

## **A Study on Job Satisfaction among Nursing Staff in a Tertiary Care Teaching Hospital**

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### **I. Introduction**

Job satisfaction is an important part of organizational psychology and behavior, as it aims at the physical and mental well-being of individual employees, concerns with establishing policies for management to improve employees' job satisfaction and their job-related behavior and hence to improve the productivity. In other words, people who are satisfied with their jobs tend to perform better.

When it comes to the definition of job satisfaction, we should point out that it includes both general job satisfaction and satisfaction with specific aspects of work such as work itself, pay and company policies. Locke (1976)<sup>1</sup> defined Job satisfaction as a positive orientation toward ones work or role. Schneider, Gunnarson and Wheeler (1992, 53)<sup>2</sup> argue that 'job satisfaction is function of not only what people have but also of what people have the opportunity to have. 'We believe job satisfaction is a function of situation and personality. It is affected by external conditions and varies from person to person depending on individual characteristics as well.

#### **Contexts and objectives of the study:**

Nurse Job satisfaction is a hot topic because hospitals are suffering from lower nurse job satisfaction now a days. Job satisfaction among the personnel in the hospital, especially the nurses, still stands at low level. Recent studies show that nurses often experience psychological-emotional and physical stress at work (Piko, 2006)<sup>2</sup>. And they are highly dissatisfied with their jobs, which in turn results in lower morale and seriously affects the quality of healthcare services. Researchers attribute this phenomenon to differences in values, goals, priorities, work ethics, and expectations among generations of nurses in hospitals (Duchscher & Cowin 2004; Jie Hu, Herrick& Allard 2004)<sup>3</sup>. Thus, it would be valuable to investigate the relationship between age and nurse job satisfaction, positively or negatively, linear or non-linear. Nurse job satisfaction can be influenced by tenure due to the different experience, ability and need (Tzeng et.al.2002)<sup>4</sup>.As far as nurses are concerned, obviously, the relationship between doctors, supervisors, and peers tremendously affects nurse job satisfaction (Adams & Bond, 2000)<sup>5</sup>.

#### **Background of the institute:**

The Nizam's Institute of Medical Sciences (NIMS) is a premier institute and autonomous university in Hyderabad, Telangana, India. The Institute serves through 29 Departments.

The Institute has bed strength of 1160 beds, consisting of General ward, ICUs, postoperative wards and private rooms. The institute has 656 nurses working round the clock, out of which, staff nurses – 377, Nurses grade-2 are 02, head nurses - 39, Senior internees-52, Junior internees- 49, bond nurses-97 are in number. The institute being a tertiary care teaching hospital shares a major hold of patients in the state. This is associated with increased workload as the nurses are understaffed. Hence, the purpose of this survey is to investigate the nurse's perception of job satisfaction and how it varies with age, designation and experience.

### **II. Aims And Objectives**

To study job satisfaction among nursing staff for the improvement of organization culture and job prospective. The purpose of this research is to investigate the nurse's perception of job satisfaction and it's relation with age, designation and experience.

### **III. Methodology**

It is a prospective study, conducted in Nizam's Institute of Medical Sciences, Hyderabad for the time period of 1 month i.e. Sep 01 to Sep 30, 2014, among nursing staff. A sample of 100 nurses was enrolled into the study by random sampling technique.

The data tool used is a structured questionnaire. The questionnaire consists of questions pertaining to demographic data i.e. age, experience, designation and overall satisfaction in first section. Second section consists of 21 questions, which are related to factors affecting job satisfaction. First 1-11 questions deals with intrinsic factors (achievement, feedback, personal growth, responsibility and fairness) and 12-21 questions deals with extrinsic factors (salary, supervision, workload, working condition and interpersonal relationship).

Questionnaires were distributed to the nursing staff after taking consent. Data was entered into excel sheet and analyzed using statistical ANOVA

graph pad tool for and T-test.

S.No.	Nurses satisfaction	No. of Nurses	Percentage
1	Very dissatisfied	04	5.8%
2	Somewhat dissatisfied	07	10.1%
3	Neutral	12	17.4%
4	Somewhat satisfied	17	24.6%
5	Very satisfied	29	42%

Significant level to reject null hypothesis is P-value of < 0.05.

#### IV. Results And Discussion

100 questionnaires were circulated among nurses out of which 69 responses were obtained (Response rate = 69%).

The following results were obtained.

##### Demographic data:

The age group <30, 30 - 45 and >45 constituted 59.4%, 21.7% and 18.8% of the total sample size respectively. 53.6% nurses had experience <5 years whereas 4.3% of nurses had 5-9 years of experience, 8.7% had 10-14

yrs., 8.7% ad 15-19 years and 24.6% had >20 years of experience. The response rate according to Designation was: the respondents from permanent nurses were 49.2%, Contract nurses were 2.9%, Senior internees were 24.6% and Junior Internees were 23.2%.

**Table – 1: Demographic data of nurses:**

Nurses categories		No. of nurses	Percentage
Age	<30	41	59.4%
	30-45	15	21.7%
	>45	13	18.8%
Experience	<5	37	53.6%
	5 – 9	03	4.3%
	10 – 14	06	8.7%
	15 – 19	06	8.7%
	>20	17	24.6%
Designation	Permanent nurse	34	49.2%
	Contract nurse	02	2.9%
	Senior internee	17	24.6%
	Junior internee	16	23.2%

##### Overall Satisfaction:

Nurse Job satisfaction was measured in the survey. The respondents were asked to answer on a scale from 1-5. 17.4% of nurses were neutral about their job satisfaction. 42% participants were very satisfied with their jobs, 24.6% of them were somewhat satisfied with their jobs, 10.1% of them were somewhat dissatisfied with their jobs, and only 5.8% reported very dissatisfaction about their jobs. In average, the general job satisfaction of nurses was 3.87, (SD=1.23).

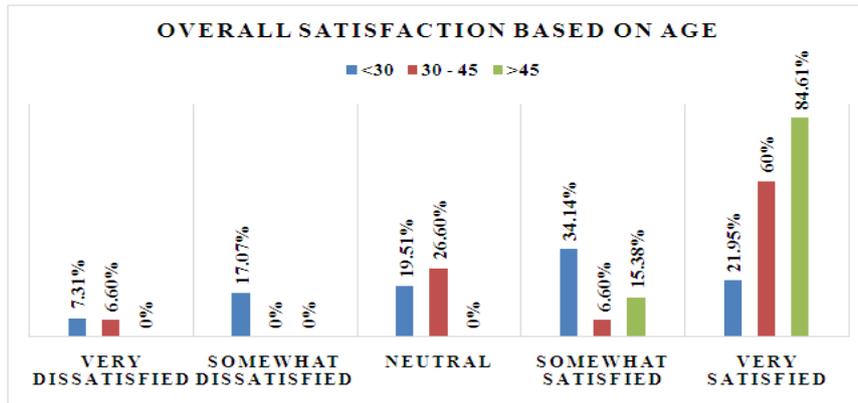
**Table – 2: Overall Satisfaction of nurses:**

S.No.	Nurses satisfaction	No. of Nurses	Percentage
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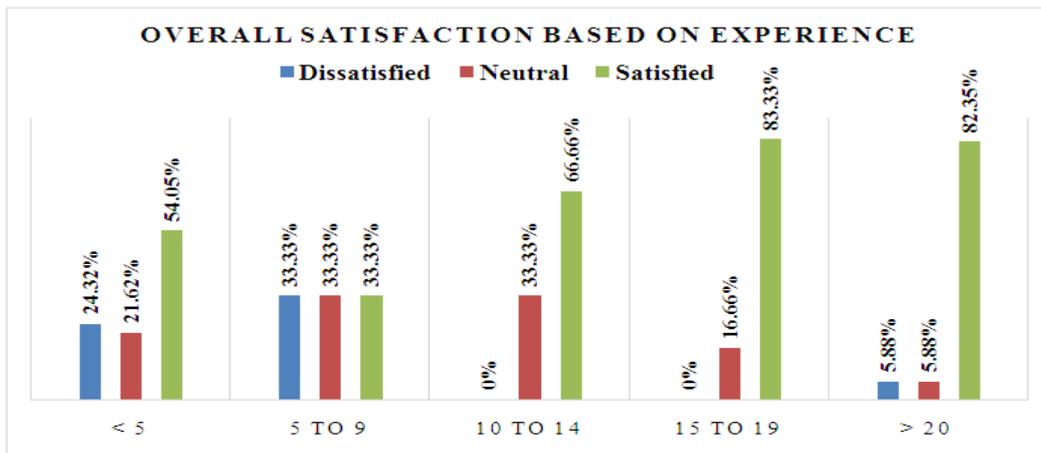
##### Difference of overall satisfaction in various groups:

**Age:** In the age group of less than 30 years, out of 41 nurses, 9 (21.95%) are very satisfied, 14 (34.14%) are somewhat satisfied, 8 (19.51%) are neutral, 7 (17.07%) are somewhat dissatisfied and 3 (7.31%) are very dissatisfied with job. While in the age group of 30 - 45 years, out of 15 nurses, 9 (60%) are very satisfied, 1

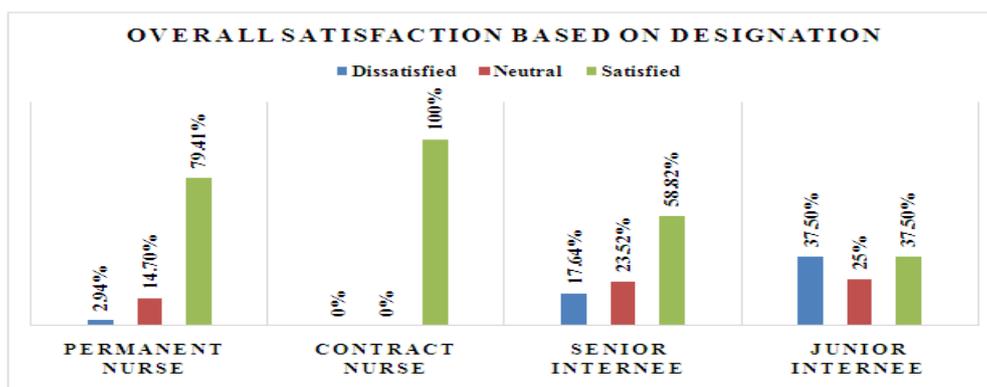
(6.6%) is somewhat satisfied, 4 (26.6%) are neutral, 0 (0%) are somewhat dissatisfied and 1 (6.6%) is very dissatisfied with job. Coming to the age group of more than 45 years, out of 13 nurses, 11 (84.61%) are very satisfied and 2 (15.38%) are somewhat satisfied with job.



**Experience:** In the group of nurses with less than 5 years of experience, out of 37, 20 (54.05%) were satisfied and 9 (24.32%) were dissatisfied and 8 (21.62%) were neutral towards job satisfaction. In those with 5-9 year experience, out of 3, 1 (33.33%) was satisfied and one (33.33%) was dissatisfied and 1 (33.33%) was neutral towards job satisfaction. While in those with 10-14 year experience, out of 6, 4 (66.66%) were satisfied and 2 (33.33%) were neutral. In the experience range of 15-19 years, out of 6, 5 (83.33%) were satisfied and 1 (16.66%) was neutral in response. In the range of greater than 20 years, out of 17, 14 (82.35%) were satisfied, 1 (5.88%) was neutral and 1 (5.88%) was dissatisfied with job.



**Designation:** In the 34 Permanent nurses, 27 (79.41%) were satisfied, 5 (14.7%) were neutral and only 1 (2.94%) was dissatisfied. Out of the 2 contract nurses both of them were satisfied. While in the 17 senior internees, 10 (58.82%) were satisfied, 4 (23.52%) were neutral and 3 (17.64%) were dissatisfied. Out of 16 junior internees, 6 (37.5%) were satisfied, 4 (25%) were neutral and 6 (37.5%) were dissatisfied with job.



The relation between job satisfaction and Age, Designation and Experience was subjected to ANOVA test. Test obtained p - value of Age category was 0.0008, the p - value of designation was 0.0001 and the p - value of experience was 0.0017. Hence it is proved statistically that the difference in job satisfaction in various groups based on Age, Designation and Experience was not obtained by chance.

**Table – 3: Difference of overall satisfaction in various groups:**

Group category	P - value	Significant level
Age	0.0008	Significant
Designation	0.0001	Significant
Experience	0.0017	Significant

**Intrinsic and Extrinsic factors on Job satisfaction:**

To find out whether the intrinsic job characteristics are more important than extrinsic job conditions, a paired sample T-test was conducted. First we calculated the mean values of each questions, then the mean values of each factor were calculated according to its component, finally we produced the mean values of intrinsic job characteristics and extrinsic job conditions.

As far as intrinsic job characteristics were concerned, it was represented by five factors including achievement, feedback, personal growth, responsibility and fairness. Extrinsic job conditions were also represented by five factors including salary, supervision, workload, working condition and interpersonal relationship. A paired sample T-Test conducted indicated that there was no significant difference in the perception level between intrinsic job characteristics and extrinsic job satisfaction factors (p-value – 0.14).

**Table – 4: Mean value of intrinsic and extrinsic factors influencing job satisfaction:**

Question	Value	Factor	Valve	Factor group	Valve
1	3.95	Achievement	3.97	Intrinsic job characteristics	4.16
2	3.72				
3	4.24				
4	4.15	Feedback	4.25		
5	4.34				
6	4.24				
7	4.01	Personal Growth	4.19		
8	4.32				
9	4.44				
10	4.11	Responsibility	4.27		
11	4.2	Fairness	4.2		
12	4.4	Salary	4.4	Extrinsic Job condition	4.29
13	4.17	Supervision	4.3		
14	4.28				
15	4.24				
16	4.07	Workload	4.07		
17	4.34	Working condition	4.29		
18	4.24				
19	4.07				
20	4.38	Interpersonal relationship	4.39		
21	4.72				

This study provides a lot of useful information for the hospital management. First, as far as nurse job satisfaction is concerned, it is found that many factors influence job satisfaction. Therefore, they should understand that every employee is different and adopt effective measures to improve nurse job satisfaction. Second, extrinsic job conditions are very important. Management in hospitals should pay more attention to extrinsic factors if they want to motivate nurses in work. Furthermore, individual characteristics also affect nurse job satisfaction. Management should clearly know job needs among nurses vary among different demographic groups. Otherwise they would be blind towards needs of their employees. The significant difference is in the job satisfaction level. Thus, hospital managements can get clue from this study and find out why nurses are not very satisfied with their jobs.

## **V. Conclusion**

It can be summarized that only 42% of nurses were satisfied with their jobs indicating importance of improvement in environment and culture of organization. It can be noted that both internal and external factors of job satisfaction influence equally on nurses satisfaction. This suggests that the management should focus on further study on these factors and improve on these areas to achieve better satisfaction among nurses which is indirectly associated with patient care activity.

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