

## Job Satisfaction among Nursing Staff

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### الخلاصة

الهدف: إن الهدف من هذا البحث هو تقييم مستوى الرضا الوظيفي في أوساط الملاك التمريضي الذي يعمل في دوائر وزارة الصحة ووزارة التعليم العالي والبحث العلمي في محافظات أربيل والموصل وكركوك ويهدف البحث كذلك إلى تحديد العوامل التي تؤثر على رضاهم. المنهجية: لقد تم تنفيذ الدراسة الوصفية للفترة من 20/9/2006 ولغاية 1/4/2007 من أجل تقييم الرضا الوظيفي للملاك التمريضي في المؤسسات الصحية والتعليمية الحكومية. تم استخدام طرق البحث الكمية لتطبيق خطة الدراسة وطبقت الدراسة على ثلاثة محافظات عراقية هي (الموصل وكركوك وأربيل). وقد تم جمع عينات الدراسة من كافة المستشفيات التعليمية وبعض مراكز الرعاية الصحية الأولية وكليات ومعاهد التمريض بالإضافة إلى الملاك الإداري في مديريات الصحة في المحافظات المذكورة. وقد تم اختيار عينة إحصائية عشوائية مؤلفة من (547) ممرضاً من المحافظات الثلاثة المذكورة للقيام بطرح أسئلة البحث عليهم. ومن خلال المراجعة الشاملة للمواضيع المتعلقة بهذه الدراسة تم تصميم نموذج استبيان لتحقيق أهداف هذه الدراسة حيث تألف هذا النموذج من ثلاثة أقسام رئيسية وبلغت الفقرات الإجمالية فيه (78) فقرة وتم تحديد صلاحية محتوى نماذج الاستبيان من خلال الاستعانة بهيئة تتألف من (20) خبيراً. النتائج: أظهرت عملية تحليل البيانات بأن أغلبية العينة والبالغة نسبتها (83.19%) كانوا غير راضين عن وظائفهم كما أظهرت النتائج أن ممرضين وممرضات كركوك يفوقون الملاك التمريضي في كل من أربيل والموصل في عدم الرضا عن وظائفهم. التوصيات: أوصت الدراسة إلى أن كافة الممرضين العاملين بحاجة إلى تثناء الإدارة وتأمينها وإقرارها بالمجهود والعمل الشاق الذي يؤديه. ونظراً لكون مسؤولي الممرضين يعدون جزء من الإدارة وأنهم على قدر كبير من التواصل مع الممرضين على مستوى الرداهات فمن الضروري تقديم المساعدة لهم لتطوير مهاراتهم من أجل تحقيق هذا التتمين والإقرار الذي يحتاجه الممرضون.

### Abstract

Objectives: The specific objectives of the present study were to assess the level of job satisfaction among nursing staff who are working in the Ministry of Health and Ministry of Higher Education and Scientific Research in the provinces of Erbil, Mosul and Kirkuk to determine the factors that affect their satisfaction.

Methodology: A descriptive design was carried-out from September 20, 2006 through April 1, 2007 in order to assess the job satisfaction for nursing staff in governmental health agencies and educational setting. Quantitative research methods were utilized to employ the study design. The study was conducted on three Iraqi governorates (Mosul, Kirkuk, and Erbil). The sample of the study was collected from all teaching hospitals and some of Primary Health Care Centers, Faculties and institutions of Nursing, as well as, administrative staff in Directorates of Health in the above mentioned provinces. A random sample of (547) nurse participated to answer the study questions. Those nurses had been chosen randomly from the three provinces. Through extensive review of relevant literature, and a questionnaire was constructed for the purpose of the study. It was consisted of three major parts and the overall items included in the questionnaire were (78). Content validity was determined for the questionnaire. It was presented to a panel of (20) expert.

Results: The analysis of data shows that the majority of the sample (83.19%) was dissatisfied with their job. Also, it revealed that Kirkuk's Nurses were more dissatisfied than Mosul and Erbil Nursing staff.

Recommendation: The study recommended that the health administration should acknowledge the profession of Nursing. There is a need for all nurses' work to be acknowledged by administration nurses need some form of appreciation or recognition for their hard work. As nurse managers are that part of administration that are communicating with nurses, most on a ward level, it will be necessary to assist them to develop skills so that the recognition that nurse needs can be satisfied

Key Words: Job Satisfaction, Nursing Staff

### Introduction

Job satisfaction can be defined as one's affective response to one's job. However, research has shown that one's job is not a unitary attitude object. Rather, job satisfaction has several dimensions<sup>(1)</sup>. For some time managers and researchers have investigated the relationships between job satisfaction and work productivity. Although "human relations" research studies of the 1930s led investigators to believe that happy workers were more productive than unhappy workers, later research has shown no clear relationship between job satisfaction and work productivity<sup>(2)</sup>.

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However, it has been demonstrated that job satisfaction correlates negatively with absenteeism and job turnover. In 1979, Locke, mentioned that job dimensions concerning which workers have opinions on a like-dislike continuum were nature of the work itself, pay, promotion opportunities, recognition, working conditions, benefits, self, supervision, coworkers, and clients.

Locke claims that when workers rate any of these dimensions either very positively or very negatively, they also indicate that the dimension is important enough to feel strongly about it. Conversely, neutral feelings of satisfaction with an particular job dimension mean that that dimension has little significance for the worker's overall job faction. The specific objectives of the present study were to assess the level of job satisfaction among nursing staff in the provinces of Erbil, Mosul and Kirkuk; as, well as, , to identify the impact of some of the factors career (salary, job security, working conditions, the relationship between supervisors and subordinates, promotion and career advancement on the level of job satisfaction.

### **.Methodology**

A descriptive design was carried out from September 20th, 2006 through April 1st, 2007 in order to assess the job satisfaction for nursing staff. Quantitative research methods were utilized to employ the study design. The study was conducted on three Iraqi governorates (Mosul, Kirkuk, and Erbil). The sample of the study was collected from all teaching hospitals and some of Primary Health care centers, Faculties and institutions of Nursing, as well as, administrative staff in Directorates of Health in above mentioned provinces. A sample of (547) nurse were participated to answer the study questions. Those nurses had been chosen randomly from the three provinces. Through extensive review of relevant literature, a questionnaire was constructed for the purpose of the study. It was comprised of three major parts and overall items included in the questionnaire were (78) ones. The questionnaire was scored and rated on (5) level type Likert scale as (5) for very satisfied, (4) for satisfied, (3) for rather satisfied, (2) for not satisfied and (1) for not very satisfied. The reliability of the questionnaire was determined through the use of split-half reliability estimate. The internal reliability of the scale was established with a Cronbach's alpha of (0.94) for the entire questionnaire. The reliability of each scale was also determined: (a) professional commitments,  $\alpha = .87$ , (b) work environment,  $\alpha = .84$ , (c) relationships with employees,  $\alpha = .78$ , (d) Relationships with colleagues,  $\alpha = .80$ , (e) relationships with client,  $\alpha = 0.76$ , (f) Salary and pay,  $\alpha = .81$ , and 0.81 for professional future. Content validity was determined by presenting the questionnaire to a panel of (20) expert.

RESULTS

Table (1) Demographic characteristics of the study sample

variables	Mosul		Erbil		Kirkuk		Total	
	No 157	0/ %	No 190	0/ %	No 200	0/ %	No	%/ %
Sex								
Male	127	80.9	115	60.5	134	67	376	68.7
Female	30	19.1	75	39.5	66	33	171	31.3
Age	No	0/ %	No	0/ %	No	0/ %	No	0/ %
Less than 25 years	30	19.1	35	18.5	28	14	93	17
25-35 years	84	53.6	112	58.9	101	50.5	297	54.3
36-45 years	28	17.8	25	13.1	45	22.5	98	17.9
More than 45 years	15	9.5	18	9.5	26	13	59	10.8
Marital status	No	0/ %	No	0/ %	No	0/ %	No	0/ %
Single	99	63.2	109	57.5	133	66.5	341	62.3
Married	53	33.7	75	39.5	61	30.5	189	34.5
Widow	4	2.5	3	1.5	6	3	13	2.4
Divorced	1	0.6	3	1.5	0	0	4	0.73
Educational level	No	0/ %	No	0/ %	No	0/ %	No	0/ %
PhDs	1	0.6	1	0.5	0	0	2	0.36
Mase.	9	5.7	8	4.2	1	0.5	18	3.3
B.Sc.N	35	22.3	30	15.7	31	15.5	96	17.55
Diploma	33	21.1	96	50.6	95	47.5	224	40.95
Secondary school	56	35.7	37	19.5	43	21.5	136	24.9
School of Nursing	23	14.6	18	9.5	30	15	71	12.97
Duration of in-services	No	0/ %	No	0/ %	No	0/ %	No	0/ %
Less than oneyear	32	20.4	21	11	28	14	81	14.8
1-5 year	61	38.8	75	39.6	48	24	184	33.6
6-10 year	21	13.4	24	12.6	47	23.5	92	16.8
11-15 year	7	4.5	28	14.7	21	10.5	56	10.23
16-20 year	12	7.6	18	9.5	25	12.5	55	10.05
More than 20 year	24	15.3	24	12.6	31	15.5	79	14.44

This table shows that the majority of study participants were males in the three provinces, and constituted (80.9%), (60.5%), and (67%), respectively, and most of them were aged (25-35) years. In relation to their marital status, most of the sample were singles and constituted (62.3%).

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Regarding, their educational level, most of Erbil and Kirkuk nurses had diploma (50.6%) and (47.5%), respectively, whereas in Mosul most of them are secondary school graduate and constituted (56%). The highest percentage of them had (1-5) years in nursing services.

**Table (2): Comparison between cut-off point and overall Mean of Nurses' responses.**

Variables	No	Cut-off point	Mean	DF	t. obs.	P<0.05
Mosul	157	189	153	155	11.3	S
Erbil	190	189	165	188	9.3	S
Kirkuk	200	189	112	198	15.2	S

The table shows that there are significant differences between cut-off point and Mean of Nurses' responses.

**Table (3) Comparison between cut off point and Mean of Mosul Nurses' responses to components of satisfaction scale**

Variables	Cut-off point	Mean	t.obs	p.value
Commitments to the Job	45	32.1	5.2	S
Work condition	30	19.7	4.9	S
Salary	30	14.3	7.1	S
Recognition	27	16.7	5.8	S
Supervision	12	16.2	4.5	S
Job advancement	30	14.2	8.9	S
DF155 t critical= 2.2				

This table indicates a significant difference at (060.05) by using t-test between the sub-items. Means of Mosul Nurses' responses with regard to theoretical Mean.

**Table (4) Comparison between Theoretical Mean and Mean of Kirkuk Nurses' responses to components of satisfaction scale**

Variables	Cut-off point	Mean	t.obs	p.value 0.05
Commitments to the Job	45	31.1	4.7	S
Work condition	30	22.4	3.4	S
Salary	30	13.2	4.4	S
Recognition	27	15.3	4.9	S
Supervision	12	17.9	3.1	S
Job advancement	15	20.1	3.6	S
DF=198 t critical=2.2				

The table indicates a significant difference at ( $\alpha \leq 0.05$ ) by using t-test between the sub-items, Means of Kirkuk's Nurse's responses with regard to theoretical Mean.

**Table (5) Comparison between cut off point and Mean of Erbil Nurses' responses to components of satisfaction scale**

Variables	Cut-off point	Mean	t.obs	p.value
Commitments to the Job	45	61	6.1	S
Work condition	30	25	4.4	S
Salary	30	14	6.1	S
Recognition	27	17	5.5	S
Supervision	12	16	3.7	S
Job advancement	15	19	2.9	S

This table indicates a significant difference at ( $\alpha \leq 0.05$ ) by using t-test between the sub-items, Means of Erbil's Nurses' responses with regard to theoretical Mean.

**Table (6) One-way analysis of variance for the differences between whole nurses' responses and their governorates.**

Variables	Mosul		Kirkuk		Erbil		F
	X	SD	X	SD	X	SD	
Commitments to the Job	51.5	11.5	45.9	14.3	42.8	12.6	19.4
Work condition	31	9	28.6	8.4	29.5	7.7	3.6
Salary	20	8.5	17.5	7	23.3	8.1	17.1
Recognition	34.9	9.1	33.6	10.1	29.3	9.9	15.8
Supervision	17.2	3.1	17.6	2.7	16	3.5	12.6
Job advancement	17.3	4.5	16.8	4.8	16.9	4.4	0.5
F critical =19.5							

This table shows that there is no statistical significant differences between whole Nurse's job satisfaction and their governorates at p value =0.05

### Discussion

These features were adequate staffing levels, support for RNs when they acted as patient advocates, decentralized management, a mission of caring, RNs opportunities to be heard regarding delivery of care, and educational opportunities .)6( In addition Many studies suggested that the availability of nurses is insufficient to meet healthcare demands as a result, primarily, of high rates of turnover and absenteeism (78). The study findings shows that majority of the nurse had lower commitment to their profession and they shows their dissatisfaction about their colleagues relationship, salary, work condition, relationship with employees and their chance for promotion and development Tables ,3, 4, 5). Similarly, AL-Aameri found a strong positive correlation between job satisfaction and organizational commitment with a sample of registered nurses in Saudi Arabia ( $r = 0.59, P < 0.01$ ). Redfern et al. (10) reported a strong positive relationship between job satisfaction and organizational commitment (120.60, PO.001), in a study of the health care staff in a nursing home in the UK. Our findings is consistent with a large survey of qualified nurse in the US (11), which revealed a closely positive correlation between job satisfaction and organizational commitment (1-0.63, PO.001). Knoop (12) also reported organizational commitment was positively related to overall job satisfaction (10.64,  $P < 0.001$ ). These studies are not only consistent in reporting a positive correlation between job satisfaction and organizational commitment, but also show the correlation is strong across studies. Depending on the findings and conclusions of the study, the researcher recommends that there is a need to identify nursing models that offer the most autonomy for nursing staff because autonomy was ranked the most important job component. There is a need for all nurses' work to be acknowledged by administration nurses need some form of appreciation or recognition for their hard work. As nurse managers are that part of administration that are communicating with nurses, most on a ward level, it will be necessary to assist them to develop skills so that the recognition that nurse needs can be satisfied.

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