

Job Satisfaction among Nurses Working at Selected Tertiary Care Hospitals

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Abstract: *The primary aim of the study was to assess job satisfaction among nurses working at tertiary care hospital. job dissatisfaction is increasingly large disorder among nurses job dissatisfaction has a cost for individual in term of health, wellbeing and for organization in term of absenteeism and turnover which indirectly affect quality of patient care. Methodology -A descriptive research design was adapted and exploratory approach used to assess job satisfaction among nurses. Study was conducted on 100 staff nurses selected by convenient sampling technique. Modified Minnesota job satisfaction scale was to assess job satisfaction. It was self reporting questionnaire and generally requires 15-30 minutes to solve questionnaire. Findings-Majority of nurses was highly satisfied in their job with respect to all jobs reinforcing factor except independence and compensation where they have reported only average satisfaction. Conclusion - Nurses in selected tertiary care hospital are highly satisfied in their job with respect to almost all job reinforcing factor namely Ability utilization, Achievement, Activity, Advancement, Authority, Hospital policy, Co-workers, Creativity, Security, Social service, Social status, Moral value, Recognition, Responsibility, Supervision, Variety, Working condition.*

Keywords: Job, Satisfaction, Nurse's Tertiary Care, Hospitals

1. Introduction

Level of job satisfaction is an extent to which person likes or dislikes his job. Multiple factors can influence persons level of job satisfaction ; this factor range from the level of pay and benefits ,perceived fairness of promotion system within the organization ,the quality of working conditions to leadership and social relationship[1]. Work account for large amount of waking hours per day of most people and there is evidence that work has substantial influence on peoples self concept and self esteem. Job satisfaction and life satisfaction are positively and reciprocally related to each other [3]. Job satisfaction of the nurses is a crucial indicator of good working environment and management of the institution [2].

From the point of view of employees, job satisfaction may reflect benefits that people might be looking for when they take the job; these benefits are usually determined by the employer based on their strategy to be profitable and competitive in recruiting and retaining people. On the other hand job-related factors that affect satisfaction relate to employees' desire to use their skills and abilities to make a meaningful contribution and to be valued. From an organization's point of view, they employ people to perform specific tasks in order to achieve their business goals. When organizations finds people who fit their job requirements and are happy with what is being offered, then a win-win situation is created between the employer and the employee [3]

The low job satisfaction among nurses and the achievement of positive outcome such as a low patient fall rate are issues that affect both quality and cost of patient care. Although the cost of nurse job dissatisfaction has not been directly measured, the high cost of turnover rate has been well established. Poor patient outcome such as an increased

patient fall rate also increases the cost of healthcare [4]. Moreover, poor patient outcomes increase the length of stay, increase resource utilization, and increase the cost of treatment. Organizations such as the American Nurses Association (ANA) and JCAHO have established quality indicators for healthcare institutions to use as monitoring standards. The ANA proposed that job satisfaction be measured and established as one nurse sensitive indicator to reflect nursing's contribution to the quality of patient care (ANA, 1995). Both organizations recognized staff satisfaction as a human resources quality indicator. In addition, both organizations listed patient fall rate as an outcome indicator. Dissatisfied not only give poor quality, less efficient care. Nurses who were not satisfied at work were also found to distance themselves from their patients and their nursing chores. Multinational study by WHO on migration and mobility of nurses found that inadequate working condition was main factor driving nurses mobility [6].

Nurses perhaps are the best friend of patients. Though they get paid for the job, the care and concern them exhibit for the patient is unparalleled and most of the time goes beyond any financial remuneration. Unsatisfied workers might lead to burnout, where burnout associated with stress has been documented in healthcare professionals including nurses and is considered as one of the potential hazards occurring among individuals who do "people work"[1].

Studies have provided evidence that satisfied workers tend to be more productive, creative, committed and will eventually contribute to higher quality patient care and patient satisfaction, tend to care more about work quality and are more generally productive. Low Job satisfaction indeed contributes into the nurses' inefficiency and affects their dedication to job quality and care given[5].

2. Significance of the Study

Nurses are usually made responsible for non nursing activities which cause extra burden of work on them. A non-nursing activity then would be an activity that does not require a great deal of judgment or decision making based on nursing knowledge or expertise and does not change based on the individual client or situation. As prevailing practices of institution senior nurses are involved in doing this time consuming work, they get very less opportunity to be involved in patient care[7]. Hence nurses become frustrated when they are unable to use their knowledge and skill for patient for which actually they are trained for.

Satisfied workers tend to be more productive, creative, and committed. Therefore, a highly satisfied and free from burnout nurses' will eventually be effective in rendering a quality nursing care since their ultimate goal is the patient satisfaction [2]. Employees can directly influence patient satisfaction in that their involvement and interaction with patients plays a significant role in quality perception [8]. Nurses job satisfaction has positive correlation with patients fall rate.

Assessing satisfaction is not one time action; Instead, it needs continuous monitoring and evaluation by adopting this procedure, services providers are able to learn about deficiencies in health delivery system and will be able to take timely appropriate alternative steps[9].

Moreover, findings of this study will be greatly beneficial to the nurses who can take steps to avoid aggravating their burnout levels, and institute programs and strategies to promote job satisfaction, and to the patients who are the main benefactor of a quality nursing care from highly satisfied and blissful nurses.

This study will help the hospital administrator to realize the importance of job satisfaction .it will of great help for hospital administrator to identify area in which there is scope to improve satisfaction of nurses with implementation of specific measures

3. Literature Review

Review of literature which helps to gain an insight into various aspects of the problem under study such as design, methods, instrument measures and techniques of data collection .The review of literature provides a basis for future investigations, justifies the need for replication, throws light on the feasibility of the study, indicates constraints of data collection and helps to relate findings of one study to another. It also helps to establish a comprehensive body of scientific knowledge in a professional discipline from which valid pertinent theories may be developed[10].

Literature related to job satisfaction among nurses

Study conducted by Charlotte Pietersen revealed 57% of the respondents (irrespective of age and rank) were not satisfied with their working conditions at government hospital Capricorn District of the Limpopo Province, South Africa. . A more detailed analysis showed that the majority felt that the working were unpleasant (61%). They also indicated the working conditions at the hospital were the worst that they have experienced so far in their working lives (69%). However, most of them (59%) indicated that the working conditions were not bad for their health. Overall, most of the nursing staff (63%) was dissatisfied with their supervisors. The majority of respondents were unhappy with Pay (61%). However, most of them (73%) did not felt insecure and felt that the organization had enough resources to pay their salaries. Only 49% of the respondents were satisfied with their organization [11].

Job dissatisfaction was highly encountered, where 67.1% of the nurses & 52.4% of physicians working in Al- Madina Al- Munawwara, Saudi were dissatisfied. Professional opportunities, patient care and financial reward were the most frequently encountered domains with which physicians were dissatisfied. The dissatisfying domains for majority of nurses were professional opportunities, workload and appreciation reward [16].

Findings of the study conducted by Upreti PP shows that majority of the participants (78%) expressed average satisfaction, 21% dissatisfaction and only 1% was found to be highly satisfied. There was significant association between the level of satisfaction and present working wards/ units. Nurses working in critical areas are more satisfied than the nurses working in non critical areas. Regarding satisfaction in different areas, majority of the nursing personnel were dissatisfied in areas such as job security, evaluation system, future benefits, transport facilities, authority, adequate supply, promotion, salary and communication. Average satisfaction was expressed in areas such as cooperation, training and experience, job description, sense of achievement, patient satisfaction, job based on interest, prestige of institution and status. Majority nursing personnel 57% were highly satisfied with responsibility [17]

No significant relationship was found between overall nurses' job satisfaction and patient fall rate was found in study conducted by Cecilia DA. Joyce J F but MD–RN interactions and decision-making were the job satisfaction subscales that showed a significant positive correlation with patient fall rate

Sathyajith S, Dr. R. Haridas had conducted study to assess job satisfaction among nurses of private hospitals In kerala found that 30 (15%) are highly satisfied on their job, 144 (72%) are moderately satisfied and 26 (13%) shows low level of satisfaction. Significant relation was found between Job satisfaction and age, sex, experience. self-efficacy was significantly related to intention to leave the profession among new nurses, as per study conducted by Jessica Zara Peterson purpose [18] .

Study conducted by Rao T, Maik S, to compare job satisfaction among nurses employed in government and private hospitals concluded that government nurses are more satisfied as compared to private nurses. Both group nurses are moderately satisfied with pay scale and having excessive workload. Satisfaction among private nurses are satisfied with promotions on the other hand government nurses are more satisfied with their supervisors, social security scheme, growth opportunities, job security [19]

A review of research literature conducted by Comber B, Bariball KL concluded that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses. Level of education achieved and pay were found to be associated with job satisfaction [20].

Rosales R A, Labrague J L, Rosales GL conducted study aimed to determine the level of job satisfaction and burnout among nurses in three government hospitals of Samar, Philippines. Findings revealed that the highest ranked subscale was Emotional exhaustion, On the other hand, Depersonalization subscale was the lowest scored subscale. Analyses also showed that there is a significant relationship between the respondent's level of burnout and their level of Job satisfaction. The result showed a statistically significant relationship between the nurse-respondents level of burnout and their level of job satisfaction which may affect on the quality of care given to their patients [4].

4. Research Question:

A study to assess job satisfaction among nurses working at selected tertiary care hospitals, at Karad city.

4.1 Objectives

1. To assess job satisfaction among nurses working in tertiary care hospitals, in Karad city.
2. To find out association between job satisfaction and selected demographic variables among nurses working in tertiary care hospital in Karad city.

4.2 Operational Definitions

- **Assess:** Assess is defined as to estimate, to judge, to evaluate a person work, performance or characteristics.
- In present study assess refers to process of estimating and judging the occupational stress and job satisfaction of nurses
- **Job satisfaction:** Job satisfaction is general or global affective reactions that individual holds at their job (Sector 1997)
- In present study job satisfaction defined as nurses experience and satisfaction working in tertiary care hospital, Karad.
- **Nurse:** According to Virginia Henderson 1966 Nurse is person who assist the individual sick or well, in performance of those activities contributing health or is recovery that he would perform unaided if he/she had the necessary strength, will and knowledge and to do this in

such a way as to help him to gain independence as rapidly as possible.¹¹

- Nurse is a person formally educated (ANM/GNM/ BSc Nursing/ MSc Nursing) and licensed, working as bed side nurse, ward manager in tertiary care hospitals.
- **Tertiary care Hospital:** An institution providing medical and surgical treatment and nursing care for sick or injured people with specialized consultative care, usually on referral from primary or secondary medical care personnel, by specialist working in centre that has personnel and facilities for special investigation and treatment
- In present study tertiary care hospitals refer to Krishna hospital and Medical research centre, Karad. It is 1070 bedded multispecialty hospital attached with teaching institutions.
- **ASSUMPTIONS:** Ability, utilization, achievement, activity advancement, authority, hospital policy, compensation, co-workers, creativity, independence, security, social service, social status, moral value, recognition, responsibility, supervision, variety, working condition are sources of job satisfaction

4.3 Research Methodology

Research methodology refers to the techniques used to structure a study and to gather and analyze the information in a systematic manner. This includes the methodology formulated for the problem selected and is discussed under the following headings: research approach, research design, study area, study population, sample size and sampling techniques, description of the tool and procedure of data collection and plan for data analysis [13].

4.3.1 Research approach

Exploratory approach is used to assess job satisfaction among nurses. In this approach researcher explore the facts which are already exist in population under the study. Here researcher does not undertake manipulations of variable under study.

4.3.2 Research Design

In present study descriptive research design is adapted. Descriptive research is process of collecting and analyzing information relating to functioning of the programme, policy or procedure in order to assist decision makers to choosing course of action. Descriptive research design is used to assess job satisfaction among nurses.

4.3.3 Study Area

Present study was conducted at Krishna hospital and medical research Centre, Karad. It is 1070 bedded tertiary care hospital in Karad city

4.3.4 Study population:

All nurses working at Krishna hospital Karad are considered as population of present study. During the period of data collection there were 256 nurses working at Krishna hospital Karad.

4.3.5 Sample size:

Statistical calculation of sample size is done with formula²¹ mentioned below:

$$\begin{aligned}
 n &= 4pq / L^2 \\
 &= 4 \times 70 \times 30 / 10^2 \\
 &= 84
 \end{aligned}$$

(n= calculated sample size, p= Average satisfaction in %,q= %of nurses not satisfied ,L= expected error in %)

In present study 100 samples were included.

4.3.6 Sampling techniques

Sampling technique used for the study was convenient sampling. All the nurses working at Krishna hospital and research centre Karad was invited for the lecture on stress management organize by investigator, and nurses who were present during that period were included in this study.

Criteria for selection of sample:

Inclusion criteria

1. Nurses working at Krishna hospital and medical research centre, Karad.
2. Nurses those who have registered at state nursing council.
3. Those who are present during period of data collection and are willing to participate in

Exclusion criteria

1. Nurses those who are not present during data collection period and those who are not willing to participate in the study

4.3.7 Description of tool and data collection procedure

Self-answered questionnaire was used to collect data. The tool comprises of three sections

Section I: Demographic variables.

Section II: Modified Minnesota satisfaction questionnaire

Demographic variables:

This section include collection of information about sample characteristics includes designation, clinical area, age, sex, marital status, number of children, professional education, year of experience, type of family, monthly income, dependent member in the family.

Modified Minnesota satisfaction questionnaire (MMSQ):

The long form of questionnaire consists of 100 items. Each item refer to a reinforce in the work environment. The responses indicate how satisfied he/she is with the reinforce or his present job. Five response alternatives are presented for each item. Very dissatisfied, dissatisfied, neither dissatisfied nor satisfied, satisfied, very satisfied. Each long form MSQ scale consist of five items .the item appear in block of 20 with items constituting a given scale appearing at 20 item interval. Following is a list of the MSQ scale.

- Ability utilization :The chance to do something that makes use of my ability
- Achievement - The feeling of accomplishment I get
- Activity-being able to keep busy all the time
- Advancement-The chance for advancement on this job
- Authority – The chance to tell people what to do
- Hospital policy- The way organizational policies are put in to practice
- Compensation – My pay and the amount of work I do
- Co-workers – the way my coworker get along with each other
- Creativity- The chance to try my own methods of doing job

- Independence-The chance to work alone on the job
- Moral value- Being able to do things that don't go against my conscience
- Recognition – The praise I get for doing a good job
- Responsibility- The freedom to use my own judgment.
- Security – The way my job provides steady employments
- Social service – The chance to do thing for other people
- Social status-The chance to be somebody in the community
- Supervision (human relation)-The way my boss handle his subordinate
- Supervision (technical)-the competence of my supervisors in making decisions
- Variety- the chance to do different thing from time to time
- Working condition.

30 minutes are required to salve long form modified Minnesota satisfaction questionnaire .General satisfaction of individual can be assessed by selected 20 items from main scale .The most meaningful score to use in interpreting the MSQ are the percentile score for each scale. Ordinary a percentile score 75 or higher would be taken to represent a higher degree of satisfaction, a percentile score of 25or lower would indicate lower level of satisfaction and score in the middle range percentile indicate average satisfaction.

MSQ makes it possible to obtain a more individualized picture of worker satisfaction than was possible using gross or more general measures of satisfaction with the job as a whole.²

Though both tools is in English, as ANM nurses were included in present study it was converted in respondent's mother tongue (Marathi) and then validated from expert in the field.

Procedure for data collection

All the nurses working at selected tertiary care hospital were invited for lecture on stress management organized by investigator on 9th October 2013.self-answered questionnaire were distributed among nurses before initiation of lecture. 30 minutes was given for participant to salve questionnaire.

Plan for data analysis:

The obtained data was analyzed in terms of objective of the study using descriptive and inferential statistics. Licensed copy of SPSS software was used to analyze data. Frequency and percentage was calculated to get distribution of nurses as per demographic variables, to assess job satisfaction. Chi square test is used to get association between job satisfaction and demographic variables.

5. Major Findings the Study and Discussion

5.1 Findings related to demographic variable

Data on sample characteristics revealed that out of 100 nurses maximum 88%of nurses were working as staff nurses,54% were in age group of 21to30 years, being female with sex 86% and 57%were married whereas maximum 45% with no child . maximum 60% nurses were with professional

education of RGNM, 51% were having below 5 years of experience and 68% belong nuclear family with maximum 35% were having more than three dependent member in their family.

5.2 Findings related to job satisfaction

Majority of nurses 83 %, 77% and 60% had reported high level of job satisfaction with subscale namely ability utilization, achievement, activity respectively. Whereas majority 59%, 79% and 62% had reported high level of satisfaction with advancement, authority and hospital policy.

Majority 63% of nurses had reported only average level of satisfaction with subscale compensation. 79% and 67% nurses had reported high level of satisfaction with coworker and creativity but maximum 54% nurses reported only average level of satisfaction with subscale of independence.

Maximum 72% nurses with moral values, 68% with recognition, 72% with responsibility, 65% with security had reported high level of job satisfaction.

Majority 89%, 75% and 54% reported high level of satisfaction with subscale of social service, social status and supervision (human relation) respectively, where as 57% with supervision (technical), 71% with subscale of variety and 79% with working condition had reported high level of satisfaction.

5.3 Findings related to association between Job satisfaction and selected demographic variables:

There was no significant association found between job satisfaction and age, sex, professional education, year of experience.

6. Discussion of Findings

6.1 Related to demographic variable

In present study among 100 respondent 86% were female, 88% were working as staff nurses and 54% belong to age group to age group 21 to 30 years. Similar findings were noted in the study by department of maternity and gynecology nursing, Alexander university, Egypt where majority samples were younger than 30 years, 77% being female with sex and all were (n=148) working as staff nurse.

In this study majority 57% nurses were married, 45% were with no child, maximum 60% were RGNM nurses and 51% were having less than 5 year of experience. Majority 68% belonged to nuclear family with more than three dependent member in 35%. Majority 51% were having income more than Rs 20,000 per month. Study conducted by Krutideepa Mohanty at selected psychiatric hospital, Karnataka noted similar results where majority 74% nurses married, 34% were not having child, 92% were GNM nurses, maximum 38% were having more than 5 year of experience followed by 30% nurses having less than five year of experience, 72% nurses belong to nuclear family but minimum 10% nurses were having income more than Rs 15,000.

6.2 Related to job satisfaction

In present study mean score of general satisfaction reported by nurses is 75.300 indicating high level of general satisfaction with consideration to specific subscale in modified version of Minnesota job satisfaction scale. Majority 63% nurses had reported only average satisfaction with compensation and 54% had reported with independence. With all remaining job reinforcing factor namely Ability utilization, Achievement, Activity advancement, Authority, Hospital policy, Co-workers, Creativity, Security, Social service, Social status, Moral value, Recognition, Responsibility, Supervision, Variety, Working condition high level of job satisfaction was reported by majority of sample.

Study conducted in South Africa by Pitsers C found majority 61% nurses were dissatisfied with payment they were getting from their job. Specific intrinsic factor like promotion and extrinsic factor like reutilization, pay, interaction with supervisors and organizational support could have negative impact on retention of nursing staff. Whereas Midwestern state of USA by Conrad, Conrad and Parker reported controversial finding where nurses were significantly more satisfied with compensation, creativity and independence. Another study conducted in Satara district (Maharashtra, India) to assess job satisfaction of health worker and satisfaction of community with services provided by health worker found that health workers were averagely satisfied with their job. They were highly satisfied activity (59.6%), advancement (81.7%), authority (62.5%), coworker (74%), security (97.1%) social service (100%), supervision human relations (100%) and supervisors and working condition (100%). All participant reported high satisfaction with compensation and independence where as in present study majority of nurses had reported only average satisfaction with compensation, independence.

7. Conclusion

Assessing satisfaction is not one time action; instead, it needs continuous monitoring and evaluation. Study concluded that nurses in selected tertiary care hospital are highly satisfied in their job with respect to almost all job reinforcing factor namely Ability utilization, Achievement, Activity, Advancement, Authority, Hospital policy, Co-workers, Creativity, Security, Social service, Social status, Moral value, Recognition, Responsibility, Supervision, Variety, Working condition. Where as in case of independence and compensation they have reported only average level of satisfaction. Special measures improve independence and compensation of nurses will help to improve their performance and hence will positively affect on quality of care given to the patients.

8. Scope of Study

Present study was conducted to find out the job satisfaction of staff nurses working at tertiary care hospital. From the finding of the study the following implications are stated for nursing administration, nursing education, nursing practice and nursing research.

Nursing administration

Nursing administrators can plan measures to maintain job satisfaction of nurses. Specific job reinforcing factors like compensation and independence in which group have shown only average satisfaction can be more focused to changing nurses satisfaction from average to high level. Some measures recommended to improve job satisfaction with compensation are extra pay for extra working hours, periodical increment depending on performance of particular nurse. Seniority cum merit type promotion policy would help to improve satisfaction of nurses.

Independence of nurses can be fostered with clear description of job of each cadre of nursing profession eg. ANM nurses, diploma nurses, graduate nurses, master nurses etc, also by making clear demark able line between nursing and non-nursing activity. Recruitment of specialty nurses in specialty areas (e.g. cardiothoracic nurses in CVTS area) will help get gain more independence

- To maintain job satisfaction of nurses at high level following measures need to take in the organization
- Providing work as per interest of the person
- Appreciating good work done by individual in terms of words, awards, increments etc.
- Providing challengeable work by recognizing capacity and ability of each individual so that they can remain active all the time at work site.
- Seniority cum merit promotion policy can be adapted in order to give chance for advancement to nurses working in hospitals.
- Promoting leadership qualities among nurses and providing them opportunities to lead small projects in work settings.
- Formulating clear policies regarding promotions, salary increments and retirements.
- Promoting team spirit among nurses.
- Providing opportunity to nurses to tryout their new ideas and creates something different from traditional methods of patient care.
- Respecting religious belief of each individual.
- Recognizing good work done by the individual nurse and appreciating her for it
- Involving all the nurses in decision making process may be even for small task.
- Providing assurance about security of job
- Providing opportunities to work for people
- Improving interpersonal relationship among supervisors and staff nurses.
- Organizing training programs for supervisors in field of administration.
- Providing variety in work of each individual.
- Improving safe and secure environment at hospital

Nursing education

Nurse educators can equip budding nurses with strong knowledge and skill base so that they can work independently in clinical field.

Nursing practice

Active participation in team work with adequate importance to independence can increase job satisfaction.

Nursing research

Assessing job satisfaction is not a onetime action; it requires continuous monitoring and evaluation. Present study have contributed in nursing research to find out areas where there is scope to improve job satisfaction of nurses. Researcher in nursing field can use these findings and carry out some experimental study for improving job satisfaction of nurses.

9. Limitation

Specialty unit or clinical area was not focused while assessing job satisfaction

10. Recommendations

- 1) Refresher courses for new nurses' in-service education programme, seminars, and workshops are needed to organize to keep nurses abreast with recent knowledge and technology.
- 2) As nurses have reported average satisfaction regarding compensation, it can be improved by salary increments, seniority cum merit promotions, awards.
- 3) Independence of the nurses can be improved by clear job description of each cadre of health team and even nursing profession.

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