

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 THEORITICAL BACKGROUND

Working is one of the most important activities in life and it also provides an important part of the person's self esteem within society. Job satisfaction is an individual employee's evaluation of the work environment. Smith (1968) proposed that job satisfaction was not the result of absolute positive factors. Instead, he believed that satisfaction was perceived from an individual's frame of reference. The individual trait, needs and experiences interact with the work environment to produce felt satisfaction or dissatisfaction with the job.

It is said that the measurement of job satisfaction of the employees is one universally accepted criterion by which the overall performance of the organization can be evaluated. The importance attached to this criterion derives from humanistic values, the effects of job experiences on mental and physical health, and the overall quality of life. Satisfaction occurs when an individual's need and job characteristics are compatible and discrepancy between expectations and reality minimized (Elaine and Marie, 1984).

It is a personal as well as a management goal in every profession to maximize job satisfaction. It makes intuitive sense that increasing job satisfaction should increase job retention and improve performance. We assume that people tend to leave situations where they are dissatisfied. A happy professional is more likely to remain on the job and to help create a work environment more pleasant for colleagues and clients. Various research findings suggest that people who are satisfied with their jobs tend to be healthier whereas people who are dissatisfied with their job

incur negative physical and psychological consequences (Hawlinns, 1987; Ilgan, 1990).

Job satisfaction is a critical factor in organizational behavior. It needs to be understood, monitored and dealt with so as to avoid some of the potential by products of dissatisfaction like decreased morale, lack of motivation, lower productivity, waste of limited resources, ineffectiveness and inefficiency by deviating fit between individual and behavior. We are vitally interested in the nature of the attitudes of our employees toward their job, the organization and their careers. One criterion by which we evaluate organization is through employees' level of job satisfaction (Refissa, 1997).

Job satisfaction is essential to a person's needs, both physically and mentally. The person who are satisfied with their working lives, who feel that they are of value to their employer and enthusiastic and diligent while working, will always attempt to solve the employer's problems as they feel part of the organization, that is a part of a team. However, due to the different needs and expectation of each individual person, it is not always possible for the employee to meet the expectation of all the employees. According to the studies carried out by Abraham H. Maslow (1954), a psychologist, who formulated one of the most widely known content theories of motivation. His theory stressed two fundamental premises. The first is that "Humans are wanting animals whose needs depend on what they already have. Only needs not yet satisfied can influence behavior; an adequate fulfilled need is not a motivator". The second premise is that "People's needs are arranged in a hierarchy of importance. Once a particular need is fulfilled, another emerges and demands fulfillment".

In 1959, Herzberg, Mausner and Synderman developed the theory of job satisfaction based on Maslow's hierarchy, reported research findings that suggested people have two sets of needs, as animals to avoid pain, and their need as humans to grow psychologically. Those findings lead to advance a "two-factor" theory of motivation. Herzberg came to the conclusion that job satisfaction consisted of two separate and independent dimensions.

**Maintenance Dimensions (Dissatisfiers).** Absence of job conditions can serve to dissatisfy employees. However, presence of these same conditions does not necessarily lead to a high degree of motivation. Herzberg called them maintenance (or hygiene) factors, since they are necessary to maintain a reasonable level of satisfaction. He also noted that many of these factors have been perceived by managers to be motivators, but they are actually more potent as dissatisfiers (demotivator) when absent. He concluded that they were ten maintenance factors.

1. Organizational policy and administration
2. Technical supervisor
3. Interpersonal relation with supervisor
4. Interpersonal relation with peers
5. Interpersonal relation with subordinates
6. Salary
7. Job security
8. Personal life
9. Work conditions
10. Position status

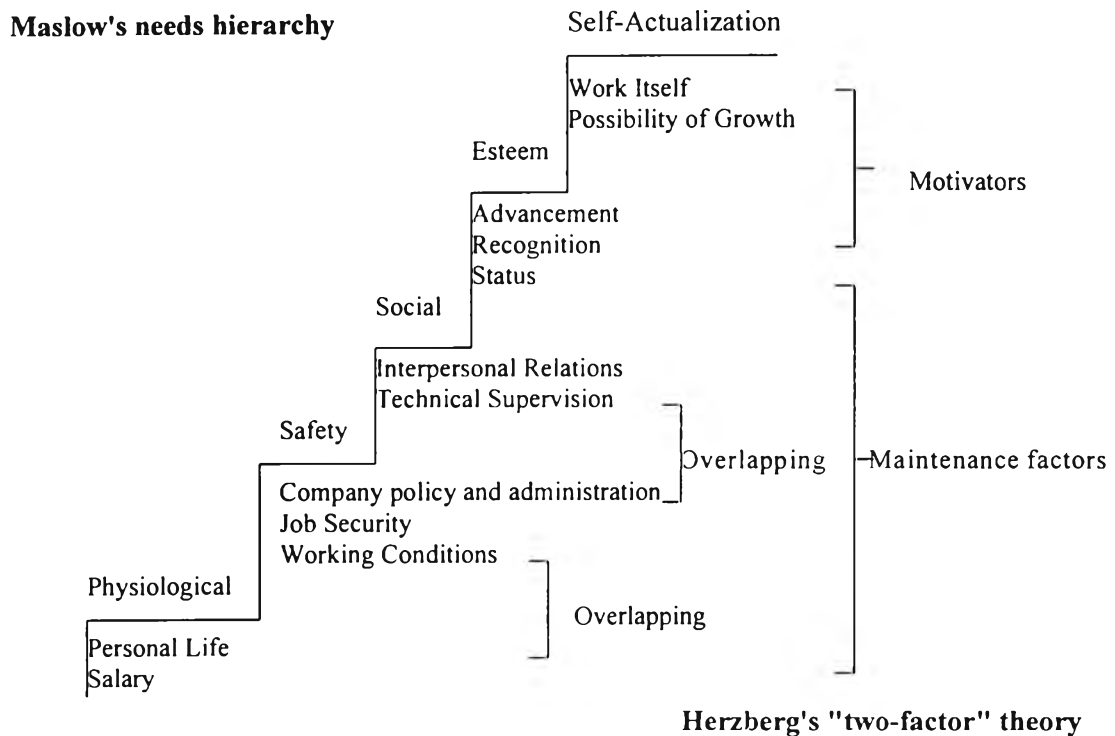
**Motivational Dimensions (Satisfiers).** There are other job conditions that, if present, tend to build high levels of motivation and job satisfaction. However, if these conditions are not present, it does not prove to be highly dissatisfying. Herzberg described six of these factors as motivational factors or satisfiers.

1. Achievement
2. Recognition
3. Advancement
4. The work itself
5. The possibility of growth
6. Responsibility

When the Herzberg and Maslow Models are compared, it can be seen that they both emphasize the same set of relationships. Both are content theories; they look at what motivates human behavior. Maslow

looked at human needs of the individual, while Herzberg focused on how job conditions affect the individual's needs. Figure illustrates this point.

Figure 1 Maslow's needs hierarchy and Herzberg's "two-factor" theory



Over the years, the concept of job satisfaction has generated considerable interest. One of the major reasons for the keen interest in work satisfaction research is widely held view that work satisfaction influences such factors as productivity, absenteeism and turnover, these factors creates consequences for organizational effectiveness (Gruneberg, 1979). It has many factors affecting employee turnover, those factors are working condition, convenience in travelling to work, age, work experience, job position, and work performance. Vroom (1964) presented that employees who have less job satisfaction tend to be burn-out, absent from work, come to work late, have low efficiency, and can affect their mental; state for example frustration, stress and conflict within themselves.

Although the majority of studies on work satisfaction have been conducted in business and industry, the fields of nursing does contain satisfaction research. Most of the studies done on the nursing profession

have attempted to identify the correlates of work satisfaction. Nursing occupation is currently facing problems, nurses are dissatisfied with their jobs. Wolf (1981) stated that "although some nurses leave their jobs for unavoidable reasons, studies show that the primary reason is job dissatisfaction. Thus, it is not surprising that work satisfaction among nurses has been a major concern of hospital administration and the nursing profession alike. The reasons for high turnover among nurses are as follows.

1. Nurses expect high work performance
2. Poor working conditions and responsibilities are overload
3. Inadequate supervision and job coordination
4. Poor system of management

Nurses can easily look for new jobs, so they do not stick with their current job if they are dissatisfied, and it is found that new nurses tend to resign within six months of their jobs (McClosky, 1974).

Job satisfaction influences employee retention, worker productivity, and performance. To retain qualified nurse practitioners, health administrations must identify sources of job satisfaction and dissatisfaction. Herzberg's dual-factor theory of job satisfaction addresses extrinsic and intrinsic work-related factors. Expansion of the model to include global job satisfaction and individual differences provided a broad framework for the assessment of nurse practitioner job satisfaction. The expanded model was used to analyze the job satisfaction. Although the nurse practitioners were moderately satisfied with their overall jobs, extrinsic factors were found to be major sources of dissatisfaction.

The factors included in this present research were similar to the concepts enumerated in Maslow's hierarchy. Social needs are included in the interaction and personal relationship, esteem in professional status and autonomy. Security, though not mentioned directly, is partially covered under income. Self-actualization is alluded to the components of the autonomy and professional status but not mentioned directly. Socio-demographic characteristics, general work related factors and task requirement components were also included. Exclusion of other factors

like physical needs, working condition and administration were justified on the basis of Herzberg theory which suggests that certain factors are less important as measures of satisfaction, although they can increase dissatisfaction.

A comparison of ranking on response of 195 registered nurses from 10 Atlanta hospitals about job satisfaction was made by Longest (1974). He found that nurses gave a very high ranking to interpersonal relation as relevant to job satisfaction. Every and Falcione (1976) reported that interpersonal relation as intrinsic reward were the most important source of job satisfaction. Bayley (1981) reported the specific sources of job satisfaction and dissatisfaction as identified by the nurses working in a burn unit. In the aspects of jobs which satisfied the nurses most were teamwork, staff rapport, challenging variety of experiences, learning opportunity, seeing a critically ill patient recover, in-service education and orientation. Major sources of dissatisfiers were inadequate staffing, emotional exhaustion and duty scheduling.

Opportunity for professional growth, advancement, achievement, and recognition have all been exhibited to be related to job satisfaction among nurses (McClosky, 1974; Godferry, 1978 and Munro, 1983). Some studies concluded that the factors in retention to job satisfaction were inadequate salary, poor supervision, inadequate staffing, poor in-service programs, poor administrative support, and lack of opportunity of further education (Benton, 1972; Stubbs, 1977; Herzberg, 1966; Wandelt, 1981 and Munro, 1983).

Demographic characteristics as age, marital status, education, shift hour and length of service were exhibited as correlates of job satisfaction. Rachman (1964) reported that married workers were more satisfied with their job than the single people. Similarly high turnover rate among young and new graduate nurses age between 24-34 years were revealed in the studies done on job satisfaction (McClosky, 1974; Stubbs, 1977 and Munro, 1983).

It is mentioned in the criticism of a study that the original investigators failed to study individual differences. Subsequent investigators have found that what is felt satisfactory for one person may be unsatisfactory for another. Variables that affect whether or not a given factor will be a source of satisfaction or dissatisfaction on the job include occupational level; age, culture, length of time employed in a given job (Alder, 1980).

The result of the study on factors contributing to job satisfaction and dissatisfaction among 312 Jordanian staff nurses revealed that they were somewhat satisfied with their social rewards and safety rewards. (Social reward items included interpersonal relation with peer, supervisors, and physicians, social contact at work and outside work, opportunity to interact professionally with other discipline. Safety rewards items included salary, vacation, hours of work, work scheduling, part-time work and flexibility of weekend off. But somewhat dissatisfied with psychological rewards as continuing education, recognition, responsibility and autonomy (Zureikat, 1986). On the other side, Perry (1978) mention supervisory support, responsibility and promotion strongly related to job satisfaction. Many studies have revealed autonomy of work to be the major source of job satisfaction (Slavitt, 1978; Seybolt and Walker 1980).

Mottaz (1988) studied to identify the determinants of work satisfaction among registered nurses and other professional occupational groups. The analysis indicated that the level of job satisfaction of the staff nurses tent to be somewhat lower than the level found in the other professional groups. The results exhibited that task autonomy, supervisory assistance and salary as the major determinants of job satisfaction.

Stamps et al. (1986) had developed a more suitable approach to study job satisfaction among nursing staff. On the basis of their intuitive approach and on the basis of the amount of variance; six work related factors were initially identified to study the job satisfaction among nurses. They included factors such as income, autonomy, task requirement, organizational policy, interaction, and professional status. This present

study is more of an adaptation on the recommendation of previous studies.

## 2.2 MANAGEMENT THEORY

Management is generally defined as the process of reaching organizational goals by working with and through people and organizational resources. Management influences all phases of our modern organizations. It is increasingly clearer that societies could not exist without some form of management or leadership.

Management in health care organization including the hospital is defined as a process composed of the set of interrelated social and technical functions and activities, occurring within a formal organization setting for the purpose of accomplishing the predetermined objectives through the utilization of human and other resources.

The role of management is to plan, organize, and to integrate organizational activities and resources for the purpose of achieving common objectives (Carlisle, 1976). Moreover, the role of management is to guide resources and efforts toward goal attainment. Individuals and resources are organized in a way that ensures the effective accomplishment of the tasks that lead to organizational goals achievement.

Objectives of the organization are formal targets that are to help the organization accomplish its purpose. These include efficiency, productivity, and profit maximization. On the other hand, the individual objectives and the personal goals each member would like to reach as a result of his or her activity within the organization include high salary, personal growth and development, peer recognition and social recognition. Therefore, managing requires the creation and maintenance of an environment in which individuals work together in team toward the accomplishment of a common objective, quality health care service to the people.



A manager cannot do this job without knowing the motivating factors of individual employee. The building of motivating factors into the organizational roles, the staff of these roles and the entire process of leading the people must be built on knowledge of motivation. The manager's job is not to manipulate people but to recognize what motivates people. People in nursing profession are academic technical specialists who are self directed to the accomplishment of their tasks as they are generally guided more by vision, goal, values than by production targets and output payments. However, manager should recognize that they also bring their own job expectation, needs, and personal values to the work setting which determine their degree of job performance.

Therefore, effective manager's role is to ensure that individual employees needs and job characteristics are compatible and any discrepancy between their expectations and reality is minimized as to enhance employees job satisfaction and overall productivity. Better health care depends largely on efficient and effective management. It has been suggested that "effective manager will give much more attention to the people with whom they work than the things they handle" (McMohan, Barton, and Poit, 1992).

The hallmark of well-managed organization is employee satisfaction along with high productivity. Therefore, a competent, manager must assemble, arrange, and integrate the human elements and resources of organization so that the result and coordinated activity will optimize performance and employee need satisfaction (Stoner and Wankel, 1986).

### **2.3 REVIEWED OF RELATED LITERATURES**

The related literatures were reviewed on the basis of the factors under consideration in this present study, which are as follows;

**Income:** Herzberg and Maslow suggested that to motivate a worker successfully, rewards must be linked to needs which are most desired and least attainable. Slavitt et al. (1978) cited the early experiments of

Frederick Taylor (1911) that work satisfaction was related completely to the amount of money earned.

An obviously important factor is the amount of money remunerated to an individual is most commonly judged in relation to other workers in the same environment (Herzberg, 1959). For example, a raise in pay may bring satisfaction primarily as a result of factors such as the perceived equity of the increase rather than the amount itself (expectations); it will bring little satisfaction if the additional money is of little value to the individual (importance) (Porter, 1973).

Wages do play an important role in determining job satisfaction, in a study of almost 2000 managers and lawyers, it was found that the amount of wages received was very positively related to satisfaction, even with managerial level (Porter, 1973). Lawler (1973) suggested that linking incentives to more important and less satisfied needs lead to greater motivation and higher productivity. Maslow (1954) concluded that without incentives, drive toward excellence probably would be limited.

**Autonomy:** We address the concept of autonomy in nursing service by defining its principal components and by linking it to both responsibility and authority. Autonomy is defined as the amount of job-related independence, initiative, and freedom either permitted or required in daily activities. It is the freedom to act on one knows and has ability to perform it. In the work place, autonomy is generally viewed as one condition that helps increase employees motivation and job satisfaction (Deborah, 1992). Nurses will not function autonomously, even if they have too many bosses and constantly feel that they have to go through channels to get decision made.

One study reported that supervision related to both satisfaction and dissatisfaction, and that recognition, presumably from supervisor, was related more often to satisfaction than dissatisfaction (Cronin-Stubbs, 1977). Lack of autonomy in the role has been found to be a major contributor to dissatisfaction for nurses (McCloskey, 1974; Wandelt, 1981).

Peterson et al. (1966) concluded that significant job-facet predictors of health perception were autonomy. Hipwell et al. (1989) suggested that lack of autonomy is associated with little opportunity for initiative and responsibility areas of psychological need outlined by Herzberg (1966). Essentially, lack of autonomy contributes to greater job dissatisfaction and increased occupational stress (Hipwell, 1989).

Timulty (1992) studied on nurses in one hospital in USA, it was found that autonomy was positively related to nurses job satisfaction. In her study, autonomy was rated the most important component of the work satisfaction with a mean 4.97 (SD=3.94) of a seven points likert scale. Therefore, Timulty concluded that nurses who had too much responsibility but not enough authority were frustrated because all activities seemed to be imposed on them.

**Task Requirement:** It is the concept of the job content or type of work, which includes the number and type of hours a person is required to work, as well as the type of tasks that are usually required (Slavitt, 1978). Various studies found the relationship between work stress due to work over-load and job satisfaction. Dewe (1987) studied among the sample of 2500 nurses in New Zealand had identified work overload as one of the potential source of stress. A study of Timulty (1992) found that task requirement received low satisfaction score mainly due to their concern that head nurses who were capable to do a good job in the time available have insufficient time with patients, and insufficient time for discussion of management problems with other nurse managers. In the study of Elaine (1984), tasks overload due to inadequacy of staff was significantly related to low satisfaction.

**Interaction:** Interaction is defined as the opportunities and requirement presented for both formal and informal social contact during working hours. Vroom (1964) especially noted that individuals who are in isolated positions have a higher turnover rate than do those in positions that involve a certain amount of interaction.

In a study of Joann (1993), major dissatisfaction between supervisors and co-workers are primary reasons that nurses leave

hospitals. Many of the nurses' emotion, anger, and alienating communication are caused by their professional colleagues with whom they are expected to associate on reasonably friendly terms. Joann reported that co-workers and supervisors had done to increase their self-esteem. Co-workers relationships as situational supports had a high correlation with the overall job satisfaction.

The work group does serve as a source of satisfaction to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. In a study called "What you really want from your job", it was found that employees said they were very satisfied with the friendliness of their co-workers.

**Professional status:** Professional status was defined as the generated feelings toward the profession's skill, usefulness, and status of the job (Slavitt, 1978). In the study conducted among the nurses, it was found that the higher the perception of occupational status, both to the individual and to the organization, the higher levels of satisfaction with the job.

Slocum et al. (1972) studied among professional and para-professional hospital personnel, the result indicated that, for professional employees, a significant correlation existed between job performance and self-actualization need satisfaction. This self-actualization need is more related to the employee professional status.

### **Demographic characteristics and General work related factors:**

Davis et al. (1987) concluded that as the employee's age increases, they tend to be slightly satisfied with their job. Apparently, the older age people lower their expectation to more realistic level and themselves better to their work situation. Hollaran (1983) also found the positive correlation between age and job satisfaction.

Porter et al. (1973) studied among nurses, found that personnel factor such as age and service duration related to job satisfaction and

withdrawal. Similarly, Stamps and Piedmonte (1986) found that age, marital status, service duration, duty shift, travelling distance to hospital strong correlated to work satisfaction. Frederick (1993) found in his analysis of co-variance, length of stay was not significantly determinant of job satisfaction.

A study among physician found the significant relationship between job satisfaction and income. Higher income groups were found to have significantly higher level of job satisfaction (Haile, 1994). March et al. (1958) found that personal characteristics like family situation, educational opportunities, mobility, social values strongly affected the decision to remain the job and reduce absenteeism.

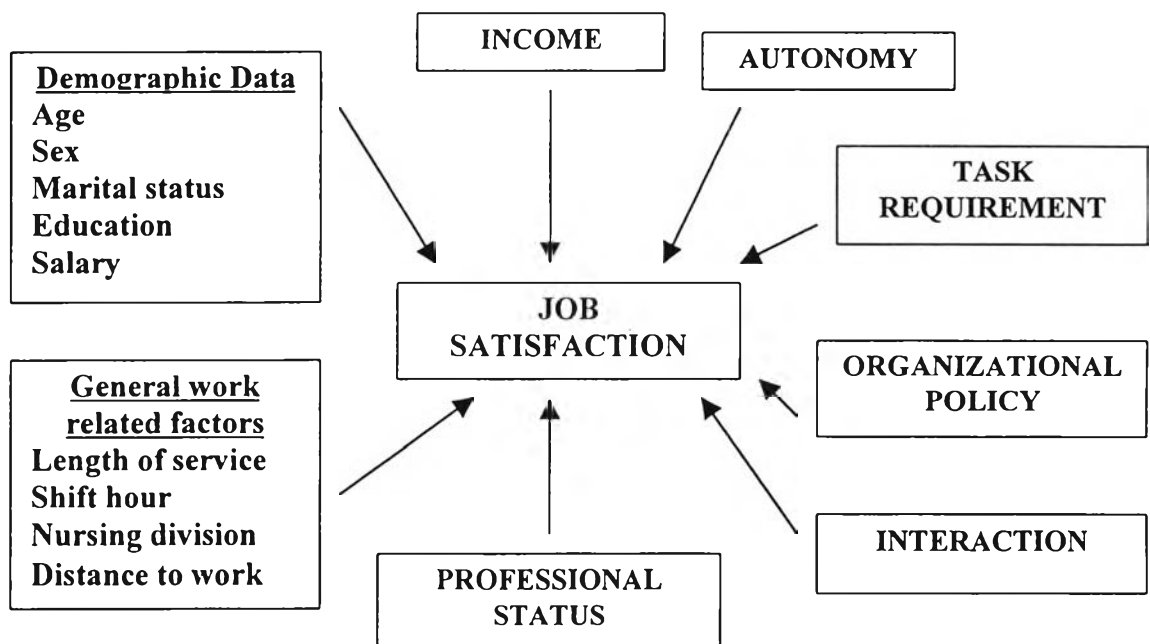
In Thailand, many existing literatures contain many valuable clues regarding the factors associated with job satisfaction among nurses. The study results from various literatures differ in their significance. On the whole these literatures and research studies were mostly done in the government hospitals. Job satisfaction of professional nurses in private hospital has never been directly conducted yet. It is expected that this study will serve as a baseline data for future studies in private hospital in Thailand.

## 2.4 CONCEPTUAL FRAMEWORK

Base on the research objectives, two previous studies conducting in nursing setting by Stamps and Piedmonte (1986) and Joan et al. (1980) were jointly adapted to develop the conceptual framework for this present study.

As the recommend by Stamps and Piedmonte (1986); six specific work related factors mainly income, autonomy, task requirement, professional status, interaction, organizational policy, and professional status were included together with the demographic data and the general work related factors in the independent variables. The figure shows the interrelationship between factors affecting job satisfaction. Hopefully this would be provided a quick understanding of the concepts of this study.

Figure 2 Conceptual framework



## 2.5 OPERATIONAL DEFINITION

**Professional nurse** is defined as the person who graduated from nursing school/college with at least bachelor degree and received license for work as a professional in nursing.

**Job satisfaction** is defined as a pleasurable or positive emotional state of professional nurses resulting from the appraisal of job experience.

**500-bed private hospital** is defined as the bed capacity of a private hospital that has sufficiently advanced in modern technology and treatment methods.

**Income** is defined as the monetary remuneration (salary) and fringe benefits received by professional nurses for working at the hospital.

**Autonomy** is defined as the amount of job-related independence, initiative and freedom either permitted or required in daily work activities of nursing services. It is the freedom to act on what one knows and have ability to perform it.

**Task requirement** is defined as tasks that must be done as a regular part of the job and the organization of, daily nursing duties and responsibilities. It related to the amount of time allotted to patient care and administration to work by the professional nurses.

**Interaction** is defined as the opportunities and requirements presented for both formal and informal social contact during working hours.

**Organizational policy** is defined as a predetermined guide established to provide direction to the decision-making management of the affairs of an organization. A plan of action adopted or pursued by an individual government.

**Professional status** is defined as generates feelings forward the profession's skills, usefulness and status of the job and self-esteem derived from nursing profession.