

DISSERTATION
AT
HOLY FAMILY HOSPITAL
OKHLA, NEW DELHI

By
Dr. Benazir Alam

PGDHM
2012-2014



International Institute of Health Management Research
New Delhi

DISSERTATION

At

HOLY FAMILY HOSPITAL

**NURSING TURNOVER: JOB SATISFACTION
AND ITS RELATED FACTORS**

By

Dr. Benazir Alam

Under the guidance of

Dr. A. K. Agarwal

**Post Graduate Diploma in Hospital and Health
Management**

2012-14



**International Institute of Health Management Research
New Delhi**

TO WHOMSOEVER MAY CONCERN


This is to certify that BENAZIR ALAM student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone internship training at

HOLY FAMILY HOSPITAL OKHLA from 3rd MARCH to 3rd JUNE 2014
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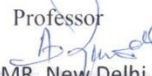
The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all his future endeavors.


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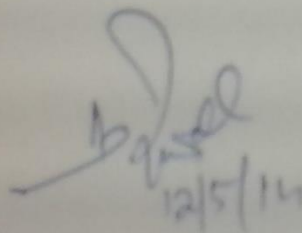
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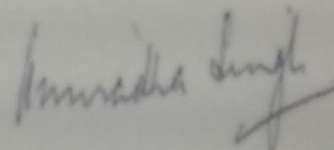
This is to certify that Dr Benazir Alam a graduate student of the Post-Graduate Diploma in Health and Hospital Management has worked under our guidance and supervision. She is submitting this dissertation titled "Nursing turnover – Jobsatisfaction and its related factors" in partial fulfilment of the requirements for the award of the Post-Graduate Diploma in Health and Hospital Management.

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Infection Control Incharge
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Certificate Of Approval

The following dissertation titled **“NURSING TURNOVER: JOB SATISFACTION AND ITS RELATED FACTOR”** at **“HOLY FAMILY HOSPITAL,NEW DELHI”** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

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60 YEARS OF HEALING



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In recognition of having successfully completed her

Internship in the department of

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He/She comes across as a committed, sincere & diligent person who has a

Strong drive & zeal for learning

We wish him/her all the best for future endeavors

(Dr. Anuradha Singh)

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60 YEARS OF HEALING



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for award of Postgraduate Diploma in Hospital and Health Management of the
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carried out during the period from3rd March..... to
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EXECUTIVE SUMMARY

Nurses are the integrated part of healthcare service delivery system. They are the one who are in direct contact of patient and one who spent the maximum time in patient care. So it is very crucial to assess whether they are satisfied with their job or not. Because the job satisfaction level directly affects their service delivery and nursing turn over.

So this study was conducted with objective to assess job satisfaction of nurse and related factors affecting turn over. The parameters included are organizational commitment, professional commitment, and stress at job site.

80 nurses of Holy family Hospital are selected by convenience sampling method. Questionnaire and observation techniques are used.

On the basis of analysis it is found that the Job Satisfaction comes from staff and management and most of nurses said they have cordial relationship with staff and management; however they are not satisfied with promotion policies and working conditions.

It was found that nurses are committed to work with organization, but they believe they could have better opportunity at some other place.

On asking about occupational stress, study revealed they are facing huge pressure and high workload.

Through study it was found, they are not completely satisfied with their profession but they are not glad to accept their profession. Publically they do not hide their profession and there is no rejection also.

ACKNOWLEDGEMENT

It is my esteemed pleasure to present the project report on “NURSING TURNOVER:JOB SATISFACTION AND ITS RELATED FACTORS” in the organization. I would like to extend my sincere thanks to all of them in the organization who helped me out with this project.

I express my deep gratitude to my project guide **Dr.Anuradha Singh** & **Mrs.Geena (Human resource manager)** for their guidance and constant supervision, as well as for providing necessary information regarding the project & also for their support in completing the project.

I am very thankful to the all Department members without whose support at various stages, this project wouldn't have materialized. I am also thankful & grateful to all the supporting staff at the institute Mr.Goel sir and Miss.Sarita who directly and indirectly helped me in completing my project.

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Introduction

The widespread nursing shortage and nurses' high turnover has become a global issue. Job satisfaction is an essential element for the maintenance of the workforce numbers of any organisation. Lack of job satisfaction for employees not only leads to high turnover rates but could also have detrimental effects on the individual, like burnout.

The nursing workforce in holy family hospital also faces similar challenges in recruitment and retention. Job mobility has also been fuelled by more relaxed immigration policies which have meant an increase in the number of nurses being recruited to western countries where salaries and opportunities are better.

A high turnover rate leads to the inability of an organisation to provide quality care and job satisfaction to employees..

Recruitment and retention of nurses are persistent problems associated with job satisfaction.

There is an urgent need for rigorous research regarding job satisfaction and related factors to inform the development of good nurse employment strategies.

The widespread nursing shortage is of concern globally. Factors underpinning the increased mobility of the nursing workforce and their contribution to nurses' turnover thus merit attention. Understanding nurses' job satisfaction is important, as this is a key factor in nurses' turnover

The current worldwide shortage of nurses is of great concern and job satisfaction among nurses has been identified as a key factor in nurses' recruitment and retention

Several major factors are associated with job satisfaction of nurses, such as organizational commitment, occupational stress, professional commitment.

. Much research has been conducted on nurses' job satisfaction and related factors in Asian countries and Western countries.

Job satisfaction is defined as all the feelings that an individual has about his/her job. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on workers' productivity.

A range of findings derived from quantitative as well as qualitative studies has been reported in the literature regarding sources of job satisfaction among nurses

A range of findings derived from quantitative as well as qualitative studies has been reported in the literature regarding sources of job satisfaction among nurses. These sources include working conditions interactions with patients/co-workers/managers work itself, remuneration, self growth and promotion, praise and recognition, control and responsibility, job security and leadership styles and organizational policies. Job satisfaction among nurses has been identified as a key factor in nurses' turnover with the empirical

Job satisfaction is determined by a comparison of one's prior expectations about the job and the actual experience of the job. It has been found that job satisfaction relates to beliefs and emotions that individuals have about their work and their job. It has been described as an attitude with an affective and cognitive component. When establishing the level of job satisfaction, we should focus on how employees feel about their work and personal relationships in the workplace, and on how leaders influence employees' satisfaction.

Without a doubt, satisfied employees are the ultimate goal of every leader. On the other hand, the goal of every employee is to find the kind of work that matches

their abilities and interests as closely as possible, enables them success, and

provides them with opportunities for promotion. Satisfied employees tend to be more productive and committed to their employers, and a direct correlation has

been shown between staff satisfaction and patient satisfaction in health care organizations.

Even though research has shown different levels of job satisfaction for nurses, satisfaction predictors tend to be relatively similar, and include working conditions, relationships with coworkers and leaders, pay, promotion, security of employment, responsibility, and working hours.

Because it affects not only quality of nursing but also patients' satisfaction, the level of employees' job satisfaction is very important for health care institutions

Aim of the study:-

- The study aimed to explore nurses' views and experiences regarding different components of their working lives in Holy Family Hospital.

Objectives:-

- To describe job satisfaction, organizational commitment, professional commitment, occupational stress, role conflict and role ambiguity of nurses.
- To find out the factors associated with job satisfaction and nursing turnover.

1. HOSPITAL PROFILE

Holy Family Hospital stands for Health Care Service and not for Health Care Business.

Holy Family Hospital, New Delhi is a 326 bedded multi-specialty hospital run by the New Delhi Holy Family Hospital Society and managed by the Delhi Catholic Archdiocese. It is registered as charitable Non-Profit Organization under the Societies Registration Act XXI of 1860. Founded by the Medical Mission Sisters in 1953, the vision and values of the Founder- Mother (Dr.) Anna Dengel, are an integral part of the philosophy of this hospital.

"A Caring Attitude" is the hallmark of all the services offered and not just the dignity but also the divinity in a human person is recognized in all our endeavors".

About the Hospital

Initially, the hospital was founded by the Medical Mission Sisters in 1953. The foundation stone was laid by His Excellency, Dr. Sarvapalli Radhakrishnan, Vice President of India in the presence of Ms Rajkumari Amrit Kaur, India's Minister of Health. Subsequently the running of the hospital handed over to the Delhi Catholic Archdiocese in 1990.

At present his grace, most Rev.Vincent M.Concessao, Archbishop of Delhi is the Chairman of the Governing Body of the hospital. Rev Fr. George P A is the Director and Dr. S. Warsi is the Medical Superintendent.

Holy Family Hospital, New Delhi is registered under the Delhi Nursing Home Act and is an ISO 9001:2000 certified hospital.

The vision and values of the founder, Mother (Dr) Anna Dengel are an integral part of the philosophy of this hospital. Open and attentive to the signs of the times the hospital endeavors to respond to the needs of the society by offering its services even in areas where others hesitate or fear to tread.

"A community of Carers Expressing Love in Action".

Inspired by the vision and values of the Founder, Mother (Dr) Anna Dengel, Members of the Registered Society, Governing Body, Executive Board, the Management, Staff, Students and Volunteers of the Holy Family Hospital, New Delhi dedicate themselves to the Healing Ministry of Christ.

Our Mission

The Mission Statement of the Hospital is:

"To provide multidimensional comprehensive medical care to strengthen the preventive, promotive, curative, emergency and rehabilitative services including education and training in medical, paramedical and support facility."

Our aim is to meet the needs and expectations of the patients and the Community at large.jesus

In the implementation of the quality plan our aim is to achieve the following:

Optimal clinical outcome of patient care;

Satisfaction of all our patients, suppliers, staff and students; and

Financial viability

Benefits of continuous improvement that can be seen by a demonstrated increase in staff motivation, improved quality of performance, and increased efficiency in utilization of resources.

Quality Policy

Holy Family Hospital is committed to provide Quality Health Care Services to the community at large and to the needy for maximum patient's satisfaction. It will endeavor for the continuous professional development and skills of its employees and provide them training in the field of medicine, surgery, pediatric, obstetrics & gynecology, nursing, medical laboratory technology, radiography, administration etc. The Holy Family Hospital would strive for the following objectives:

- To make qualitative services available to all persons irrespective of their caste, creed and religion.
- To develop a cheerful working environment with well-trained and motivated staff.
- To provide necessary training to all personnel to enhance their working skills.
- To contribute towards National and Social cause as required by the government and under any legal provisions.
- Continuous improvement by improved quality of performance and increased efficiency by optimum utilization of resources.
- To be open and attentive to the signs of the time and respond to the health

needs of the society.

SPECIALITIES AVAILABLE

Cardio-Thoracic	Nephrology	Urology
Psychiatry	Neurology	Neuro-surgery
Dentistry	Obstetrics & Gynecology	Plastic surgery
Dermatology	Oncology	Medicine
ENT	Ophthalmology	Pediatrics
Gastroenterology	Orthopedics	General surgery

FACILITIES AVAILABLE

Emergency & OPD	Intensive care unit
Community Health	Ayurveda
Homeopathy	Physiotherapy
Pharmacy	Laboratories
Empanelled companies	Cashless Insurance
Executive Health check-up	Medical Library

EDUCATION

General Nursing & Midwifery Course (3 ½ yrs)

B. Sc. in Medical Imaging Technology (4 yrs Course)

Certified Radiological Assistant Course (2 yrs) (Affiliated to Lok Nayak Hospital)

B. Sc. Medical Laboratory Technology (4 years Course)- College of Medical
Laboratory Technology Holy Family Hospital
(IGNOU ,study centre)

Diploma in Medical Laboratory Technology (2 years)

FUTURE PLANS

- Develop into a Medical College (Holy Family Academy of Health Sciences & Research)– to serve more people and for academic excellence.
- Rural outreach programme.

Holy Family Group of Hospitals

- 100 Bedded Hospital in Kanhai, Gurgaon.
- 100 Bedded Hospital in Nuh, Mewat.
- 100 bedded Hospital in Badshahpur, Sona Road.

REVIEW OF LITERATURE

1. Attributes of nursing work environment as predictors of registered nurses' job satisfaction and intention to leave.

Author: Choi SP¹, Cheung K, Pang SM.

To examine how front-line registered nurses' perception of their work environment associates with and predicts nurse outcomes in terms of job satisfaction and turnover intention. Mounting evidence has pointed to an inseparable link between attributes of the nursing work environment and nurse outcomes. However, there is a paucity of research examining nurses' perception of their work environment beyond the Western context. This cross-sectional survey involved 1271 registered nurses working in 135 inpatient units in 10 public hospitals in Hong Kong. The instrument comprised items developed from in-depth interviews with front-line nurses that explored nurses' perception of their work environment. Factor analysis identified five dimensions (professionalism, co-worker relationship, management, staffing and resources, and ward practice) of the nursing work environment. Logistic regression analysis further identified professionalism, management and ward practice as significant factors in predicting nurses' turnover intention, and staffing and resources as an additional factor in predicting their job satisfaction. Attributes of the nursing work environment have a significant bearing on nurses' job satisfaction and intention to leave. IMPLICATIONS FOR NURSING MANAGEMENT: Managerial effort should focus on improving nurses' work conditions through detailed resource planning, effective management and removal of work constraints that affect nursing practice.

2. Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature.

Author: Coomber B¹, Barriball KL.

The United Kingdom (UK), alongside other industrialised countries, is experiencing a shortage of nurses partly due to low retention rates. Job satisfaction has been highlighted as a contributing factor to intent to leave and turnover, yet this is a complex area with many elements affecting its measurement. The aim of this paper is to explore the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in order to identify the most influential factors.

To achieve this, a systematic search of the literature was undertaken to identify relevant international research. Three databases (i.e. BNI, CINAHL and PsychInfo) were utilised, resulting in nine articles that met the inclusion criteria. Four recurrent themes were identified in the literature: leadership, educational attainment, pay and stress. The key findings suggest that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses. Level of education achieved and pay were found to be associated with job satisfaction, although the results for these factors were not consistent. Investigating possible changes over time in sources of dissatisfaction revealed that factors related to the work environment rather than individual or demographic factors were still of most importance to nurses' turnover intentions. The differences found to occur across work settings necessitates analysis of job satisfaction at ward level, and the contribution of qualitative methods to develop more detailed insight is emphasised. The inconsistent findings over time associated with the effects of educational attainment and pay on intent to leave suggest that it is imperative that sources of job satisfaction are reassessed in the light of ongoing changes.

3. Occupational stress, job satisfaction, and working environment among Icelandic nurses: a cross-sectional questionnaire survey.

Author: Sveinsdóttir H¹, Biering P, Ramel A.

Nurses' occupational stress decreases job satisfaction, increases turnover rate, and reduces nursing quality. At different workplaces nurses are confronted with different work tasks, working conditions and hence different sources of stress. The purpose of this study was to explore what factors contribute to work-related stress among Icelandic nurses working within and outside the hospital environment. The study used a cross-sectional survey design. The study population was composed of all working nurses registered at the Icelandic Nurses' Association (INA). Approximately 95% (N=2,234) of Icelandic nurses are members of the INA. Questionnaires were posted to 522 (23.4%) randomly selected participants. The response rate was 42% (N=219), representing 9.8% of the population. Data was analyzed from 206 nurses; 35% worked outside the hospital setting and 65% were hospital based. Data was gathered on demographic information and indicators of working conditions, occupational stress, workload, and job satisfaction. A stepwise, multiple linear regression model was employed to calculate significant predictors of occupational stress. The findings suggest that the strenuous conditions of Icelandic nurses are felt more severely among hospital nurses than among nurses working outside hospital settings. The study identified which sources of occupational stress are specific to each of the two groups. The study found several factors that contribute to work-related stress. These findings can be used to guide preventive measures to diminish occupational stress among Icelandic nurses.

4. Job satisfaction among nurses: a literature review.

Author: Lu H¹, While AE, Barriball KL.

The current nursing shortage and high turnover is of great concern in many countries because of its impact upon the efficiency and effectiveness of any health-care delivery system. Recruitment and retention of nurses are persistent problems associated with job satisfaction. This paper analyses the growing literature relating to job satisfaction among nurses and concludes that more research is required to understand the relative importance of the many identified factors to job satisfaction. It is argued that the absence of a robust causal model incorporating organizational, professional and personal variables is undermining the development of interventions to improve nurse retention.

Objective

General Objective:

To explore nurses' views and experiences regarding different components of their working lives in Holy Family Hospital.

Specific objectives:

- To describe job satisfaction, organizational commitment, professional commitment, and occupational stress.
- To find out the factors associated with job satisfaction and nursing turnover.

METHODOLOGY

- The study was conducted in Holy Family hospital, New Delhi.
- Staff nurses were included in the study.
- All Female Staff Nurse were selected on a convenience basis.
- There were no exclusion criteria in this study.
- Questionnaire is being developed for nurses to acknowledge job satisfaction and related factors associated with their turn over.
- **Study Area:** Okhla, New Delhi
- **Study design:** A cross-sectional study involving 80 nursing staff of the Hospital.
- **Time:** 3rd March to 15th May 2014.
- **Study population:** Staff nurse of Holy Family Hospital.
- **Sample size and method:** Non probability convenience sample consisted of 80 staff nurse.
- **Tools and techniques:** Questionnaire and observation techniques.
- **Statistical analysis:** Percentage was calculated

STUDY FINDINGS

Data analysis is taken which is based on 4 components of the working life of nurses.

- Job satisfaction of each item on working life of nurses.
- Organizational commitment of each item on working life of nurses.
- Occupational stress of each item on working life of nurses.
- Professional commitment of each item on working life of nurses

The study findings are mentioned below.

Table 1: Job satisfaction on working life of nurses

S.NO		Dissatisfied (%)	Neither satisfied nor dissatisfied (%)	satisfied (%)
1	Your immediate manager	8	13	79
2	Your fellow workers	15	4	81
3	The rate of pay for nurses	73	21	6
4	Relations between management and staff	4	34	62
5	Future chance of promotion	22	64	14
6	The physical conditions in which you work	39	32	29

Analysis 1: it has been found that 79% nurses are satisfied with their managers, 81% are happy to work with colleagues, and 62% are satisfied with the management of the hospital.

73% nurses said they are not satisfied with the salary, 22% find it difficult to get promotional opportunities, and 39% are not satisfied with working condition.

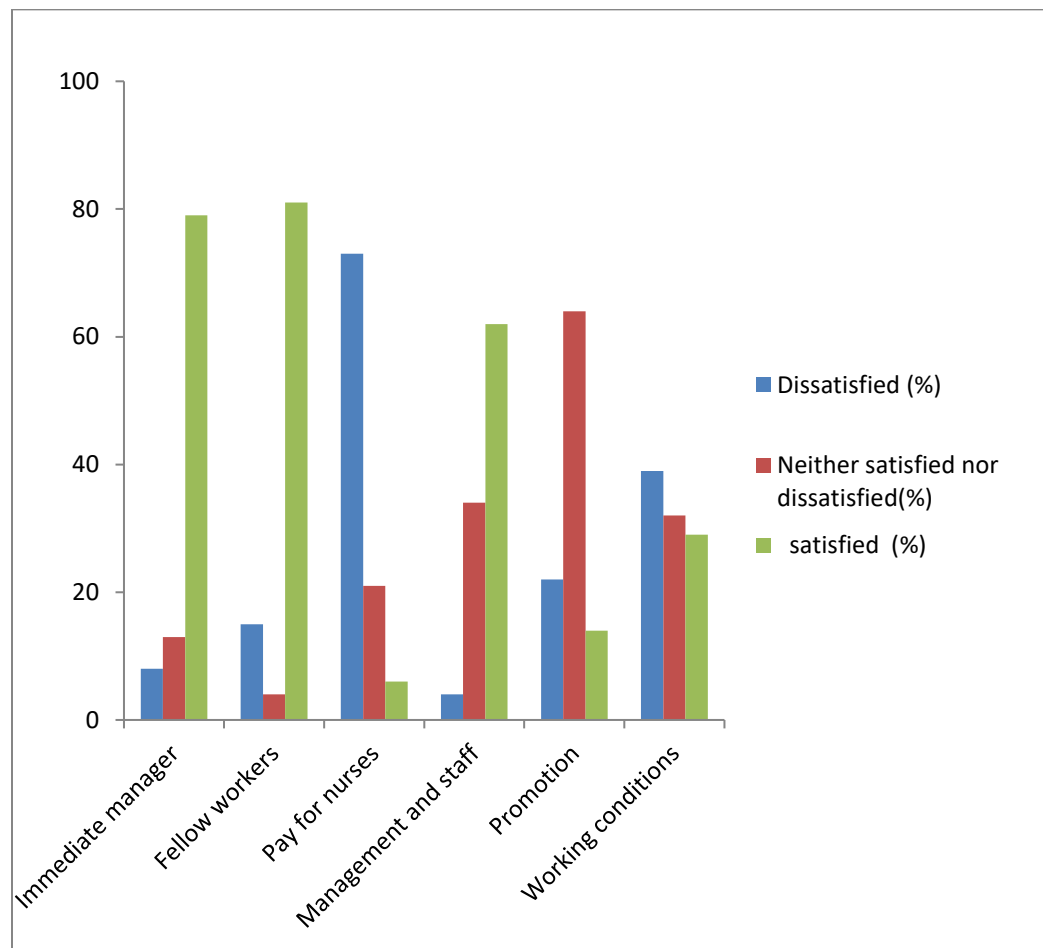


Table 2: Organizational commitment of each item on working life of nurses

S.NO		Dissatisfied (%)	Neither satisfied nor dissatisfied (%)	satisfied (%)
1.	I really care about the fate of this hospital.	17	11	72
2.	I am willing to put in a great deal of effort beyond that normally expected in order to help this hospital be successful	19	8	73
3.	It would take very little changes in my present circumstances to cause me to leave this hospital	59	20	21
4.	Deciding to work for this hospital was a definite mistake on my part.	62	15	23
5.	could just as well be working for a different hospital as long as the type of work was similar	27	9	64

Analysis 2: it is found that 72% nurses really cares for hospital and 73% put their genuine effort to make the hospital successful.

62% nurses regret for working there and 27% said other joining hospital is a better option for them.

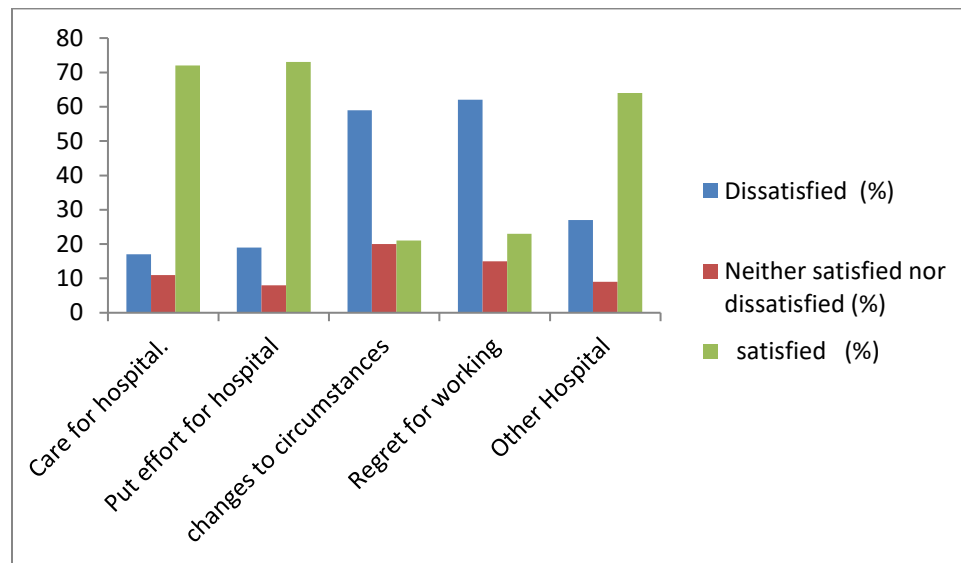


Table 3: Occupational stress of each item on working life of nurses

S. No		No pressure (%)	Slight pressure (%)	Moderate to extreme pressure (%)
1.	workload	3	19	78
2.	Time pressure and deadlines	5	29	66
3.	Staff shortages	7	32	61
4.	Poor quality of	55	13	32

	supporting staff			
5.	Lack of support from senior staff	26	44	30

Analysis 3: 78% nurses said they are facing extreme pressure due to workload, 66% said they worry about meeting deadlines on time, and 61% faced pressure due to staff shortage

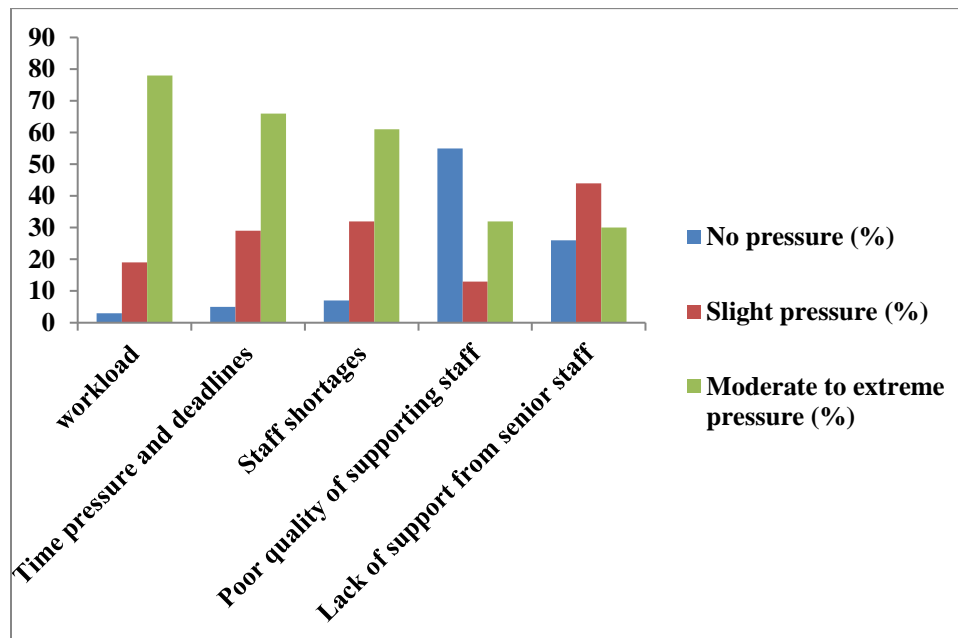
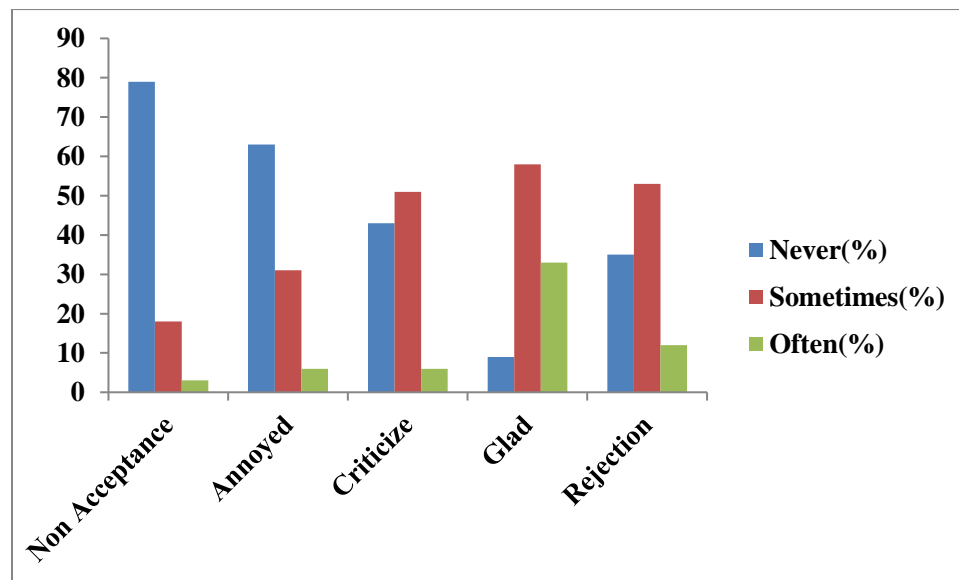


Table 4: Professional commitment of each item on working life of nurses

S. No.		Never (%)	Sometimes (%)	Often (%)
1.	I am a person who tries to hide belonging to the nursing profession	79	18	3
2.	I am a person who is annoyed to say that I am a member of	63	31	6

	nursing profession			
3.	I am a person who criticizes the nursing profession	43	51	6
4.	I am a person who is glad to belong to the nursing profession.	9	58	33
5.	I am a person who makes excuses for belonging to the nursing profession	35	53	12

Analysis 4: 79% said they do not hide their profession, 63% said they are not annoyed with their profession, 58% said most of time they feel glad for their profession and only 12% makes excuses belonging to nursing excuses.



DISCUSSION

According to job satisfaction parameters more than half of the nursing staff are satisfied with colleague and management, and rest are dissatisfied with their salary.

Nurses' job satisfaction has received increasing attention and enhancing nurse job satisfaction has been emphasized as a major strategy to recruit and retain qualified nurses.

As per organizational commitment study shows strong organizational commitment and nurses think of hospital well being they are dedicated to work with organization. In spite of it more than half of the nursing staff still thinks of working to other hospital if they get the similar chance and work.

As per occupational stress study revealed that because of high workload and shortage of staff nurses are facing extreme pressure to meet the deadlines. In spite of it Half of the nursing staff don't feel pressure due to poor quality of supporting staff.

In spite of no future opportunities as well as work pressure nurses are professionally committed and feel happy to share about their profession and acknowledged as staff nurse.

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4.Coomber B, Bariball KL 2007 ,Impacts of jobsatisfaction components on intent to leave and turnover for hospital based nurses: a review of the research literature.

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Nurses are the integrated part of healthcare service delivery system. They are the one who are in direct contact of patient and one who spent the maximum time in patient care. So it is very crucial to assess whether they are satisfied with their job or not. Because the job satisfaction level directly affects their service delivery and nursing turn over.

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