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**RESEARCH ARTICLE**

**JOB SATISFACTION SURVEY OF STAFF NURSES WORKING IN THE HOSPITALS.**

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**Key words:-**

JSS =Job Satisfaction Scale.

**Abstract**

**Introduction:** Satisfaction of the nurses are key component in delivering inviolable health care in the country. Multiple factors are responsible for nurses' job satisfaction. Satisfied nurses are able to provide quality nursing care for their patients. Staff Nurses' Job satisfaction are influenced by extrinsic and intrinsic factors. The staff nurses attitude towards their job can be measured through the job satisfaction scale. This study has been undertaken in an attempt to explore and describe the Job Satisfaction of staff nurses working in the hospitals.

**Objective:** Explore and describe the Job Satisfaction of staff nurses working in the hospitals. Compare the Job satisfaction of staff nurses working in different settings.

**Methods:** A quantitative approach to explore the job satisfaction level of staff nurses with a descriptive design was adopted in the study. Non-Probability method through simple random sampling technique and standardized tool of Job Satisfaction Scale by Dr. Sharma was used to collect data from staff nurses working in three hospitals at Bangalore.

**Results:** Staff nurses are having an average Job satisfaction working in three different hospitals. Staff nurses working in the corporate hospital are comparatively more satisfied than in the Government and Mission hospital while comparing the Job satisfaction in different settings.

**Conclusion:** Job satisfaction of nurses is an important concept as levels of job satisfaction may impact upon the global nursing workforce. Results of this present study demonstrate that staff nurses have average job satisfaction working in the hospitals.

**Implications for Nursing Management:** Findings suggest that efforts are needed to improve intrinsic and extrinsic factors of staff nurses to ensure Job Satisfaction of staff nurses working in the hospitals.

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**Introduction:-**

Nurses Job satisfaction is how gratified nurses are with their job. Professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction deals about the pleasurable emotional feelings nurses have about their jobs, and cognitive job satisfaction deals the nurses' satisfaction with particular facets about their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of

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their jobs.<sup>1</sup> Herzberg's theory explains the general types of work motivations, namely, intrinsic motivators and extrinsic motivators of job satisfaction.

Understanding determinants and correlates of job satisfaction are important factors that help to reduce the problem of nurse attrition. There is scope for interventions to enhance job satisfaction and concomitant continuous monitoring can be useful in determining various service aspects that necessitate improvement. By enhancing job satisfaction, hospital administrator can improve not only the mental, psychological and social well-being of workforce, but also the financial health of an organization.<sup>2</sup>

A satisfying work environment for nurses is related to structural and psychological entrustment in the workplace. Structural entrustment is an antecedent of psychological entrustment and this relationship culminates in positive retention outcomes such as job satisfaction. This could be useful for guiding leaders' strategies to develop and maintain an empowering work environment that enhances job satisfaction. This could lead to nurse retention and positive organizational and patient outcomes.<sup>3</sup>

Improving the job conditions of staff nurses can minimize the high levels of burnout and psychosocial issues which will lead to job satisfaction in nurses. Efforts and investments should be made to improve the job conditions of nurses, as they are key persons in the delivery of health care.<sup>4</sup>

Patient satisfaction levels are lower in hospitals with more nurses who are dissatisfied or burned out—a finding that signals problems with quality of care. Improving nurses' working conditions may improve both nurses' and patients' satisfaction as well as the quality of care.<sup>5</sup>

Workplace hostility exhibited in the workplace leads to decreased staff morale, employee dissatisfaction, decreased staff retention, decreased feelings of empowerment, and, ultimately, loss of professional obligation and commitment towards patients. Workplace hostility has been perceived as behavior that is either thoughtless and unintentional or persistent and deliberate.<sup>6</sup>

Nurses are experiencing increasing levels of work-related stress over time and are associated with lower levels of satisfaction with reward packages and working conditions. Current workforce shortages are likely to place greater demands upon nurses, which might be expected to increase their work, related stress and may reduce the quality of workplace relationships, which has emerged as an important source of job satisfaction and contributes to organizational commitment.

Promoting and encouraging interactions between multidisciplinary team members and by taking a regular and active leadership role in clinical practice decisions that affect nurses, are strategies for nurse managers to improve job satisfaction among nurses.

Migration of nurses is increasing worldwide as nurses grab opportunities for better salary and fringe benefits due to the increasing demand in healthcare, which is a result of globalization. The migration has caused the 'skill drain' phenomena among many developing countries.<sup>7</sup>

The literature reveals that the sources of job satisfaction are relatively similar, e.g., physical working conditions, relationships with fellow workers and managers, pay, promotion, job security, responsibility, the recognition from managers and hours of work.

#### **Research questions:-**

- 1 . What is the general satisfaction level of staff nurses?
- 2 . What are the intrinsic and extrinsic factors contribute to Job Satisfaction?
- 3 . Is there any difference in the job satisfaction level of staff nurses?

#### **Method:**

This study used a quantitative approach with a descriptive design to identify Job Satisfaction of staff nurses working in the hospitals.

**Population:**

All nurses working in three hospitals in Bangalore during the time of data collection were comprised the population of the study.

**Sample and setting:**

In this cross-sectional study, Convenient sampling was used to select the government, corporate and mission hospitals and Simple random sampling was used in selecting the sixty staff nurses from each hospitals (N=180).The survey instrument utilized in the study was the standardized tool of Job Satisfaction Scale with 30-item questionnaire with a Likert-type scaling system. The coefficient of correlation for the scale was .81 (N=52). 180 staff nurses working in three settings government, corporate and mission hospital completed the Job Satisfaction Scale.

**Procedures:**

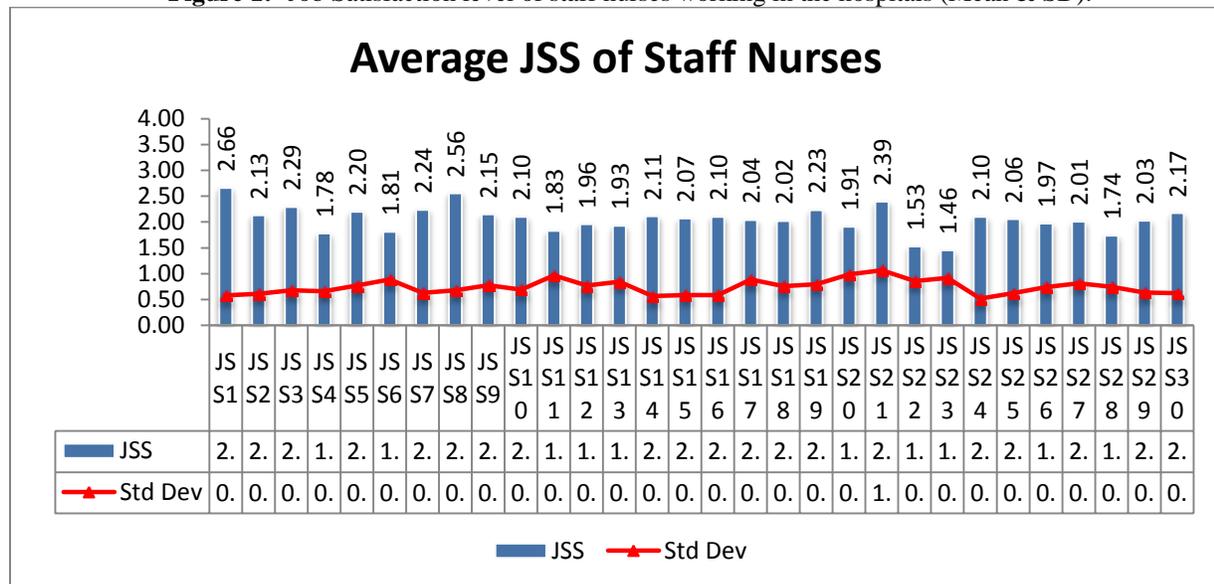
After acquiring Institutional Review Board approvals from each hospital, permission of the hospital authorities in the three hospitals were obtained prior to the data collection. Written consent was obtained from individual participants. The data was collected for a period from 02-01-15 to 30-03-15. The obtained data was analyzed using descriptive and inferential statistics.

**Results:-**

The level of Job Satisfaction was measured in two types of areas- job intrinsic (factors lying in the job itself) and job extrinsic (factors lying outside the job). Job intrinsic area was further conceptualized as job concrete (say: excursions, working conditions) and job- abstract (say: cooperating, democratic function etc.). Three components consisting of Job-extrinsic areas are psychosocial aspects, financial aspects and community/ nation growth aspect. For the purpose of interpretation of the scores, the level of job satisfaction z-scores Norms have been prepared. Job Satisfaction Scale z-Scores—range is from 0.50 to + 0.50 with D grade, satisfaction level is Average/Moderate Satisfied with a score ranges from 50 - 60. Each item in the scale was scored for 0- 4.

Figure-1 shows that Individual factors , Job Inbuilt programs for entertainment, Enough time to spent with family, Opportunity for growth, Irksome and inconvenient in their post, able to undertake side jobs, development of the nation, children in the same job, horizontal and longitudinal mobility, freedom, decision-making, initiative are the items which scored less than two in the scale of job satisfaction. Staff nurses are having more than 2.5 score for social status and Cooperation from colleagues. This indicates that both extrinsic and intrinsic factors are contributing for the staff nurses’ job satisfaction working in the hospitals.

**Figure 1:-** Job Satisfaction level of staff nurses working in the hospitals (Mean & SD).



**Table- 1** Comparison of the Job satisfaction of staff nurses working in different settings (Bonferroni Post Hoc Tests).

Variable	(I) Hospital	(J) Hospital	Mean Diff (I-J)	Sig.
JSS	Corporate	Government	5.650**	.001
		Mission	4.133*	.003
	Government	Mission	-1.517	.648

\*. The mean difference is significant at the 0.05 level. \*\*Significant at the 0.001 level

Table- 1 shows that the Mean difference of JSS levels of staff nurses working in corporate, government and mission hospitals were highly significant at 0.001 ( $p > 0.001$ ) level. The mean difference was not significant at 0.05 level among staff nurses working in government and mission hospitals. Job Satisfaction is higher among Staff nurses working in Corporate Hospital compared to Government and Mission hospital.

### Discussion:-

Results from the present study revealed that cooperation from colleagues and the social status of the nurses have positive impact on their profession, Individual and environmental factor are responsible for the Job Satisfaction level of staff nurses working in the hospitals. Staff nurses have an average Job Satisfaction level working in the hospitals. A similar study reveals that Job satisfaction is 'degree of positive affect towards a job or its components'. Job satisfaction is considered to be highly subjective and varies according to time. Personal characteristics; attitudes and behaviors are factors that influence nurse job satisfaction.<sup>8</sup>

Another study related to the Information on levels of job satisfaction, the intrinsic and extrinsic job factors are also essential for health care managers who are committed to the happiness and satisfaction of their employees, and to quality of patient care. Respondents were also somewhat more dissatisfied with extrinsic work factors (58%) than with intrinsic factors (52, 5%).<sup>9</sup>

Staff nurses working in the corporate hospital have comparatively more satisfied than in the Government and Mission hospital while comparing the Job satisfaction in different settings. The exact reason behind this is not prominent, but there exists some difference in the satisfaction level of staff nurses working in the hospitals. It is evident that proactive intervention measures are important to increase the satisfaction of staff nurses in all the setting. Nurse Managers should initiate these measures to increase the job satisfaction of staff nurses. Quality of patient care can be improved by increasing the satisfaction of staff nurses.

### Implications:

At all levels of health departments, there should be an increased interest in and allocation of resources to develop strategies to enhance social support and empowerment practices at the ward level. More committed nurses to their organizations are more effective and productive, thus supporting satisfaction of the staff nurses.

### Conclusion:-

The theoretical relationships among the nurse outcomes of job satisfaction and nurse attitudes, reaffirm the importance of nurse leaders routinely monitoring satisfaction and evaluating and implementing strategies to address the dimensions of satisfaction that indicate need for improvement. Specifically emphasize the importance of creating and maintaining a work milieu in which participative management thrives. Further investigation is needed to establish the effectiveness of interventions to increase psychological empowerment and the environmental situations as an adjunct to organizational empowerment strategies. The importance for organizations to implement management practices that promotes job satisfaction of staff nurses are eminent.

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