

CHAPTER II

LITERATURE REVIEW

Included in this chapter are reviews of related research and literature to the current study, with many reports being of relative importance. Literature reviews are focused on the major studies in the job satisfaction aspects of nursing personnel. Most of the available related research and literatures discussed in this study are published in western countries.

Much has been written on job satisfaction of employees in general and of nurses in particular. Many studies have focused on the motivators, rewards and incentives of importance to the nurses in reducing job dissatisfaction and enhancing job satisfaction. Price's (1972) definition of the term job satisfaction is as such " Job satisfaction is the degree to which there is a positive affective orientation towards membership in the system."

The higher the balance of satisfaction over dissatisfaction the more likely it is that the individual will continue as a member in the organization (Price 1977). Ivancerich and Donnelly

viewpoint of the worker to the work role he presently occupies.

Maslow (1954) had an important influences on the study of job satisfaction. According to Maslow's Human Motivational Theory, our needs are never satisfied because as soon as we satisfy one need, another takes its place. Maslow based human needs hierarchically from lower order to higher order needs. The hierarchy consisted of five categories or basic needs, such as physiological needs, safety and security needs, social - affection needs, esteem needs and finally needs for self actualization. Maslow's Theory states that these basic or primary physiological needs such as food, water and shelter that individuals look to satisfy first, after which they turn attention to so-called higher order needs.

Herzberg (1966) developed a Theory of job satisfaction based on Maslow's hierarchy but concluded that not all factors increase satisfaction. Herzberg made a distinction between factors that are satisfiers and those that are dissatisfiers. Certain factors corresponding roughly to Maslow's lower needs, add to dissatisfaction if not met, but do not increase satisfaction, while other factors the higher

needs add to satisfaction by their attainment. The dissatisfiers include administration, supervision, company policy and working conditions; the satisfiers include achievement, advancement, recognition, work itself, personal relation, job security and status. Herzberg further stated that factors related to job environment including salary and work condition are important because such factors when poor or absent cause dissatisfaction. Other factors related to the work itself such as peer recognition or increased responsibility are necessary for satisfaction and increased motivation.

McClosky (1974) studied 152 full-time staff nurses who left during the previous four month in the two metropolitan cities, Chicago and San Francisco. He found that recognition of work from peer and supervisors, career advancement, and opportunities to attend educational programs consistently out weighted social rewards such as child care facilities and social contact with peers, supervisors, and doctors in keeping nurses on the job. She concluded that internal rewards influence retention and the external rewards (salary, fringe benefits) are important attractors when nurses consider new job.

White and Maguire (1973) studied 34 hospital nursing supervisors in six Philadelphia general hospitals to identify the factors leading to job satisfaction and dissatisfaction. Their study produced significant results for Herzberg's satisfiers as work itself ($p < .001$), possibility of growth ($p = .026$), and recognition ($p < .010$) and dissatisfiers (hygiene) as supervision - Technical ($p = .007$).

Cronin-Stubbs (1977) used Herzberg's Theory to study 30 graduate staff nurses. Although achievement mentioned more often in terms of satisfaction this difference was not statistically significant. Only one motivator (satisfier) recognition ($p = .008$) was the best predictor of satisfaction. The hygiene (dissatisfier) working condition ($p = .012$) and interpersonal relation with subordinates ($p = .011$) were significantly related to dissatisfaction. But motivator - responsibility ($p < .005$) exhibited significantly as dissatisfier. Evidence showed that the factors could differ in relation to satisfaction and dissatisfaction depending on the situation and population.

A comparison of ranking on responses of 195 registered nurses from 10 Atlanta Hospitals about job

satisfaction was made by Longest (1974). He found that nurses gave a very high ranking to interpersonal relation as relevant to job satisfaction. Everly and Falcione (1976) reported that interpersonal relation as intrinsic reward were the most important source of job satisfaction. Bayley (1981) reported the specific sources of job satisfaction and dissatisfaction as identified by the nurses working in burn a unit. In the aspects of jobs which satisfied the nurses most were teamwork, staff rapport, challenging variety of experiences, learning opportunity, seeing a critically ill patient recover, in-service education and orientation. Major sources of job dissatisfiers were inadequate staffing, emotional exhaustion and duty scheduling.

Absenteeism and turnover have the same relative importance in the field of job satisfaction. Taunton, R. L., et al. (1989) has studied among registered nurses that job satisfaction was related directly to absenteeism than turnover. Absenteeism is more disruptive to the work environment than turnover because it is unpredictable. It negatively impacts employees' morale, hospital costs, and continuity and quality of patient care too.

Employee turnover has been studied and is found to be largely dependent upon job satisfaction (Porter et al. 1973 ; Stubbs, D. C. 1977 and Moblay, W. H. et al. 1979). The turnover is specially prevalent among the younger nurses between ages 25 and 34 years according to the study indicated by Burton, D.T. and Burton, E.C. (1982).

Opportunity for professional growth, advancement, achievement, and recognition have all been exhibited to be related to job satisfaction among nurses (Kramer, H.L. 1969 ; McClosky, J. 1974 ; Godfery, M. A. 1978 ; Maguire, M. C. et al. 1973 and Munro, B. H. 1983). Some studies concluded that the factors in relation to job satisfaction were inadequate salary, poor supervision, inadequate staffing, poor in -service programs poor administrative support, and lack of opportunity of further education (Beton, D. A. et al. 1972 ; Stubbs, Diana C. 1977 ; Herzberg, F. 1966 ; Wandelt, Mabel A. et al. 1981 and Munro, B. H. 1983).

Nichols, G. A. (1974) cited the perception of 181 Military nurses regarding the importance of satisfaction with selected aspects of their jobs. The most satisfying elements of their work were the amount

of vacation per year and periodic increase in salary. In a similar study Sandroff, J. C. (1980) found that salary, bad hours and lack of respect from physicians were the most frequent causes of dissatisfaction.

Demographic characteristics as age, marital status, education, shift hours and length of service were exhibited as correlates of job satisfaction. Rachman, D.J. (1964) reported that married workers were more satisfied with their job than the single people. Similarly high turnover rate among young and new graduate nurses age between 24 - 34 years were revealed in the studies done on job satisfaction (McClosky, J.C. 1974 ; Stubbs, D. C. 1977 ; Munro, H. B. 1983 and Burton, C. E. et al. 1982).

In a criticism of a study, it is mentioned that the original investigators failed to study individual differences. Subsequent investigators have found that what may be satisfactory for one person may be unsatisfactory for another. Variables that affect whether or not a given factor will be a source of satisfaction or dissatisfaction on the job include - occupational level, age, culture, length of time employed in a given job (Alder, S. 1980 ; House, R.J. and Wigdor, L. A. 1967).

Zuriakat, N. (1986) studied on factors contributing to job satisfaction and dissatisfaction among 312 Jordanian staff nurses. The result revealed that they were somewhat satisfied with their social rewards (items included interpersonal relation with peer, supervisors, and physicians, social contact at work and outside work, opportunity to interact professionally with other discipline) and safety rewards (items included salary, vacation, hours of work , work scheduling, part-time work and flexibility of week end off). But somewhat dissatisfied with psychological rewards as continuing education, recognition, responsibility and autonomy. On the other side Perry, H.B. (1976) mentioned supervisory support, responsibility and promotion strongly related to job satisfaction. Many studies have revealed autonomy of work to be the major source of job satisfaction (Slavitt, D.B. et al. (1978) ; Seybolt and Walker (1980) ; Wandelt, M. A. et al. (1981) argued that the quality care given to patients most influences satisfaction among nurses. Munro, B. H. (1983) investigated that the importance and challenge of work, responsibility and working condition as the determinants of job satisfaction among 229 recent graduate staff nurses.

Monttaz, C. J. (1988) studied to identify the determinants of work satisfaction among registered nurses and other professional occupational groups. The analysis indicated that the level of job satisfaction of the staff nurses tend to be somewhat lower than the level found in other professional groups. The results exhibited that task autonomy, supervisory assistance and salary as the major determinants of job satisfaction.

The above existing literature contain many valuable clues regarding the factors associated with job satisfaction among nurses. The study results from various literatures differ in their significance. In some studies Herzberg,s satisfiers (motivators) and dissatisfiers (hygiene) exhibited significantly different in different situation and populations. In the same way Maslow,s higher needs have been reported lower and vice versa. On the whole these literatures and research studies were mostly done in United Status and other Western countries. No such studies in the area of job satisfaction of the staff nurses working in hospitals, has ever been conducted in Nepal. Lack of study on the Nepalese nurses , a closer investigation is needed in this area. It is

expected that this study would serve as a base line data for future studies in the hospitals in Nepal.