

CHAPTER 6

CONCLUSION AND RECOMMENDATION

6.1 CONCLUSION

This cross-sectional descriptive study obtained the response from 236 professional nurses employed in a 500-bed private hospital in Bangkok to find the factors affecting their job satisfaction and measure their level of overall job satisfaction and to explore the strategic issues to improve the level of satisfaction. Data were collected during October to November 1999.

Study revealed that 56.4% of professional nurses had medium level of satisfaction, 43.6% had low level of satisfaction and none of them was under high level of satisfaction. Similarly, the majority of professional nurses were dissatisfied with the existing pay structure (income). More than half of them had low level of satisfaction in task requirement and organizational policy. The professional nurses had medium level of satisfaction in autonomy, interaction, and professional status.

Though it was not statistically significant, professional nurses between 26-30 years age group, married, master degree holder, and those with lowest salary group were comparatively least satisfied with their jobs. Similarly, professional nurses in the large units such as intensive care unit, operation room, outpatient department, and medical-surgical department, those with 6.1-9 years service period, those with morning shift duty only, and those who take 1-2 hours to work were comparatively least satisfied with their jobs.

The factors affecting the job satisfaction of the professional nurses were mainly professional status, task requirement, organizational policy, and autonomy. In order of the importance, the professional status was most important factor followed by the task requirement, organizational policy, and autonomy respectively.

6.2 RECOMMENDATION

Based on the study findings and the problems concluded from part 4 of the questionnaire. The following recommendations were made.

Recommendation to the hospital management

1. More than half of the professional nurses were dissatisfied with the existing pay structure of the hospital and this situation had contributed to their low level of job satisfaction. The administrators should concern about reviewing its existing pay structure and provide reasonable pay to its staff nurses with due to consideration to experience, type of work they do, seniority, and education background. The management should also concern about present economy and rate of inflation. Increased fringe benefits should be provided for example, accommodation at the hospital, annual health check up. Professional fees should be provided appropriately.
2. Professional nurses complained of unreasonable amount of pressure on job because of either too much work or an inadequately prepared staff. The most logical approach in resolving this dilemma is to reduce or eliminate non-nursing responsibilities. The administrators should take an immediate action to reduce the work overload of its staff nurses especially in the areas of too much clerical responsibility.
3. Professional nurses are also concerned about the lack of opportunity for advancement expects through administrative positions. Based on the above, the management of the hospital must restructure the existing nursing service policy as to provide nurses with greater opportunity for growth and achievement in their job. The new policy

must be compatible with the individual needs and expectation and must be congruent to their academic background, seniority, interest, and work experiences. To develop career ladders in clinically competent, nurses could be promoted to clinical consultants, joint practice positions. Clinical competence should also be rewarded financially. Management should provide a solid managerial framework for the recognition and advancement of special skills and effort. Should provide both internal and external training courses, develop work ability with the job-training scheme regardless of the nurses seniority.

4. Professional nurses complained of lack of autonomy and professional recognition. They have a significant contribution to make in health care but find that their input is not valued by physicians or administrators. Nursing department today require an administrative philosophy that pays more than lip service to personal and professional growth. One way it can do this by encouraging the decentralization of nursing units so that professional nurses can manage their own staffing, implement their ideas, and be responsible and accountable for the quality of care provided.

5. Supervisors should encourage a team spirit and carefully consider all comments by subordinates. Supervisors should be carried out in a totally objective and humanitarian way and by extending this principle to all staff, a positive and helpful team will be formed and good working relationships formed with subordinates. Hospital management policy and administration should be improved by the positive actions of the management to encourage the staff to be proud to work for the hospital.

Recommendation to the future study

1. A study should be designed and conducted to assess the situation specific on each unit/ward/section and the type of service rendered which will help management to address the problem on more specific and rightful way.

2. Only limited variation could be explained from the factors included in this present study, therefore, future study needs to identify additional factors so that more variation of job satisfaction can be explained and predicted.