

## CHAPTER IX

### 9.1 DISCUSSION

This study examined the level of job satisfaction as perceived by the staff nurses working in TUTH. The job satisfaction dealt with six aspects as advancement opportunity, recognition, supervision, working condition, interpersonal relation, and salary.

This study revealed that 80 percent of the staff nurses were below 31 years of age who seemed to be energetic and enthusiastic. In addition a majority of them had service over 6 years in TUTH. The longer period of staying in one place and the same post might be the reason that one fourth of the respondents stated that they would leave TUTH if they had a good opportunity in other places. The major reasons to leave TUTH were 1) less chances for promotion, 2) no opportunity for further education, 3) no fair evaluation, 4) not good working condition, 5) poor physical facilities, 6) domination from administration, 7) limited support from authorities, 8) lack of supervision, and 9) getting job in foreign countries.

In response to the aspect of advancement opportunity the mean score 2.12 yielded the lowest of all aspects of job satisfaction which illustrated the moderate level of satisfaction among those staff nurses. A majority of those subjects were young with certificate level nursing education ( 87.1%) and (57.1%) of them had experience over six years in that hospital. To those young staff nurses, opportunity for promotion and further education were very important. They would not be satisfied with mediocre jobs only. This study tends to support the work of Munro, H.B. (1983) and Maguire, M.C., et al, who reported that the young nurses wanted opportunity to grow; they did not want to remain at their present level.

The staff nurses from TUTH found satisfied on the aspect of recognition indicated as nursing as prestigious job, the respect obtained by the patient and the the people. But the mean scores were below the satisfaction level on the recognition of their work performance by nursing administrator, physicians, supervisors, sisters, colleagues and other level of working members. Stubbs, D.C. (1977) mentioned that successful completion of tasks and acts of notice and praise (recognition) were important sources of job

satisfaction for the new graduate staff nurses in her study. The nursing administrators should meet with their staff nurses regularly to discern the nurses' individual needs for achievement and to recognize her accomplishments. In addition personal feedback and positive reinforcement should be given on an ongoing basis. Praise from the patient, acts of notice from nursing superiors, doctors and peers are very important, the hospital and nursing administrators should promote opportunities for the staff nurses to receive recognition from these groups.

The staff nurses from TUTH were to be found not satisfied with guidance provided by their supervisors. They felt themselves under supervised and unevaluated on their work performance. The statement scoring the lowest mean 1.94 among nine subitems of supervision was " supervisor come merely for inspection in the ward. " Everly and Falcione (1976), Stubbs (1977), Godfery (1978) and Wolf (1981) had reported that the major complaints regarding supervision included a lack of management and leadership skill, lack of support, lack of availability, failure to follow through on complaints and abuse of authority. Several researchers attributed the problem of poor supervision to the

failure of most educational programs and hospitals to provide nurses with necessary management training ( Stubbs and Godfery ). The staff nurses of TUTH perceived inadequate supervision provided by their supervisors. A close supervision, proper guidance, problem solving technique and timely feedback were the area identified to strengthen.

In regards to the aspects of working conditions, the respondents identified too much required clerical and paper work to be done by the nursing staff as unreasonable. The other problem was inadequate supplies and equipments in the ward which made carrying out their work difficult. Furthermore, they found that problem affected their patient care. This study coincided with the study of Wolf which indicated that a good deal of nurses' time was spent on non-nursing activities like paper work and house keeping. Nurses felt this affected the quality of health care that patients receive. This study is supported by Johnston (1976); he reported that nurses spent only a third of their time on health care responsibilities. Excessive time spent on non-nursing duties reduces task involvement in turn affecting job satisfaction. For the most part, people are happiest doing what they have been trained to do.

The study findings indicated that the staff nurses of TUTH were satisfied with the aspect of interpersonal relationship which had high mean score above all six aspects of job satisfaction. They had good spirit of team work and satisfactory co-operation among the working members such as physicians, colleagues and other working members in the unit. These results are comparable to those of the study of Smith (1966) which revealed that sharing of ideas and plans with all co-workers was the factor that lead to a job satisfaction. Falcione reported that interpersonal relationship as intrinsic rewards were the most important source of job satisfaction. One striking thing in this study was that the relationship between hospital staff nurses and Nursing Campus teachers was not satisfactory which is an area for improvement as well as for future study. Co-operation and coordination between these two nursing groups is very essential.

Salary appeared to be an important problem for nurses. The staff nurses of TUTH were almost all undecided concerning the aspect of salary. They found moderately dissatisfied with their present salary. The responses indicated that their present salary was low and not enough to provide a comfortable life. In

spite of findings in earlier studies, recent research suggested that salary was a growing concern among nurses. Thompson (1981) and Wandelt (1981) found that salary was the major determinant of work satisfaction. When nurses compared their salary with other professionals in the hospitals, such as physicians and administrators, they felt grossly underpaid and dissatisfied with their work.

Multiple logistic regression analysis did not show any significant results. This indicated that there was no association between the factors and job satisfaction. The factors included to determine the strength of relation with overall perceived job satisfaction were age, education, marital status, length of work, part time work, and heavy shift duty. These findings contradict many studies found in the literatures indicating age, and marital status of the respondents had a relationship to their level of job satisfaction.

The study focus on those factors as predictors might not be have sufficient evidence. There may be other potential factors related to job satisfaction. Either the sample size may not be enough to study. Thus further study is needed to

investigate the related factors associated with job satisfaction of TUTH staff nurses relevant to context of Nepalese nurses. The present study will serve as baseline data for future study.

## 9.2 CONCLUSION

The following conclusions were drawn from the findings of the study .

The majority of the staff nurses who participated in this study were dissatisfied more than satisfied in their jobs. A mean of overall satisfaction scores of 2.65 was obtained from the responses of seventy subjects. 8.5 percent of the respondents were satisfied and 91.4 percent were dissatisfied. The most respondents were of younger group with only Certificate Level Nursing education. They were the groups of high sensitivity and energy.

The aspects of job satisfaction which showed moderate level of satisfaction among TUTH staff nurses were 1) interpersonal relation and 2) recognition. In these areas, the staff nurses usually get opportunities to use their independent judgement in making decision except in some aspects of recognition e.g. work recognition by nursing supervisors in which

mean scores fell below satisfaction level. The relationship between the staff nurses and nursing personnel, physicians and other levels of workers exhibited significantly high levels among all other aspects of job satisfaction.

The aspects of job satisfaction in which majority of the respondents indicated dissatisfaction were 1) advancement opportunity, 2) working condition, 3) supervision and 4) salary. These areas where the staff nurses expressed their dissatisfaction were the areas where they have to depend on employers, higher officials or other personnel. Further was it concluded that the four most dissatisfying areas of job satisfaction were limited chances for promotion and further education, lack of supervision and the present salary which was not enough to their comfortable living.

Respondents' opinions from Part II questionnaire and Part III open ended question on prioritiazation of the aspects of job satisfaction were different. The most important factor for job satisfaction indicated in Part III was salary on first rank which secured on fourth rank in Part II. But the second and third as working condition and



advancement opportunity had quite similar rank in both Part II and Part III. The subjects had broad chances to express their feelings in open ended question. It is possible that many pertinent statements could not be included in this study.

The findings of this study were derived from a single study done in a specific area and on data collected within a limited time. Attitude of the respondents towards job might be markedly different from one period of time to another. Likewise, a different questionnaire might yield some what different results.

### 9.3 RECOMMENDATION

Based on the findings and conclusions of this study, the following recommendations are made for improvement of job satisfaction and further study.

1. The satisfaction level of comparatively young age group of nurses in this position is highly sensitive to change. Low satisfied group of nurses in this group may easily be turned into the dissatisfied group. Therefore, the authorities need to be aware of maintaining the

satisfaction level as well as try to improve it constantly.

2. Planned staff orientation and in - service education programs need to be conducted. It will help the staff in assuming responsibility and also help in supervision. Once the staff are well oriented, supervision becomes a desired activity for offering and receiving guidance.
3. Planned quota for the number of persons given leave for further study in order to meet the needs of the nurses without hampering the hospital works.
4. A systematic and planned work evaluation to be implemented which would provide scientific basis for promotion, work recognition, compensation and adequacy of job satisfaction.
5. Conduct Nursing conference on the unit to establish group cohesiveness and also to promote professional development.
6. Supervisors may be given adequate training and guided experience in leadership techniques for further development and good leadership in their profession.

It is recommended that, since the administrators and staff members are the major components in the hospital community, additional study need to be conducted comparing the attitude of these groups towards job satisfaction. Additional study would establish whether administrators or other groups hold different attitude towards job satisfaction.