

Comparative Study to Assess the Job Satisfaction among Nursing Professionals employed in Government and Private Health Care Sectors

Submitted by TNAI Karnataka State Branch

Abstract

Job satisfaction among health workers is important for quality of work, productivity, patients' satisfaction and organisational performance. The objective of this study was to examine the level of job satisfaction among nursing professionals working in both private and government health sectors. A survey was conducted on 300 nurses who were selected based on convenient sampling technique method. Spector's self-administered Job Satisfaction Scale (JSS) was used to collect data on job satisfaction. Descriptive statistics such as mean and standard deviation and inferential statistics including t-test, to compare the job satisfaction level among nurses of government and private hospitals. The result indicated that majority (84%) of them had average satisfaction; only 10 percent nurses were satisfied with the job and remaining had dissatisfaction. The mean job satisfaction score was 128.9 ± 13.09 which shows that they had average satisfaction. Satisfaction score were highest for the factor nature of work (71.5%), supervision received (66.25%), co-workers (63.87%) and least for promotion, contingent rewards and fringe benefits (41.66%) factor "pay" had the score of 58.75. Sample t-test revealed statistically significant difference in the mean job satisfaction score between nurses at private and public sector hospitals ($p < 0.05$) specifically. Independent sample t-test revealed a statistically significant mean difference across sectors on five facets of job satisfaction, namely pay ($t(298) = 7.269, p < 0.05$), promotion ($t(298) = 6.424, p < 0.05$), supervision ($t(298) = 3.853, p < 0.05$), fringe benefits ($t(298) = 12.99, p < 0.05$), contingent reward ($t(298) = 14.77, p < 0.05$). However, no statistically significant difference was found regarding co-workers' relationship ($t(298) = 0.2279, p > 0.05$), the nature of work ($t(298) = 0.9563, p > 0.05$) and communication ($t(298) = 0.45, p > 0.05$) and operating conditions ($t(298) = 0.45, p > 0.05$).

The primary aim of a health care sector is to provide highest quality patient care. An efficient patient care comes not only from modern equipment and drugs, but also from the workforce, a group of well-motivated medical, nursing, para-medical and other skilled personnel. If the personnel employed in an organisation is well looked after and understood, and their needs are studied and met, those employees can take the organisation to heights of glory and achievement. Satisfied employees are more productive, creative and committed than those that are dissatisfied. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. As nursing care is a vital aspect of healthcare system and nurses play a very pivotal role in patient care, their job satisfaction is an important area to be taken care of.

Karnataka state has made commendable status in scaling up the health status of its population. However there is shortage of nurses. One factor for nurses' shortage could be lack of job satisfaction dissatisfaction is also responsible for international migration of nurses. The retention and recruitment

of nurses have shown that low wages and poor job satisfaction are the primary reasons why nurses leave their positions (Borda & Norman, 1997).

Staff dissatisfaction is often attributed to heavy workloads, leadership styles, motivation, inadequate training, and lack of respect. Compared to their counterparts in other health care settings, such as those who work for home health care, staffing agencies, and acute care facilities, nursing home facility employees are often underpaid (Lu et al, 2005). It was stated that recruitment and retention efforts need to concentrate on increasing financial incentives to these staff members and creating a desirable work place that will lead to greater job satisfaction because the expertise required of direct caregivers and the heavy workload they are assigned often far exceed the financial compensation they receive (Borde & Norman, 1997).

Nurses are close to patients hence job satisfaction of nurses should be a concern for any organisation as it impacts on patient care (Cavanagh, 1992); 50 percent of health services are provided by the nurses, and even in some countries, 80 percent of

health affairs are managed by the nurses. Thus, their satisfaction influences the organisational success and quality of health care. Recruiting new staffs while maintaining a strong commitment to the organisation among current staff is a significant challenge for the health care sector.

Job satisfaction is defined in relation to employees' expectations of their work. Unless these expectations are fulfilled, employees may be dissatisfied with their jobs. Nursing staff with low job satisfaction levels may find it difficult to provide quality patient care, and to create a supportive atmosphere within the healthcare setting. Job satisfaction has a positive effect on quality of care and patient outcomes. The best quality of care is witnessed where nursing staffs rate their job satisfaction highly. Hospitals with high job satisfaction scores have been reported to also have high quality of care and favourable patient outcomes. Studies on job satisfaction are important because there is a relationship between satisfaction, turnover and performance.

Nurses with low levels of job satisfaction may avoid work responsibilities through absenteeism, and by taking short-cuts in the performance of their duties (Fako, 2000). There is also a growing awareness that it is vital to examine the job satisfaction of nursing staff. In most regions nursing staff shortage is on the increase (Miracle & Miracle, 2004). Job-related factors such as low pay, abuse by demanding patients, and lack of appreciation from doctors, work pressure, work environment-related factors, and lack of opportunities for advancement (Dolan, 2003; Smetherham, 2003; Venter, 2003) are some of the most important reasons leading to loss of nursing skills.

Review of Literature

A study conducted at South Africa revealed that 57 percent of the respondents (irrespective of age and rank) were not satisfied with their working conditions at government hospital; majority felt that the working was unpleasant (61%). They also indicated the working conditions at the hospital were the worst that they had experienced so far in their working lives (69%). However, most of them (59%) indicated that the working conditions were not bad for their health. Overall, most of the nursing staff (63%) was dissatisfied with their supervisors. The majority of respondents were unhappy with pay (61%). However, most of them (73%) did not feel insecure and perceived that the organisation had enough resources to pay their salaries. Only 49 percent of the respondents were satisfied with their organisation (Spector, 1997).

A study to assess job satisfaction among nurses of private hospitals in Kerala found that 30 (15%) were highly satisfied on their job, 144 (72%) were moderately satisfied and 26 (13%) showed low level

of satisfaction. Significant relation was found between Job satisfaction and age, sex, experience. Self-efficacy was significantly related to intention to leave the profession among new nurses (Shinde & Durgawale, 2014).

A study conducted to compare job satisfaction among nurses employed in government and private hospitals concluded that government nurses are more satisfied as compared to private sector nurses. Both group nurses were moderately satisfied with pay scale and having excessive workload. Private sector nurses were satisfied with promotions while government nurses were more satisfied with their supervisors, social security scheme, growth opportunities, job security (Pietersen, 2005).

Objectives

The objectives of this study were: (1) To determine level of job satisfaction among nursing professionals employed in healthcare sectors; (2) To compare the job satisfaction between nurses employed in government and private hospitals, and (3) To find the association of level of job satisfaction with demographic variables.

Operational definitions

Job Satisfaction: It is person's perception that one's job allows the fulfilment of job values. In the present study it is assessed by using job satisfaction survey which includes the aspects like pay, promotion, and career opportunity, relationship with co-workers, leadership opportunity and work load, working conditions.

Nursing professionals: Registered nurses currently working as staff nurses, ward incharges or nurse educators or nurse supervisors or nursing superintendents or deputy NS or chief nursing officers having minimum of one year experience in government or private hospitals or in nursing homes.

Health care sectors: Health care sectors include either teaching or non-teaching private or government hospitals or 50-bedded nursing homes.

Methods and Materials

Descriptive survey was carried out between 2017-2018. The study was conducted in selected Government hospitals, private hospitals of Karnataka state; 300 registered nurses were selected by using convenient sampling technique. In order to collect data on job satisfaction, Job Satisfaction Scale (JSS) developed by Spector (1997) was used. The JSS allows the researchers to find out not only whether people are satisfied with their jobs but also, more importantly, which parts of the job facets are related to job satisfaction. Further, previous research has indicated that the JSS has high psychometric properties for example providing assurance that the

data would be valid and reliable.

Description of the tool

The Job Satisfaction Survey is a 36-item, nine-facet scale to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used with six choices per item ranging from "strongly disagree" to "strongly agree." Items are written in both directions, so about half must be reverse scored. The nine facets are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance-based rewards), Operating Procedures (required rules and procedures), Co-workers, Nature of Work, and Communication. The JSS contained 19 negatively and 17 positively worded items in which the respondents rate their level of agreement on 6-point scale ranging from 1 (disagree very much) to 6 (agree very much).

Ethical consideration: Ethical clearance and approval to conduct this research was obtained from AJ Ethics committee, Mangalore. After getting permission, objectives of the study were clearly explained to the participants and informed consent was obtained. Confidentiality and anonymity were ensured throughout the execution of the study. Participants were informed that their participation was voluntary and that they could withdraw from the study at any time if they wished to do so.

Results

Demographic characteristics of the study sample

- Data of 300 nurses presented in Table 1 shows that highest percentage (49.3%) of nurses were from 30-40 years.
- Highest percentage (82.7%) of them were females, 60 percent were selected from government sector; 96 percent of them were working in hospital. Highest percentage (37.3%) of them had 9-12 years of experience in the current position. Highest percentage of them was staff nurses and majority (50%) had GNM qualification. Only 10 percent of nurses were satisfied with the job and majority (84%) of them had average satisfaction.

Level of job satisfaction

- Majority of the nurses in both the groups had average level of job satisfaction (Fig 1). There was no difference in the level of job satisfaction among nurses employed in the private and government hospitals.
- Mean score of overall job satisfaction in government sector hospital was found to be higher than those in private sector hospital (Table 2).
- Overall Satisfaction scores were highest for

the factor nature of work (71.5%) supervision received (66.25%), co-workers (63.87%) and least for promotion, contingent rewards fringe benefits (41.66%) factor "pay" had the score of (58.75) (Table 3).

Comparison of job satisfaction between government and private hospital nurses: There is statistically significant difference on mean score of overall job satisfaction between nurses at private and public sector hospital ($p < 0.05$). Significant difference was found in different facets of job satisfaction. Independent sample t-test revealed statistically significant mean difference across sectors on five facets of job satisfaction, namely pay ($t(298) = 7.269$, $p < 0.05$), promotion ($t(298) = 6.424$, $p < 0.05$), supervision [$t(298) = 3.853$, $p < 0.05$], fringe benefits [$t(298) = 12.99$, $p < 0.05$], contingent reward [$t(298) = 14.77$, $p < 0.05$]. However, no statistically significant difference was found regarding co-workers' relationship [$t(298) = p > 0.05$], the nature of

Table 1: Demographic characteristics of the sample

Variable	Frequency	Percentage
Age		
22-30	76	25.3
30-40	148	49.3
40-50	68	22.7
50 and above	8	2.7
Gender		
Male	52	17.3
Female	248	82.7
Sector		
Private	120	40
Government	180	60
Type		
Hospital	288	96
Nursing home PHC	12	4
Years of employment		
1-3	60	20
3-6	36	12
6-9	88	29.3
9-12	102	37.3
12 & above	4	1.3
Current position		
DNS	1	4
Ward incharge	2	12
Staff nurse	36	84
Professional qualification	252	
GNM BSc (N)		
PB BSc (N)	150	50
	94	31.33
	56	18.67

Table 2: Mean median and standard deviation of job satisfaction survey score

Range of score	Mean	Median	SD
89-167	128.9	126	13.09

The mean JSS score was 128.9 ± 13.09 which shows that they had average satisfaction.

work [(t (298) = 0.9563, p>0.05)] and communication [(t (298) = 0.2279, p>0.05)] and operating conditions [(t (298) = 0.45, p>0.05)] (Table 4). Association of level of job satisfaction with demographic variables was assessed using Chi square test and no statistically significant association was found (p>0.05).

Discussion

The study shows that the nurses working in Karnataka state were moderately satisfied with their job. Consistent to this study findings of Satyajith & Haridas (2013) that majority of participants (72%) were moderately satisfied. Another study conducted in Satara district (Maharashtra, India) to assess job satisfaction of health workers found that health workers were averagely satisfied with their job (Shinde & Durgawale, 2014).

In the present study overall satisfaction scores were highest for the factors nature of work (71.5%), supervision received (66.25%), co-workers (63.87%) and least for promotion, contingent rewards and fringe benefits (41.66%) factor 'pay' had the score of 58.75 percent. Shinde & Durgawale (2014) found that health workers were averagely satisfied with their job. They were highly satisfied in activity (59.6%), advancement (81.7%), authority (62.5%), co-worker (74%), security (97.1%), social service (100%), supervision human relations (100%) and supervisors and working condition (100%). All participants reported high satisfaction with compensation and independence whereas in present study majority of nurses had reported only average satisfaction with compensation.

With regard to sectors differences, the present study indicated that the level of job satisfaction of nurses in both private and government sectors was average. Mean score of overall job satisfaction in government sector hospital was found to be higher than those in private sector hospital. The difference in the mean satisfaction score between private

and government hospital was significant. It was also found by other researchers that government healthcare workers are more satisfied with their job as compared to private health workers (Pietersen, 2012; Rao & Malik, 2012). Another study reported contrary findings that private hospitals workers were having higher job satisfaction levels compared to public hospitals (Pala et al, 2008). In line with these results, contrary findings were obtained in a study conducted at Punjab that private sector health workers were more satisfied than public sector health workers (Rana, 2009).

In the present study significant difference between government and private health care workers for different facets of job satisfaction was found. Independent sample t-test revealed statistically significant mean difference across sectors on five facets of job satisfaction, namely pay, promotion, supervision, fringe benefits and contingent reward. However, no statistically significant difference was found regarding co-workers' relationships the nature of work and communication and operating conditions. Another study conducted to compare the satisfaction between government and private hospitals showed significant difference in the mean score of job satisfaction. private nurses were satisfied with promotions on the other hand government nurses were more satisfied with their supervisors, social security scheme, growth opportunities, job security (Rao & Malik, 2012)

Our study found no significant association of level of satisfaction and demographic variables. A study to assess job satisfaction among nurses of private hospitals in Kerala found significant relation between Job satisfaction and age, sex, experience (Satyajith & Haridas, 2013).

Recommendations

The government and administrating bodies of private sector should improve such factors on the way satisfies nurses. Moreover, since all the nurses in general were moderately satisfied and were dissatisfied with promotion, contingent rewards and fringe benefits, pay and operating procedures, there was significant difference in the mean job satisfaction score for pay among nurses working in private and government nurses as private nurses pay is very low compared to government sector nurses.

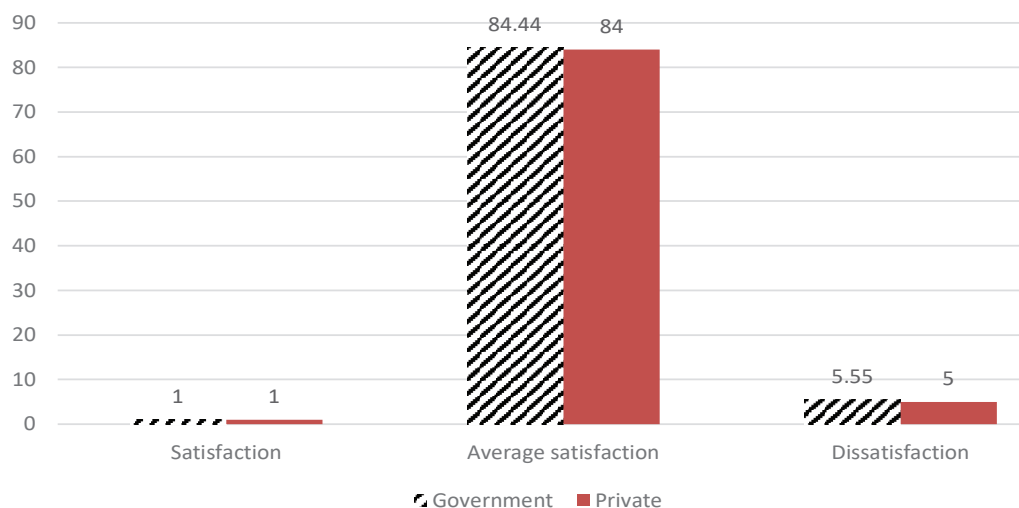


Fig 1: Percentage Level of job satisfaction between government and private hospital nurses

Table 3: Factors of job satisfaction

Factors	Mean	SD	Mean percentage
Pay	14.10	3.5	58.75
Promotion	10	2.98	41.66
Supervision	15.90	5.92	66.25
Fringe benefits	10	3.36	41.66
Contingent rewards	10	2.53	41.66
Operating conditions	11.82	2.45	49.25
Co workers	15.33	2.08	63.87
Nature of work	17.16	2.71	71.5
Communication	13.13	2.71	54.7

Table 4: Comparison of mean job satisfaction of government and private hospital nurses

Factors	Government Mean (SD)	Private Mean (SD)	t-value
Pay	15 (1.29)	13 (2.5)	7.2698, p<0.05
Promotion	9 (2.5)	11 (2.83)	6.4247, p<0.05
Supervision	15 (2.51)	16 (1.9)	3.853, p<0.05
Fringe benefits	12 (2.5)	8 (2.3)	12.99, p<0.05
Contingent rewards	12 (2.5)	8 (1.89)	14.77, p<0.05
Operating conditions	12 (2.43)	11 (2.43)	0.45, p>0.05
Co workers	15 (2.3)	15 (2.4)	0
Nature of work	17 (2.52)	17 (2.43)	-0.9563, p>0.05
Communication	13 (3.02)	13 (2.95)	0.2279, p>0.05

The government and the administrative bodies of the private sector hospital should understand the importance of implementing appropriate salaries, supervision, fringe benefits, operating procedures and fair promotion. As nurses have reported average satisfaction regarding compensation, it can be improved by salary increments, seniority-cum-merit promotions, awards. Independence of the nurses can be improved by clear job description of each cadre of health team and even nursing profession.

Nursing Implications: Nursing administrators can plan measures to maintain job satisfaction of nurses. Specific job reinforcing factors like promotion, contingent and fringe benefits and salary for which they have shown low satisfaction can be more focused in

changing nurses' satisfaction from low to high level.

Formulating clear policies regarding promotions, salary increments; Measures to improve job satisfaction with Compensation are extra pay for extra hours of work. Other than yearly increment extra increment depending on performance of particular nurse. Promotion policy based on seniority cum merit basis should be implemented. Appreciating good work done by individual in terms of words, awards, increments etc.; Providing challengeable work by recognising capacity and ability of each individual so that they can remain active all the time at work site; Promoting leadership qualities among nurses; Providing opportunity to nurses to try out their new ideas; Involving all the nurses in decision making process may be even for small task. Improving interpersonal relationship among supervisors and staff nurses.

Conclusion

The level of job satisfaction among nurses in general had been of average level. The study findings could provide decision makers with valuable insights on the various components of job satisfaction for future intervention aimed at enhancing job satisfaction of nurse

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