

Investigation of the satisfaction' level of medical, nursing and administrative staff in Greece

Konstantinou E¹, Hatzikou M², Theodorou P²

¹ Arta General hospital, Epirus, Greece ² Hellenic Open University, Patras, Greece

Background

Job satisfaction is a Key Performance indicator for medical and nursing staff and for health care workers in general due to the increased demands of these professions resulting from:

- the rapid development of medical technology
- the ethical dimensions of medical care[1]
- the increasing demand for sophisticated methods of patient care[2]
- the psychological burden on workers resulting from almost daily contact with illness, human suffering and even death[3]

Objective

The objective of the study was to evaluate the degree of job satisfaction of doctors, nurses and administrators of the Arta General Hospital of Greece and to identify the factors affecting it.

Methods

- A survey was conducted on the job satisfaction of employees in the National Health System and more specifically of the administrative, medical and nursing staff of the General Hospital of Arta, which has about 750 employees. The scientific council also gave permission for the distribution of a questionnaire.
- The working relationships of the employees and a number of demographic factors such as gender, age, level of education, job function, length of service and monthly salary were studied. A statistical analysis was performed in order to identify contributors influencing the degree of employees' satisfaction.
- The aim of the research questions is to determine the degree of job satisfaction of the employees of the HSE, to highlight the problems and weaknesses of the HSE and to identify the variables and factors that affect the satisfaction of the staff.
- The sample consisted of 92 employees of the S.S.A. hospital.
- The GR version of Job Satisfaction Survey (JSS) was used in the survey.

Results

The majority of the sample was female, 65%, while the age range of 50-59 was predominant at 40.2%. In terms of marital status, 70.7% were married, while 72.8% had children. Also, most of the sample, 45.7%, belonged to the nursing staff and 33.7% counted more than 20 years of service. In terms of net monthly income, 40.2% received a salary up to 1000€ and in terms of education level, 34.8% held a university degree. The characteristics of the sample are presented in Table 1.

Table 1. Characteristics of the sample

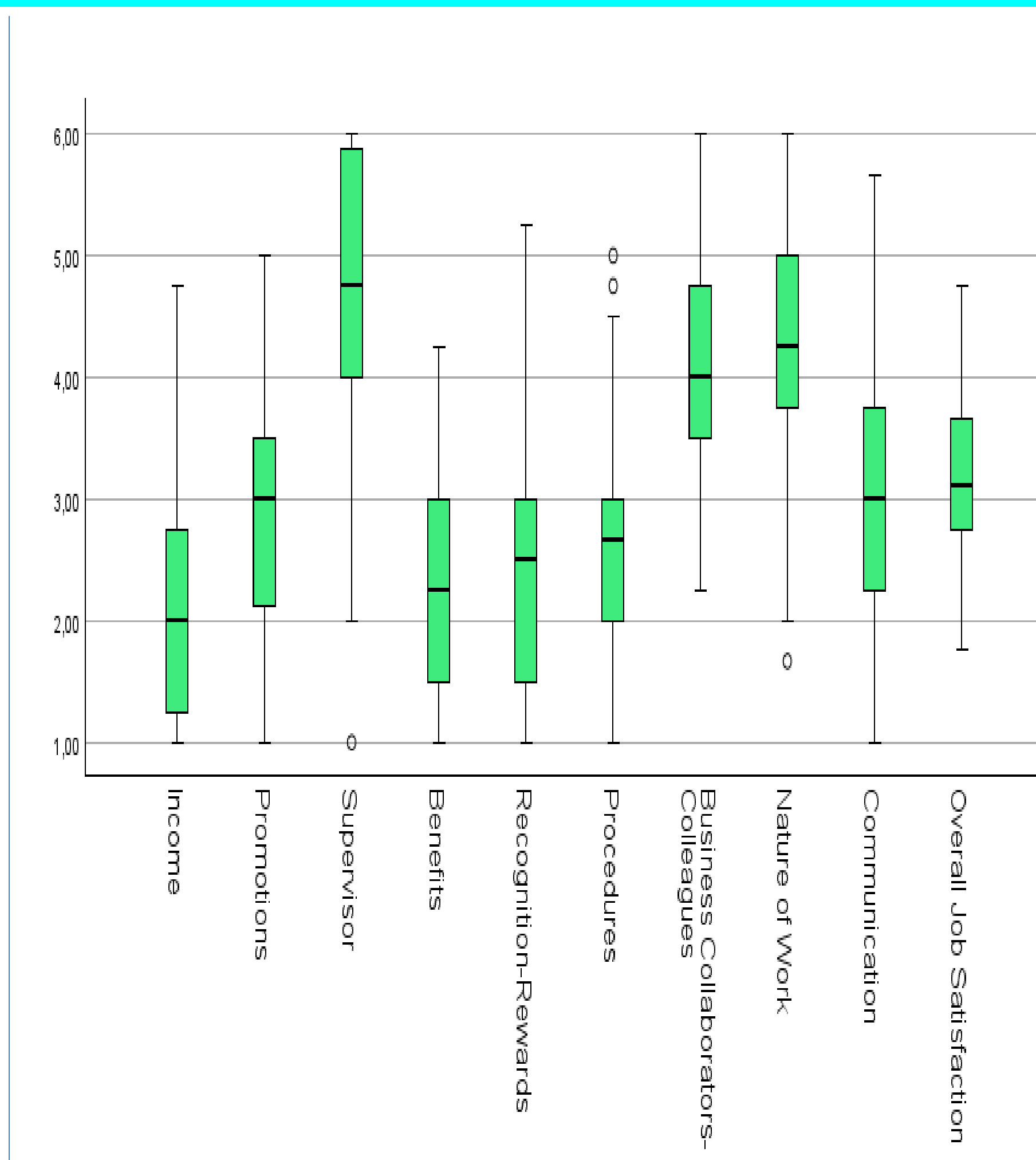
Variable	N	%
Gender		
Male	31	33,7%
Female	60	65,2%
Age		
22-29	4	4,3%
30-39	19	20,7%
40-49	25	27,2%
50-59	37	40,2%
60 +	3	3,3%
Family Status		
Married	65	70,7%
Single	17	18,5%
Divorced	6	6,5%
Number of children		
0	25	27,2%
1	11	12,0%
2	39	42,4%
3	11	12,0%
4	5	5,4%
5	1	1,1%
Employment		
Doctor	18	19,6%
Nurse	42	45,7%
Administrative staff	32	34,8%
Years of work experience at the hospital		
0-2 years	9	9,8%
3-5 years	9	9,8%
6-10 years	12	13,0%
11-20 years	29	31,5%
More than 20 years	31	33,7%
Net monthly income		
Up to 1000€	37	40,2%
1000€-1500€	36	39,1%
1500€-2000€	11	12,0%
2000€-2500€	4	4,3%
Education level		
A.E.I. degree.	32	34,8%
2-year T.E.I. degree	21	22,8%
school degree	23	25,0%
postgraduate degree	7	7,6%
Doctoral degree	1	1,1%

- Table 2 presents the descriptive measures of the nine dimensions of job satisfaction questionnaire. The dimension with the highest score is the one related to the supervisor mean score 4,7, followed by the dimension related to the nature of the job mean score 4,31 and then the one related to colleagues score 4,19.
- Satisfaction based on code of conduct was at moderate levels mean score 3,10, while satisfaction level related to promotions mean score 2,82, hospital operating procedures score 2,65 and recognition-rewards from the organization was lower mean score 2,46. The lowest level of satisfaction among the dimensions was scored by the dimension of benefits and rewards mean score 2,28.
- The overall the level of job satisfaction was reflected at moderate levels 3,18.

Results (continued)

Table 2 & Figure 1. Descriptive measures of job satisfaction dimensions

	Min.	Max.	Average	Standard deviation
Income	1,00	4,75	2,12	,96
Promotions	1,00	5,00	2,82	,89
Supervisor	1,00	6,00	4,70	1,20
Benefits	1,00	4,25	2,28	,92
Recognition-Rewards	1,00	5,25	2,46	1,09
Procedures	1,00	5,00	2,65	,87
Partners-Colleagues	2,25	6,00	4,19	,94
Nature of work	1,67	6,00	4,31	1,00
Conduct	1,00	5,67	3,10	1,0
Total Job Satisfaction	1,77	4,75	3,18	,62



A multivariate analysis was conducted with overall job satisfaction as the dependent variable and the sample characteristics as the independent variables. Except for the number of children, which is a numerical variable, dummy variables were created for the other categories of variables. The analysis yielded a significant model that explained 44.1% of the total variance in overall job satisfaction. The results of the model are presented in Figure 1. The results show that when all factors are considered together, they do not predict job satisfaction to a statistically significant extent. On the contrary, for age and years of service emerged as statistically significant determinants of job satisfaction. Specifically, for age, the model showed that age 50-59 and age over 60 are negative predictors of job satisfaction (Figure 2). Similarly, years of work are also negative predictors of job satisfaction. In particular, it is observed that the negative coefficient increases with increasing years of work (Figure 3).

Figure 2. Job satisfaction distribution by age (median values are reported)

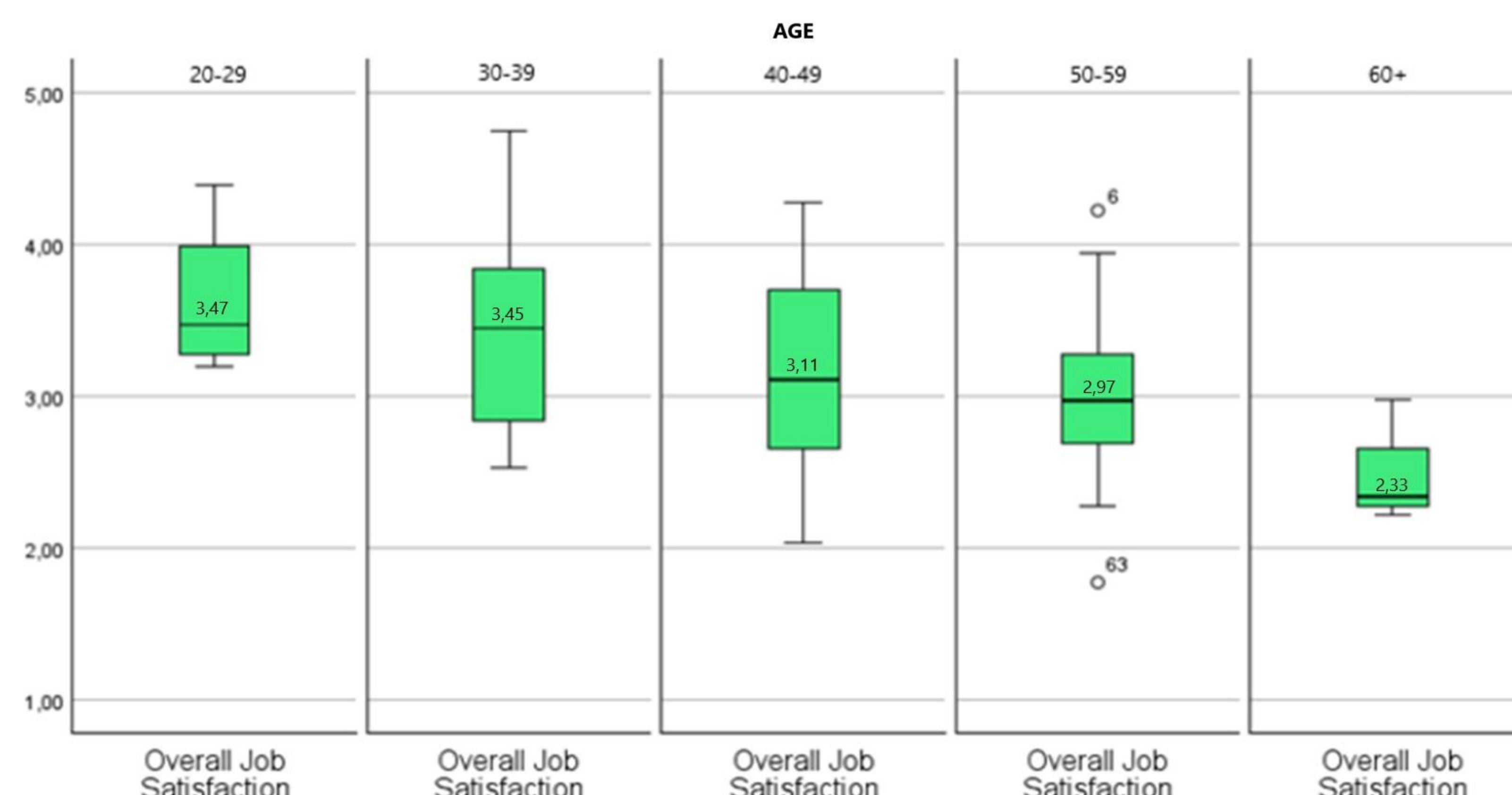
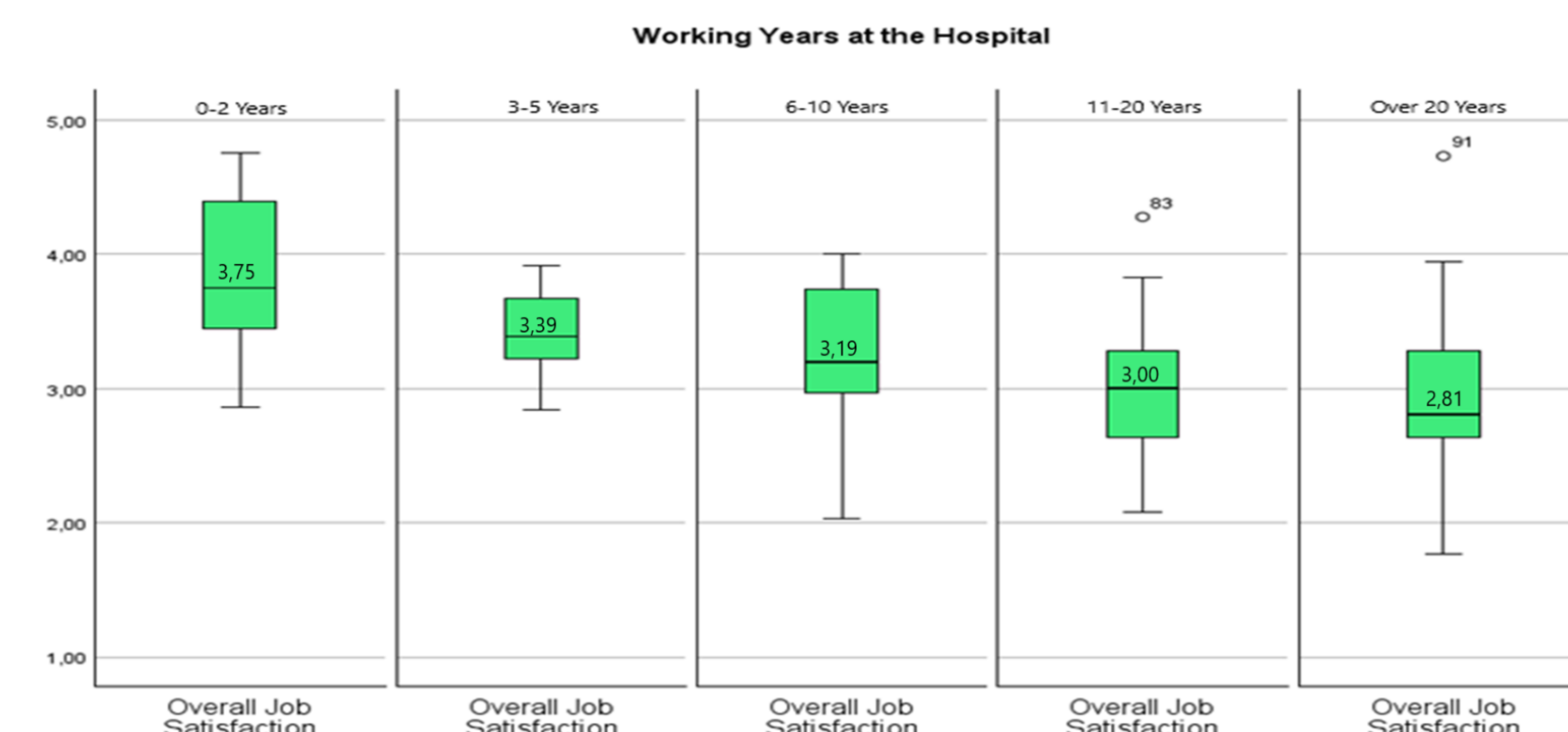


Figure 3. Job satisfaction distribution by years of employment (medial values)



Conclusions

In conclusion, a moderate level of job satisfaction was expressed through the participants' responses. High was the level of job satisfaction regarding the supervisor, the nature of the work and relationship with colleagues, while a moderate level of job satisfaction was reflected regarding promotions, hospital operating procedures and recognition and rewards by the organization. The level of job satisfaction regarding benefits and remuneration was low. In addition, job satisfaction appeared to vary significantly by age and with younger workers and those with fewer years of experience expressing a higher level of job satisfaction. Finally, the gender of the participants was not found to be associated significantly with their level of job satisfaction.

References

- Mosaddeghrad, A.M. and De Moraes, A., 2009. 'Factors affecting employees' job satisfaction in public: Implications for recruitment and retention', *Journal of General Management*, 34(4).
- Πολύζος, Ν. και Ψφονόπουλος, Ι., 2000. 'Η αντίστροφη του ανθρώπινου δυναμικού στην υγεία και η στελέχεια των υπηρεσιών του Εθνικού Συστήματος Υγείας', *Αρχαία Ελληνική Ιατρική*, 17 (6).
- Ζηλιώης, Χ., 1989. *Πρόσο εκτίμησης των υπηρεσιών υγείας, στην Αξιολόγηση των Πρωτοβάθμιων Υπηρεσιών Υγείας του Αγροτικού Πληθυσμού*. Αθήνα: Έκδοσης Αγροτικής Τράπεζας της Ελλάδας.