

Job Satisfaction and Job Dimensions: A Case Study of Registered Nurses of Khyber Teaching Hospital, Peshawar.

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Abstract

The aim of study was to measure the job satisfaction and job dimensions relationship of registered nurses of Khyber teaching hospital, Peshawar (Pakistan). For this purpose, five dimensions of work i.e. Nature of work, Supervision, Coworkers, Pay and Promotion opportunities and have been studied and were considered to have an important bearing on job satisfaction. Data was collected from sample size of 127 registered nurses. Chi square and Pearson correlation were used to test the hypothesis. Only pay and promotion opportunities were proved to have strong negative relationship with Overall job satisfaction with -.169 and -.196 at $p \leq .001$ respectively.

Key Words: Job Satisfaction, work dimensions, nature of work, Supervision, Coworkers, pay, promotion Opportunities.

Introduction

Researchers across different disciplines have written many articles relating to the job satisfaction. Satisfaction is an important element in Job. Authors from psychology, human resources management, and organizational science have defined, measured, and interpreted the significance of job satisfaction in their discipline. Job Satisfaction results in high performance. Workers' performance and satisfaction on the job is studied by different people belonging to different disciplines. Job satisfaction is a complex function of a number of variables. A person may be satisfied and happy with one or more aspects of his/her job but at the same time maybe unhappy and not satisfied with other

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things related to the job. For example a doctor may be satisfied with his designation, environment and certain other things but may not be satisfied with the level of his income. Job dissatisfaction is widespread among workers of all ages across all income brackets.

Research Objectives: The aim of this study was to investigate the relationship between job satisfaction and work or Job dimensions of Registered Nurses at Khyber Teaching Hospital. Following are the key objectives of this research.

- To examine linkage between Job Satisfaction and Job dimensions.
- Describe the importance of Job Satisfaction and Job dimensions.
- Suggest as how to improve Nurses Satisfaction level.

Research Justification: An understanding of the interrelationships between theory and practice in the healthcare workforce in our culture will result in practical benefits for health care organization and will create positive environment at work. Documenting the relationship between Job satisfaction and work dimensions i.e. work, supervision, coworkers, pay and promotion opportunities can enhance the performance and quality of registered nurses at Khyber teaching hospital. And can provide clear direction and guidance for improving their satisfaction level for better performance of work.

Research Methodology

The research is based on the established pattern of social sciences i.e. descriptive and analytical to proceed and progress and arrives at the conclusion. For this purpose, both qualitative and quantitative methods are employed in mixed form. Population size for the study is Khyber Teaching hospital Peshawar. The sample size is 127 and non

probability, random sampling technique is used for the collection of data. The research attempts to answer following questions:

- Is there any association between job satisfaction and work or Job Dimensions?
- Does work, Pay, Promotion opportunities, Supervision and Coworkers are related with Job Satisfaction?
- How to avoid dissatisfaction of Nurses?
- How might these findings be integrated with work place to improve Nurses Job satisfaction level?

Hypotheses:

H₁: Job satisfaction is negatively related with work.

H₂: Job satisfaction is negatively related with Supervision.

H₃: Job satisfaction is negatively related with Coworkers.

H₄: Job satisfaction is negatively related with Pay.

H₅: Job satisfaction is negatively related with Promotion.

Literature Review:

Job is an occupation: the principal activity in one's life that we do to earn money;

Clark 1998 has identified six attributes of a good job which includes. Pay, working hours, future prospects, how hard or difficult the job is, job contents and interpersonal relationships. Similarly satisfaction is the fulfillment or gratification of a desire, need, or we can say a pleasure or contentment derived from such gratification.

The term job Satisfaction was first coined by Locke. He defines job Satisfaction as the "positive emotional state resulting from the appraisal of one's job" (Locke, 1976:1300). Arches (1991) has defined job satisfaction as a positive emotional state caused by the appraisal of one's job situation, and it is related to the characteristics and demands

of one's work (as cited in Jönsson, 2005). According to Drever (1964) Job satisfaction is "an end state of feeling." Putting it in simple words, job satisfaction is simply the degree to which employees like their jobs (Heneman, Schwab, Fossum and Dyer, 1989). Job satisfaction is an indication of interest a person takes in his job or job satisfaction is how contented an individual is with his or her job. According to Lichtenstein (1984) Job Satisfaction can be taken or explained as difference between what a worker actually performs and what that worker was expecting or wanting from that particular job.

Job satisfaction has many facets which influence employee retention, worker productivity and performance. According to Argyle 1989, that there is +.15 correlation between Job satisfaction and work performance, absenteeism and turnover has also strong correlation with satisfaction.

Many authors from variety of fields, has studied and investigated the relationship of Job satisfaction with different variables. According to Hinrichs , through factor analysis, work itself; work demands; the immediate manager; pay; future opportunities; the company in general; work associates; work obstacles; and job security are the major components of job satisfaction . Similarly Smith, Kendall, Hullin (1969) in their study has also identified five components of Job satisfaction that are mostly found in a wide range of occupations, which include work itself, pay, promotions, supervision, and co-workers.

Job Satisfaction has two aspects positive and negative aspects. It is important to distinguish between both positive and negative aspects of job satisfaction. Herzberg, F., Mausner, B. and Snyderman, B.B. (1959) stated that (positive) satisfaction is due to good experiences, and

that these are due to 'motivators' - achievement, recognition, the work itself, responsibility and advancement. The reasons for the dissatisfaction is due to bad experiences caused by 'hygiene' factors - supervisors, fellow workers, company policy, working conditions, and personal life (Herzberg et al., 1959).

According to Herzberg, Mausner, Peterson and Capwell (1957), Job satisfaction has many facets and is multidimensional. "there can be satisfaction with the specific activities of the job; with the place and working conditions under which the job is performed; or with specific factors such as economic rewards, security, or social prestige" (p.1). Clark 1998, has correlated job Satisfaction with Job quality measures and has shown that Job Satisfaction is strongly correlated with Income for men, and working Hours for women, younger workers Job Satisfaction has no or weak correlation with level of difficulty or hardness of work. Similarly he has identified that promotion opportunities become less important with age whereas income become more important.

Job Satisfaction in Registered Nurses

The accurate measurement of Job Satisfaction of registered nurses is important for both the policy and administrative purposes. Low Job Satisfaction of nurses would result in serious threat to health delivery setting in the form of low morale, high turnover, and most probably poor performance and low quality of care.

Medical Dictionary, defines Registered nurse as "to provide services essential to or helpful in the promotion, maintenance, and restoration of health and well-being".

“A trained and licensed medical professional with a 4-yr nursing degree, who assists people in health care under the direction of a physician and is able to provide all levels of nursing care, including administration of medication”.

A meta- analysis conducted on related variables of nurse’s job satisfaction based on 48 studies showed that job satisfaction was most strongly associated with stress (-.609) and organizational commitment (.526) (Blegen, Mary 1993). A study conducted on registered nurses has findings that Job dissatisfaction is one of the major predictor of intent to leave and psychological empowerment, hardiness, transformational leadership style, coworkers, and group cohesion are the major indicator of Job satisfaction.(Larrabee, Michelle, Ostrow, C Lynne., Mary Lynne. Hobbs, Burant, Christopher, 2003)

From the research conducted in USA on effects of nursing on patient behavior, different dynamics have been evolved. For instance, the patient with Hypertension showed better results when properly nursed and they proved useful in convincing a patient to control their weight etc. Therefore Nurses proved to be important part of a hospital and patients. (Stilwell, Greenfield, Drury, Hull 1987).

Khowaja, Merchant, Hirani. (2004), are considering lack of nurses as great challenge to hospitals. This is not only challenging to hospitals but is also important and is of great concern for Nursing Management, clinicians and administrators. Nurses when are dissatisfied, Under-stressed, and de-motivated are not able to provide quality care according to set standards to the patients. Nurses’ profession has long been among one of the most important and responsible professions in a society, but nurses are increasingly getting dissatisfied with their jobs.

The factors such as: high workload, stress associated with high workload, biased Nursing Management, lack of appreciation and monetary incentives, finally a rigid attitude of Nursing Management are dissatisfying factors of Nurses. (Khowaja, et al. 2004). According to chin- chih Ho, low morale and dissatisfaction of nurses can affect the efficiencies and effectiveness of nurses, which in turn leads to increased absenteeism. The results of study conducted on nurses revealed that Job stress significantly found to be related with Job satisfaction, Organizational commitment and psychosomatic health problems (Jamal, Baba 2000). Seo, Ko, and Price 2004, in their study has results that work load, supervision, routilization and pay, the Psychological variables such as positive and negative affectivity and environmental variable such as job opportunities significantly effects the Job satisfaction of nurses. Thus it is important to identify the factors affecting Job satisfaction level of registered nurses working in Khyber teaching Hospital for improving the performance and quality health care.

Research Methodology

Participants and Procedure: In Khyber Teaching Hospital there are 375 student nurses getting stipend of 3500 rupees per month, 252 registered nurses and 100 head nurses. Data were gathered from 127 Registered nurses employed at Khyber teaching hospital. Among total of 252 registered nurses, 50 were on leave and some were on duty in nursing teaching Hospital. From total 200, 127 were willing to participate in this study. Questionnaires were administered to all registered nurses who were present and were willing to participate. All

respondents were female as in our culture nurses profession is confined to only females.

Measures: The study is based on Job Satisfaction and job dimensions therefore job satisfaction variable were measured by Global Job Satisfaction developed by Quinn and Shepard (1974). It was later modified by Pond and Geyer (1991) and Rice, Gentile and Mcfarlin(1991)(Fields).It is based on six items measuring employee's general affective reaction to his or her Job. Respondents were asked to indicate on a 5- Point Likert Scale to what extent they agreed with the statements The reliability for the six item measure was .89(Pond & Geyer, 1991). The Questionnaire was administered to a sample group consisting of 30 registered nurses working in the same hospital. Reliability analysis was conducted. The result showed that Cronbach's alpha ranged from .81 to .89. This alpha scale was considered relatively high which implied that questionnaire was appropriate for use in our context.

It is proposed that Job Dimensions given by Smith, Kedall, and Hullin i.e. the work itself, Pay, Promotion Opportunities, Supervision, Coworkers are the major characteristics of a Job towards which people have affective responses (Luthans 1995). For measuring Job dimensions a Job Satisfaction Index has been used developed by Schriesheim and Tsui(1980) (Fields). The responses were obtained on a 5- point likert scale where 1= strongly disagree 2= disagree, 3= neutral, 4= agree and 5= strongly agree, used single questions to assess the degree of satisfaction with the work itself, Supervision, Coworkers, Pay, Promotion opportunities. The reliability has been shown to be .73 to

.78(Cohen, 1997, Tsui, Egan, O'Reilly, 1992). Whereas checked in present environment was proved to be 0.68.

Analysis

To test the Hypothesis chi square and Pearson correlation is used. The results showed that 60% registered nurses were not satisfied and only 10% are very much satisfied with the level of their pay. Similarly 55% were not satisfied with the promotion opportunities exists whereas 15% were highly satisfied. Results in table 1 show that nurses were most satisfied with work (4.37), supervision (3.79) and coworkers (4.31) while Pay (2.68) and promotion opportunities (2.87) turned out to be factors causing dissatisfaction. According to table 2 Pay has strongest correlation with total job satisfaction followed by promotion opportunities. On the other hand work is least correlated with job satisfaction. Therefore hypothesis 4 and 5 were strongly confirmed that job satisfaction is negatively related with Pay and promotion opportunities of registered nurses.

Table-1: MEAN AND STANDARF DEVIATION OF SAMPLE

	MEAN	STANDARD DEVIATION
Work itself	4.37	1.022
Supervision	3.79	.965
Coworkers	4.31	.972
Pay	2.68	1.379
Promotion Opportunities	2.87	1.545
Job satisfaction	3.38	.930

Table- 2: PEARSON CORRELATION BETWEEN JOB SATISFACTION AND JOB DIMENSIONS

	PEARSON	SIG(2 tailed)
Work itself	-.009	.929
Supervision	-.010	.910
Coworkers	-.032	.724
Pay	-.169*	.000
Promotion Opportunities	-.196*	.000

* Correlation is significant at the 0.001 level (2-tailed).

Discussion and Conclusion

In this study of nurses employed at Khyber teaching hospital, it was investigated that the registered nurses are more satisfied with work itself, the nature of their work and caring of patients etc. Similarly supervision and coworkers were also proved to be positively related to the job satisfaction. Their Job dissatisfaction was primarily because of pay and promotion opportunities. According to registered nurses the work or duties they perform and sensitivity of their work, they need to be paid more. Similarly the opportunities for promotion exist but that is unfair and very slow process. Majority of nurses have fulfilled the criteria for promotion but they are still not promoted. The reasons they give are the unfair policies, nepotism and slow process of promotions etc which is causing dissatisfaction among nurses.

The study findings also can have practical implications. The results suggest that if management wants to improve Job satisfaction of nurses,

attention must be given to the Pay and Promotions. Janssen, Jonge and Bakker 1999, in their study has suggested that for decreasing turnover intentions among nurses it is important to improve opportunities for growth, and social support from coworkers and supervisors will help in preventing emotional exhaustion (Winnubst 1993).

For qualified nursing staff to be retained with more satisfaction level, hospitals need to develop personnel policies and benefits which should include opportunities for career advancement, life long learning, flexible work schedules and policies that should bring commitment, loyalty and loyalty as compared to other lines of work and businesses because of sensitivity of the work.

Limitations:

The problem with this study and with most of the studies is that they are cross sectional. Prospective data and longitudinal studies on effect of work pay promotion supervision and coworkers are strongly needed. Also it is focused on only one form of nurses and study is done on only Khyber teaching Hospital. In future research, same study can be carried out with other samples from different hospitals to find out whether model can be generalized. It should also be considered that only work characteristics were taken into account. Further research should be carried out by increasing number of variables.

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