfaction most in DGH Ampara and DGH Trincomalee respectively.

This study further describes that there was no significant difference in the attitude of hospital employees between two hospitals. Out of four socio-demographic factors studied, age, staff category and service period in current hospital had influence on their attitude.

It is evident from the study that five 'S' and Kaizen practice had negative influence on job satisfaction and no such influence on attitude of the employee.

Five 'S' and Kaizen improves job satisfaction and positive attitude of employees towards their work. Therefore, it is necessary to further research on five 'S' and Kaizen influences on job satisfaction and attitude in detail. Recommendations are made according to the findings of the study in order to enhance the level of job satisfaction and attitude of healthcare employees.