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Original Article

Assessment of Job Satisfaction among Nurses working in Children Hospital, Pakistan Institute of Medical Sciences, Islamabad

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Abstract

Background: Nurses are the backbone of any hospital. Delivery of quality care to the patients is only possible if the nursing staff is satisfied with his/ her job.
Aim: To assess the satisfaction level and factors which are influencing this level among nurses working in Children Hospital PIMS, Islamabad.
Study design, settings and duration: A quantitative descriptive study conducted at Children Hospital, PIMS from October 2014 to January 2015.
Subjects and Methods: Anonymous Minnesota Satisfaction questionnaires were distributed to all nurses working in the children hospital, these were filled by the nurses who gave consent and were returned to the investigators. The results are presented in the form of frequency, percentage, bar graph and pie chart.
Results: Out of 100 nurses who were given the self reporting questionnaire, 81 responded. Overall, the nurses were satisfied with their job. Results showed that both age and level of education were directly associated with job satisfaction. Lack of their involvement in making hospital policies and decisions about things happening around them were the major issues directly influencing their satisfaction.
Conclusion: The factors that strongly influenced job satisfaction were hospital policies and other related things that were being undertaken without taking their inputs. The major determinants of job satisfaction were supervision and advancement in job. Focusing on these variables could elevate the productivity and performance to higher levels.
Key words: Job satisfaction, nursing staff, hospital management, salary.

Introduction

Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".[1] It is an important determinant of performance for the health professionals because person who is satisfied with his or her job is willing to work more and produce better results. It is therefore imperative that we make proper system and thus reduce brain drain or turn over and keeping workers motivated. Factors that cause increase turnover rate and discourage public health professionals are low salary, absence of supplementary benefits, prejudice, inappropriate service structure and political influence.[2] Factors that contribute in motivation are health facility infrastructure, finances, career development, continued learning, availability of resources, personal recognition and relationship with the health facility management.[3]

In developing countries, job satisfaction plays a major role in strengthening the health systems. Job satisfaction is also associated with achievement of set goals pertaining to health and development. A motivated and properly trained health workforce is required in developing countries to achieve the Millennium Development Goals (MDGs). Many studies leads to the consensus that major hurdle in the achievement of these goals is the absence of motivation and proficiency in health workers. Retention of skilled, motivated and efficient work force is also a problem in the developing countries because these people leave their job and go elsewhere for better recognition or salary.[4]

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IN and MS have done the conceptualization of project, drafting, revision and writing of manuscript. SHW did data collection,IN also did literature search and statistical analysis. AH and SA did the supervision of the project and helped to get permission.

Studies have shown that job satisfaction of hospital nurses is closely associated with working conditions, organizational environment, organizational commitment, professional commitment, job stress, conflict settlement and clearly laid down roles and responsibilities.[5] Another Chinese study showed that work environment, organizational commitment and structural empowerment contributed to higher level of job satisfaction.[6] Advances in technology, changes in government funding and policy, declining economy, health and safety concerns associated with stressful work environments, retirement or transfer of mentors and workforce shortages are transforming healthcare organizational landscapes. In the hospitals, where more nurses are dissatisfied, the level of patient satisfaction is also very low. Hence if the working conditions of the nurses are improved, patient's satisfaction will improve and the quality of care will automatically improve.[7]

In Pakistan, there is serious shortfall of human resource in health. Satisfaction of workforce is therefore of utmost importance, if we have to strengthen our health systems and achieve the MDG goals and the health and development targets of our country. Chief obstacle in attaining MDGs is lack of well-motivated and efficient health workforce and their retention in the health system.[8]

The main purpose of this research is to calculate the job satisfaction and identify the factors that hinder the job satisfaction in nursing staff working at Children Hospital PIMS, Islamabad.

Subjects and Methods

A descriptive cross sectional study was conducted to identify the factors influencing job satisfaction among nurses working in Children hospital, PIMS, Islamabad. Minnesota tool questionnaire was used to collect information on socio-demographic variables and job satisfaction attributes. A pilot-test was done on ten nurses to validate the questionnaire. All nurses working at Children Hospital PIMS, having minimum 5 years working experience at the same hospital were included in the study. Questionnaire was distributed to all participants after taking informed consent. Questionnaire was collected back same day, after 10-15 minutes. The quantitative data received from the questionnaires were coded and entered into SPSS. The statistical software SPSS version 17.0 was used to analyze the generated data. Descriptive statistical analysis was employed. Data were also summarized using graphic presentations for the interpretation of findings. SPSS used to analyze quantitative data which includes both descriptive and inferential statistics.

Results

Out of 100 questionnaires that were distributed, 81 were returned giving a response rate of 81%. The demographic characteristics of the participants are presented in Table-1. Majority (86%), were female nurses, 64% were married. Their ages ranged from 22-55 years (mean age 37.8 years). Most respondents were between 26-35 years of age followed by 36-45 and 46-55 years of age. Approximately 25% of the nurses had more than 21 years of working experience in Children Hospital PIMS, Islamabad.

Table 1: Demographic characteristics of the participants.

Demographics Characteristics	*Number of Subjects n (%)*	*Mean*	*Standard Deviation*
Gender:			
Male	11 (13)	1.86	0.345
Female	70 (86)		
Age:			
>25 years	6 (7)	2.27	0.952
26-35 years	33 (41)		
36-45 years	20 (25)		
46-55 years	22 (27)		
Marital status:			
Married	52 (64)	1.64	0.482
Single	29 (36)		
Experiences:			
2-10 years	32 (39.5)	1.85	0.792
11-20 years	29 (35.8)		
21-30 years	20 (24.7)		

The responses on some questions regarding job satisfaction are presented in Table-2. Determinants of job satisfaction were identified by cross-tabulation with age and job satisfaction. Regarding satisfaction with the working environment, over 50% were satisfied with their activity at workplace but those having more experience were less satisfied with their working conditions. Out of the satisfied respondents, 55% belonged to age group of 26-35 years. Though majority (49%) were satisfied working with their co-workers but 43% said that they would be satisfied if they had a chance to work alone. All these respondents belonged to age group of 26-35 years.
In response to the question about their salary, 73.6% were satisfied and/or very satisfied with the salary. Almost 40% satisfied respondents were in age group of 26-35.

When inquired about further promotion and advancement in service, only 51% were satisfied and/or very satisfied; while dissatisfaction and/or somewhat satisfaction was observed in 44%. When the participants were asked about appreciation and reward at workplace only 53% (n = 43) were satisfied and/or very satisfied. The level of satisfaction was more in age group 26-35, but as service advanced it regressed.

With the variation within their work, 58% were satisfied with the ability to do different things from time to time and 53% believed that there were sufficient opportunities for self-development. In question related to help and work for others, 75% (n = 61) were satisfied, out of these, 16% were extremely satisfied, 39.5% were very satisfied and 19.8% were satisfied. About getting

opportunity to teach others, 19.8% were satisfied, 37.5% very satisfied and 11.1% extremely satisfied; while overall satisfaction was 68%. In all cases, age group of 26-35 years were more satisfied but as their job advanced the level of satisfaction gradually decreased.

Table 2: Responses to some important questions.

Response	Frequency	%
Salary:		
Not satisfied	10	12.3
Somewhat satisfied	12	14.8
Satisfied	36	44.4
Very satisfied	22	27.2
Extremely satisfied	1	1.2
Advancement in services:		
Not satisfied	18	22.2
Somewhat satisfied	18	22.2
Satisfied	30	37.0
Very satisfied	12	14.8
Extremely satisfied	3	3.7
Appreciation at workplace:		
Not satisfied	12	14.8
Somewhat satisfied	21	25.9
Satisfied	24	29.6
Very satisfied	19	23.5
Extremely satisfied	5	6.2
Accomplishment feeling:		
Not satisfied	10	12.3
Somewhat satisfied	10	12.3
Satisfied	44	54.3
Very satisfied	11	13.6
Extremely satisfied	6	7.4
In-charge handle the workers:		
Not satisfied	22	27.2
Somewhat satisfied	17	21.0
Satisfied	26	32.1
Very satisfied	11	13.6
Extremely satisfied	5	6.2
Decision making of supervisor:		
Not satisfied	12	14.8
Somewhat satisfied	21	25.9
Satisfied	24	29.6
Very satisfied	14	17.3
Extremely satisfied	10	12.3
Hospital policies:		
Not satisfied	17	21.0
Somewhat satisfied	20	24.7
Satisfied	20	24.7
Very satisfied	22	27.2
Extremely satisfied	2	2.5
Steady employment:		
Not satisfied	11	13.6
Somewhat satisfied	26	32.1
Satisfied	21	25.9
Very satisfied	21	25.9
Extremely satisfied	1	1.2

Twenty seven percent of participants (n = 39) were not satisfied and 21% somewhat satisfied with the way their supervisors handled their workers; whereas 32.1% were satisfied and 13.6% very satisfied with the management involved in handling the subordinates. In this context, as the job duration advanced the satisfaction level increased. Almost 47% were satisfied that their in-charges were competent enough in decision making. Satisfaction in this cadre reduced with time. More than 50% were satisfied with hospital policies while 21% were not satisfied. The study showed that only 25.9% were satisfied and 25.9%, very satisfied with their steady employment and security. Satisfaction level gradually reduced with advancement of service and as experience level increased.

Thirty seven percent of respondents were satisfied and 18.5% very satisfied with the fact that things happening around them were being done with consensus. Satisfaction was high in age group 26-35 and it gradually showed a reduction with the passage of time. When inquired about their views on freedom to decide how to do their work; almost 50% respondents were not satisfied with it, while 18.5% were satisfied and 30.9% very satisfied with the freedom to use their own judgment. Respondents with age group 26-35 were satisfied more but again the satisfaction reduced with advancement of service. Forty-two respondents performed tasks to make use of their abilities.

Discussion

In the present study, overall nurses were satisfied with their job. Lack of their involvement in making hospital policies and other related issues were the major factors directly influencing their satisfaction.

Health workforce is the backbone of any organization, therefore for their motivation and retention in the health care facilities, it is important to improve their job satisfaction.[4] Satisfied workers always contribute in a better way for the development and prosperity of the organization.[1] Job satisfaction is an important component of nurses' lives that can impact on patient safety, productivity and performance, quality of care, retention and turnover, commitment to the organization and the profession as well. Research has showed that there are three main themes that influence nurses' job satisfaction and dissatisfaction are spiritual feeling, work environment factors and motivation.[9] Job satisfaction is a complex phenomenon and most respondents are satisfied with their job in almost all facets of job satisfaction.[10] While studying these facets, it is revealed that workers are most satisfied with their own work and their supervisors, co-workers, any kind of appreciation, the hospital policy, benefits and pay.[11]

In the present study, a greater sense of satisfaction was seen among the nurses who were older and had worked in an area for a longer time. This information can be used to ensure a positive ward environment. Satisfaction with working environment showed marked effect on job satisfaction.[12] People respond unfavorably to restrictive work environments, therefore, it is imperative for organizations to create facilitative environment, which enables the employees to acquire uppermost level of job

satisfaction.[13-15] This study showed that 62% of the participants were satisfied with the working environment specially nurses having less than 25 years of job experience.

Motivation can be achieved by giving something extra for good work done and this does not necessarily have to be financial. It could be verbal or moral as appreciation, praise and feeling of accomplishment.[4] In the present study, nurses were dissatisfied with promotion and advancement in job but were satisfied in case of appreciation and praise. A recent study conducted in Tanzania, also reported poor job satisfaction among health care providers due to lack of job description, no rewards system, poor working environment and lack of communications with the staff.[16] The same study showed that respondents were strongly satisfied with the relationship with co-workers. Numerous studies conducted among health workers have shown that good interpersonal relationship increase patient's satisfaction and improved quality of care. Proper team building activities have resulted in improved staff communication, strong interpersonal relationships, understanding and clarity of roles as well as greater job satisfaction.[17]

It is beneficial for both the individual and their organization to enhance professional commitment in nursing. Professional commitment is involvement, promise or resolution towards profession.[18]

The findings of the present study showed that 53-75% of respondents were satisfied with the opportunities they get to develop in their career. In contrary to the findings of this study, on job satisfaction among mental health professionals in Rome showed that many participants were dissatisfied with their career prospects.[19] A study conducted in Sweden showed that for the organizational prosperity and performance, liberty of decision making for health care workers is very important which improves their mental energy and work satisfaction, work related exhaustion and turnover rate among health care workers was reduced.[20] Organizational structures like supervision, job policies, team work and staffing levels also have a tremendous effect on job satisfaction as they have strong impact on the delivery of quality of care and satisfaction for patients. Supervisor can increase nurses' job satisfaction in terms of empowering them and improving the staff nurses' commitment to the organization by means of manipulating workplace structures.[5] Thus, nurse managers should encourage and support interdependence among health care providers; enable these providers to accomplish the work effectively; and create a supportive environment for nurses to build effective relationships with peers, superiors and subordinates within and outside the organization. The findings of the study showed that the participants had moderate levels of structural empowerment and organizational commitment. Similar results were reported from China.[21] Our study showed that respondents had high satisfaction level in terms of salary. These findings are similar to a study conducted in Rawalpindi, Pakistan.[22] Furthermore; the current study also indicated that most of the participants were overall satisfied with their job due to a policy implemented by Federal Government of Pakistan, in 2012, where increase in pay was added in the form of risk allowance. The improved pay may have directly improved the quality of care and satisfaction level at workplace.

The result of only one survey cannot be considered as a solid foundation for making decisions. My recommendations for improving the level of job satisfaction of nurses are: Clear and comprehensive guidelines regarding career development prospects should be provided at the time of recruitment and selection of nurses. Proper policy making regarding hospital and proper service structure should be announced. Priority should be given to improve relationships between management and staff by greater interpersonal communication, and involving staff in decision making to determine aspects of the service that need improvement. It is important that continuous service evaluations and monitoring of job satisfaction should be done.

Conflict of interest: None declared.

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