



# JOB SATISFACTION AMONGST NURSES IN A TERTIARY CARE HOSPITAL OF J&K

Dr. Aruna Bhat<sup>1</sup>, Dr. Drove Jee Raina<sup>2\*</sup>

**1<sup>st</sup>. Author: Dr. Aruna Bhat**BAMS, PGDHHM, Deputy Medical Superintendent, Govt. Ayurvedic Hospital, Jammu J&K, India.

**2<sup>nd</sup>. Author: Dr. Drove Jee Raina** MBBS, MD Community Medicine, Assistant Professor Community Medicine, Govt. Medical College Rajouri, J&K, India

**\*Corresponding Author: Dr. Drove Jee Raina** MBBS, MD Community Medicine, Assistant Professor Community Medicine, Govt. Medical College Rajouri; email id: [druvraina@gmail.com](mailto:druvraina@gmail.com) Phone no.: +917780873534

## Abstract

**Introduction** Job satisfaction is “a pleasurable or positive emotional state resulting from appraisal of one’s job or job experience”. Since a person spends a major portion of life in work or job, thus if a person is satisfied with job, he/she is in a major portion satisfied with his/her life.

**Need for the study:** Since women contribute to nearly a half of the population, their health problems require a special attention. As such the department of Gynaecology and obstetrics was selected for the current study. The current study is further focussed on the nurses since they are in immediate concern and care of the patients.

**Aims and Objectives:** To find the level of job satisfaction in the nurses and to find out its association with the various factors.

**Methodology:** A pretested self-administered, close ended and structured questionnaire was distributed among all the nurses for collecting information regarding various non-modifiable and modifiable factors. The level of job satisfaction was measured by using a scale giving a maximum of 2 or 3 points to the most favourable response and 0 or 1 points to the most unfavourable response. The maximum possible points that could be attained was 59 (fifty-nine). Five categories were made as per the expected scores. Tests of significance including Chi square test and Fisher's exact test were used.

**Observations& Conclusions:** With an increase in the age, the percentage of the nurses with 'low' level of job satisfaction went on increasing. With higher levels of education, the %age of the nurses having "satisfactory" Job satisfaction level increased. In the current study the proportion of nurses with "satisfactory" level of job satisfaction (when compared to the "low" level) was higher in unmarried nurses. In the current study an inverse association was found between the increased hierarchy in designation and job satisfaction. The proportion of nurses with "satisfactory" job satisfaction level went on decreasing when their reported working hours increased beyond 8 hours. With increased workload the job satisfaction level decreased. Nurses who reported the availability of tools/equipments as 'sometimes' showed a decrease in level of job satisfaction when compared to those who reported that they were "always" provided. The level of job satisfaction was higher within the nurses who were satisfied with the nature of the work assigned to them. It was found that the persons, who deemed that the work performance was taken as a criterion for promotion, were having a better level of job satisfaction when compared to seniority. Increase in wages led to a increase in the proportion of nurses with 'satisfactory' level of job satisfaction. The proportion of nurses with satisfactory level of job satisfaction was higher in those who reported that job security was present. The proportion of nurses with satisfactory job satisfaction level decreased in those who reported that favouritism was always done.



A positive association between the level of job satisfaction and involvement in policy planning was seen. Positive association was found with job satisfaction levels when the nurses reported that their relations with their superiors were "team work". Also, better job satisfaction level found in those who were satisfied to their working environment. A positive association between the rewards for work done with the job satisfaction and an inverse association between the punishment given for the work done was found.

**Key words** Job satisfaction, Nurses

**DOI Number: 10.48047/NQ.2023.21.4.NQ23010**

**Neuro Quantology 2023; 21(4): 83-97**

## INTRODUCTION

Mankind and the work are related to each other since the very origin of the human being and the relationship between the man and the work has always been a centre of attraction for various scientists, novelists and philosophers etc. Work besides providing status to an individual also binds him to the society. A major portion of the life of a human being is spent doing work; it is both a social reality and an expectation from the society that has to be fulfilled by every individual human being.

The phenomenon of job satisfaction is governed by various external factors e.g., the working environment, the infrastructure and the equipments provided at the working place and also by the various conditions existing within the human being which are known as motives, needs and drives. If on the one hand an employee who has job satisfaction is an asset to the organization, on the other hand an employee who is not satisfied with job is a burden on the organization and intentionally or unintentionally does more harm than good to an organization.

Therefore, it is the duty of an organization to ensure various conditions and to do proper placement of the employees in it, so that all the employees in the organization as a whole and the individuals are satisfied with the job assigned to them and don't ever feel as square pegs in the round holes or unable to exploit their full potential because of various limitations.

Definitions: - Job satisfaction has been defined by various authors as follows: -

Bullock<sup>1</sup> has defined job satisfaction as an attitude which results from balancing a summation of many likes and dislikes experienced in connection with the job.

Smith<sup>9</sup> defines job satisfaction as the

employee's judgement of how well his/her job on the whole is satisfying his/her needs.

Vroom<sup>18</sup> in his book the work and motivation has described job satisfaction as a function of positive thinking which an individual thinks about his/her job.

Robert Hoppock<sup>17</sup> defines job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person to feel that he is satisfied with the job".

Likert and Willitis<sup>10</sup>- Their definition of job satisfaction is "an individual's mental attitude towards all the features of his work and towards all the people with whom he works".

Guion's<sup>7</sup> definition of job satisfaction is "the extent to which individual's needs are satisfied and the extent to which he perceives that satisfaction is stemming from his total job situation".

Locke<sup>14</sup> gives his definition of Job satisfaction as "a pleasurable or positive emotional state resulting from appraisal of one's job or job experience."

Job satisfaction represents general human conditions and thus it is important and requires attention, diagnosis and treatment. Job satisfaction can be expressed in terms of the amount of agreement between one's expectation of the job and the rewards he/she receives from the job. Job satisfaction may refer either to a person or a group. Since a person spends a major portion of life in work or job, thus if a person is satisfied with job, he/she is in a major portion satisfied with life.

Job satisfaction is not a once for all attained thing. It is a dynamic process and the efforts are to be put in by the organization continuously to ensure the job satisfaction of its employees at every point of time.

Job attitudes and job morale are the terms

related to the job satisfaction; whereas the job attitude is the feeling of an employee towards the job, the job morale is the feeling of being accepted by and belonging to the group of employees having common goals.

Job satisfaction of a person depends upon the fulfilment of various needs which may be biological viz. food, shelter and clothing and psychological viz. prestige, security, status, acceptance by the people, achievements etc.

While considering job satisfaction it is important to know about what is work? Why people work? What people want from their jobs? And about the job attitude of the employees.

Work is a complex term. Blum<sup>2</sup> defines it as "an activity which has both social approval and satisfies the needs of an individual to be active". Work is influenced by factors like motives, experiences and social aspects of the person.

The attitude of an employee could be both positive or negative or even favourable or unfavourable towards job depending upon individuals' perceptions and experiences. The attitude of an employee depends upon his/her reaction to the specific factors in job including wages, promotion prospects, supervision and job security etc. Good relationship between employees within themselves, colleagues and supervisors have a favourable influence whereas factors such as pressures, restrictions and limitation could have unfavourable influences over the attitudes of the employees towards their jobs.

Seigul<sup>3</sup> has enlisted the various factors contributing to the job satisfaction and the ranking of these factors as given by the employees and the executives.

Various theories have been put forward regarding Job Satisfaction. The most commonly accepted theories are Maslow's<sup>16</sup> "Pyramid of Needs", Vrooms' "theory of valence" and Herzberg's<sup>8</sup> "Two Factor Theory".

As per Morse<sup>12</sup> The "general" supervisory style which is democratic contributes more to the Job Satisfaction as compared to "close" or autocratic style.

Lloyd I. Byars & Leslie W. Rye<sup>13</sup> in their book "Human Resources and Personnel Management" have described various factors responsible for Job Satisfaction and

Dissatisfaction and the consequences thereof. Edward E. Lawler<sup>5</sup> in his book Perspectives on Behaviour in Organization has mentioned about various determinants leading to Job Satisfaction.

Fleishman, E. A., & Harris, E. F.<sup>6</sup> studied the effect of leadership behaviour on job satisfaction and employee turnover. C.B. Matoria, S. V. Gankar<sup>15</sup> in their book Personnel Management have deliberated on various aspects of personnel management effecting job satisfaction.

#### PROBLEM STATEMENT AND NEED FOR THE STUDY

Since S.M.G.S Hospital, Jammu is a tertiary referral unit for a large proportion of population of the Jammu province: it caters to needs of the complicated patients from various nooks and corners of the district and province and also to the needs of most of the Jammu city as regards the care of various uncomplicated/complicated cases. Since women contribute to nearly a half of the population, their health problems require a special attention which also includes the care of woman during their pregnancy, childbirth and puerperium besides their care right from the very childhood upto beyond the menopause and rest of their lives. Gynaecological problems usually start from menarchy through puberty and reproductive years to the postmenopausal problems.

Considering the above facts, the department of Gynaecology and obstetrics was selected for the current study conducted in the year 2004. The department of obstetrics and Gynaecology has got a good strength of human resources which includes consultants, Resident Doctors, Pharmacists, Clerical staff, Theatre staff, Nurses and Para-medical staff. The current study is further focussed on the nurses in the department since they are in immediate concern and care of the patients. It is said that the first man was the first doctor and the first woman the first nurse<sup>11</sup> as the need for helping the suffering human being was felt since his/her origin. They administer various drugs and medications besides carrying out other instructions by the doctors as regards the patient care.

As job satisfaction is directly related to the efficiency and work output of the employees in

an organization besides their commitment to their jobs, the need for the current study viz. "Job satisfaction amongst the nurses in the department of Gynaecology and Obstetrics in Government S. M.G.S. Hospital, Jammu, J&K" was felt.

When a desirable level of job satisfaction is achieved within this class of workers, these can be instrumental in giving health education to the patients and their attendants regarding nutrition, maternal care, HIV/AIDS, childcare, family planning, various health practices, STDs etc. besides the tasks assigned to them. Given the proper job satisfaction they can give psychological support and help to boost the morale of various patients in distress including the patients in labour, patient to undergo surgery, post-operative patients and patients with chronic and intractable diseases.

#### AIMS AND OBJECTIVES

1. To find the level of job satisfaction in the nurses in the department of Gynaecology and Obstetrics in Government SMGS Hospital, Jammu.
2. To find out the association between the level of job satisfaction and the various factors affecting the job satisfaction.

#### METHODOLOGY

A list of the nurses working in the different sections of the Department of Gynaecology and Obstetrics was obtained from the administrative section of the SMGS Hospital, Jammu. A pretested self-administered, close ended and structured questionnaire was distributed among all the nurses in the different sections of the department. It contained various columns for collecting information regarding some non-modifiable factors like age, sex, marital status and various modifiable factors like opportunity for promotion, transfer policy, wages, work load, job security and working hours etc. The filled-up questionnaire was collected from the 56 (fifty-six) nurses who responded out of the 63 (Sixty-three) nurses among whom the copies of the questionnaire were distributed. The data was consolidated in the form of a master chart. The level of job satisfaction was measured by using a scale giving a maximum of 2 or 3 points to the most favourable response and 0 or 1 points to the most unfavourable response. The points were added individually for all the respondents. The maximum possible points that could be attained was 59 (fifty-nine). Five categories were made as per the expected scores: -

| Scores  | Categories   |
|---------|--------------|
| 0 - 12  | Poor         |
| 13 - 24 | Very low     |
| 25 - 36 | Low          |
| 37 - 48 | Satisfactory |
| 49 - 59 | High         |

These indicated the level of job satisfaction present in different respondents. The results were tabulated as per the response given by the nurses and their level of job satisfaction as per the aforementioned Scale. Tests of significance including Chi square test and Fisher's exact test were used to test the significance of the data. After thus analysing the data, conclusions were made and recommendations formulated.

#### OBSERVATIONS AND ANALYSIS

The lowest score obtained was 29 and the

highest score obtained was 44. Therefore, no person was included in the category poor, very low and high and all the nurses were categorized as having job satisfaction as "low" or "satisfactory" and the analysis of the results was made based on these two categories. The mean score obtained was 36.46. Since all the persons were females, the sex was not included in the analysis. On the whole 28 each of 56 total nurses were having "low" and "satisfactory" job satisfaction level when comparing the maximum no. of factors amounting to 50% nurses in each category.

**TABLE 1:** Distribution of nurses according to the age and job satisfaction

| Age group | Level of Satisfaction |                  |           |
|-----------|-----------------------|------------------|-----------|
|           | Low (%)               | Satisfactory (%) | Total (%) |
| 20- 33    | 3 (20)                | 12(80)           | 15(100)   |
| 34 - 46   | 19(59)                | 13(41)           | 32(100)   |
| 47 - 58   | 6(66)                 | 3(33)            | 9(100)    |
| Total     | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages.

Test applied: - Chi square test; p value: 0.02

Among the 56 nurses who responded the majority 32 belong to the age group 34-46, the %age of nurses with low and satisfactory level of job satisfaction was 20% & 80%; 59% & 41%

and 66% & 33% respectively in the age groups of 20-33, 34-46 and 47-58 respectively.

Applying the chi-square test, the findings were observed to be significant.

**TABLE 2:** Distribution of nurses according to the education and job satisfaction

| Education                        | Level of Satisfaction |                  |           |
|----------------------------------|-----------------------|------------------|-----------|
|                                  | Low (%)               | Satisfactory (%) | Total (%) |
| Matric + GNC                     | 25(68)                | 12(32)           | 37(100)   |
| Intermediate 12th+GNC            | 3(27)                 | 8(73)            | 11(100)   |
| Graduate (14th& 15th Class) +GNC | 0(0)                  | 8(100)           | 8(100)    |
| Total                            | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages. GNC is General Nursing Course.

Test Applied:- Chi- Square test; p-value : 0.0005

Among the 56 nurses who responded majority 37 had got an educational status of matric + GNC. % age of nurses with low and satisfactory level of job satisfaction was 68% & 32%; 27% & 73% and 0% & 100% respectively in the nurses

with the level of education as matric +(GNC); 12th + GNC and 14/15th + GNC respectively, and these finding were found to be statistically significant.

**TABLE – 3:** Distribution of nurses according to marital status and job satisfaction

| Marital Status | Level of Satisfaction |                 |          |
|----------------|-----------------------|-----------------|----------|
|                | Low (%)               | Satisfactory(%) | Total(%) |
| Married        | 24(60)                | 16(40)          | 40(100)  |
| Un-married     | 4(25)                 | 12(75)          | 16(100)  |
| Total          | 28(50)                | 28(50)          | 56(100)  |

Figures in parenthesis show percentages

Test Applied: - Chi- Square test; p-value: 0.01

Majority of the nurses 40 out of the 56 who responded were married. The %age of nurses with low and satisfactory level of job

satisfaction was 60% & 40% and 25% & 75% in the married and unmarried nurses respectively and findings were statistically significant.

**TABLE 4:** Distribution of nurses according to the designation and job satisfaction

| Designation | Level of Satisfaction |                  |           |
|-------------|-----------------------|------------------|-----------|
|             | Low (%)               | Satisfactory (%) | Total (%) |
| S.N.        | 16(47)                | 18(53)           | 34(100)   |
| S.S.N       | 10(53)                | 9(47)            | 19(100)   |
| Supervisor  | 2(66)                 | 1(34)            | 3(100)    |
| Total       | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages

Test applied:- Chi- square; p-value: 0.77

S.N.- Staff Nurse ;S.S.N:- Senior Staff Nurse

The majority 34 out of 56 nurses were staff nurses. The %age of low and satisfactory level of job satisfaction among nurses was 47% & 53%; 53% & 47% and 66% & 34% respectively

in S.N's, S.S.N's and supervisors. Chi-square test showed that the findings were not statistically significant.

**TABLE 5:** Distribution of nurses according to the kind of work and job satisfaction

| Kind of work                  | Level of Satisfaction |                  |           |
|-------------------------------|-----------------------|------------------|-----------|
|                               | Low (%)               | Satisfactory (%) | Total (%) |
| Administration                | 0(0)                  | 1(100)           | 1(100)    |
| Supervisors                   | 0(0)                  | 3(100)           | 3(100)    |
| Implementation implementation | 25(48)                | 24(52)           | 52(100)   |
| Total                         | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages

The majority 52 out of the 56 nurses were involved in actual implementation. This was

not analysed by any statistical method due to the small size of the universe of the study.

**TABLE 6:** Distribution of nurses according to no. of working hours and job satisfaction

| Working hours    | Level of Satisfaction |                  |           |
|------------------|-----------------------|------------------|-----------|
|                  | Low (%)               | Satisfactory (%) | Total (%) |
| Upto 8 hrs       | 19(48)                | 21(52)           | 40(100)   |
| Upto 12 hrs      | 0(0)                  | 5(100)           | 5(100)    |
| More than 12 hrs | 9(82)                 | 2(18)            | 11(100)   |
| Total            | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages *Test Applied :- Chi-Square test; p-value:-0.008*

Majority of the nurses 40 of 56, those who responded, reported to work for upto 8 hrs. The %age of low and satisfactory level of job satisfaction among nurses was 48% & 52%; 0%

& 100% and 82% & 18% respectively in those working for 8 hours, 8-12 hours and more than 12 hours respectively. The chi-square showed these findings to be statistically significant.

**TABLE 7:** Distribution of nurses according to work load and job satisfaction

| Work load | Level of Satisfaction |                  |           |
|-----------|-----------------------|------------------|-----------|
|           | Low (%)               | Satisfactory (%) | Total (%) |
| Very high | 28(58)                | 20(42)           | 48(100)   |

|               |        |        |         |
|---------------|--------|--------|---------|
| Just adequate | 0(0)   | 8(100) | 8(100)  |
| Total         | 28(50) | 28(50) | 56(100) |

Figures in parenthesis show percentages

Test applied: Fischer's Exact test; Two tailed p-value:- 0.004.

"Too less" category is not included for analysis since no nurse responded to it.

Majority 48 of the nurses out of 56 reported their work load as very high. The %age of nurses with low and satisfactory level of job satisfaction were 58% & 42% and 0% & 100%

respectively in those reporting their work load as "very high" and "just adequate" respectively. Fischer's exact test showed these findings to be statistically significant.

**TABLE 8:** Distribution of nurses according to availability of tools/equipment and job satisfaction

| Availability of Tools/equipments | Level of Satisfaction |                  |           |
|----------------------------------|-----------------------|------------------|-----------|
|                                  | Low (%)               | Satisfactory (%) | Total (%) |
| Always                           | 12(32)                | 25(68)           | 37(100)   |
| Sometimes                        | 16(84)                | 3(16)            | 19(100)   |
| Total                            | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test applied: Chi-Square test; p-value:- 0.0002.

Majority of the nurses 37 out of the 56 reported that they always got the tools/equipment necessary for their work. The %age of nurses with low and satisfactory level of job satisfaction were 32% & 68% and 84% & 16%

respectively in those who reported the availability of tools/equipments as always and sometimes. These findings are statistically significant.

**TABLE 9:** Distribution of nurses according to provision of accommodation and job satisfaction

| Accommodation Provided | Level of Satisfaction |                 |          |
|------------------------|-----------------------|-----------------|----------|
|                        | Low (%)               | Satisfactory(%) | Total(%) |
| Yes                    | 1(20)                 | 4(80)           | 5(100)   |
| No                     | 27(53)                | 24(47)          | 51(100)  |
| Total                  | 28(50)                | 28(50)          | 56(100)  |

Figures in parenthesis show percentages

Test Applied: - Fischer's Exact test; Two tailed p-value: - 0.35.

51 nurses responded "no" to the provision of accommodation. The %age of nurses showing low and satisfactory level of job satisfaction were 20% & 80% and 53% & 47% respectively

in those who responded 'yes' and 'no' to the provision of accommodation. The findings are not statistically significant.

**TABLE 10:** Distribution of nurses according to nature of work assigned and job satisfaction

| Reaction to nature of work | Level of Satisfaction |                  |           |
|----------------------------|-----------------------|------------------|-----------|
|                            | Low (%)               | Satisfactory (%) | Total (%) |
| Satisfied                  | 16(40)                | 24(60)           | 40(100)   |
| Dissatisfied               | 11(85)                | 2(15)            | 13(100)   |
| Undecided                  | 1(33)                 | 2(67)            | 3(100)    |
| Total                      | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test Applied:- Chi-Square test; p-value:-0.01.

Majority of the nurses 40 of the 56 who responded were satisfied with the nature of job  
 eISSN1303-5150

given to them. The %age of the nurses with low and satisfactory levels of job satisfaction was  
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40% & 60%; 85% & 15%; 33% & 67% respectively in those who reported to be 'satisfied'; 'dissatisfied' and recorded their

response as 'undecided'. These findings were statistically significant.

**TABLE 11:** Distribution of nurses according to opportunity for further growth and job satisfaction

| Opportunity for further growth | Level of Satisfaction |                  |                |
|--------------------------------|-----------------------|------------------|----------------|
|                                | Low (%)               | Satisfactory (%) | Total (%)      |
| Less opportunity               | 23(48)                | 25(52)           | 48(100)        |
| No opportunity                 | 5(62)                 | 3(38)            | 8(100)         |
| <b>Total</b>                   | <b>28(50)</b>         | <b>28(50)</b>    | <b>56(100)</b> |

Figures in parenthesis show percentages *Test Applied:- Fischer's Exact test; Two tailed p-value:-0.70.*

High opportunity category excluded since no nurse responded to it.

Majority of the nurses 48 out of 56 reported less opportunity of growth. The %age of nurses with low and satisfactory level of job satisfaction were 48% & 52% and 62% & 38%

respectively in those reporting the opportunity for growth as 'less' and 'no'. The findings were statistically insignificant.

**TABLE 12:** Distribution of nurses according to reported criteria for promotion and job satisfaction

| Criteria for promotion | Level of Satisfaction |                  |                |
|------------------------|-----------------------|------------------|----------------|
|                        | Low (%)               | Satisfactory (%) | Total (%)      |
| Work performance       | 0(0)                  | 13(100)          | 13(100)        |
| Seniority              | 28(65)                | 15(35)           | 43(100)        |
| <b>Total</b>           | <b>28(50)</b>         | <b>28(50)</b>    | <b>56(100)</b> |

Figures in parenthesis show percentages.

*Test Applied:- Fischer's Exact test; Two tailed p-value:-0.00004.*

Majority of nurses 43 out of 56 who responded, reported the 'seniority' as the criteria for promotion. The %age of nurses with 'low' and 'satisfactory' level of job satisfaction

was 0% & 100% and 65% & 35% respectively in those reporting the criteria for promotion as 'work performance' and 'seniority'. The findings are statistically significant.

**TABLE 13:** Distribution of nurses according to the wages received and job satisfaction

| Wages received | Level of Satisfaction |                  |                |
|----------------|-----------------------|------------------|----------------|
|                | Low (%)               | Satisfactory (%) | Total (%)      |
| Satisfied      | 6(25)                 | 18(75)           | 24(100)        |
| Dissatisfied   | 21(72)                | 8(28)            | 29(100)        |
| Undecided      | 1(33)                 | 2(67)            | 3(100)         |
| <b>Total</b>   | <b>28(50)</b>         | <b>28(50)</b>    | <b>56(100)</b> |

Figures in parenthesis show percentages *Test Applied:- Chi Square test; p-value:-0.002*

Majority of the nurses 29 out of the 56 were dissatisfied with their wages. The %age of nurses with 'low' and 'satisfactory' levels of job satisfaction were 25% & 75%; 72% & 28% and

33% & 66% respectively in those whose response was satisfied, dissatisfied and undecided to the wages received. The findings are statistically significant.



**TABLE 14:** Distribution of nurses according to the reported job security and job satisfaction

| Job security | Level of Satisfaction |                  |           |
|--------------|-----------------------|------------------|-----------|
|              | Low (%)               | Satisfactory (%) | Total (%) |
| Yes          | 11(38)                | 18(62)           | 29(100)   |
| No           | 17(63)                | 10(37)           | 27(100)   |
| Total        | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test Applied:-  
 Chi Square test; p-value:-0.06

Majority of the nurses 29 out of the 56 responded as 'yes' to the job security. The %age of nurses with low and satisfactory level of job satisfaction were 38% & 62% and 63% &

37% respectively in those responding 'yes' and 'no' to the presence of job security. The findings are statistically insignificant.

**TABLE 15:** Distribution of nurses as per reported favouritism and job satisfaction

| Reported favouritism | Level of Satisfaction |                  |           |
|----------------------|-----------------------|------------------|-----------|
|                      | Low (%)               | Satisfactory (%) | Total (%) |
| Always               | 11(100)               | 0(0)             | 11(100)   |
| Sometimes            | 5(45)                 | 6(55)            | 11(100)   |
| Never                | 12(35)                | 22(65)           | 34(100)   |
| Total                | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test Applied:- *Chi Square test; p-value:-0.0008*

Majority of the nurses 34 of 56 were those who responded as 'never' to the question regarding favouritism. The %age of nurses with 'low' and 'satisfactory' levels of job satisfaction were 100% & 0%; 45% & 55% and 35% & 65%

respectively in those reporting 'always', 'sometimes' & 'never' to the question regarding the presence of favouritism. The findings are statistically highly significant.

**TABLE 16:** Distribution of nurses according to the reported involvement in programme planning and job satisfaction

| Involvement in programme planning | Level of Satisfaction |                  |           |
|-----------------------------------|-----------------------|------------------|-----------|
|                                   | Low (%)               | Satisfactory (%) | Total (%) |
| Always                            | 2(15)                 | 11(85)           | 13(100)   |
| Sometimes                         | 3(50)                 | 3(50)            | 6(100)    |
| Never                             | 23(62)                | 14(38)           | 37(100)   |
| Total                             | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test Applied: - *Chi Square test; p-value: -0.01*

Majority of the nurses 37 of 56 reported that they were never included in the programme planning. The %age of 'low' and 'satisfactory' level of job satisfaction was 15% & 85%; 50% &

50% and 62% & 38% respectively in those responding as 'always', 'sometimes' and 'never' to the involvement in programme planning. Findings are statistically significant.

**TABLE 17:** Distribution of nurses according to the reported redressal of grievances by the authorities and job satisfaction

| Redressal of grievances | Level of Satisfaction |                  |           |
|-------------------------|-----------------------|------------------|-----------|
|                         | Low (%)               | Satisfactory (%) | Total (%) |
| Always                  | 21(52)                | 19(48)           | 40(100)   |
| Sometimes               | 3(38)                 | 5(62)            | 8(100)    |
| Never                   | 3(100)                | 0(0)             | 3(100)    |
| Total                   | 27(53)                | 24(47)           | 51(100)   |

Figures in parenthesis show percentage. Test Applied: - Chi Square test; p-value: -0.17

5 nurses did not respond to this question

Majority of the nurses 40 out of the 51, who responded said that there was always a redressal of their grievances. The %age of nurses with "low" and 'satisfactory" level of job satisfaction were 52% & 48%; 38% & 62% and

100% & 0% respectively in those who responded as 'always', 'sometimes' and never to the question regarding whether their grievances were redressed. The findings are statistically insignificant.

**TABLE 18:** Distribution of nurses according to working relations with superiors and job satisfaction

| Relation with immediate superior | Level of Satisfaction |                  |           |
|----------------------------------|-----------------------|------------------|-----------|
|                                  | Low (%)               | Satisfactory (%) | Total (%) |
| Mostly team work                 | 7(32)                 | 15(68)           | 22(100)   |
| Senior subordinate relations     | 21(62)                | 13(38)           | 34(100)   |
| Total                            | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages.

Test Applied:- Chi Square test; p-value:-0.02

Majority of the nurses 34 out of the 56, those who responded said that their relations with immediate superior were mostly 'team' work. The %age of nurses with 'low' and 'satisfactory' levels of job satisfaction were 32% & 68% and

62% & 38% respectively in those whose answer to relations with Immediate superior was as 'mostly teamwork' and 'superior subordinate relationship' respectively. The findings are statistically significant.

**TABLE 19:** Distribution of nurses according to working environment and job satisfaction

| Reaction to working environment | Level of Satisfaction |                  |           |
|---------------------------------|-----------------------|------------------|-----------|
|                                 | Low (%)               | Satisfactory (%) | Total (%) |
| Satisfied                       | 7(27)                 | 19(73)           | 26(100)   |
| Dissatisfied                    | 15(68)                | 7(32)            | 22(100)   |
| Undecided                       | 6(75)                 | 2(25)            | 8(100)    |
| Total                           | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test Applied:- Chi Square test; p-value:-0.005

Majority of the nurses 26(46%) out of the 56, those who responded were satisfied with the working environment. The %age of the nurses with low and satisfactory level of job satisfaction were 27% & 73%; 68% & 32% and

75% & 25% respectively in those responding as 'satisfied', 'dissatisfied' and 'undecided' to the question regarding 'working environment'. The findings were statistically significant.

**TABLE 20:** Distribution of the nurses as per the reported independence of the working and job satisfaction

| Independence of working | Level of Satisfaction |                  |           |
|-------------------------|-----------------------|------------------|-----------|
|                         | Low (%)               | Satisfactory (%) | Total (%) |
| Yes                     | 16(50)                | 16(50)           | 32(100)   |
| No                      | 12(50)                | 12(50)           | 24(100)   |
| Total                   | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages

Majority of the nurses 32 out of the 56, those who responded reported independence of working. The %age of nurses with low and satisfactory level of job satisfaction was equal

In both the groups responding as 'yes' and 'no' to the independence of working and hence no statistically significant difference.

**TABLE 21:** Distribution of nurses according to transfer policy and job satisfaction

| Reaction to transfer policy | Level of Satisfaction |                  |           |
|-----------------------------|-----------------------|------------------|-----------|
|                             | Low (%)               | Satisfactory (%) | Total (%) |
| Satisfied                   | 12(55)                | 10(45)           | 22(100)   |
| Dissatisfied                | 13(50)                | 13(50)           | 26(100)   |
| Undecided                   | 3(38)                 | 5(62)            | 8(100)    |
| Total                       | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages

Test Applied:- Fischer's Exact test; p value p-value :-0.71

Majority of the nurses 26 out of the 56, those who responded were dissatisfied with the 'transfer policy'. The %age of nurses with low and satisfactory level of job satisfaction were 55% & 45%; 50% & 50% and 38%& 62%

respectively in those who gave answer as 'satisfied; 'dissatisfied' and 'undecided' to the question regarding transfer policy. These findings were statistically Insignificant.

**TABLE 22:** Distribution of nurses according to rewarding work and job satisfaction

| Rewarding for work | Level of Satisfaction |                  |           |
|--------------------|-----------------------|------------------|-----------|
|                    | Low (%)               | Satisfactory (%) | Total (%) |
| Yes                | 1(17)                 | 5(83)            | 6(100)    |
| No                 | 27(54)                | 23(46)           | 50(100)   |
| Total              | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages

Test Applied: - Fischer's Exact test; Two tailed p value p-value :-0.19

Majority of the nurses 50 out of the 56, those who responded answered in 'negative' regarding the rewarding for work. The %age of nurses with 'low' and 'satisfactory' level of job

satisfaction were 17% & 83% and 54% & 46% respectively in those answering 'yes' & 'no' to the question regarding 'rewarding' for work. The findings were statistically insignificant.

**TABLE 23:** Distribution of nurses according to punishment for work done and job satisfaction

| Punishment for work done | Level of Satisfaction |                  |           |
|--------------------------|-----------------------|------------------|-----------|
|                          | Low (%)               | Satisfactory (%) | Total (%) |
| Yes                      | 12(86)                | 2(14)            | 14(100)   |



|       |        |        |         |
|-------|--------|--------|---------|
| No    | 16(41) | 23(59) | 39(100) |
| Total | 28(50) | 25(47) | 53(100) |

Figures in parenthesis show percentages

Test Applied: - Fischer's Exact test; Two tailed p value p-value: -0.005

Note; 3 nurses didn't respond to the question. Majority of the nurses 39 out of the 53 who responded replied that they didn't receive punishment for the work done by them. The %age of nurses with 'low' and 'satisfactory'

level of job satisfaction were 86% & 14% and 41% & 59% respectively in those who replied 'yes' and 'no' to the question regarding 'punishment for the work done', findings are statistically significant.

**TABLE 24:** Distribution of nurses according to reason for motivation and job satisfaction

| Reason for motivation       | Level of Satisfaction |                  |           |
|-----------------------------|-----------------------|------------------|-----------|
|                             | Low (%)               | Satisfactory (%) | Total (%) |
| Targets given               | 10(56)                | 8(44)            | 18(100)   |
| To Do justice with salary   | 9(47)                 | 10(53)           | 19(100)   |
| Fear of disciplinary action | 1(33)                 | 2(67)            | 3(100)    |
| All of the above            | 8(50)                 | 8(50)            | 16(100)   |
| Total                       | 28(50)                | 28(50)           | 56(100)   |

Figures in parenthesis show percentages Test Applied: - Chi Square test; p-value:-0.89

Majority of the nurses 19 out of the 56 gave the reason for their motivation "to do justice with the salary received". The %age of nurses with 'low' and 'satisfactory' levels of job satisfaction were 56% & 44%; 47% & 53%, 33% & 67% and 50% & 50% respectively in those responding as 'targets given'; as "to do justice with their salary"; 'fear of disciplinary action' and 'combination of all' to the question regarding the reason for their motivation to do work. The findings were statistically not significant.

#### Conclusion

As per the observations it was concluded that there is an inverse association between the age and the level of job satisfaction. This is in agreement with the literature available. With an increase in the age, it was found that the percentage of the nurses with 'low' level of job satisfaction went on increasing. This finding was found to be statistically significant.

It was also found after the analysis of the observations that with achieving higher levels of education, the %age of the nurses having "satisfactory" Job satisfaction level increased. It was found to be statistically highly significant.

The proportion of nurses with "satisfactory" level of job satisfaction was higher in unmarried nurses, the finding was found to be

statistically significant. Not much literature is available on this correlation. It can be concluded that, since the responsibilities of the lady increase after marriage, adding the domestic responsibilities to her schedule; thus, she doesn't feel fully satisfied with her job as she is not able to exploit her full potential.

Although in the current study an inverse relationship was found between the increased hierarchy in designation and job satisfaction, the results were not found to be statistically significant, may be because of small numbers since the universe of study was small. Hence no conclusion could be drawn on this aspect.

No conclusion could be made according to the kind of work viz. "administration", "supervision" or "actual implementation" as related to the level of job satisfaction since adequate data was not available.

In the current study it was found that the proportion of nurses with "satisfactory" job satisfaction level went on decreasing when their reported working hours increased beyond 8 hours; although when working hours increased from 8 to 12 hours, job satisfaction was found to increase. The latter phenomenon could be because of either insufficient numbers or because from 8-12 hrs, more responsible decisions were taken by the nurses involved, feeling themselves at a better participation and



decision-making level. These findings were found to be statistically significant.

As regards the workload, it was found that with increased workload the job satisfaction level decreased and the findings were found to be statistically significant. Although much literature is not available regarding the issue, it seems that In the Government set ups (the current study was in a Govt. Hospital), the workload is already so high upon the nurses, that even Increasing the work load marginally can reduce the job satisfaction level significantly.

As regards the availability of tools and equipments, it was found that the nurses who reported the availability of tools/equipments as 'sometimes' showed a statistically significant decrease in level of job satisfaction when compared to those who reported that they were "always" provided with the tools and equipments. Not much literature is available regarding the relation of availability of tolls/equipments with the level of job satisfaction. It can be safely concluded that their availability can result in better performance and can result in better self-esteem and feeling of doing something fruitful for the organization. This in turn can lead to increase in the level of job satisfaction.

Although the proportion of nurses showing 'satisfactory' level of job satisfaction increased when they reported the provision of accommodation, yet the results were not found to be statistically significant.

The level of job satisfaction in the current study was shown to be higher with statistically significant results in the nurses who were satisfied with the nature of the work assigned to them when compared to the nurses who were not satisfied with the nature of their work. It seems to be quite obvious that the satisfaction with the "nature of work" can directly result in increased job morale and thus an increased level of job satisfaction.

In the current study no one reported high opportunity for growth, but when comparing those who reported "less" opportunity to those who reported "no" opportunity, it was found that the proportion of nurses with satisfactory level of job satisfaction decreased in those reporting no opportunity although it was not found to be statistically significant.

In the current study it was found that the persons, who deemed that the "work performance" was taken as a criterion for promotion, were having a better level of job satisfaction when compared to those who thought that "seniority" was a criterion. These finding were found to be statistically significant and reflect that the nurses don't consider increase in age as a criteria more important when compared to the real performance in work and seems to be more rational.

This study also showed that the increase in wages led to a statistically highly significant increase in the proportion of nurses with 'satisfactory' level of job satisfaction, when compared to those with a low' level of job satisfaction. It can be concluded that job dissatisfaction could result because the employees might be feeling that they don't receive what they deserve.

It was also found that the proportion of nurses with satisfactory level of job satisfaction was higher in those who reported that job security was present when compared to those who reported that it was absent. Although the findings were not statistically significant, may be because of less numbers, yet it seems that feeling of job security can lead to a better job satisfaction, since the employee has not to keep on searching for job and can thus concentrate on the other aspects of life.

In the current study It was observed that the proportion of nurses with satisfactory job satisfaction level increased to a statistically significant level from those who reported that favouritism was always done, through, those who reported that it was sometimes done to those who reported that it was never done. This seems to be quite logical because job satisfaction is based on the law of equity and no one wants that for equal works, someone should be unequally or unduly favoured.

The current study also showed a positive association between the level of job satisfaction and involvement in policy planning. The results were found to be statistically significant. The nurses feel more responsible and accountable and feel a duty to fulfil their own programmes and plans. This leads to an increased level of job satisfaction.

No significant results could be obtained as far as the redressal of grievances leading to increased

job satisfaction was concerned.

Positive association which was found to be statistically significant was found when the nurses reported that their relations with their superiors were "team work" and the level of job satisfaction, when compared to those who reported that their relation with superiors were "senior subordinate". Obviously in the latter case independence of work wasn't there and in the former case, the active involvement of nurses in programme planning and decision making was possible which leads to a better job satisfaction. It can also lead to a better communication.

Also, statistically significant difference was found showing a better job satisfaction in those who were satisfied to their working environment when compared to those who were not. Obviously one can work independently without pressures and strain when one is satisfied with the working environment and this can lead to a better degree of job satisfaction.

Regarding the response of the nurses to the transfer policy, no statistically significant results could be obtained and no conclusion could be drawn.

This study also showed a positive association between "the rewards for work done" with the job satisfaction which is in agreement with the literature but the results were not statistically significant.

This study also showed an inverse relationship between the punishment given for the work done and job satisfaction and the results were statistically significant.

As regards the motivating factor for doing the work, majority of the nurses reported that "to do justice with their salaries" was the motivating factor when compared to 'targets given' by superiors or "fears of disciplinary" action. No conclusion could be drawn based on these findings as the results were statistically insignificant.

## RECOMMENDATIONS

It is recommended that proper counselling and ergonomics should be applied to the candidates before their employment to see whether their attitude will permit them to work in a particular set up, with a particular salary, with a given work load, with a given no. of working hours, with a given job environment

and limitations and restrictions in the resources and infrastructure.

Law of equity should be applied and the wages and working hours should be similar to that in the other departments and similar institutions. Wages should be rationalized as per the work load and the working hours & extra amount should be paid for the overtime done.

Also, it is recommended that work load should be rationalized, as most of the nurses reported a high workload. It should neither be too less to make them feel redundant and nor too high to reduce their efficiency and job satisfaction. A better nurse patient ratio should be achieved by employing more nurses.

Since the availability of tools and equipments significantly contributes to the job satisfaction, it is recommended that adequate provision of these things should be made to improve the efficiency of both the employees and the institution.

Accommodation should be offered to all the nurses and provided to whosoever opts for it. As sufficient accommodation near the institutions will significantly reduce the transit time and save the time of the employees, who could therefore be in a better position to improve the functioning of the institution and feel better satisfied with their jobs.

Proper opportunity for growth should be provided based on the work performance and seniority considered in unison and every effort should be put to not to allow any undue favouritism to creep in such process. It should be seen that an environment is created where the employees feel secure with their jobs and not under a constant threat of any action that could reduce this feeling.

The employees should be involved in the policy making and planning so that they feel more responsible and accountable for the implementation of their own plans and programmes. It is a well-known fact that most of the country's health programmes have been a failure because of the lack of the participatory approach of the health workers and the paramedical staff. A bottom up rather than top-down planning could serve this purpose in a better way as is the example of Intensive Pulse Polio Programme (IPPI) where participatory approach of health workers and paramedical staff was nicely planned and encouraged.

An environment of team work should be

inculcated in the Organization and attempts should be made to give up a totally authoritative relationship between superiors and subordinates. A mixed democratic and authoritative type of leadership necessary for supportive supervision and discipline among the organization should be used. Proper re-orientation courses of different levels of managers who supervise the job of nurses at different levels should be conducted towards this end to ensure a better job satisfaction among the employees.

There should be a proper system of redressal of genuine grievances so that every employee feels owned and cared for by the organization. For this a good communication system is a prerequisite so that employees feel free to address their grievances to their superiors who could ensure a timely and proper action and get the necessary feedback.

A proper transfer policy should be made so that the process is streamlined and predictable and no person feels victimized which could reduce their level of job satisfaction. Rewards and incentives should be given for excellent, sincere and exemplary work, so that the concerned person is encouraged to maintain the same and others are motivated to follow his footsteps which in turn could lead to the better level of job satisfaction of all the employees and thus a better productivity and work efficiency of the organization.

Punishment should be selective to make the employees feel accountable and responsible for their wrong doings, but it should be "to mend but not to end". It should be centred to improve the functioning of the employees and the organization, so that no one feels victimized which could have a negative impact on the job satisfaction level of the employees and could in turn reduce the productivity and efficiency of the organization.

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