

**Impact of Job Satisfaction on Nurses' Performance**

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**Abstract:** Background: In the present era almost all of the outstanding health care organizations have status because of the immense contributions of their employees especially Nurses and Doctors. These organizations pay to their employees according to their role and performance. The purpose of the study was that the impact of job satisfaction can affect Nurses performance. Methods: Total 111 participants were selected for this study as sample. It was a cross sectional descriptive study. For data collection self-administered structured questionnaire was used and data was collected from three tertiary hospitals of Lahore, Pakistan. Data was analyzed on SPSS version 16 statistical software. The results were analyzed in terms of descriptive statistics frequency, percentage were used for data analysis. Results: There were total 111 questionnaires were distributed and 100 participants returned the questionnaire. Results of the study revealed that the age of the nurses was 21-25 years (50%), and 26-30 years (39%). 91% were female, mostly were found with diploma (38%) and BSc (45%). An experience of the nurses between 1-6 years was 82%. Mostly nurses were satisfied with their performance (93%) were replied Yes, mostly nurses were not satisfied with the current service structure 73% answered No. 71% nurses were satisfied with their salary. 79% (Yes) were really satisfied with the all types of activities that lead to them towards good performance. There were mix response of the nurses about the regarding present incentives. Conclusion: This study results show this is the female dominant profession and mostly nurses were satisfied with their present performance. Majority of nurses were satisfied with their current salary, but they were not satisfied with their present inducements and service structure of the nurses. Generally nurses think that annual inducements and salaries effects on nurses' job satisfactions which lead to the good performance and there health care system will more develop.

**Keywords:** Incentives, job satisfaction, nursing staff, performance

**INTRODUCTION**

In the present era almost all of the outstanding health care organizations are standing because of the immense contributions of their employees especially Nurses and Doctors. These organizations pay to their employees according to their role and performance.

“The achievement of a certain task measured against specific known principles of accuracy, entirety, speed and cost. In a agreement, performance is supposed to be the fulfillment of a duty, in a way that releases the performer from all responsibilities under the agreement”. (Dictionary) [1]. Level of performance is that when an employee perform according to the goal of the organization. Daily personal life, death circumstances, extended working hours in different shifts, work load inadequate knowledge and information division with junior nurses, competition and nurse physician conflict lead performance.

It is a known fact that the performance of the employee is necessary to meet the increasing demands and quality care of the patients to maintain the credibility of health care settings. Nurses' performance depends upon their knowledge and skills, which is only possible through good education and quality experience. In different organizations employees are hired according to their education and experience and then they are expected to perform according to their capabilities. Based on their performance every organization pays special incentives and gives rewards to their employees.

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In health care setting nurses job satisfaction play great role in the delivery of services for the clients of variety of communities. Job satisfaction directly effects on the performance of the nurse like absenteeism turn over and level of stress, it also directly affected by social aspect, poor working conditions and factors of the organization.

Feelings of an individual about his/her job are called job satisfaction [2]. Or the person who holds ‘fluctuating attitudinal state’ regarding his/her job is called job satisfaction. According to Hafeez et al., [3] job satisfaction play very important role in the efficiency and productivity of any organization and human resources work as engine in the organization to provide better service delivery.

It is the natural phenomenon that every human in the world perform well when he/she is satisfied in his or her life and this satisfaction comes through benefits and rewards which they receive from their organization. Performance effect the productivity and competition in the market and patient satisfaction in the health care set up. In contrast to the above statement, Low job satisfaction can have bad impacts on their performance. In nursing job require high patience, high mental level, and physical capabilities [4] so nurses should be highly qualified, experiences and skillful. Regarding job satisfaction there are multiple theoretical frameworks have been applied including Herzberg’s Motivator–Hygiene theory [5] and Hierarchy of Need theory [6]. According to these theories an individual is said to be satisfied at work if ‘specify specific requirements that must be met or values that must be attained’

Scholars have tried to: (i) find out the numerous components of job satisfaction; (ii) measure the comparative reputation of each constituent to job satisfaction; and (iii) observe what affect these components has on employees’ production.

In fact job satisfaction makes the nurses punctual, regular, good behaviors, good attitude which lead to the overall productivity, competition in market, quality care for patient etc.

#### **Operational Definition:**

My operational definition was job satisfaction effects on nurses’ performance which lead to achieve the goal of organization, productivity, and patient care.

#### **Statement of Problem:**

It is quite evident that Nurses are facing so many problems related to their job satisfaction. Nurses’ performance badly affects health care setup achievements and productivity. Therefore we do study on the impact of job satisfaction on the nurses’ performance in health care setup.

#### **Significance of the study:**

This study can be helpful in future to modify the reasons, which lead, lack of job satisfaction amongst Nurses. The facts after the study can be presented to health policy makers, so that such policy are developed which will help to improve nurses performance.

#### **Statement of Purpose:**

The purpose of the study is to assess the IMPACT OF JOB SATISFACTION ON NURSES’ PERFORMANCE.

#### **Research Question:**

During this study my research question was to find the answer to the following questions, what is the IMPACT OF JOB SATISFACTION ON NURSES’ PERFORMANCE?

#### **LITERATURE REVIEW**

There are numerous aspects that disturb the employee performance like work circumstances, employee and employer association, training chances, job satisfaction, and organization’s general strategies and processes for rewarding employees. Between those features, which affect employees’ performance, inspiration that comes with rewards is of greatest significance [7].

According to Makowiec-Dabrowska, [8] the complex sensation of approach to one’s job has an impact not only on motivation, but also on profession, health and relation with peers. There are many researches have been conducted on the job satisfaction of nurses but insufficient research have been conducted in Pakistan on the job satisfaction among nursing staff particularly in the recent decades. Elsewhere poor working conditions, poor salaries, no fringe benefits, favoritism, and job in satisfaction, lack of training opportunities, political influences and inappropriate career development structure are the prominent factors which obstruct the qualified nurses to join public sector [9]. The already

working nursing staff also appears to be less satisfied due to many other unknown factors and hence there is a continuous risk of attrition among nursing professionals in public sector governments in Pakistan.

According to World Bank report (1995-2000) in Ethiopia, mostly of the nurses (20%) of health employee resigned from the government hospital and health hubs due to low salaries. This study also noted that majority of doctor 74.6%, pharmacists 62.5%, nurses 50% and 34.2 % laboratory technicians were not pleased with their job due to their low salaries[10].

Organizational assurance has been found to be absolutely associated to job satisfaction among hospital nurses [11] and could describe 41% of the alteration in job satisfaction [12].

Job mobility has become a truth and compressions are construction for higher rewards for the professional workforce of the country's health care system [13]. Moreover, nursing model improvements have impacted on the distribution of health care.

Gradually traditional disease-centered nursing care model has been replaced by the patient-centered holistic nursing care model.

Though, primary nursing has only been announced in chief hospitals because of the nurses' deficiency and a lack of proper knowledge and skills in the nursing staff [14]. Literature review show there is important impact on incentives and job satisfaction on nurses' performance.

## **METHODOLOGY**

To explore the impact job satisfaction on nurses' performance, I conduct a descriptive Cross Sectional survey. My target population was the staff nurses from the 3 public sectors hospitals in Lahore (Services Hospital, Mayo Hospital and Fatima Memorial Hospital). A random sample of 111 staff Nurses from the target population.

### **Study Site:**

My study site was these three hospitals (Services Hospital, Mayo Hospital and Fatima Memorial Hospital) of Lahore

### **Study setting:**

Nursing stations in the hospital

### **Inclusion Criteria:**

All staff nurses who have the age between 20 to 45 years and their education four years (three years general nursing+ one year specialization), BSc, Post RN BSN, and job experience minimum one year was included. Those entire participants were included in this study that show the willingness and give consent.

### **Excluded Criteria:**

All staff nurses who have not falling in the age between 20 to 45 years and their education is less then or more than four years (three years general nursing+ one year specialization), BSN, Post RN BScN and job experience minimum one year was excluded. Those entire participants were excluded in this study that do not show the willingness and not give consent.

### **Data Collection Method:**

A self-administered questionnaire was used to collect the information from the participants. The questionnaire was consisting of close ended questions (YES/NO). Questionnaire was distributed among the participants. They were given 20 minutes each to complete it and return it.

### **Study Design:**

My study design was four months cross-sectional description study.

### **Sample Method:**

Participants' selection was only established upon the selection criteria for inclusion in the study. Sample was selected randomly. The sample size was taken from selected setting.

**Research Instruments:**

For data collection self-administered structured questionnaire was used and data was collected from three tertiary hospitals of Lahore, Pakistan.

**Research Tool:**

Questionnaire, calculator, plain paper, pens and pencils

**Methods used to analyze the data:**

Data was analyzed on SPSS version 16 statistical software. The results were analyzed in terms of descriptive statistics frequency, percentage were used for data analysis.

**Ethical consideration:**

Every participant was informed about the research purpose and consent form were sign by the every respondent for confidentiality assurance. All respondents were having the right to withdraw from the study at any stage. Permission was granted by the Ethical Review Committee (ERC) of the University of Lahore. Data was collected after the permission of the organization's heads by written consent. The data could help to identify 'The IMPACT OF JOB SATISFACTION ON NURSES' PERFORMANCE. Respondents were selected on the base of inclusion and exclusion criteria in the study. Researcher's mail address was also included in the consent form for the participants to discuss the anything regarding research and get a copy of the research report.

**RESULTS**

Total questionnaire was 111 from which 102 was return to me. From out of 102 questionnaires 2 was incomplete so my remaining sample was 100. It means respondents which make the response were approximately 90%.

**According to Gender:**

According to table 5.1, Female participants were 91% and male were only 9%. We can say majority were female.

**According to Age:**

According to table 5.1 the minimum age of the participants was 21 years and maximum age was 62 years. 50% were between the age of 21-24 years and 39% were between the ages of 26- 30 years. We can say 89% respondents were lying in the age of 21-30 years and only 11 % were more than 30 years.

**According to Education:**

According to table 5-1 education of the participants, 38% respondents were diploma holders and 45% were BSc and 15% were Post RN and only 2% were having the greater degree from Post RN.

**According to Experience:**

According to table 1, experiences 82% were having the experience between the 1-6 years, 10% were 7-12 years' experience and only 8% were having the experience more than 12 years.

**Table-1: Socio-demographic characteristics of respondents in Lahore Hospitals, Pakistan**

<b>Socio-demographic Variable</b>	<b>Total No. (%)</b>
<b>Age:</b>	
• 21-25 Yrs	• 50
• 26-30 Yrs	• 39
• 31-35 Yrs	• 3
• 36-40 Yrs	• 2
• 41-above Yrs	• 6
<b>Gender:</b>	
• Male	• 9
• Female	• 91
<b>Education:</b>	
• Diploma	• 38.0
• BSc	• 45.0
• Post RN	• 15.0
• Above	• 2.0
<b>Work Experience:</b>	
• 1-6 yrs experience	• 82.0
• 7-12 yrs experience	• 10.0
• 13-18 yrs experience	• 2.0
• 19-24 yrs experience	• 2.0
• 25-30 yrs experience	• 4.0

In the section most of the participants 93 (93%) respondents were satisfied with their present performance, and only 7% were not satisfied with their performance.

There were 71% respondents were happy with their present salary and 29% were not satisfied with their current salary.

There were 51 (51%) were also dissatisfied with their present incentives and 49% participants were satisfied with their present incentives. There were 73(73%) participants were dissatisfied with their present service structure and 27% were satisfied with their present service structure.

There were 79% were satisfied with their activities which were leading them towards good performance and 21% were dissatisfied with their activities which were leading them towards good performance.

Other details are given in bellow figure.

### Percentages of the participants

S. No	Questions	YES	NO	Total %
1	Are you satisfied with your present performance?	93.0	7.0	100.0
2	Are you satisfied with your present salary?	71.0	29.0	100.0
3	Are you satisfied with your present incentives	49.0	51.0	100.0
4	Are you satisfied your current service structure	27.0	73.0	100.0
5	I am really satisfied with the all types of activities that lead to me good performance	79.0	21.0	100.0
6	Job satisfaction among nurses' affects their performance.	65.0	35.0	100.0
7	Are you satisfied with your annual increments?	55.0	45.0	100.0
8	What do you think annual increments and salaries effects on job satisfaction?	75.0	25.0	100.0
9	What do you think education effects on nurses' job satisfaction which lead to performance?	64.0	36.0	100.0
10	What do you think experience effects on nurses' job satisfaction which lead to good performance?	62.0	38.0	100.0

#### DISCUSSION:

The main aim of the study was to assess the impact of job satisfaction on Nurses performance. My majority participants were consisting of 21-30 years old were 89%. It is female dominant profession so 91% were female. Mostly were diploma holders and BSc nurses that were 83%. Mostly the work experience were of the nurses were 1-6 years. It means there are, many reasons were present Human resource is the central component of the organization. Selection of right employees and motivate them towards the work is one of the tasks for the health organization in developing countries. The consequences of this study show that there is very important role of job satisfaction in the performance of the nurses. My research was mostly consisting of female participants so I think job satisfaction level change with the gender.

Job satisfaction in any organization play keen role in the production of quality care of the patient and productivity of the organization.

A research elaborate the motivation of health care workers in four countries in Africa originate non-financial inducements (i.e. training, support, study leave and responses from administrator) to be an significant aspect motivating staff to perform well and endure working in the public health segment[15].

Service structure mostly disturbs the nurses' performance a study was conduct in the six African countries Uganda and Zimbabwe the greatest significant aspect affecting health workers' results to transfer.



A research was conducted in Islamabad at tertiary care hospital the low level of job satisfaction among nurses was implications for the effectiveness, efficacy and sustainability of the Pakistani health care system because public sector is frequently under resourced and assists the majority of the population. Government spends very less amount for the health care system which is supposed to be inefficient, useless and powerless to deliver quality healthcare. This is also the possible cause of dissatisfaction of job among health care professionals. A study was conducted at Tanzanian in which reported that low job satisfaction among health care professionals due to poor job explanation, unsatisfactory working environment, weak rewards system, and weak communications in the staff. Nurses had describe low satisfaction with poor salaries, qualified development opportunities, benefits and recognition not being involved in decision making, doing a lot of inappropriate responsibilities and having more work burden.

Employees' desires and instigators vary, thus it is important to comprehend what motivates them to perform well. It is also revealed that permanent employee were more satisfied with as compared to contract base nurses. In a Turkish study the employees working in the public sectors were not satisfied with their job due to the nature of the organization and other factors[16].

In this study I was also try to explore my results according to the theory of measlow hierarchy. At the every stage of the life human try to improve their life style and for this he struggle and try to attain maximum luxury life. My results were also exploring the measlow hierarchy need base theory.

### CONCLUSION:

Performance of the nurses always depends on the job satisfaction level. Job satisfaction among nurses improves the performance which leads towards the productivity of the health organizations. Mostly nurses were satisfied with their salary but were mix satisfied their present incentives and all nurses were not satisfied their current services structure. These all things increase the job satisfaction level of the nurses. These things reduce the absenteeism, avoid from stress and nurses show cooperative behavior during duty, make them responsible and make nurses punctual. Those who work in a profession that is really challenging and sometimes unpredictable can be vulnerable to spirits of doubt in incentives and condensed job satisfaction. Job satisfaction of healthcare employees is also a vital part of confirming high quality care. This study may help as a base for future studies in different governments and private on a larger scale.

### Recommendations:

Though the results of a single review cannot be measured as a solid foundation for making decisions in health development, the results of this propose that there is need to more work in inducements and job satisfaction especially need to work on the services structure of the nurses. If the nurses' incentives will increase the level of satisfaction directly improve the health care delivery for the client and productions of the health care organization. There should be more chances of education for the nurses which will be helpful to get advance knowledge and produce more skillful nurses. Refining the work setting so that it delivers a setting in line with the ambitions of nursing staff is likely to increase job satisfaction and thus have a positive effect on individual, organizational and quality of health care facilities.

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