

**FACTORS INFLUENCING JOB SATISFACTION OF NURSES
ATTACHED TO NATIONAL INSTITUTE OF NEPHROLOGY, DIALYSIS
AND TRANSPLANT**

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Abstract

Job satisfaction is particularly relevant and of utmost importance to health practitioners because organizational development and employee health and wellbeing rest a great deal on job satisfaction. The objective of this study is to ascertain the factors that will influence the job satisfaction of nurses working at the National Institute of Nephrology, Dialysis and Transplant (NINDT). Exploratory approach was used to identify the relevant factors this was a descriptive, cross-sectional study. Descriptive research is a process of collecting and analyzing information related to functioning of the programme, policy or procedure using a self-administered questionnaire. As the sample of this study, 65 nurses were selected from the total number of 100 nurses attached to NINDT, representing all divisions of the institution. From the selected group 51 nurses participated and they were given a self-administered questionnaire. The Results indicated that out of the four factors identified (Training and Development, Salary, Workload, Promotions) a moderately positive correlation existed between Workload and Job satisfactions. Other factors do not influence the job satisfaction of the nurses of this institution to the same extent. Conclusion of the study shows that when the workload increases job satisfaction too improves. The Key Recommendation is to rotate the tasks carried out by the nurses by recognizing capacity and ability of everyone so that they can remain active all the time.

Key words: Job Satisfaction, Nursing care, Workload

Introduction

Healthcare profession including nursing sector have undergone significant changes over the last several decades. It has happened mainly due to the advances made by healthcare & medical technology and nursing education. At the same time nursing profession has gained significant respect and honor from the fellow healthcare professionals.

The shortage of healthcare professionals is a worldwide phenomenon. Present day nurses not only work in the wards looking after the needs of inward patients, but also attend to numerous other duties including clinical activities and administrative functions. The heavy workload they are expected to carry out, given the un-filled carder positions, the nurses may

not be satisfied with their job, even though they enjoy a very important position in the eyes of the community.

The job satisfaction is particularly relevant and of importance to health practitioners because organizational development and employee health and wellbeing rest a great deal on job satisfaction (Adams et al 2000). Various individuals have unique needs and requirements that got to be satisfied and some of them are related to the behaviors they exhibit. Their needs play a significant role when performing the duties at the workplace. Social, Cultural and Job-related factors all influence employee behavior (Gibson et al 2006). Overall job satisfaction is a combination of intrinsic and extrinsic factors. Intrinsic job satisfaction is when workers consider only the kind of work, they have to attend and the tasks to be fulfilled e.g., workload. Extrinsic factors of job satisfaction include salary and other benefits, promotions, training and Development, personal and educational development facilities available, nature of co-workers, style of management and the communication with other staff as well as patients.

Justification of the study

The health institution selected for the study is National Institute for Nephrology, Dialysis and Transplant (NINDT), situated in Colombo Central in the JayanthaWeerasekera Mawatha, at Maligawatta. NINDT is comparatively a new entity to provide healthcare services and was established about 10 years ago and this specially cater to the patients affected by kidney disease.

The NINDT being a newly established institute, the nursing staff are comparatively young, when compared to other healthcare institutions. Most of them, after completing the basic training at a nurses training college receive their first appointment to this institution. Being young and new to this challenging profession, they show enthusiasm in serving the patients. Therefore, the patient care services, and other services are progressing smoothly. It also functions as a teaching hospital to medical, nursing, and other healthcare trainees. Therefore, the staff here has to meet the medical students etc. Regularly and help them in their endeavors. At the same time NINDT provides training facilities on dialysis to nurses from other hospitals.

Major drawback at NINDT is that it caters only for one kind of ailment throughout, and the staff gains experience only in relation to the patients suffering from kidney and related nephrological diseases. It may make nurses feel monotonous to go through the same chorus every day for a long period.

Statement of the Problem

Job Satisfaction is now considered to be a measure that should be included in quality improvement programmes. Sometimes the performance of the staff of NINDT (kidney hospital) comes under barrage of criticism from the public. Staff has been accused of their delay in discharging their duties towards the patients. At the same time staff brought the attention of the hospital management, about the unsatisfactory working conditions under

which they are made to perform their duties. According to the staff, inadequacy of the number of professionals including medical and nursing staff, poor infrastructure, inadequate logistics, laxity in the upholding of ethical conducts, low salaries when compared to the workload, nonexistence of an adequate reward system may be the reasons for their dissatisfaction. Inadequate motivation among the health workers also would have led to this low level of public confidence and respect towards the institution. This in turn will have multiplier negative effects like poor performances, low morale, and lack of discipline in the service.

Purpose of the study

To find out the factors that will influence the job satisfaction among nurses attached to NINDT.

Specific Objectives

- To find out the levels of job satisfaction among nurses at NINDT.
- To investigate whether training and development influence job satisfaction.
- To evaluate how workload will influence the job satisfaction.
- To evaluate how salaries will influence the job satisfaction.
- To find out how promotions will influence the job satisfaction.

Significance of the Study

The purpose of this study is to find out the major factors that affect the job satisfaction of nurses, so that the administrators could know the factors that really motivate and satisfy the workers. These factors that affect the job satisfaction of nurses at NINDT may be different to the factors that affect the job satisfaction of nurses in other hospitals, given the context and the services they provide.

Literature review

Job Satisfaction could be considered as a very complex phenomenon. Number of studies have been conducted to understand the association between motivation, performance, and job satisfaction. There are a large number of definitions given for job satisfaction and one such definition given in a research study is, "an effective emotional response to various sides of one's job".

Job Satisfaction is positively influenced by the rewards and appreciations received by employees and lower levels of job satisfaction among employees affects their performance. When employees perceive that his/her job fulfils or is allowing the fulfilment of his or her job values the job satisfaction results. Keitner et al (2002) described the job satisfaction as an effective and emotional response to various sides of one's job. This particular statement shows that job satisfaction affects the commitment, achievements, and performances.

In a way the job satisfaction can be described as the extent to which employees like or dislike the job, that they are doing. According to Woods et al (2004), to achieve the job satisfaction employee will have to align him/herself with the institution with commitment while performing the required activity to the best of his or her ability. At the same time, it's positively influenced by the rewards and appreciations they receive. Job satisfaction can be defined as positive feelings, that arise from opinion and evaluation of a person's involvement of a job or job experience. (Locke and Latham 1976). Another definition given by Hirschfeld (2000) states that job satisfaction is the level of a person's likeness to his or her job.

In providing their "healing touch" to the patients they should always be alert, observing and sensitive. It should be remembered that the motivation required to offer what was mentioned is greatly influenced by Job satisfaction. (Jain et al 2009). Nurses play a major role in providing healthcare for the hospitalized patients. Like other professions the modern technologies have helped nursing profession, but nurses are the pre-care producers and also play a major role in advocacy, education, and counseling.

Number of intrinsic (e.g.: workload, achievement, promotion, responsibility, recognition, communication) and extrinsic (e.g.: salary, Training and development, relationship with co- employees) factors of motivation influence the level of job satisfaction in the employees. One research has shown that non availability of promotion, less appreciation and heavy workload are associated with job dissatisfaction. Several factors that should be promoted to enhance job satisfaction at a workplace have also been identified by various researchers.

Conceptual framework and methodology

Research methodology refers to the techniques use to structure a study and to gather and analyze data and information systematically. Conceptual framework was developed using the four selected independent variables (Training and development, Salary, Workload and Promotion) leading to dependent variable the job satisfaction. Hypotheses were developed with a view to finding a relationship each of the four independent variables has with the dependent variable.

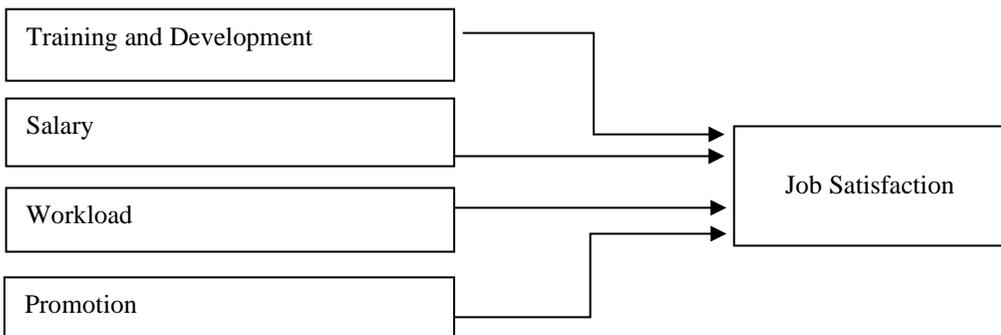


Figure 1 : Conceptual Framework of the Study

Hypothesis:

H1: There is a relationship between training and development and job satisfaction of nurses.

H2: There is a relationship between salary and job satisfaction of nurses.

H3: There is a relationship between workload and job satisfaction of nurses.

H4: There is a relationship between promotion and job satisfaction of nurses.

Research Design

To assess the job satisfaction among nurses' exploratory approach is used. The researcher explored the factors that exist among the target group and the research is descriptive in nature. It is a cross sectional study and the data gathered through a self-administered questionnaire. Study period of the research was three months, from 1st September up to 30th November 2017. It was conducted at the premises of National Institute of Nephrology, Dialysis and Transplant - NINDT (Kidney Hospital), Maligawatte. Prior to commencement of the study the ethical and administrative approval was obtained from the OUSL and director NINDT.

The study population consisted of nurses from various sections of the NINDT. Out of the total number of hundred nurses attached to NINDT, sixty-five (65) nurses were selected and were given a self-administered questionnaire. The sampling techniques used in this study was purposive and convenience sampling. Only nurses willing to participate in the study were selected. Nurses do not present at duty station and who are on days off, leave or absent were excluded.

The questionnaire was mostly consisted of closed ended type questions, and it was administered to all selected participants. The questionnaire was developed with a view to gathering information on job satisfaction at present and staff performance respectively. The study measured the impact of four independent variables namely Training and Development, Salary, Workload and Promotion on job satisfaction. Personal observations were also done throughout the data collection period. Care was taken to achieve the objectives of the research without being biased.

Data Analysis was conducted using primary sources, which included the data gathered from the questionnaire. The advantage of using primary data was that they were more reliable since they come from the original sources and collected especially for the purpose of this study. Data from the questionnaire was edited to detect and correct possible errors and omissions that occurred and also to ensure consistency. The data was then coded to enable the respondents to be grouped in to limited number of categories. After that the data collected were analyzed using Statistical Package for Social Sciences (SPSS) software.

Research methodology was developed describing research approach, research design, study period, study setting, study population, sample size, distribution of the study sample, sampling procedure, inclusion and exclusion criteria and data analysis. Ethical and

administrative considerations and limitations of the study too were taken into consideration under research methodology.

Data analysis and findings

Reliability Statistics

This section will present nurses responses on selected variables as per the objectives of the study. These responses are categorized individually with details. It begins with table of reliability of instruments.

Table 6: Reliability of the Variables

| S/N | Variable | Cronbach's alpha | Item No |
|-----|--------------------------|------------------|---------|
| 01 | Training and Development | 0.630 | 4 |
| 02 | Salary | 0.562 | 4 |
| 03 | Workload | 0.652 | 4 |
| 04 | Promotion | 0.633 | 5 |
| 05 | Job Satisfaction | 0.706 | 5 |

The table gives summary of Cronbach's Alpha values of variables. According to this when one item is removed from the first three variables the Cronbach's alpha reach an average of 0.6 which is an acceptable limit according to the research standards (Griethuijsen et al., 2015; Taber, 2018). The other two variables show higher value of Cronbach's Alpha even without removing any indicator reflecting high internal consistency of the question groups.

Descriptive Analyses

Out of the 51 nurses participated 41 (80%) are less than 34 years of age. 21(41.2%) of them are not married. Twenty-five (25) participants (49%) had only less than 2 years' experience. Education data shows that most of the nurses are diploma holders from nurses training collages. All nurses of the government hospitals receiving three years training at a nurse's training collages are offered diploma in nursing at the completion of the training. The trainees that entered the universities hold the BSc. in nursing. Their qualifications, salary and promotions were decided under a common scheme of recruitment approved by the Ministry of Health (MOH) and the government.

Table 1 Descriptive Statistics of means and standard deviation of the variables

| | Mean | Std. Deviation | N |
|--------------------------|--------|----------------|----|
| Job Satisfaction | 3.0314 | .75299 | 51 |
| Training and Development | 2.8549 | .71563 | 51 |
| Salary | 2.7529 | .55221 | 51 |
| Workload | 3.1882 | .64549 | 51 |
| Promotions | 3.3451 | .44914 | 51 |

The above table shows the summary of mean and standard deviation values of the variables. According to this table the mean values of job satisfaction, workload and promotion can be interpreted as marginally satisfactory. But the mean values of other two variables that is Training & Development and Salary reflect that they are marginally unsatisfied.

Table 2 : Correlations of the variables

| | | Job Satisfaction | Training and Development | Salary | Workload | Promotions |
|--------------------------|---------------------|------------------|--------------------------|--------|----------|------------|
| Job Satisfaction | Pearson Correlation | 1 | .130 | .188 | .432** | .100 |
| | Sig. (2-tailed) | | .362 | .186 | .002 | .486 |
| Training and Development | Pearson Correlation | .130 | 1 | .391** | .216 | .164 |
| | Sig. (2-tailed) | .362 | | .005 | .128 | .251 |
| Salary | Pearson Correlation | .188 | .391** | 1 | .362** | .183 |
| | Sig. (2-tailed) | .186 | .005 | | .009 | .199 |
| Workload | Pearson Correlation | .432** | .216 | .362** | 1 | .307* |
| | Sig. (2-tailed) | .002 | .128 | .009 | | .029 |
| Promotions | Pearson Correlation | .100 | .164 | .183 | .307* | 1 |
| | Sig. (2-tailed) | .486 | .251 | .199 | .029 | |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Fifty-One (51) nurses were surveyed about their job satisfaction (mean 3.0314, SD 0.75299) and workload (mean 3.1882, SD 0.64549) A Pearson r data analysis revealed moderate possible correlation $r=0.432$ ($P=0.002$) which is significant at 1% level of significance. The nurses having high workload are moderately satisfied with their job.

Regression

Table 3: Model Summary

| Model | R | Adjusted R Square | Std. Error of Estimate | Change Statistics | | | Sig. | F | Durbin-Watson | |
|-------|-------------------|-------------------|------------------------|-------------------|------|-------|------|----|---------------|-------|
| | | | | Change | df1 | df2 | | | | |
| 1 | .436 ^a | .190 | .120 | .70648 | .190 | 2.700 | 4 | 46 | .042 | 2.095 |

a. Predictors: (Constant), Promotions, Training and Development, Workload, Salary

b. Dependent Variable: Job Satisfaction

The calculated F ratio is 2.7 which is significant at 5% level significance. (P<0.05) and supports the reliability of the explanatory power of the model.

Table 4: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 5.391 | 4 | 1.348 | 2.700 | .042 ^a |
| | Residual | 22.959 | 46 | .499 | | |
| | Total | 28.350 | 50 | | | |

a. Predictors: (Constant), Promotions, Training and Development, Workload, Salary

b. Dependent Variable: Job Satisfaction

The ratio of RZ implies that 19% of variation in job satisfaction is explained by the four variables (Training and Development, Salary, Workload, Promotion) used in this regression analysis.

Table 5 : Coefficients of variables

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. | Collinearity Statistics | |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | t | | Tolerance | VIF |
| 1 | (Constant) | 1.470 | .865 | | 1.700 | .096 | | |
| | Training and Development | .036 | .153 | .034 | .233 | .817 | .835 | 1.198 |
| | Salary | .038 | .207 | .028 | .185 | .854 | .764 | 1.308 |
| | Workload | .499 | .172 | .427 | 2.892 | .006 | .806 | 1.241 |
| | Promotions | -.070 | .235 | -.042 | -.299 | .766 | .894 | 1.119 |

a. Dependent Variable: Job Satisfaction

The regression coefficients reveal that workload is the best predictor of job satisfaction with the beta weight of 0.499. The value is significant at 1% level of significance. It implies that nurses with higher workload show higher job satisfaction at NINDT hospital service. However, Training and Development, Salary, Promotion have not made significant impact on job satisfaction since the beta weights are 0.036, 0.038 and 0.07 respectively, these

values are not significant at any conventional levels of significance. (N.B. Answers for the questions in negative form were reversed in data sheet to obtain the one-way results.)

The main variance should be on the workload. Though in most places increase workload will hinder job satisfaction, when analyzing data of this study it is seen that increasing workload enhances the job satisfaction. It may be due to several reasons that can be attributed to the NINDT and the nature of the patients receiving care at this institution.

Discussion of findings

The study accesses the levels of different factors affecting job satisfaction of the nurses attached to NINDT. To determine the level of job satisfaction, the study investigated four prominent areas (Training and development, Salary, Workload and Promotion) within the working scope of the nurses. Out of the four factors, positive correlation can be seen between workload and job satisfaction. Similar findings were seen in the study done by Muttiur Rehman et al in University of Sargodha, Pakistan. According to this study there is a positive relationship between workload and employee satisfaction. (Muttie et al 2012). The study done by Mahadeo B Shinday of Krishna institute of medical science university on job satisfaction among nurses working at selected tertiary hospitals concludes that nurses are highly satisfied in their job with respect to almost all job reinforcing factors including work load. (Rashid, S. 2013).

There are several reasons that can be considered to justify this situation. Most patients visiting NINDT are critically ill with chronic kidney disease (CKD), requiring high attention, human kind of care. Young nurses feel much sympathy towards these patients, and they serve the patients without considering the workload. It is also noted that increased workload provides more overtime due to the unavailability of required number of nurses, thereby providing more remuneration in the form of overtime (OT) payments. They are also able to take more leave due to working extra hours and on holidays. Nurses also receive appreciation and respect from the patients and relations of the patients making them more enthusiastic and dedicated. The other three variables may not have influenced the job satisfaction positively or negatively because they are equality relevant to all nurses of the nursing profession in Sri Lanka. Training received at a nurses training collage or faculty of a university are provided to all nurses leading to a diploma or degree on nursing. Their salaries and promotional prospects are based on the scheme of recruitment common to all nurses.

Conclusion

The present study was done in the NINDT which is a small institution and the number of nurses involved were limited. Therefore, this type of research should be extended to nurses working in other hospitals for the research to be comprehensive. This study was done to find out the factors that influence the job satisfaction of nurses attached to NINDT, Maligawatta. The study used four prominent areas within the working scope of nurses. The areas selected are Training and development, Salary, Workload and Promotion. Though the studies done in Sri Lanka are limited, number of research studies conducted in other countries have tried to identify the factors that are affecting job satisfaction of health professionals including nurses.

Most of those researches have included four variables mentioned above in their investigations. Those studies mainly concluded that Salary and Remuneration, Training and Development, Promotion and Career advancement have major influence in improving job satisfaction among nurses. Findings of the most of those studies have shown that increasing workload has an adverse effect on job satisfaction and it leads to job dissatisfaction.

This study focused on the NINDT, a new entity providing healthcare with a small workforce and a limited number of nurses. Through the study, it is clear that factors such as, Training and Development, Promotions and Salary do not have expected stimulation in enhancing the job satisfaction among nurses. But the results of the study reflected that workload has decisive influence on job satisfaction. Therefore, the main conclusion after analyzing the research data is that increasing workload enhances the job satisfaction in nurses. Further, other three factors namely Training, and Development, Salary and Promotion do not have significant influence on job satisfaction either positively or negatively. Since this study was done with a small sample in a small hospital more studies should be conducted to prove whether the result of this study that is increasing of workload has a positive impact on the job satisfaction, among nurses in general.

Recommendations

To maintain job satisfaction of nurses at a higher level the following measures need to be adopted by the management.

- Provide challenging tasks by recognizing capacity and ability of each individual, so that they can remain active all the time
- Tasks entrusted to be performed should not be of the same nature and also, they should be distributed in an equal manner.
- Appreciate the nurses handling larger workload by providing awards, increments etc...
- Provide work as per interest shown by the individual nursing officers through a thorough supervision.
- Provide opportunity to the nurses to try out their new ideas and create something different from traditional methods of patient care.
- Conduct more comprehensive research on job satisfaction of nurses attached to government hospitals

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