

Job Satisfaction among Nursing Staff in a tertiary care cancer institute

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Abstract:

Context: Nursing staffs are the pillar of our health care system. Well-satisfied nursing personnel who are happy at the workplace will positively impact patient health. The study aimed to evaluate job satisfaction levels in the nursing staff, identify the factors that promote job satisfaction, and know the factors that promote retention in jobs.

Setting and Design: This is a prospective, observational study that was conducted in a tertiary care cancer hospital, BMCHRC, Jaipur over a 1-year duration.

Materials and Methods: The study was conducted on 75 nursing staff working in the hospital. Data was collected from the nursing staff by administering a structural Questionnaire and through interviews.

Results: The study showed that 77.33% of the nursing staff were satisfied with the working conditions. A majority (94.67%) of the nursing staff were satisfied with the working hours. Three-fourth (73.33%) of the nursing staff were satisfied with the canteen facilities. Four out of five (80%) employees were dissatisfied with the appraisal. Three-fourth (74.67%) nursing staff were satisfied with the safety measures. Only 14.67% of the nursing staff were satisfied with the pay. More than half (54.67%) of the employees were satisfied with the welfare measures taken in the organization. Higher pay was the most motivating factor for working more efficiently among all the three factors among more than half (53.33%) of the nursing staff. Burnout symptoms were seen in 36 (48%) nursing staff.

Conclusions: Good working conditions also have positive effects on satisfaction levels. This study brought out the feeling of the nursing staff. They were well satisfied with these factors: work environment, duties and responsibilities, refreshment & recreation facility, health & safety facility. Employees were dissatisfied with these factors: pay, appraisals, and welfare measures. These aspects can directly impact job satisfaction.

Keywords: cancer, job satisfaction, nursing staff, pay, working conditions, working hours.

Date of Submission: 25-02-2022

Date of Acceptance: 06-03-2022

I. Introduction

Nursing staffs are the pillars of our health care system, providing us with the attention and medical care that we need to live healthy long-lasting lives. Nursing is a noble profession. They spend more time with the patient as compared to doctors and whether it is resident doctors or consultants. They greatly impact the mental and physical well-being of the patients and the associated attendants. Nursing is the ground-level staff dealing with general issues related to health and illness. So, well-satisfied nursing personnel who are happy at the workplace will positively impact the patient's health, the reputation of the hospital, and positive effect on the health of the patient.^[1,2]

Job satisfaction presents a set of factors that causes a feeling of satisfaction.^[1,2] Job satisfaction is also defined as effective orientation on the part of individuals towards work roles which they are occupying.^[3] This definition focuses on the employee in the workplace. Also, job satisfaction has to do with how people feel about their job and its various aspects.^[3]

Many factors internal, external, and mental, contributes to the same. Immediate seniors and Supervisors, senior staff, and doctors can be a positive contributory factor to understanding the condition which contributes to the satisfaction of the nursing staff. Job satisfaction of a nursing professional has an inverse relationship with absenteeism and turnover. More satisfied a Nursing Professional with his work leads to less absenteeism and vice versa. If the Nursing staff is happy and satisfied with his/her work he is going to improve his efficiency and carrier opportunities.^[1-3]

II. Aim And Objectives

To study the job satisfaction levels in the nursing staff, identify the factors that promote job satisfaction, and know the factors that promote retention in jobs.

III. Material and Methods:

This prospective, observational study was conducted in a tertiary care cancer hospital and research center. The study was conducted by the first author (RP) over a 1-year duration. The study was conducted on the nursing staff working in the hospital. The sampling size was 75 nursing staff.

Ethics

The study protocol was approved by the Medical Director of the Cancer Institute (Ethics committee) before conducting the study. Patient confidentiality was maintained during all research procedures. Informed written consent was obtained from the nursing staff about the study. The nursing staff was explained the purpose of the study. They were explained that there is no direct anticipated benefit (financial) to them. All confidential information collected would not be shared with anyone else. Data was collected from the nursing staff by administering a structural Questionnaire and through interviews.

The questionnaire included:

1. Satisfaction with the working condition
2. Satisfaction with working hours
3. Satisfaction with canteen
4. Satisfaction with an appraisal
5. Satisfaction with the safety at the organization
6. Satisfaction with pay
7. Satisfaction with welfare measures.

Three factors for efficient working were studied:

1. Good working condition
2. Pay
3. Promotion

In addition, "Burnout symptoms" were evaluated among the nursing staff. These symptoms included emotional exhaustion and depersonalization.

Statistical analysis: All the records were carefully recorded in the excel sheets, charts were prepared and the information obtained was analyzed according to the objectives of the study. All statistical data analysis was obtained with a statistical package for social sciences (SPSS) version 10.0 for Windows. Statistical inference was obtained using the Pearson statistical correlation coefficient.

IV. Results:

The results of the study are shown in Table 1, Table 2, and Table 3. The study showed that 77.33% of the nursing staff were satisfied with the working conditions, while 22.67% of the employees were dissatisfied. A majority (94.67%) of the nursing staff were satisfied with the working hours, while only 5.3% were dissatisfied. Approximately three-fourths (73.33%) of the nursing staff were satisfied with the canteen facilities, while one-fourth (26.67%) of the staff were dissatisfied. Four out of five (80%) employees were dissatisfied with the appraisal, while only one-fifth (20%) of the staff was satisfied. Approximately three-fourths (74.67%) of nursing staff were satisfied with the safety measures, while one-fourth (25.33%) of the employees were dissatisfied. Only 14.67% of the nursing staff were satisfied with the pay, rest 85.33% were dissatisfied with the pay. The study revealed that more than half (54.67%) of the employees were satisfied with the welfare measures taken in the organization, rest 45.33% were dissatisfied [Table 1]. Higher pay was the most motivating factor [Figure 1] for working more efficiently among all the three factors among more than half (53.33%) of the nursing staff [Table 2]. Burnout symptoms were seen in 36 (48%) nursing staff [Table 3]. Using the Pearson statistical correlation coefficient, the correlation coefficient is $r = -1$. It indicates a strong negative correlation between the two variables. If the working conditions are improved that will lead to less dissatisfaction.

V. Discussion:

Job satisfaction is defined as an amalgamation of psychological, physiological, and environmental conditions that cause a human being honestly to say I am satisfied with my job.^[1] As per this approach, job satisfaction is under the influence of many external factors, but it remains something internal that has to do with the way how the employee feels.^[2,3] There are various dimensions to job satisfaction.^[4] Job satisfaction is an emotional response to a work situation. It tells one's feelings towards one's job. It is often estimated by how well outcomes meet (or exceed) the expectations.

there are various factors influencing job satisfaction which can be broadly classified as (a) organizational factors: salaries and wages, promotion chances and company policies, (b) work environmental factors: supervision, workgroup, and working conditions, and (c) work itself.

It is believed that our work is going to fill a large part of our life, and the only way to be truly satisfied is to do what we believe is great work. The way to do great work is to love what we work. Job satisfaction is a collection of feelings and beliefs people have about their jobs. The satisfied nursing staff has a positive feeling for the organization and this feeling of commitment towards the job can make them work beyond expectations.^[1-4] Satisfaction attributes include (a) one's emotional reaction to different aspects of a job, (b) one's attitude toward a job, (c) one's expectation of a job, and (d) personal values that guide one's perceptions, evaluations, and behavior toward a job.

Burnout is a psychological concept. Healthcare workers are more prone to burnout as they are constantly under the stress. Burnout can lead to poor service quality of services provided by nurses which in the long run can affect their commitment and increase in intentions to leave. Organizational commitment is a strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership.^[5]

Cooper and Marshall have defined occupational stress to be negative environmental factors associated with a particular job.^[6] The nurse manager's role seemed to be an especially important predictor, perhaps because of its general nature. This study exemplified that autonomy and flexibility added to job satisfaction. The school nurses agreed that increased salary, a career ladder, more in-service education, and a specified budget for the clinic would help advance job satisfaction.^[6]

Supervisors play a pivotal role in the satisfaction of the nursing staff as they are immediate seniors and closely related to them. They can play a mediator role between staff and management, closely observe the gaps, and can build up an interpersonal relationship to enhance job satisfaction.

Job satisfaction also depends on the strong presence of job characteristics which can positively improve motivation, performance, and thus the employee's satisfaction.^[7] Task design affects the employee's motivation, performance, and satisfaction.^[8] Job satisfaction has been associated with relationships with co-workers, workload, professional growth opportunities, autonomy, role clarity, and work hazards.^[9,10]

A study was done on the impact of supervising patient-care assistants upon the job satisfaction of registered nurses working in a critical care setting. The findings show that there was no change in the perceptions of patients and families about the quality of nursing care after the addition of critical-care assistants to the program.^[11] Furthermore, job satisfaction among the nurses increased in the areas of (a) autonomy, (b) career growth, (c) professional recognition, and (d) self-determination.^[11]

Turnover hurts patient care, staff productivity, and morale, as well as adds costs to the organization for replacing experienced nurses. Turnover is the number of employees leaving the organization and being replaced by the new.^[12] When turnover is high, there are not enough workers to perform tasks, causing a situation that affects the quality of care and health and well-being outcomes. Furthermore, high turnover also creates a constant inflow of new workers, who tend to be less experienced and who are not familiar with the residents.^[13] In several studies, both residents and families cited low staff turnover as a primary indicator of quality care of residents.^[13]

Also, nurse administrators who manage decision-making and strategic planning must be attentive to staff job satisfaction because of its implications for recruitment and retention.^[14] Also, clarity of tasks leads to greater job satisfaction among workers. It provides a sense of purpose and increases the individual's belief that the goal is achievable.^[15]

Designing the right job with best-fit characteristics is the main activity of hospital administrators that involves analyzing the existing tasks of the job and understanding the level of job characterization in the job. The best job characteristics serve several advantages for the organization. It improves job satisfaction, improves opportunities in terms of learning, making decisions, and achieving career advancement.^[16] Those employees who are most satisfied with their job are also more committed to their healthcare job.

'Burnout' is manifested by emotional exhaustion, depersonalization, and a low level of personal accomplishment.^[17,18] As per studies on the nurses, there was a moderate level of burnout in them.^[17,19] Also, when a person joins an organization or a new job he is motivated if the work environment is not supportive feeling of dissatisfaction arises.^[17,20]

Good relations with co-workers retain the employees in an organization. Greater teamwork leads to more job satisfaction. Hardiness is a set of personality characteristics that allow the individual to defend against the negative effect of stress. Appraisal of threat is diminished (lower stress level) among Nurses when hardiness levels are high.^[21] Furthermore, high-hard individuals use more problem-focused coping as compared to low-hardy persons who tend to use more escape-avoidance coping. Thus, hardiness seems to alter the appraisal of stressors and transforms events as less overwhelming and less undesirable.^[21]

The role of mentoring in job satisfaction is important. Mentoring appears to be an important tool to improve positive employee outcomes and to reduce burnout when employees are confronted. With adverse working conditions, most researchers and practitioners believe that job satisfaction can be optimized and burnout minimized to enhance the quality of services to clients.^[22,23] The knowledge and skill level of the employees alters the level of socio-technical system integrity.^[24]

Job rotation also can be seen as an educational process. Job enlargement is described as horizontally accruing and diversifying employees' tasks, which also broadens their expertise, increasing responsibility. Teamwork is a collection of individuals, each with his/her own experience, brought together to benefit a common goal. Teamwork improves the working environment, it relieves stress as there is shared responsibility, it reduces errors, and thus a more satisfactory working environment and thus greater job satisfaction.^[24,25] The essential elements in interventions to improve teamwork include: (1) promotion of staff feedback, (2) identification of shared values, vision, and goals, (3) enhanced communication, (4) coaching, and (5) application of guiding teams.^[26]

As per studies, organizational commitment has been considered one of the best indicators for understanding the behavior of nurses in terms of the organizations to which they belong. It is essential to determine the level of organizational commitment of nurses to understand their adjustment process to new work environments and also to predict their turnover behaviors.^[27,28]

Studies have identified four factors, i.e., work comfort, work treatment, salary, incentives and evaluated their impact on job satisfaction of the medical staff working in government hospitals.^[29] The performance of medical staff and service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good wages and an effective incentive structure.^[29]

A cross-sectional study was conducted on Physicians by using a comprehensive customized questionnaire to assess the level of satisfaction from their job and also to identify the factors influencing it. The results of this study showed that about 74% of Physicians were satisfied with their job. Physical work conditions, freedom to choose the desired method of working, the attitude of fellow workers, recognition for good work, the attitude of an immediate boss, pay, opportunity to use abilities, were a few factors significantly associated with job satisfaction.^[30]

Nurses considered themselves most satisfied at their job when they delivered the nursing profession's values that encourage tolerance to stress, enhance inner harmony, reflect a traditional commitment to patient care, and enhance unity.^[30]

As stated, I have also observed in the study that salary plays an important aspect of work satisfaction. It Motivates towards the continuation of the job, less turnover, although it is not only the single factor others like workload, working conditions, relationship among the staff, Supervisors, Administrator's behavior, and work schedule also plays an important role. There is strong evidence that increasing dissatisfaction in employees results in higher chances of considering other Employment Opportunities.^[31]

In our study, seventy-seven percent of the Nursing staff working in the hospital were satisfied with the working conditions. Working conditions include a) Physical environment: ventilation & temperature, noise, infrastructure & interior amenities, b) Mental environment: exhaustion, monotony, monotony, the attitude of supervisor & contemporaries. If the environment is congenial, fatigue, monotony, and boredom are minimized and work. The workers who work under difficult working conditions are dissatisfied with their jobs.^[32] To improve the job satisfaction of employees under difficult working conditions, the organization needs to improve the working conditions. This will return overall performance will increase. The efficiency of employees is determined by the setting in which they work.

Long hours of work can have negative implications on employee attitudes and behaviours and turnover. Increased hours of work effort is likely to reduce employee welfare.^[33-36] Shift work, in particular, including night work can hurt the health and well-being of workers, in particular in four spheres: (a) biological: due to disturbance of normal circadian rhythms of the psychophysiological functions, beginning with the sleep/wake cycle; (b) working: coming from fluctuations in work performance and efficiency over the 24 hours, (c) social: dealing with difficulties in maintaining the usual relationships both at family and social level, care of children and social contacts, (d) medical: deterioration of health, that can be manifested in disturbances of sleeping and eating habits and, in the long run, in more severe gastrointestinal diseases (colitis, gastro-duodenitis, and peptic ulcer), neuro-psyche conditions (chronic fatigue, anxiety, depression) and, cardiovascular diseases (hypertension, ischemic heart diseases) function.^[37]

In my study 94% of the nursing staff were satisfied with the working hours - 6 hours shift morning shift and 12 hours night shift. There is abundant evidence that fatigue and sleep deprivation contribute to poorer job performance in areas both inside and outside of medicine.^[38]

My Research data suggests that 73.33% of the nursing were satisfied with the canteen facilities. Only 26.67% were dissatisfied with the canteen facilities. The canteen helps to create a sense of solidarity and a feeling of attachment to the workplace. A canteen is a place where an employee can relax. It plays an important

role in providing good working conditions. According to Maslow's needs of hierarchy theory, any person first fulfills their basic needs, after that security needs, and social needs.^[39] The quality work-life factors are health and safety policies, personal growth, provision for good refreshment or canteen facilities, and training programs. The prominent areas of dissatisfaction in private hospitals are in terms of benefits like pension, insurance policies, and job security.^[39]

In the present study, only 20% of the nursing staff were satisfied with the appraisals which they get after every year of the job. Rest, 80% were dissatisfied with appraisals. The administrative objective of appraisals is for the basis of promotion or demotion, for allocating incentives, for terminating services. The appraisal is also designed to support and improve employee development and eliminate performance barriers.^[40] It helps employers and employees to define, communicate and revise expectations, goals, and progress in the achievement of strategic goals. The performance appraisal takes up a lot of time and energy and can create frustration that can undermine the teamwork and climate of trust.^[41]

Occupational Safety and Health is essential in creating safe and comfortable conditions and minimizing the possibility of accidents. Sense of comfort and absence of fear for accidents would make employees have more spirit whilst working, and would increase employees' performance.^[42,43]

As 74.67% of the nursing staff were satisfied with the safety measures taken and the rest 25.33% were dissatisfied with the available safety measures. A person tends to work with passion if satisfaction can be gained from their work and job satisfaction is a key driver of employee morale, discipline, and work performance in supporting the realization of corporate objectives.^[44]

Only 14.67% of the nursing staff were satisfied with the salary paid to the rest 85.33% are dissatisfied. Pay is an imperative factor for job satisfaction, however other related factors are like promotion, recognition, job involvement, and commitment are also taken into account.^[45,46] Studies indicate that salary amount is not important for job satisfaction but it rather the comparison income that the employees are set up as a referential point.^[47]

Welfare measures consist of intramural and extramural measures. The welfare measures include occupational health care, suitable working time, and appropriate salary. In my study, 54.67% of the nursing staff are satisfied with the welfare measures like compensation, accommodation, transportation. The nursing staff is satisfied with the working environment so that is directly related to good work done by them. If someone gets what he or she likes, he/she will get motivated and give maximum contribution during the work period. People who are cheerful most of the time tend to express higher job satisfaction than those who tend to be gloomy.^[48]

Many researchers give their opinion that there is a direct and positive association between promotional opportunities and job satisfaction.^[49] Amongst different factors of job satisfaction, job characteristics and pay related matters are strong predictors of intention to leave because the presence of autonomy, sense of achievement, creativity, appropriateness, job enrichment at the workplace gives the enthusiasm to work and timely release of pay, regular increments and appropriate retirement benefits lure the employees to stay at the job.^[50]

Motivation is an internal energy that drives a person to do something to achieve goals. Promotion means advancement within the organization. It is an upward movement of an employee from the current position to other which is higher in pay, responsibility, status. Pay has a significant influence on job satisfaction but the promotion has less influence and is partially significant to the job satisfaction.⁵¹⁻⁵³ Working environment, compensation, promotion, work-life conflict, supervisor's behavior are significant predictors of faculty's job satisfaction. My study findings are also consistent with other studies.^[51-54]

Authors recommend that organizations should adopt various strategies to overcome the problem related to fatigue and boredom. Organizations should divide the work equally for workload reduction or else appoint more employees. As workload stimulus stress, the hospital has to take some action. Pay and the appraisals should be reconsidered for efficient employees. Expectations of the employees regarding the payment status should be considered. Bonus after every year of work in an organization should be considered. Special prizes either in form of monetary or appreciation certificates for the best nursing employee should be considered quarterly or yearly. Any unexceptional work done by the employee should be appreciated.

Merits of the study: Our study was on the nursing staff working in the cancer hospital. Cancer is a disease that not only affects the patient suffering from it physically but mental involvement of the person and his caregivers also (as the disease cancer is still considered dreaded and terminal illness). So, the patients suffering from cancer expect not only medical help but also humanitarian help from the care providers and good behavior. Good care is a part of that. Working in a cancer hospital can be stressful and challenging, as the nursing staff sees mortality and morbidity. Despite their hard work and their difficult work schedule, the nursing staff is mostly underestimated in terms of knowledge and efficiency. With such an attitude they feel demotivated towards their work resulting in absenteeism, turnovers, burnout, dissatisfaction, and poor quality of life. So, knowing what makes the nursing staff happy and satisfied with their jobs is very important, which will decrease all the above-mentioned conditions. We should develop a good work culture and proper chances of interaction,

and proper communication sessions to know the loopholes and develop complementary remedies in the workplace that would help them to help to be satisfied and happy at the workplace.

Limitations of the study are that the sample may not represent the true population, satisfaction level to environmental factor may differ from person to person and employees may not correctly answer the questionnaire because of the fear of revealing of identity.

VI. Conclusions

Multiple factors contributed to the satisfaction of the nursing staff. Good working conditions also have positive effects on satisfaction levels. Job satisfaction among nursing staff is an important output for the hospital. This study brought out the feeling of the nursing staff. This would further help the hospital and management to know the factors which increase the satisfaction level and further work efficiency.

The nursing staff was well satisfied with these factors: work environment, duties and responsibilities, refreshment & recreation facility, health & safety facility. A hospital can retain its employees with this aspect. Employees were dissatisfied with these factors: pay, appraisals, and welfare measures. These aspects can directly impact job satisfaction. For the success of a hospital, it is vital to accomplish Human resources and find whether the work environment is satisfied for employees or not.

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Tables:

Questionnaire	Yes	No
1. Satisfaction with the Working Condition	77.33%	22.67%
2. Satisfaction with Working Hours	94.67%	5.33%
3. Satisfaction with Canteen	73.33%	26.67%
4. Satisfaction with Appraisal	20.00%	80.00%
5. Satisfaction with the Safety at the organization	74.67%	25.33%
6. Satisfaction with Pay	14.67%	85.33%
7. Satisfaction with Welfare measures	54.67%	45.33%

Table 1: The results of the structural Questionnaire of the present study

Motivating factors		
Motivation factor for working more efficiently	Yes	No
Good working condition	36.00%	64.00%
Pay	53.33%	46.67%
Promotion	10.67%	89.33%

Table 2: Shows the motivation factor for working more efficiently in the study.

Burnout symptoms (Emotional exhaustion, depersonalization)	Yes	No
Total (Percentage)	36 (48%)	39 (52%)

Table 3: Shows the “Burnout symptoms” among the nursing staff in the study.

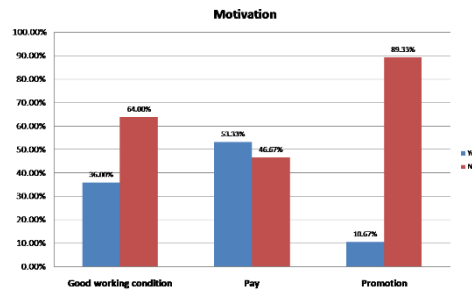


Figure 1: Bar diagram shows that 53.33% of nursing staff feel “Pay” is the motivating factor for working more efficiently, 36% consider “good working conditions”, and 10.67% of the staff feel promotion is the motivating factor.

Paul R, Gupta R. “Job Satisfaction among Nursing Staff in a tertiary care cancer institute.” *IOSR Journal of Dental and Medical Sciences (IOSR-JDMS)*, 21(03), 2022, pp. 06-13.