

Special Article

Job Satisfaction of Nurses: A Literature Review

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Abstract

Background: Job satisfaction has been in the scope of nursing researchers for quite long time. Nurses are the largest group working in healthcare facilities, provide services continuously and their work and behavior affect positively the provision of quality services.

Aim: The aim of the present literature review was to investigate in the literature how is approached the job satisfaction of nurses.

Results: In the modern literature there is a number of factors that are related to the job satisfaction. Among those factors are the work environment, the nature of the job, the relations with colleagues, financial issues and the ability to get promotion in the hierarchy. Nurses' work performance and satisfaction from it have been proven to affect the provision of care and being an indicator of quality of healthcare services.

Conclusion: Low nurses' job satisfaction has been linked to low quality of care, ineffective care and negative outcomes. In order to have and retain satisfied nursing staff, administration should implement the new leadership models and ways of ensuring the internal and external satisfaction.

Key words: nurses, job satisfaction, administration

Background

According to Rivai (2006) "job satisfaction satisfaction is a description of a person feeling, happy or unhappy, satisfied or dissatisfied in work". According to Salam (2014), the factors affecting job satisfaction are: (1) salary, (2) the job itself, (3) colleagues, (4) boss, and (5) promotion and work environment.

The World Health Organization (WHO), the International Council of Nurses (ICN) and the International Labour Organization (ILO) have found that inadequate working conditions can affect nurses' job satisfaction (Hellín Gil et al., 2022). A number of studies have examined job satisfaction among nursing staff (Liu, Aunguroch & Yunibhand, 2016; Lu, Zhao & While, 2019; Aloisio, Coughlin & Squires,

2021). Nurses and nursing staff in general are the largest group of employees within healthcare and provide services continuously and uninterruptedly. Therefore, their work performance and behavior contributes to the creation of conditions that affect positively the provision of quality services and produce a climate of satisfaction for the patients.

Nurses' job satisfaction has been the subject of analytical studies at international level and is an indirect indicator of the quality of nursing services. In fact, studies have shown that reduced job satisfaction is inextricably linked to low quality of nursing services, ineffective care and negative patient outcomes (Moumtzoglou, 2010; Kalisch & Lee, 2014; Lu, Zhao and While, 2019; Abidakun & Ganiyu, 2020; Muwanguzi,

2022). According to Kourakos et al. (2012), in a study in Greece, they found that women and older nurses stated that their work demands negatively affect the time and energy that they allocate to themselves and their family, while family issues do not seem to affect their work. In addition, job satisfaction and personal achievement were found to be positively correlated with each other, while job satisfaction and personal achievements were found to be positively correlated with each other. General factors also affect the satisfaction of nursing staff, such as government support, administrative support and the employer's commitment to nursing services. In Greece, low job satisfaction and wish to leave the profession was affected by the fact that many nurses sought transfer to other jobs in the same healthcare organisation or in primary settings and the irrational allocation of nursing positions in public hospitals. Other Greek publications on nurses' job satisfaction revealed significantly lower scores compared to other professional groups, and in addition hospital nurses do not perform their tasks as good as in those working in primary settings. Variables such as workload, supervisor support, work routine, salary and infrastructure play an important role in nurses' job satisfaction (Borou et al., 2010; Gogos & Petsetaki, 2011, Sapountzi-Krepia et al., 2017, Platis et al., 2021).

Lack of job satisfaction and, worldwide, shortage of graduate nurses are considered to be the main reasons for nurses' leaving the profession (Poghosyan et al., 2017; WHO, 2022). In another study conducted in ten European countries it was found that 13% of nurses often consider leaving the profession (Hasselhorn et al., 2005). According to the findings of another study in Europe and the USA, the proportion of nurses who were planning to leave their jobs ranged from 49% (in Finland and Greece) to 14% (in the USA) (Aiken et al., 2012; The NNU report, 2022; WHO, 2022).

The nursing staff shortage is a continuing phenomenon in Europe and worldwide and it has received significant research and media attention. The recruitment of nursing staff is a international problem and research findings have recognised that it is related to various factors, the main of them being low job

satisfaction (Tovey and Adams, 1999; Kingma, 2007; Dor and Halperin, 2022). Low job satisfaction also has a negative impact on the quality of patient care (McNeese-Smith, 1999) and nurses' physical and psychological health (Cavanagh, 1996; Cavanagh and Bamford, 1997).

Factors Affecting Nurses' Job Satisfaction

Among the common factors that affect nurses' job satisfaction is the hectic working rhythm in the hospital, the shortage of specialized nurses, the low salary, the lack of opportunities for development, the team work, and non-cooperative administration (Mari et al., 2018). In addition, the overall job satisfaction is a combination of intrinsic and extrinsic factors (Smerek and Peterson, 2007). In intrinsic job satisfaction, employees take into account the type and the activities they perform at work, while in extrinsic job satisfaction; nurses take into account their collaboration with colleagues, the management style, and the workplace communication (Tamata and Mohammadnezhad, 2022). Work-related factors affecting job satisfaction are related to nurses' desire to use their skills and competencies and to be able to make a significant contribution to the patients care (Ozdoba et al., 2022). On the management point of view, employers want people who perform their tasks and contribute to the achievement of their business goals. When administrative organizations find people who fit their requirements and are happy with what is offered, then a win-win situation arises between employer and employee.

Job rotation in nursing staff involves moving workers from one department to another in order to increase their knowledge and skills in all areas. In a study in Greek nursing population it was shown that job rotation was positively related to job satisfaction and that gender and years of work were not affecting job satisfaction (Platis et al, 2021).

Joining a team

In contemporary societies, people live in a way where group communication is usually taking place in many forms. In their research, Shujaat et al. (2014) found that group work and communication quality have an important impact on an employee's job

satisfaction. One element of job satisfaction is the positive experience of being part of a team that achieves the proper functioning of a department or administrative organisation (Amos et al., 2005; Chen and Johantgen, 2010; Cezar-Vaz et al., 2022). The clear definition of the goals of the team and the commitment of its members to their implementation, the cohesion and mutual trust between partners, the possibility of autonomy, and the fair reward system based on the recognition of work offered are strong incentives to improve the efficiency of the nursing team (Connelly et al., 2003). Also, teamwork has been positively associated with higher levels of job satisfaction (Rocha et al., 2019). Supervisor support in team work can be a source of job satisfaction, especially in organisations with higher levels of teamworking (Griffin et al., 2001).

Psychological factors and Emotional exhaustion

Job satisfaction is influenced by internal factors of the workplace such as productivity. It is emphasized that improving employee satisfaction leads to an increase in productivity, while dissatisfaction can lead to increased absenteeism, late attendance and complaints. The employees' mentality, behaviors and personality are contributing to the concept of job satisfaction for each staff member (Laschinger and Havens, 1997; Collins et al., 2000). Job satisfaction is described even in terms of psychological concepts, including attitudes towards work, work ethic, professional development, and work development (Aiken et al., 2001; Cowin, 2002).

Burnout has been classified by the WHO as an occupational disease and has its roots in chronic stress (Acea-López et al., 2021). It has been described as having three dimensions: emotional exhaustion, depersonalization and sense of low personal accomplishment (Maslach and Leiter, 2016). Nevertheless, this frequently causes emotional, behavioral, psychosomatic and social changes, as well as a loss of work efficiency and disturbances in family life (Pérula et al., 2016). Burnout is often identified in health care environments and the factors contributing to its development and consequences for individuals, organisations,

or their patients are not always studied in depth (Dall' Ora et al., 2020).

Lee et al. (2004) argued that stress in the workplace does not reach burnout levels for the nurse as a factor influencing job satisfaction. They argue, also, that the satisfaction that nurses feel in their personal lives is correlated with job satisfaction and burnout. It was demonstrated that nurses who had low levels of job satisfaction and high levels of burnout also had moderate levels of satisfaction about their lives in general.

Nursing staff who reported high levels of life satisfaction, high levels of personal achievement and low emotional exhaustion usually did not work at night and, also, mentioned that they were happy with their professional position. Similar findings regarding work-related stress and satisfaction have been proven in supported by Yang and Baik (2016) and Nam et al. (2016) researches.

Safe working environment and Working Conditions

A safe working environment leads to a healthy working environment. A safe and healthy working environment includes the use of modern machinery, the logistical equipment and programmes for everyday clinical routine, as well as the psychological support and empowerment of nursing staff (Shirey, 2006).

The nursing team is motivated and becomes more creative in a healthy environment that meets the need for collegiality, for conflict avoidance, promotes good interpersonal relationships, prefers reconciliation and compromise, and protects employees from burnout (Hudson, 2008; Schmalenberg and Kramer, 2009).

Reasonable shift allocation, fair division of labour, licensing, efficiency bonuses, the facilitation and the provision of assistance to nurses by the nursing services by granting them educational leaves, have a very important impact on job satisfaction. The rational and impartial way the boss-leader manages these issues, and the fairness and honesty on his part are the basis for the team's commitment to achieving its visions and goals creating a healthy working environment (Kramer et al., 2010; Sherman et al., 2011).

Reward and Monetary Reward

The major categories of rewards are intrinsic, extrinsic, financial and non-financial (Bonenberger et al., 2014). It is worth to emphasize that behavior is a function of its consequences. Therefore, by enhancing positive comments, with moral reward, public visibility especially to young employees, morale is strengthened and a positive working environment is created (Greco et al., 2006).

Among the main elements that affect job satisfaction are the good working conditions, the relationship with co-workers, the in-job training opportunities, job security policy, and institution's overall policies. In addition, motivation, and lack of it, can affect employees' performance (Baron 1983). The attitudes dominating the employee-employer collaboration can edure employee rewarding (Hafiza et al., 2011). Rewards may be in the form of a good salary, bonuses, good facilities in the work environment, travel programs and holiday allowance increase the employees' job satisfaction and has a good effect on their job performance.

The need for advancement in the hierarchy of the nursing services needs to be supported and evaluated with feedback, trust and dialogue to avoid a competitive climate. People with innovative ideas, with love for progress, for knowledge and managerial skills in a healthy working environment are promoted and developed accordingly by the nursing service (Bailey, 2010). Boru et al. (2010) argue that professional development opportunities and work conditions play an important role in nurse satisfaction.

Initially, monetary remuneration was recognized as a factor of "occupational health" and not as an incentive. This means that salary is a factor to maintain constant job satisfaction, but this in itself will not give satisfaction. A possible increase in monthly wages will not necessarily help to increase the level of satisfaction (Ahlburg and Brown Mahoney, 1996). Low earnings and work intensity negatively affect job satisfaction (Stringer et al., 2011). A satisfactory salary is an important factor both in the job search process and in retaining employees and avoiding resignations (May et al., 2006). The main reasons why staff had low job

satisfaction were working the difficult job conditions and the low salaries (Bodur, 2002).

Conclusions: Job satisfaction can be affected by financial compensation, working environment and conditions, relations with colleagues and administration, and the nature of the job itself. Low job satisfaction has been linked to low quality of nursing services, ineffective care and negative patient outcomes. In order to have and retain satisfied nursing personnel, administration should implement the new leadership models and ways of ensuring the internal and external satisfaction.

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