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An Investigation Of Factors Determining The Level Of Job Satisfaction Among Nurses In Six General Public Hospitals In Greece

Kelesi Martha¹, Fasoï Georgia², Papageorgiou E. Dimitrios³, Tsaras Konstantinos⁴, Kaba Evridiki⁵, Stavropoulou Areti⁶, Polykandriotis Tzannis⁷, Vlachou Eugenia⁸

¹Kelesi Martha RN, MSc, Ph.D, Associate Professor, Department of Nursing, Technological Educational Institute of Athens. 3 Polemi Drosia 14572, Athens, Greece, E-mail: mkel@teiath.gr

²Fasoï Georgia Associate Professor, Department of Nursing, Technological Educational Institute of Athens. 6 Paparrigopoulou St Halandri 15232 Athens, Greece, E-mail: gfasoi@teiath.gr

³Papageorgiou E. Dimitrios, Assistant Professor, Department of Nursing, Technological Educational Institute of Athens. 28 Ag. Spyridonos Str, Egaleo, Athens, Greece, 12243 E-mail: dpapa@teiath.gr

⁴Tsaras Konstantinos RN, MSc, Ph.D, Assistant Professor, Department of Nursing, Technological Educational Institute of Larissa. 13 Lapithon Larissa, Greece, 41221. E-mail: ktsa@teilar.gr

⁵Kaba Evridiki, RN, Ph.D, Assistant Professor, Department of Nursing, Technological Educational Institute of Athens. 4 Kornarou St, N. Erythraia, 14671, Athens, Greece. E-mail: evridikikaba@gmail.com

⁶Stavropoulou Areti, RN, MSc, Ph.D, Assistant Professor, Department of Nursing, Technological Educational Institute of Crete. 5a Antioxeias, N. Smirni 17123 Athens, Greece E-mail: aretistavropoulou@gmail.com

⁷Tzannis Polykandriotis RN, MSc, Psychiatric Department, Dafni Hospital, 18 Tahydromou, Piraeus, 18538, Greece. E-mail: tzannis7@yahoo.gr

⁸Vlachou Evgenia RN, MSc, Ph.D Associate Professor Department of Nursing, Technological Educational Institute of Athens. 12 Adamopoulou Pikermi, 19009, Athens, Greece. E-mail: evlachou@teiath.gr

Corresponding Author: Kelesi Martha RN, MSc, Ph.D, Associate Professor, Department of Nursing, Technological Educational Institute of Athens. 3 Polemi Drosia 14572, Athens, Greece

Abstract

In recent years, issues of nurses' job satisfaction and related factors received an increasing amount of attention since it is a determinant of the delivery of high quality care. Job satisfaction increases the employee's engagement and productivity.

Aim:

The aim of this multicenter study was to investigate the factors affecting nurses' job satisfaction.

Material and Methods:

This study was a meta-experimental or observational, cross-sectional descriptive study using convenience sampling methods. The sample consisted of 266 nurses from six public hospitals from five major cities in Greece. A self-administered questionnaire was used to collect data from nurses regarding their job satisfaction. The statistical analysis was performed by using the "SPSS 19.0 for Windows" and methods of descriptive and inferential statistics.

Results:

Job satisfaction was positively associated with factors such as age, position, salary, and work experience. Nurses who were over 40 years of age, who held the position of Charge Nurse, who were nurses with higher monthly

salaries and with work experience more than 10 years, declared more satisfied than others.

Conclusions:

The improvement of working conditions, of staffing levels, of finance, of social status and the provision of continuing education can contribute positively to the job satisfaction levels and improve organization's effectiveness and efficiency.

Key words: *job satisfaction, nurses, Greek hospitals, health care, cross-sectional study, Work Quality Index*

Introduction

Job satisfaction of employees is one of the most critical issues as it is relevant to an individual's overall attitude towards life and his profession. In addition, it is closely associated with the quality of provided care and the efficiency of the organization. Because it affects not only quality of nursing care but also patients' satisfaction, the level of employees' job satisfaction is very important for health care organizations.

Job satisfaction, defined as the set of emotional reactions that a person has for his job as a result of the incumbent's comparison of actual outcomes with those that are desired (Cranny, Smith and Stone, 1992). Each agency is required for administrative and humanitarian reasons to assess the level of satisfaction and burnout of employees. Creating and maintaining a healthy work life for nurses is very important to improve job satisfaction, reduce turnover, enhance productivity and improve nursing care outcomes for the consumer of health care services. In Greece today, the economic crisis has brought about serious changes in the level of spending in the public health sector. Thus, there is a reduction of workers' wages, understaffing in some departments and increasing demand for health services, as patients due to financial constraints refer to public hospitals even for minor health problems. In addition, staffing level problems have worsened since the financial crisis as many nurses chose retirement in order to ensure better pensions.

Similar conditions may increase the risk of the burnout syndrome and are associated with increased anxiety, depression and lower self-esteem. High levels of job satisfaction associated with low indices of absenteeism from work, and with positive behaviors of employees leading to partnerships and quality care. Job satisfaction also leads to a successful merge of the organization's objectives with the expectations of the employees. Unlike the low levels of job satisfaction is associated with increased accidents in the workplace,

increased employees' mobility and conflicts in the workplace.

Investigating job satisfaction in general may help to highlight factors that lead to increased job satisfaction, which in turn can improve productivity and organizational profit. By identifying these factors, organizations can implement effective intervention strategies to improve nurse satisfaction and ultimately patient care.

Aim

The aim of this multicenter study was to investigate the level of job satisfaction among nursing staff employed in six public hospitals and to identify the factors affecting their job satisfaction.

The objectives of the study were: a) to highlight the factors that may improve nurses' job satisfaction and b) to formulate nurses' suggestions of how their working conditions can be improved in order to promote job satisfaction and quality of care.

Material and Method

In this meta-experimental or observational study a cross-sectional descriptive study design was used. A convenience sampling strategy was applied. The study population were registered staff nurses working in public hospitals in Greece, in all care settings. The sample consisted of 266 nurses from six public hospitals in five major cities in Greece. According to selection criteria, registered staff nurses working in general public hospital in all health care settings were included in the study. The Nurse Directors and the senior Nurse Managers – Section Managers, were excluded from the study since their working conditions, salaries and professional responsibilities relatively differ from the other staff nurses'.

A self-administered questionnaire was used for data collection. The questionnaire consisted of three parts. The first part included questions on demographics (gender, age), educational (education level,

postgraduate degree) and working aspects (years at work, job title, head of department, care settings, monthly earnings).

The second part included three general questions concerning the personal opinion about the nursing profession and three lists regarding satisfaction and dissatisfaction factors and suggestions for improving and upgrading the nursing profession.

The third part included a modified version of the Work Quality Index (WQI) scale which has been translated in Greek and adopted in order to evaluate the Greek nurses' job satisfaction levels.

The Work Quality Index, a 38-item 7-point Likert scale developed to measure the satisfaction of nurses with their work and work culture. The instrument, which is an outgrowth of a study of 245 nurses at a large northwestern acute care medical center, was developed using factor analysis and maximum likelihood extraction techniques. The index contains six subscales: professional work environment, autonomy, work worth, professional relationships, role enactment, and benefits. It is responsive to the 1993 proposed Joint Commission on Accreditation of Healthcare Organizations standards for improvement of organizational performance. The WQI developed by Whitley and Putzier (1994) and widely reported in the international literature. Cronbach's alpha test for homogeneity was applied to the subscales of the WQI to confirm reliability (Whitley & Putzier, 1994). The Cronbach's alpha ranged from .72 to .87 for the subscales, with .94 for the total instrument. Construct validity was determined through factor analysis and was greatly increased during various factor rotations and reliability testing. Whitley and Putzier (1994) argue that their instrument is psychometrically robust. Theoretically and operationally, this instrument appears to be very generalizable to many different settings in the hospital.

In order to ensure the validity of the WQI scale in the sample, a double and reverse translation (English - Greek - English) of the scale has been applied. A pilot study was performed in 10% of the sample in order to

test the clarity, content validity and to evaluate the reliability of the measurement tool. During the modification process of the scale, two questions have been removed and finally the Job Satisfaction scale used included 36 items (questions). The Cronbach's Alpha coefficient of the adjusted scale was $\alpha = 0.94$. The answers were given in graduated five point scale type Likert, 1 = not at all satisfied up to 5 = very satisfied. The maximum score of the scale was 180 points and the minimum score 36 points. The higher the score on the scale the greater the job satisfaction and vice versa.

At the data collection phase 300 questionnaires were distributed to the study population. Out of them, 266 were completed and returned back to the researchers (response rate 88,7%).

The processing and statistical analysis of the data was performed by using the software package "SPSS 19.0 for Windows". Methods of descriptive and inferential statistics were applied. Specifically, the frequency distribution of the variables (absolute, relative) and the parameters of position and dispersion (average value, standard deviation, maximum and minimum mean) of the quantitative variables have been calculated. Because the regularity test by Kolmogorov - Smirnov showed normal samples, parametric tests were used to investigate possible correlations, such as t-test and analysis of variance by a factor (one-way ANOVA) for independent samples. Multivariate analysis was performed using the model of multiple linear regression. The total score of the scale of Job Satisfaction was used as an outcome measure (outcome) of the proposed relationships. Prices $p < 0,050$ defined to express the acceptable level of statistical significance.

Results

Table 1 shows the frequency distribution of the studied traits in the population of Nurses and the investigation of simple correlation with the score of the Job Satisfaction scale.

Table 1: Descriptive statistical measures of the proposed traits and simple correlation with the score of the Job Satisfaction scale.

Studied traits	Job Satisfaction		p value
	mean	± s.d. (min – max)	
n=266	101,9	± 25,0 (45 – 172)	
Sex			0,609
- Male (18,4%)	100,2	± 22,3 (49 – 151)	
- Female (81,6%)	102,2	± 25,6 (45 – 172)	
Age (years)			0,000
- <40 (62,4%)	97,7	± 25,2 (45 – 153)	
- ≥40 (37,6%)	108,8	± 23,1 (66 – 172)	
Education level			0,381
- Secondary (16,5%)	104,9	± 22,1 (62 – 153)	
- Tertiary (83,5%)	101,3	± 25,6 (45 – 172)	
Postgraduate Title			0,216
- Yes (9,0%)	95,8	± 25,5 (58 – 155)	
- No(91,0%)	102,5	± 24,9 (45 – 172)	
Years of Work Experience			0,000
- <10 (47,0%)	95,1	± 24,3 (45 – 153)	
- ≥10 (53,0%)	107,9	± 24,1 (59 – 172)	
Job title			0,019
- RN Nurse (89,5%)	100,6	± 25,1 (45 – 166)	
- Head of Department (10,5%)	112,4	± 22,1 (68 – 172)	
Position of responsibility			0,001
- Yes (13,5%)	115,0	± 22,3 (68 – 172)	
- No (86,5%)	99,8	± 24,8 (45 – 166)	
Hospital Department			0,139
- Medical/Psychiatric (40,2%)	105,4	± 24,7 (60 – 172)	
- Surgical/ER/ ICU (41,7%)	100,4	± 24,9 (49 – 157)	
- Outpatient Clinic/Laboratories/Health Centers(18,0%)	97,5	± 25,4 (45 – 152)	
Monthly Net Salary (€)			0,012
- ≤1.000 (54,9%)	98,4	± 24,5 (45 – 153)	
- >1.000 (45,1%)	106,1	± 25,1 (49 – 172)	
How satisfied you are with your profession?			0,023
- Very Satisfied/ Satisfied (65,8%)	104,4	± 22,8 (47 – 172)	
- Very Dissatisfied/Dissatisfied (34,2%)	97,0	± 28,3 (45 – 155)	
Did you regret your choice of the profession?			0,004
- Yes(32,3%)	95,4	± 27,5 (45 – 153)	
- No (67,7%)	104,9	± 23,2 (47 – 172)	
Would you change your profession with another one in public sector with the same salary?			0,007
- Yes(50,8%)	97,8	± 25,9 (45 – 157)	
- No(49,2%)	106,0	± 23,5 (47 – 172)	

The total score of the Job Satisfaction scale for all nurses (n = 266) ranged from 45-172 points of an

average of 101.9 and standard deviation of 25.0. The demographic profile of the population was

predominantly female (81.6%) and younger than 40 years (62.4%). Regarding their educational background, most were higher education graduates (83.5%) but without a postgraduate degree (91.0%). About their job characteristics, 53.0% had more than 10 years work experience, 89.5% were employed as ordinary nurses and did not hold a position of Head of Department and 86.5% had no position of responsibility at work.

A significant number of nurses (40.2%) worked in a Medical and Psychiatric Department, 41.7% in the Surgical Department, the Emergency Room and the ICU, 18.0% in Outpatient Clinics and Laboratories of the Hospital and in Health Centers. Additionally, 54.9% of the nurses had net monthly earnings of less than € 1,000. In three general questions concerning their personal opinion of the profession, 65.8% felt very satisfied / satisfied with their profession, 67.7% have no regrets about their choice of profession and 49.2% would not change their profession with another in public sector with the same salary.

Exploring the simple correlation of the studied characteristics with the score of the Job Satisfaction scale the following were found:

- A statistically significant relationship between the score of the scale with the age ($p = 0,000$). Nurses aged ≥ 40 years showed higher mean score in comparison with nurses aged < 40 years ($108,8 \pm 23,1$ against $97,7 \pm 25,2$).
- A statistically significant relationship between the score of the scale with the working years ($p = 0,000$). Nurses with professional experience ≥ 10 years showed higher mean score in comparison to nurses with work experience < 10 years ($107,9 \pm 24,1$ against $95,1 \pm 24,3$).
- A statistically significant relationship between the score of the scale and the job position ($p = 0,019$). Nurses who were Head of Department had higher mean score in comparison to nurses who do not hold such a position ($112,4 \pm 22,1$ versus $100,6 \pm 25,1$).
- A statistically significant relationship between the score of the scale with the position of responsibility ($p = 0,001$). Nurses who held a position of responsibility

in their work had higher mean score in comparison to nurses who do not hold any position of responsibility ($115,0 \pm 22,3$ against $99,8 \pm 24,8$).

- A statistically significant relationship between the score of the scale with the monthly net salary ($p = 0,012$). Nurses with monthly net salary > 1.000 € had higher mean score in comparison to nurses with monthly net salary ≤ 1.000 € ($106,1 \pm 25,1$ against $98,4 \pm 24,5$).
- A statistically significant relationship between the score of the scale with the question "How satisfied are you with your profession;" ($p = 0,023$). Nurses who felt very satisfied / satisfied with their profession had higher mean score in comparison to nurses who felt very dissatisfied / dissatisfied ($104,4 \pm 22,8$ against $97,0 \pm 28,3$).
- A statistically significant relationship between the score of the scale with the question "Did you regret your choice of the profession?" ($p = 0,004$). Nurses who said they did not regret the choice of their profession had higher mean score in comparison to nurses who reported having regrets ($104,9 \pm 23,2$ against $95,4 \pm 27,5$).
- A statistically significant relationship between the score of the scale with the question "Would you change your profession with another one in public sector with the same salary?" ($p = 0,007$). Nurses who said they would not change their profession had higher mean score of nurses who said they would change ($106,0 \pm 23,5$ against $97,8 \pm 25,9$).
- There was no statistically significant relationship between the score of the scale and the sex ($p = 0,609$), the education level ($p = 0,381$), the post-graduate degree ($p = 0,216$), and area of work ($p = 0,139$).

Nurses who reported "very satisfied / satisfied" or "very dissatisfied / dissatisfied" to the question "How satisfied you are with your profession?" were asked to fill in up to six factors in order of priority, from a list of satisfaction and dissatisfaction factors. Tables 2 and 3, show the frequency and significance of satisfaction and dissatisfaction factors. The importance of each factor was assessed by the frequency and grading of priority was given.

Table 2: Factors of satisfaction of nurses who reported satisfied with their work (n = 163).

Satisfaction Factors	Frequency	Significance
Relationships with patients	84,7%	1st
The particular scope of the profession	82,2%	2nd
Relationships with other health professionals	73,6%	3nd
Professional recognition	74,8%	4th
Potentials for initiatives and creativity	47,2%	5th
The social prestige	31,9%	6th
The amount of salary	25,8%	7th
Working conditions (facilities and equipment)	27,6%	8th
Opportunities for promotion	24,5%	9th
Safety working Environment	20,9%	10th
Other factors	3,1%	11th

Table 2 shows that the six most important factors of satisfaction of nurses who felt satisfied with their work are in order as follows: relations with patients, the particular scope of the profession, relationships with other health professionals, professional recognition, the potentials for Initiatives and creativity and social prestige.

Table 3: Factors of dissatisfaction of nurses who reported dissatisfied with their work (n = 89).

Dissatisfaction Factors	Frequency	Significance
The salary	80,9%	1st
Absence of professional recognition	73,0%	2nd
Workload	66,3%	3nd
Working hours	57,3%	4th
Working conditions (facilities and equipment)	55,1%	5th
The lack of opportunities for promotion	52,8%	6th
Lack of initiatives and creativity	41,6%	7th
Job security	38,2%	8th
Lack of social prestige	23,6%	9th
Absence of a precise job description	28,1%	10th
Relationships with other health professionals	25,8%	10th
The particular scope of the profession	14,6%	12th
Relationships with patients	11,2%	13th
Other factors	1,1%	14th

Table 3 shows that the six most important factors of dissatisfaction of nurses who reported dissatisfied with their work are in order: the amount of salary, absence of professional recognition, workload, working hours, working conditions (facilities , equipment) and the lack of opportunity of promotion at the hospital.

For the emergence of predictive factors (predictors) of the score of the Job Satisfaction scale multiple regression was used and for selecting the independent variables to the optimum statistical model the method of stepwise was applied. Table 4 presents the results of multivariate analysis with the model of multiple linear regression.

Table 4: Optimal model of multiple linear regression with the dependent variable the score of the Job Satisfaction scale

Independent variables	Coefficient β	95% C.I.	p value	Adjusted R ²
Constant (α)	+91,86	+68,15 to +115,57	0,000	10%
Years at work ($<10=1, \geq 10=2$)	+10,48	+4,34 to +16,61	0,001	
Position of responsibility (YES=1, NO=2)	-9,80	-18,75 to -0,85	0,032	
Change of profession with another one in public sector with the same salary (yes=1, no=2)	+8,20	+2,46 to +13,94	0,005	

F=10,618 & p=0,000

The multivariate analysis revealed that:

- The model is statistically significant (F = 10,618 & p = 0,000) and includes three independent variables (years at work, position of responsibility, change of profession with another one in public sector with the same salary) as predictors of the dependent variable (score of the scale Professional Satisfaction).
- The variable "years at work" statistically significantly correlated with the score of Job Satisfaction scale (p = 0,001). Specifically, the nurses with work experience ≥ 10 years showed higher mean score by 10.48 points from nurses with work experience < 10 years (b1 = +10,48 with 95% C.I. from +4.34 to +16.61) .
- The variable "position of responsibility" statistically significantly correlated with the score of Job Satisfaction scale (p = 0,032). Specifically, the nurses who held a position of responsibility in their work had higher mean score by 9.80 points more than the nurses who did not hold any position of responsibility($\beta_2 = -9,80$ with 95% C.I. from -18,75 to -0,85

- The variable "Change of profession with another one in public sector with the same salary" is statistically correlated with the score of Job Satisfaction scale (p = 0,005). Specifically, the nurses who said they would not change their profession had higher mean score by 8.20 points from nurses who said they would change (b3 = +8,20 with 95% C.I. from 2.46 to 13 94).

The adjusted coefficient of multiple determination, adjusted R² is 10%. So the reported independent variables of the statistical model can explain 10% of the variance of the dependent variable.

Nurses were asked to make a list of suggestions about the improvement and upgrade of the nursing profession in order of priority. Based on the frequency of suggestion, and the rating of the priority given the significance of each suggestion was estimated. Table 5 shows the frequency and the significance of the suggestions about the improvement and upgrade of the nursing profession.

Table 5: Suggestions for improvement and upgrade of the nursing profession (n=259).

Suggestions for improvement and upgrade	Frequency	Significance
Increase financial earnings	78,8%	1st
Increase of nursing staff	61,8%	2nd
Improvement of working conditions	62,9%	3nd
Opportunities for continuing education	51,0%	4th
Improvement of education	39,0%	5th
Elimination of non nursing duties	44,4%	6th
Job description	29,0%	7th
Effective cooperation and communication	28,2%	8th
Other factors	1,2%	9th

As a result from Table 5, the four main suggestions for improving and upgrading the nursing profession is in order as follows: the increase in financial earnings, the increase in the number of nursing staff, the improvement of working conditions and the continuing opportunities for continuing education.

Discussion

The present study investigated the level of job satisfaction and the factors affecting it in a sample of 266 nurses (response rate 88.7%) from six public hospitals in five major cities of the country.

The findings showed that nurses' job satisfaction ranged in significantly / adequate levels. In addition, the improvement of some factors, such as working conditions and financial earnings might contribute positively to maintain and enhance job satisfaction

Overall the gender, age and years of work experience of the participants appeared to influence nurses' perceptions about job satisfaction. Individuals with the highest distribution frequency were below the age of 40 years (62.4%).

Nurses aged ≥ 40 years felt more satisfied with their job in comparison to younger ones ($p = 0.000$). This result is in *contrast* to findings from *other* studies indicated that as average age of nurses increases by one year, their satisfaction level decreases by 3.7% ($P = 0.03$), that is, younger nurses have more energy and motive to work but working conditions along with other factors gradually reduce nurses' satisfaction as they become older (Amiresmaili & Moosazadeh 2013 , Moghareb, Madarshahian et al 2005.)

Regarding the education level, the higher education graduates (83.5%) outweighed in comparison with those who were secondary education graduates (16.5%) and most (91%) did not have any postgraduate degree. Similar results reported in other studies where nurses with a higher education have been shown to be more satisfied with their job than those with lower education (Sveinsdóttir, Biering, Ramel 2006, Coomber and Barriball 2007).

Regarding the professional experience, most of the participants (53%) have been working for more than 10 years. In terms of age and years working as nurses, researchers argue that elder workers tend to be more satisfied with their jobs because they have adopted a

more positive approach to their jobs and as such dwell less on the negatives of their employment (DeSantis & Durst, 1996; Spector, 1997). More specifically, Ghazzawi 2011 citing Eichar et al., 1991) revealed that individuals become more satisfied with their jobs by their 30s and by early 40s experience a level of disenchantment in their jobs. Other researchers however contend that where younger nurses have higher levels of enthusiasm, they are more satisfied than older nurses (Mahmood et al., 2011).

Results revealed that there was a statistically significant difference ($p = 0.023$) for the nurses that reported very satisfied-satisfied and had higher rates of job satisfaction. While a low level of nurse job satisfaction was observed in many studies, (Bodur 2002, Curtis 2007, Vranes et al 2008, Hwang et al., 2009, Miller et al 2005, Owings 1999) some investigations have found a relatively high satisfaction level among nurses (Sharp, 2008, Castle 2006, Kacel et al 2005, Sibbald et al 2000). These differences may arise from the fact that job satisfaction is difficult to be measured objectively because it is influenced by factors such as the current social, economic and work environment and parameters that differ between studies.

It was also found in this study that nurses who have not regretted the choice of their profession showed higher satisfaction rates with a statistically significant correlation ($p = 0.004$). Furthermore, the intention to change their profession with another in the public sector and with the same salary was negative with statistically significant correlation ($p = 0.007$). This finding contrasts with other's study results (Ma et al 2003, Collins et al 2000) where low job satisfaction was significantly related to intention to leave the profession and results in a higher chance of considering other employment opportunities.

The relationships with patients, the particular scope of the profession, the relationships with other health professionals, the professional recognition and the opportunities for promotion reported to be the main sources of satisfaction. These findings confirmed by other researchers as Ning et al 2009, Skela et al 2007, and Duddle 2009, who found that nurses who viewed the working environment as empowering were more likely to provide high quality care, because satisfied

employees perform better and are more productive. Enhancing empowerment in a supportive environment would allow nurses to experience satisfaction with their job. Similarly as noted by Rosati et al (2009) Employee growth and development is also significant because employees view the organization's willingness to invest in their development as a demonstration of its quality focus. Moreover, growth and development is a key secondary driver among all employees and those with patient/family contact. Results Rosati et al (2009) showed a strong relationship between quality and patient satisfaction, indicating that the more the organization invests in developing its talent, the more quality and performance improvement efforts will reap benefits, resulting in a substantial positive impact on both patient satisfaction and employee satisfaction. Nurse satisfaction with work-life balance is primary driver of patient satisfaction and as such, organizations that commit resources to improving work-life balance among nurses may experience multiple sustained benefits and a notable competitive advantage. Addressing work-life balance among nurses will not only improve job satisfaction, but is likely to increase retention, engagement, patient satisfaction and enhance outcomes while simultaneously reducing recruiting costs and staff shortages.

On the other hand, level of earnings (80.9%), the absence of professional recognition (73%), workload (66.3%), working hours (57.3%), working conditions (facilities, equipments) (55.1%) and lack of opportunities for promotion (52.8%) were found to be the main sources of dissatisfaction. These findings are consistent with other researchers' results such, Dimitriadou- Panteka et al 2009, Wright 2011, Mehrdad et al 2013, Coomber and Barriball 2007).

Similarly Theodorou and Kaitelidou (2007) found that 51.1% of nursing staff seems to be dissatisfied from their occupation and this dissatisfaction is mainly attributed to the underestimation of their efforts and the difficult and stressful work environment.

In conclusion, according to the results of this research, factors such as low salaries, absence of social and professional recognition, demanding working hours, bad working conditions and lack of future prospects for development and autonomy of the profession led to decreased job satisfaction. However, as the results of the present study reveals along with those of many

similar studies, nurses continue to show high job satisfaction due to intrinsic motivation. Moreover, the relationships developed with patients and other health professionals, the possible professional recognition and the potentials of initiatives and creating increase of job satisfaction. According to Jafari et al, 2014, it is true that the amount of the salary is one of the most motivating factors when it comes to job satisfaction, but other factors for example, interesting job, the room for creativity in the job, the importance of the job and the respectfulness in the work environment are also have a great impact on job satisfaction. This is consistent with the findings from Rosati et al (2009) study indicating that there are potentially secondary benefits to investing in quality initiatives, as well as growth and development initiatives for all employees. One benefit is that these investments directly influence employee perceptions of organizational commitment to quality and building a customer-centric culture. Another benefit is that patient satisfaction is positively influenced by the employee reaction to these investments.

Nurses in our study expressed a lower level of satisfaction with the salary. This finding is congruent with some studies (Hwang et al, 2009, Miller et al, 2005, Kacel et al, 2005). However, other studies having found a weak association between payment and job satisfaction (Brainard 2005, Ghiyasvandian, 2008). Nevertheless, payment should be regarded as one of the most important factors influencing job satisfaction among employees because of its determining role in quality of life (Manokian, 2007).

In this study participants were asked to make a list of suggestions of how the nursing profession can be improved and upgraded. Based on the frequency and the evaluative rating, the suggestions focused on better salary, improved levels of staffing, improved working conditions, and provision of continuing education opportunities.

Therefore, the hospital administrations should emphasize on proper planning and management of human resources trying to eliminate the factors that cause job dissatisfaction. This can be done by supporting professional advancement of nurses by allowing them to develop higher skills to increase their productivity and make them feel more valuable.

Within a constantly changing health care system, hospitals will have to recognize the importance of employees' job satisfaction. One of the key challenges for every organization is to maintain the satisfaction of employees and increase their motivation to work.

Limitations of the study and Recommendation for Future Research

This study has some limitations. Generalizations from our results may be weakened since the sample comprised only a small proportion of all nurses in Greece. Also due to the cross-sectional design, causal relationships between variables could not be reached. Future studies could incorporate a longitudinal design to increase the power of the findings.

Novelty of this research article

The main objectives of the study were to highlight the factors that may improve nurses' job satisfaction and to formulate nurses' suggestions of how their working conditions can be improved in order to promote job satisfaction and quality of care. Investigating job satisfaction in general may help to highlight factors that lead to increased job satisfaction, which in turn can improve productivity and organizational profit. By identifying these factors, organizations can implement effective intervention strategies to improve nurse satisfaction and ultimately patient care.

Limited evidence exists on the job satisfaction and the various aspects of the quality in nursing care in Greece. The factors influencing job satisfaction are uncertain because of the limited empirical investigation in this field.

This multicenter study has added additional information to the knowledge concerning job satisfaction in nurses by investigating nurse populations who work in six general public hospitals in Greece.

The growing literature relating to job satisfaction among nurses concludes that more research is required to understand the organizational, professional, and personal variables that improve nurse satisfaction and retention.

In this study participants were asked also to make a list of suggestions of how the nursing profession can be improved and upgraded. Based on the frequency and the evaluative rating, the suggestions focused on better

salary, improved levels of staffing, improved working conditions, and provision of continuing education opportunities.

Therefore, the hospital administrations should emphasize on proper planning and management of human resources trying to eliminate the factors that cause job dissatisfaction. This can be done by supporting professional advancement of nurses by allowing them to develop higher skills to increase their productivity and make them feel more valuable and contribute to the overall quality of health services. It should be a priority for the Greek Ministry of Health to invest in its social healthcare system by employing more nursing staff and raising nurses' incomes, in order for nurses to find the time and fortitude to develop higher skills. Providing them opportunities of continuing education will lead to increased confidence, enhanced job satisfaction and improved quality of the provided nursing care.

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