



THESIS - Vol. 8, No. 1, Spring 2019

International Research Journal

 Kolegji AAB
PRISHTINE CILËSI. LIDERSHIP. SUKSESI

ISSN: 1848-4298 (Print)

ISSN: 2623-8381(Online)

Determinants of Job Satisfaction Among the Nurses of the University Clinical Center of Kosovo

Vlora Sopi

How to cite this article:

Sopi, V. (2019). Determinants of Job Satisfaction Among the Nurses of the University Clinical Center of Kosovo. *Thesis*. Vol. 8. Iss. 1. Pristina: AAB College. (187-205).



Published online: June 8, 2019



Article received on the 24th of February, 2019.

Article accepted on the 20th of May, 2019.



Conflict of Interest: The author declares no conflict of interests.

***Determinants of Job Satisfaction Among the
Nurses of the University Clinical Center of
Kosovo***

Vlora Sopi, Msc AAB College

Email: vlora.sopi@aab-edu.net

Abstract

The aim of this study was to assess the job satisfaction of the nurses working at the Pediatric Clinic of the University Clinical Center of Kosovo (UCCCK) based on the modified McCloskey/Mueller questionnaire. The study involved 50 nurses with different backgrounds. Intrinsic factors that dominated the survey were career opportunities, positive interpersonal relations, participation in decision making, perception of the work as important, and sense of personal achievement. Results have shown that the satisfaction was higher among the nurses aged older than 50, nurses with the secondary school education, nurses with more than 20 years of work experience, and nurses with less than 500 Euros monthly income in their families. At the overall job satisfaction of nurses, intrinsic factors have been shown more important than extrinsic ones.

Keywords: *nurses, job satisfaction, job satisfaction determinants, Clinic of Pediatrics, work experience*

Article received on the 24th of February, 2019.

Article accepted on the 20th of May, 2019.

Conflict of Interest: The author declares no conflict of interests.

Nurses are the largest group of medical workforce. In addition, they are the first and the longest lasting contact of the health system with the patients. Seen from this perspective, their job satisfaction is crucial for the performance and image of the entire health system. Although job satisfaction is the most studied aspect of the psychology of the organization and industry (Judge, 2001), it has so many definitions that is hard to determine the right one. (Peters, 2010; Locke, 1970; Spector, 1997; Lu, 2012, Utrianen, 2009; Shader, 2001). However, in its fundamental nature, job satisfaction is the way an individual sees his job. When speaking of health workforce, it means how she or he is behaving with patients (Utrianen, 2009; Chevalier, 2017; Jarosova, 2017; Ntantana, 2017; Liu, 2016; Pantenburg, 2016).

The measurement of job satisfaction can be done in three ways - by single question, by global measurement, and by facet measurement. The single question measurement is performed by asking respondents if they are satisfied with their job or not. Responders usually answer by saying "yes" or "no", or a 1 to 5 rating response from "dislike my job very much, dislike my job, neither dislike/ nor like" to "like somewhat" and "like very much." The global measure finds a general score based on several questions regarding pay, working conditions, and career opportunities. It combines scores on different questions or items to determine a global score for satisfaction. On the other hand, facet measurement asks questions pertaining to different themes or areas of a job such as pay, promotion, supervision, and coworkers. Additionally, it presents a score for each of these facets. This last method of measurement is the most reliable too. An Example of such a questionnaire is the Minnesota Satisfaction Questionnaire, which is composed of 100

questions measuring 20 facets of the job satisfaction (Weiss, 1967; van Saane, 2003) and the McCloskey/Mueller Satisfaction Scale (Mueller, 1990).

Factors that determine job satisfaction, according to Herzberg (1966), are intrinsic and extrinsic. Intrinsic factors are: perception of the job as important, challenging and interesting, career opportunity and recognition of contribute. These factors are known as motivating. This means that the stronger the intrinsic factor is, the higher the satisfaction with the job. On the other hand, extrinsic factors are: pay, employment status, job security (type of contract, whether the job is permanent or temporary, etc.), working condition, extra payment and job privileges (car, food, travel, uniform, telephone), administrative politics and practices of the organization and interpersonal relations. These factors are known as hygienic and in essence, according to Herzberg (1966), are demotivating. This means the stronger the extrinsic factors, the higher the dissatisfaction with the job.

Aim and hypothesis

The aim of this paper is to measure the satisfaction of the nurses at the Pediatric Clinic of the University Clinical Center of Kosovo with their job and identify determinants of their satisfaction and dissatisfaction. It also aims to suggest, based on the results, interventions in order to improve job satisfaction.

This paper is based the hypotheses formulated below:

1. Intrinsic factors - the perception of the job as important, challenging and interesting, career opportunity and recognition of contribute are decisive for the satisfaction of the nurses with the job at UCKK.

2. Extrinsic factors – pay, employment status, job security (type of contract, whether the job is permanent or temporary, etc.), working condition, extra payment and job privileges (car, food, travel, uniform, telephone), administrative politics and practices of the organization and interpersonal relations, are important but not decisive for the job satisfaction of the nurses at UCK.

These hypotheses are derived from the similar studies widely cited in literature (Hayes, 2010), but were never tested for validity within the nurses' community in Kosovo.

Material and methodology

The study was conducted at the Pediatric Clinic of the University Clinical Center of Kosovo by using the questionnaire specifically designed to serve the aim of assessing the satisfaction of the nurses with their job. Fifty randomly selected nurses were enrolled in the study..

The survey was anonymous and composed of three parts. The first part contains socio - demographic data and is composed by author herself. The second part represents the standard job satisfaction questionnaire designed by McCloskey/Mueller (MMSS, McCloskey/Mueller Satisfaction Scale). This questionnaire was modified to exclude the "neutral" option and encourage the participants to take stands about the questions and not hide behind this answer. The third part measures the overall perception on the job satisfaction. The acquired data were interpreted employing the classification suggested by Likert (Likert, 1932). Time spent to fill the survey was 10 minutes.

The overall job satisfaction and the influence of intrinsic and extrinsic factors on the level of satisfaction were in the focus of the study. The classification of factors according to the intrinsic and extrinsic was based on the classification suggested by Herzberg (1966).

Results from the survey were processed using SPSS 22.0.0.0 (2016) and discussed in line with established standards and practices.

Results

Fifty respondents (nurses) randomly selected were enrolled in the study. The average age of the respondents was 41.02 years, with the youngest respondent in age 30 and the oldest in age 57. More than half of the respondents had a bachelor (48% of the respondents) or a master degree (8% of the respondents). Twenty-four nurses had a secondary school degree (48% of the respondents).

All respondents were women.

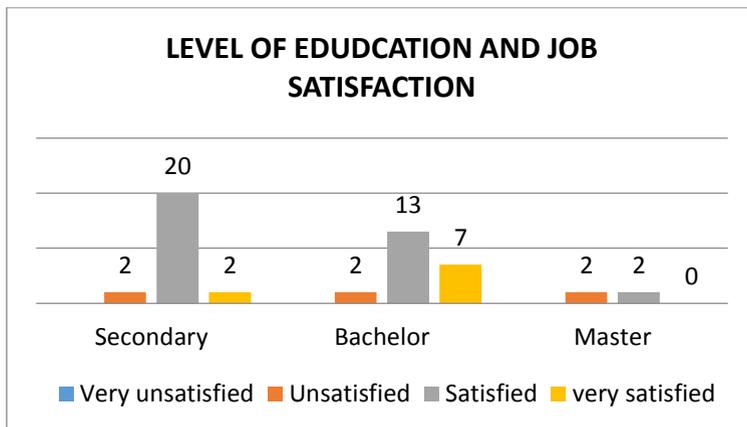
1. Correlation between the age of the respondents, their level of education, financial status of the family and job satisfaction

At the first part of the survey we collected the data on the age of the respondents, their level of education and financial status of the family. Then, we correlated those data with their response on the level of satisfaction with their current job.

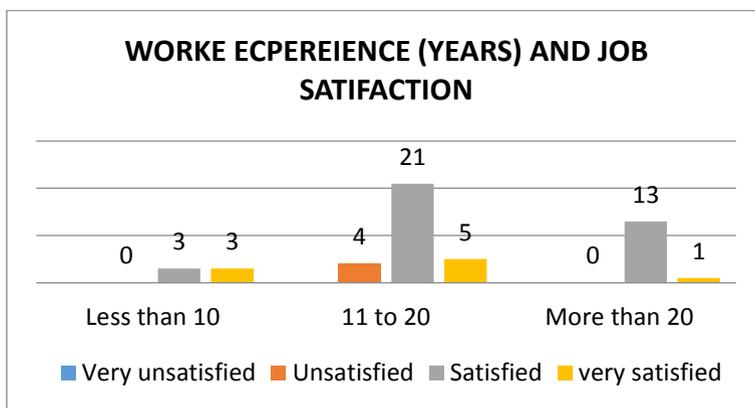


Graph 1.
Age of the respondents and their job satisfaction.

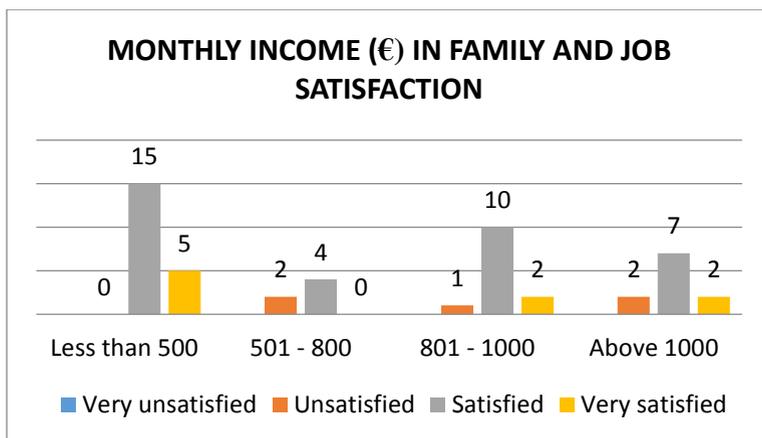
As can be seen from the results, the higher the age of the respondents the higher the satisfaction with the job (Graph 1) and the higher the level of education, the lower the job satisfaction (Graph 2). On the other hand, the longer the work experience of the respondents, the higher the satisfaction with job (Graph 3) and the lower their overall monthly income in the family, the higher the satisfaction with job (Graph 4).



*Graph 2.
Level of education and job satisfaction*



*Graph 3.
Work experience (years) and job satisfaction*



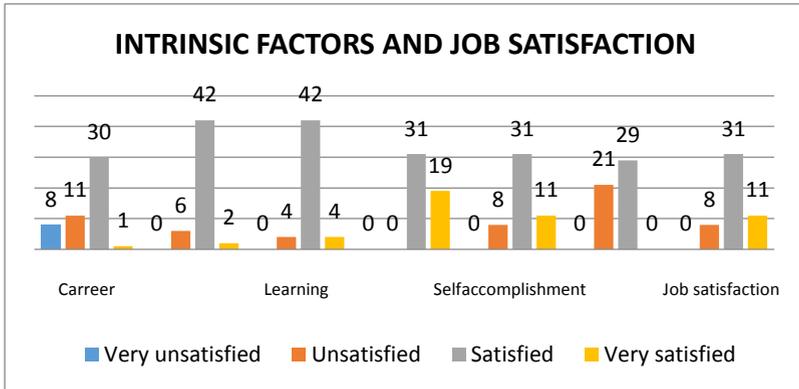
Graph 4.
 Monthly income in family and job satisfaction

2. Intrinsic factors of motivation and job satisfaction

In the section on the intrinsic factors, we asked respondents about: the possibility to advance in career, relation with other workers, possibility to learn and adopt new skills at the work, the way they see the importance of their job, the sense of self achievement in their current job, and the degree to which they participate in the decision making process. The answers are presented in Graph 5.

As can be seen from the Graph, the majority of the respondents responded to be satisfied (62%) or very satisfied (22%) with their job. All respondents view their job as important (62%) or very important (38%). 92% percent of the respondents continuously learn new things and acquire new skills, making their job to be attractive and challenging. 78%percent of the respondents found the possibility to advance in their careers as an important motivation for work and 88% found good interpersonal relations equally

important. Similarly, 62% and 22% of the respondents respectively felt accomplished and very accomplished in their jobs.



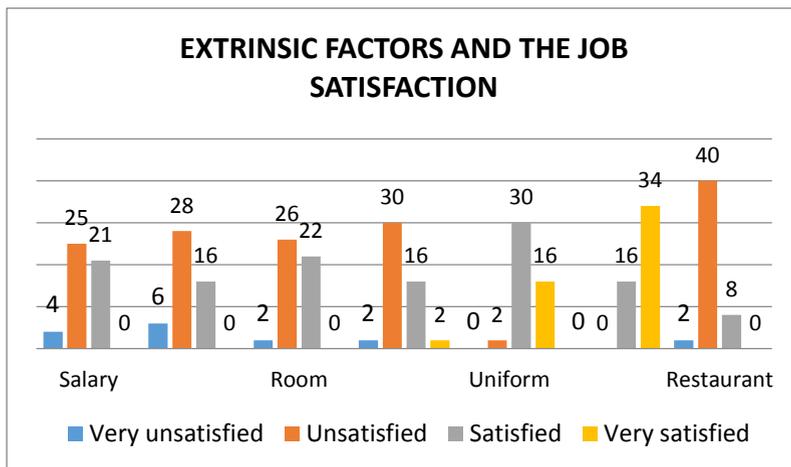
*Graph 5.
Intrinsic factor and job satisfaction*

Statements about the participation in decisions in the organization of work, representation in professional and union bodies and other issues related to decision-making processes in the work sphere were divided. Twenty-one respondents (42%) stated that have never been asked about decisions and 29 respondents (58%) stated the opposite.

3. Extrinsic factors and job satisfaction

In the section on the extrinsic factors of motivation we asked respondents if they are happy with their salaries, payment for extra work, their rooms and offices, as well as bonuses (uniform, food in the restaurant and paid phone calls). The responses are presented in Graph 6.

As can be inferred from the responses, the majority of the respondents are not satisfied with the salaries (58%) and payment for extra work (64%); as they are not satisfied with their rooms (56%), offices (48%), the quality of food and the restaurant (84%).



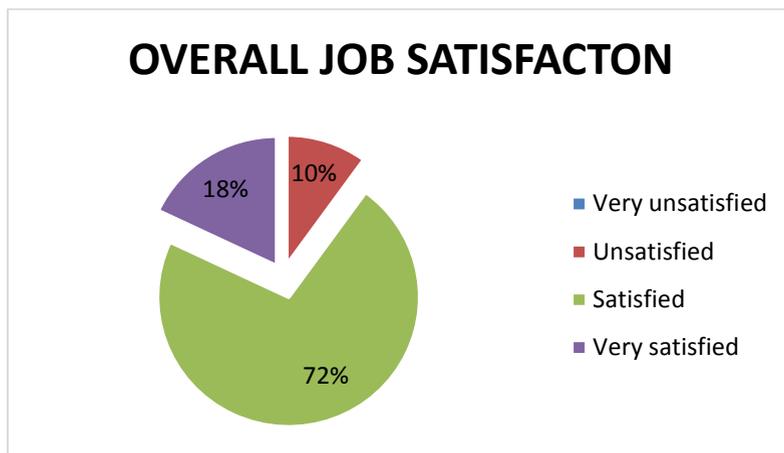
Graph 6.
Extrinsic factors of motivation and job satisfaction

On the contrary, all respondents (100%) were satisfied with the opportunity to use free cell phone calls for official communication and 98% percent of the respondents were satisfied with the uniforms provided free of charge by the hospital.

4. Overall job satisfaction

Asked about their overall job satisfaction, 36 respondents or 72% of nurses declared themselves being satisfied with their job, 9 respondents or 18% of nurses were

very satisfied with their job, and only 5 respondents or 10% of nurses were not satisfied with their job (Graph 7).



Graph 7.

Overall job satisfaction of respondents

Discussion

In this study conducted at the Clinic of Pediatrics of the University Clinical Center of Kosovo, authors have tried to answer two questions: (1) how satisfied are nurses with their job at the Clinic of Pediatrics of the University Clinical Center of Kosovo and (2) which are the determinants of the satisfaction of nurses with their job?

In contrast to the majority of published studies, including the national study on the overall job satisfaction of the Albanian workers, both in Albania and Kosovo, performed by EP & Partners Consultancy sh.p.k, the overall level of job satisfaction in our study has proven to be high. 72% percent of the nurses in our study stated to be satisfied with their job - 18% percent, surprisingly, even very

satisfied. As stated this is significantly different from the reported results in the EP & Partners Consultancy sh.p.k study, where it was found that only 30% were satisfied workers and 7% very satisfied workers. EP & Partners Consultancy sh.p.k, which is a mixed Albanian-Dutch owned company, furthermore, found that 53% of the Albanian workers were not satisfied with their job and 7% not satisfied at all (EP & Partners Consultancy, 2017).

This difference may have at least two explanations.

First, the survey conducted by EP & Partners Consultancy sh.p.k. involved not only nurses but included a wider scope of workers in industry, construction, government, tourism etc.. A significant number of workers involved in their study were carrying out jobs that they did not like, were temporary, or for other reasons unprepared to carry out their job responsibilities. This is not the situation with nurses. The majority of the nurses are well-prepared for their duties the moment they enter nursing school. Furthermore, during their education, they spend extended practice hours in their future working environment.

A second explanation concerns the carried out methods. The survey from EP & Partners Consultancy sh.p.k was conducted making phone calls to the workers, which may have induced undeliberated answers

The third explanation may concern the salaries of the nurses. which in comparison with salaries in other sectors with a comparable level of education are not bad. Naturally, this argumentation takes into the the Gross Domestic Product of the country.

In our study the satisfaction with intrinsic factors was higher than with extrinsic factors (45.57% of the respondent

vs. 39.16% of the respondent). Both were significantly lower than the overall job satisfaction (90% of the respondents).

Older and more experienced nurses were happier with their job than their younger and less experienced colleagues. Further, nurses with lower incomes were also happier with their job than the ones with higher incomes in their families. Although the dissatisfaction with the salaries was high, this did not influence the overall job satisfaction in our study. Similar findings are reported by other researchers as well [O'Keeffe, 2015, Motowildo, 1983; Upenieks, 2002; Lu, 2002; Lum, 1988]. These results may lay in the fact that the salaries of the nurses in the families with less than five hundred euro are the only means of income in the family, contributing as such to their overall job satisfaction as the loss of their job may have catastrophic consequences for the wellbeing of the entire family. Another reason may be in the perception grounded in our culture linking the status of the nurse's profession of the nurse not to the salary of the salary, but to the noble and of self- sacrificing nature of this line of work.

When speaking about the relation of the level of education and the job satisfaction, literature is not conclusive (Murrels, 2008); Ingresoll and co-authors (Ingresoll, 2002), Rambur and co-authors (Rambur, 2005) and Blegen and co-authors (Blegen, 1993) each find positive relations between the job satisfaction and the level of education. By contrast, Robins and co-authors (Robins, 2006) and Shields and co-authors (Shields,2001) contrarily found a negative relation between education and job satisfaction.

Our study produced findings that support the second group of researchers. This is due to the fact that job satisfaction was highest among the nurses with secondary school education (91.66% of whom were satisfied with their

job), followed by the nurses with bachelor degree (90.90% of whom satisfied with their job) and nurses with master degree (50% of whom satisfied with their job). This dissatisfaction originates, probably, in unmet expectation of the nurses with higher education, who believed that with the promotion in higher grades their privileges and their salaries will increase.

Conclusions and recommendations

Job satisfaction of the nurses working at the Pediatric Clinic of the University Clinical Center of Kosovo is high. The most important determinants of the satisfaction are intrinsic factors, namely perception of the job as important, challenging and interesting, sense of personal accomplishment, feeling of high responsibility in work and career opportunity. These findings are not unexpected: As mentioned above, they reflect upon the fulfillment of the expectation and the pleasure with the job they do. At the same time, the expectations represent insights to be used by the policy makers, by putting a stress on these factors, to further increase the job satisfaction of nurses and, by doing so, the satisfaction of the patients as well.

The Nursing Law and administrative instruction on responsibilities and competencies of the nurses, both legal acts that are in the process, but still missing, are one opportunity. Both intrinsic and extrinsic factors of job satisfaction are to be promoted in these legal acts in a way that increases the job satisfaction of nurses. The second opportunity is through better management. Management that endorses motivation prior to punishment.

Encouragement before discipline. This kind of management should be part of daily practices and long-term strategies of the health institutions.

The Nursing Law is essential. The Law will recognize the difference between nurses at the different levels of education (secondary school, bachelor), and establish practices of different payment for different levels. It will also regulate the specialization in nursery, a very important issue in the era of task substitution (transfer of the tasks from doctors to nurses). Low and deriving acts, like the above mentioned administrative instruction on the responsibilities and competencies of the nurse, will exactly define the responsibility and competency of every single position and open the road to standardization of the clinical procedures, agreement on management plans and nursing protocols. Al together, these acts and practices will further upgrade the profession of the nurse, and increase the satisfaction of both nurses and patients.

References

- Blegen, M. A. (1993). Nurses' job satisfaction: a meta-analysis of related variables. *Nursing research*.
- Chevalier, S., Lejeune, J., Fouquereau, E., Coillot, H., Gillet, N., Gandemer, V. & Colombat, P. (2017). Organizational and Managerial Resources and Quality of Care in French Pediatric Oncology Nursing. *Journal of Pediatric Oncology Nursing*, 34(6), 406-413.
- EP&Partners Consultancy SHPK, 2017. www.epcc.al.
- Hayes, B., Bonner, A. N. N., & Pryor, J. (2010). Factors contributing to nurse job satisfaction in the acute hospital

- setting: a review of recent literature. *Journal of nursing management*, 18(7), 804-814.
- Herzberg, F. I. (1966). *Work and the nature of man*.
- Hughes, F. (2006). Nurses at the forefront of innovation. *International Nursing Review*, 53(2), 94-101.
- Ingersoll, G. L., Olsan, T., Drew-Cates, J., DeVinney, B. C., & Davies, J. (2002). Nurses' job satisfaction, organizational commitment, and career intent. *Journal of Nursing Administration*, 32(5), 250-263.
- Jarsova, D., Gurkova, E., Ziakova, K., Nedvedova, D., Palese, A., Godeas, G., ... & Babiarczyk, B. (2017). Job Satisfaction and Subjective Well-Being Among Midwives: Analysis of a Multinational Cross-Sectional Survey. *Journal of midwifery & women's health*, 62(2), 180-189.
- Choi, J., & Boyle, D. K. (2013). RN workgroup job satisfaction and patient falls in acute care hospital units. *Journal of Nursing Administration*, 43(11), 586-591.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of psychology*.
- Liu, Y., Aunguroch, Y., & Yunibhand, J. (2016). Job satisfaction in nursing: a concept analysis study. *International nursing review*, 63(1), 84-91.

- Locke, E. A., Cartledge, N., & Knerr, C. S. (1970). Studies of the relationship between satisfaction, goal-setting, and performance. *Organizational behavior and human performance*, 5(2), 135-158.
- Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: a systematic review. *International journal of nursing studies*, 49(8), 1017-1038.
- Lu, K. Y., Lin, P. L., Wu, C. M., Hsieh, Y. L., & Chang, Y. Y. (2002). The relationships among turnover intentions, professional commitment, and job satisfaction of hospital nurses. *Journal of Professional Nursing*, 18(4), 214-219.
- Lum, L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organizational commitment?. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 19(3), 305-320.
- Mohr, D. C., Young, G. J., Meterko, M., Stolzmann, K. L., & White, B. (2011). Job satisfaction of primary care team members and quality of care. *American Journal of Medical Quality*, 26(1), 18-25.
- Motowidlo, S. J. (1983). Predicting sales turnover from pay satisfaction and expectation. *Journal of Applied Psychology*, 68(3), 484.
- Mueller, C. W., & McCloskey, J. C. (1990). Nurses' job satisfaction: a proposed measure. *Nursing research*.
- Murrells, T., Robinson, S., & Griffiths, P. (2008). Job satisfaction trends during nurses' early career. *BMC nursing*, 7(1), 7.

- Ntantana, A., Matamis, D., Savvidou, S., Giannakou, M., Gouva, M., Nakos, G., & Koulouras, V. (2017). Burnout and job satisfaction of intensive care personnel and the relationship with personality and religious traits: An observational, multicenter, cross-sectional study. *Intensive and Critical Care Nursing, 41*, 11-17.
- O'keeffe, A. P., Corry, M., & Moser, D. K. (2015). Measuring job satisfaction of advanced nurse practitioners and advanced midwife practitioners in the Republic of Ireland: a survey. *Journal of nursing management, 23*(1), 107-117.
- Pantenburg, B., Kitze, K., Lupp, M., König, H. H., & Riedel-Heller, S. G. (2016). Job satisfaction of foreign-national physicians working in patient care: a cross-sectional study in Saxony, Germany. *Journal of occupational medicine and toxicology, 11*(1), 41.
- Peters, D. H., Chakraborty, S., Mahapatra, P., & Steinhardt, L. (2010). Job satisfaction and motivation of health workers in public and private sectors: cross-sectional analysis from two Indian states. *Human resources for health, 8*(1), 27.
- Rambur, B., McIntosh, B., Palumbo, M. V., & Reinier, K. (2005). Education as a determinant of career retention and job satisfaction among registered nurses. *Journal of Nursing Scholarship, 37*(2), 185-192.
- Robinson, S., Murrells, T., & Clinton, M. (2006). Highly qualified and highly ambitious: implications for workforce retention of realising the career expectations of graduate nurses in England. *Human Resource Management Journal, 16*(3), 287-312.

- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage publications.
- Shader, K., Broome, M. E., Broome, C. D., West, M. E., & Nash, M. (2001). Factors influencing satisfaction and anticipated turnover for nurses in an academic medical center. *Journal of Nursing Administration, 31*(4), 210-216.
- Shields, M. A., & Ward, M. (2001). Improving nurse retention in the National Health Service in England: the impact of job satisfaction on intentions to quit. *Journal of health economics, 20*(5), 677-701.
- Upenieks, V. V. (2002). Assessing differences in job satisfaction of nurses in magnet and nonmagnet hospitals. *Journal of Nursing Administration, 32*(11), 564-576.
- Utriainen, K., & Kyngäs, H. (2009). Hospital nurses' job satisfaction: a literature review. *Journal of nursing management, 17*(8), 1002-1010.
- Van Saane, N., Sluiter, J. K., Verbeek, J. H. A. M., & Frings-Dresen, M. H. W. (2003). Reliability and validity of instruments measuring job satisfaction—a systematic review. *Occupational medicine, 53*(3), 191-200.