

Original Article

Job Satisfaction of Nurses in a Psychiatric Hospital, in Cyprus

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Abstract

Background: In order to be productive, employees need to be satisfied by their occupation. This greatly applies in the case of nursing staff, who takes up important roles, and whose contribution to hospital efficiency is immense. Especially when it comes to hard working environments like psychiatric clinics, staff job satisfaction is considered crucial.

Objective: To investigate the job satisfaction level of the nursing staff in Athalassa Psychiatric Hospital of Cyprus.

Methodology: Data was collected during the month of September 2011, from Athalassa Psychiatric Hospital nursing staff. Paul E. Spector's Job Satisfaction Survey questionnaire was employed, which included 36 question elements with Likert scale possible answers. Nine aspects of job satisfaction were measured: salary, development opportunities, supervision, general benefits, moral rewards, functional processes, partners, nature of work and communication. There were ten extra questions added in order to cover demographic and socio-economical characteristics of the respondents. We used Spearman's correlation and one way- Anova to examine the reliability of the data.

Results. Out of 149 questionnaires handed out, 65.77% (98 questionnaires) were returned. From a total of 36 questions, the highest satisfaction average (4.71) was found in question "sympathy toward partners" with the lowest value of standard deviation (0.963), while the lowest satisfaction average (2.78) concerned question "existence of additional benefits" with a standard deviation of 1.082. In general, the staff appeared satisfied by only two aspects: "partners" and "nature of work". On the contrary, they expressed dissatisfaction on "development opportunities". The rest of the questions received neutral indications.

Conclusions. To increase the job satisfaction of nurses in Athalassa hospital, the coexistence of hygiene and motivational factors is necessary. The leadership of the hospital should use the results of this research to increase the job satisfaction of nurses in the hospital and, consequently to increase the quality, effectiveness and efficiency of the services provided.

Key words: Spector's Job Satisfaction Survey questionnaire, job satisfaction, mental, psychiatric hospital

Introduction

The satisfaction derived by the individual from their work, is puzzling series of researchers

internationally. The productivity of human resources has as its prerequisite the satisfaction of the person from their work, both as a whole and by its individual aspects. This is especially true in

the case of nurses, who deal with a very important role and their contribution to the efficiency of the hospital is immense. More specifically, in mental health hospitals, the personnel job satisfaction is a main issue.

The job satisfaction is a concept with many different elements that interact with one another and affect either positively or negatively or even cause contradictory results. The attitude of employees and the degree of job satisfaction is actually the overall level of satisfaction on a number of different dimensions of work (Spector, 1997; Mache *et al.*, 2009; Misener *et al.*, 1996; Murrells *et al.*, 2008).

The job satisfaction serves as the link between the theories of motivation and their application in the workplace (Paleologou *et al.*, 2006).

Along with motivation, they help increase the performance of employees. Healthcare organizations can act in many ways to increase job satisfaction, focusing primarily on providing incentives to the staff. Most theories that are used in the interpretation and understanding of job satisfaction consist of the classic motivational theories.

Today, job satisfaction is considered one of the most researched topics in organizational / industrial psychology, mainly because of its direct association with both the mental health of the workforce, and with the interest of enterprises for high efficiency combined with engaged, sustained and satisfied staff (Locke, 1983; Spector, 1985).

On a theoretical level, it has been linked to motives, values and attitudes of employees. Additionally, it is equally influenced by factors related to labor and its environment, as well as the individual characteristics of workers. The combination and interaction of the above categories – variables significantly affect its configuration.

In the literature there are a large number of tools for measuring satisfaction from work. Each tool approaches job satisfaction differently. Undoubtedly, knowledge of human behavior in the workplace, as well as incentives or disincentives that shape and change it, is essential to achieve the objectives of each organization.

Consequently, the measurement of job satisfaction of employees is taken seriously into account, as it is related to the quality of provided service and efficiency of an organization, addressed to the population and their health needs (Pozokidou *et al.*, 2007).

A concept intertwined with the concept of job satisfaction is burnout. The burnout syndrome (B.S.) is described as a state of physical, emotional and mental exhaustion that occurs after long-term exposure to situations of emotional engagement requirements (Maslach, 1993).

The three main factors of burnout are emotional exhaustion, depersonalization and reduced personal achievements of the employee. These three dimensions can co-exist in a greater or lesser extent, but basically, feelings of emotional depletion precede and then, as a consequence, follows a feeling of depersonalization.

This, in turn, results in reduced feelings of personal achievement. The exhaustion the employee feels is also identified as emotional saturation, depersonalization and reduced performance capacity. Therefore, it is obvious that burnout is considered an occupational hazard for health professionals.

The burnout syndrome, while it can affect every employee, concerns mainly doctors and nurses because of the special care and responsibility relationships developed in the healthcare sector. The hospital staff faces high risk of burnout, role conflict and job dissatisfaction. Perhaps because of this situation in recent decades there has been an increasing interest in investigating the relevant psychosocial work environment.

The purpose of this study was to investigate the job satisfaction of nurses in the Psychiatric Hospital of Athalassa, in Cyprus. The aim of the study is the measurement of the principal factors influencing job satisfaction of nurses.

Setting

The Athalassa Hospital

In 1964, the Athalassa Psychiatric Hospital became operational, replacing the old "asylum". With the Turkish invasion in 1974 and the uprooting of a large part of the population, there was an increase in the number of patients in the

hospital due to trauma from the war but also because of the difficulty of the relocated families to care for mentally ill members who were previously admissible in their ancestral communities. Following the reforms in psychiatric care in the country and the establishment of community nursing there has been a gradual reduction of patients in the Hospital (MoH 2009).

In 1993 the Psychiatric Hospital was renamed to Athalassa Hospital and Psychiatric Services to Mental Health Services. Today, the Athalassa Hospital constitutes the largest unit of internal hospitalization of mental health services and covers the nationwide needs (MoH 2011).

Methodology

It is a quantitative survey that was conducted using questionnaire in September 2011. The sample was the nursing staff of Athalassa hospital in its whole, which amounts up to 149 nurses. Out of the 149 questionnaires handed out, 98 were returned completed, a percentage of 65.77%.

The questionnaire consists of two parts. The first part contains ten (10) closed-type questions (of demographic-socio-economic interest) which intend to determine the gender, age, marital status, personal and family income, the professional status, the yard-section of work, years of service and education of nurses. The second part constitutes the entirety of the psychometric instrument Job Satisfaction Survey (J.S.S.) of Spector, whose development is based on the theory where job satisfaction is an emotional or behavioral reaction to a job (Spector, 1985). The scale measures nine aspects of job satisfaction, which are: salary, promotion opportunities, supervision, general benefits, moral rewards, operational procedures, partners, nature of work, communication. Every aspect corresponds to four questions. The J.S.S. scale assesses job satisfaction on an ongoing basis, starting from resentment and leading to satisfaction. There is no specific score to determine if a person is happy or disappointed and consequently there is no dividing line between satisfaction and dissatisfaction.

Considering that the J.S.S. measurement uses a six-degree scale 'Strongly Disagree' (1),

'Disagree' (2), 'Rather Disagree' (3), 'Rather Agree' (4), 'Agree' (5) and 'Strongly Agree' (6), it can be assumed that agreement with positively worded items and disagreement with negatively worded items expresses satisfaction, while the disagreement with positively worded items and agreement with negatively worded items expresses dissatisfaction. Note that during the analysis of the questionnaires a reversal of initial coding was applied in the answers of negatively phrased questions, so that in all questions, high scores would indicate great degrees of satisfaction, and vice versa. Negative questions count up to 19, and more specifically were the following: "2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, 36" (Table 2).

Both for the subgroups (facets) of the four elements (questions) and for the final score of the 36 items (questions) of the J.S.S. questionnaire, an answer of 4 or more points (preceding the reversing of the score with negatively worded items), expresses satisfaction, while answers of 3 points and below express dissatisfaction. Scores between 3 and 4 are considered neutral. After determining the total score for the four subgroups of elements ranging from 4 to 24, grades from 4 to 12 represent dissatisfaction, those from 16 to 24 express satisfaction and the ones between 12 and 16 are considered neutral. For the final score of 36 elements (subqueries), the score ranges from 36-216. Specifically, scores of 36-108 express dissatisfaction, 144-216 express satisfaction and 108-144 are considered neutral (Spector, 2007).

For the purpose of this survey, the questionnaire was translated from English to Greek language, according to the procedure proposed by the "Trust Scientific Advisory Committee", S.A.C. research team. According to these instructions, the English questionnaire was translated in Greek separately (forward translation) from two different individuals. There followed the comparison of the two translations, from where the final version of the questionnaire in Greek came up which was then translated into English (back translation) and was given to a third person for comparison to the original questionnaire.

By calculating the *Cronbach a* coefficient, internal consistency reliability was investigated, which assesses the extent to which all the

elements of a cumulative scale measure the same creation. Thus, values of the Cronbach coefficient greater than 0.80 indicate high internal consistency, i.e. that elements belong indeed to the same creation (Cronbach, 1951), while factor values lower than 0.70 indicate that perhaps some of the elements of cumulative scale should be excluded and before reassessing if the consistency is improved (Krowinski & Steiber, 1996; Ironson *et al.*, 1989; van Saane *et al.* 2003).

Research data was analyzed using the Principal Axis Factoring, P.A.F. and rotated with the Varimax system. This procedure was carried out in order to determine the factors that are associated with groups of questions.

For the statistical analysis of the survey data statistical methods of descriptive and inductive statistics were implemented (parametric and non-parametric tests and correlations), which took place using the Statistical Package for Social Sciences (S.P.S.S v.20).

Before completing the questionnaire, participants were informed of the reasons for conducting the research and were assured of confidentiality and protection of personal information. To investigate the reliability and validity of the questionnaire, as well as correcting any ambiguity, there was a pilot test on a sample of 20 people.

Results

The demographic characteristics of the sample are listed in the Table 1.

Next, participants were asked to respond to aspects (facets) of job satisfaction on a scale from 1 (strongly disagree) to 6 (strongly agree). Only 8 of the 36 questions posted an average of more than 4 (satisfaction) and only 6 questions under 3 (dissatisfaction). The remaining 22 questions scored on average between 3 and 4 (neutral).

The average satisfaction in group "Salary" was 15.14 with a standard deviation of 3.87, while in

the "Promotion Opportunities" the average was 11.32 and the standard deviation 3.73. In group "Supervision", the average was 14.55 and the standard deviation was 4.87, in "General Benefits", the average was 12.88 with a standard deviation of 3.41, while the group "Rewarding" averaged 12.45 and had a standard deviation of 3.97.

As for the group "Functional processes", average achieved was 13.02 and the standard deviation 3.55. The group "Partners" averaged 16.66 with a standard deviation of 3.61. The group "Nature of work" averaged 16.34 with a standard deviation of 3.61. The group "Communication" had an average of 13.95 and a standard deviation of 3.56.

Overall satisfaction resulting from the sum of all the above groups averaged 126.35 and had a standard deviation of 20.08.

Following up, the demographic characteristics were associated with aspects of satisfaction in order to identify individual factors affecting them. From the statistical analysis of the responses it appears that there is no significant statistical correlation between gender and any group other than group "Partners" where there is marginal ($p=0.049$) correlation, with men appearing happier than women.

The satisfaction from the "Nature of Work" is related to "family status". In total satisfaction concerning "married" and "non married", there is no significant difference since the average is 124.66 and 130.54 with a standard deviation of 19.58 and 20.91 respectively.

No significant association of professional status with any of the examined groups is noted. The degree of overall satisfaction does not seem to be affected by professional status, since the average stands at 125.85 for the Senior Nursing Officer with a standard deviation of 21.83 and 126.61 for Nursing Officer with standard deviation 19.56.

Table 1: Professionals' characteristics (N=98).

| Cases | N | % |
|------------------------|----------|----------|
| Gender | | |
| Men | 55 | 56.1 |
| Women | 42 | 42.9 |
| Unknown | 1 | 1.0 |
| Age groups | | |
| <25 | 8 | 8.2 |
| 25-29 | 30 | 30.6 |
| 30-39 | 16 | 16.3 |
| 40-49 | 14 | 14.3 |
| 50-59 | 22 | 22.4 |
| 60+ | 7 | 7.1 |
| Unknown | 1 | 1.0 |
| Marital status | | |
| Married | 66 | 67.3 |
| Non-married | 31 | 31.6 |
| Unknown | 1 | 1.0 |
| Income | | |
| < 2000 | 44 | 44.9 |
| 2001 – 2500 | 11 | 11.2 |
| 2501 – 3000 | 21 | 21.4 |
| 3001 – 3500 | 12 | 12.2 |
| > 3501 | 6 | 6.1 |
| Unknown | 4 | 4.1 |
| Family income | | |
| < 2000 | 20 | 20.4 |
| 2001 – 2500 | 7 | 7.1 |
| 2501 – 3000 | 7 | 7.1 |
| 3001 – 3500 | 8 | 8.2 |
| 3501 – 4000 | 11 | 11.2 |
| 4001 – 4500 | 11 | 11.2 |
| 4501 – 5000 | 14 | 14.3 |
| >5001 | 9 | 9.2 |
| Unknown | 11 | 11.2 |
| Position | | |
| Senior Nursing Officer | 20 | 20.4 |
| Nursing Officer | 76 | 77.6 |

| | | |
|---|------------|--------------|
| Unknown | 2 | 2.0 |
| Years in service | | |
| <1 year | 8 | 8.2 |
| 2 -5 years | 29 | 29.6 |
| 6 -10 years | 13 | 13.3 |
| 11 - 15 years | 4 | 4.1 |
| 16 - 20 years | 14 | 14.3 |
| >21 | 29 | 29.6 |
| Unknown | 1 | 1.0 |
| Yard of work | | |
| Admission yard | 35 | 35.7 |
| Yard of safe (closed) hospitalization | 25 | 25.5 |
| Reintegration yard | 13 | 13.3 |
| Mixed restoration yard | 11 | 11.2 |
| Yard for persons with mental disabilities | 14 | 14.3 |
| Years of service at yard | | |
| < 1 year | 39 | 39.8 |
| 2 -5 years | 42 | 42.9 |
| 6 - 10 years | 11 | 11.2 |
| 11 -15 years | 3 | 3.1 |
| 16 -20 years | 2 | 2.0 |
| Unknown | 1 | 1.0 |
| Education | 186 | 191.8 |
| Biennial training cycle | 23 | 23.7% |
| Triennial training cycle of Psychiatric Nursing | 21 | 21.6% |
| Post-basic training cycle (Triennial training cycle of General Nursing and 1 year of Psychiatric Nursing) | 38 | 39.2% |
| Post-basic management program | 17 | 17.5% |
| Nursing Degree | 83 | 85.6% |
| Other specialty degree | 2 | 2.1% |
| Post degree title | 2 | 2.1% |

Table 2: Description of the questionnaire elements

| Element | Description of question – element |
|----------------|--|
| | Salary |
| 1 | Fair reward depending on conducted work |
| 10 | Frequency and quantity of raises |
| 19 | Matching of work and reward |
| 28 | Opportunities of wage raise |
| | Development opportunities |
| 2 | Existing promotion opportunities |
| 11 | Correlation of promotion and proper work |
| 20 | Promotion opportunities in comparison with other organizations |
| 33 | Satisfying promotion opportunities |
| | Supervision |
| 3 | Competence of supervisor in their job |
| 12 | Behavior of supervisor towards subordinates |
| 21 | Interest of supervisor towards subordinates |
| 30 | Likeness towards the supervisor |
| | General Benefits |
| 4 | Satisfying additional benefits |
| 13 | Additional benefits in comparison with other organizations |
| 22 | Fair additional benefits |
| 29 | Absence of additional benefits |
| | Moral rewards |
| 5 | Recognition of a well conducted work |
| 14 | Appreciation of conducted work |
| 23 | Quantity and variety of rewards |
| 32 | Effort reward |
| | Functional Procedures |
| 6 | Procedures that obstruct the conduction of work |
| 15 | Obstruction of work because of bureaucracy |
| 24 | Additional workload |
| 31 | Volume of paperwork |
| | Partners |
| 7 | Rapport towards coworkers |
| 16 | Competence or lack of it, of coworkers |
| 25 | Coexistence with coworkers |

34 Bickering and fighting in work

Nature of work

8 Content of conducted work

17 Attractiveness of work

27 Emotions from conduction of work

35 Pleasant work

Communication

9 Communication within the organization

18 Clear goals of the organization

26 Awareness of conducted work

36 Adequacy of explanation during assignment of work

Table 3: Questionnaire answers.

| Element – Question | N | Average | Standard Deviation |
|--------------------|----|---------|--------------------|
| 1 | 98 | 4.21 | 1.508 |
| 2 | 97 | 2.90 | 1.358 |
| 3 | 97 | 4.08 | 1.404 |
| 4 | 95 | 3.56 | 1.471 |
| 5 | 97 | 3.12 | 1.371 |
| 6 | 98 | 2.84 | 1.306 |
| 7 | 98 | 4.71 | 0.963 |
| 8 | 98 | 3.59 | 1.477 |
| 9 | 98 | 3.41 | 1.323 |
| 10 | 97 | 3.28 | 1.344 |
| 11 | 98 | 2.61 | 1.537 |
| 12 | 97 | 3.73 | 1.558 |
| 13 | 98 | 3.42 | 1.499 |
| 14 | 96 | 3.13 | 1.316 |
| 15 | 98 | 3.31 | 1.424 |
| 16 | 98 | 4.18 | 1.467 |
| 17 | 96 | 4.45 | 1.247 |
| 18 | 98 | 3.07 | 1.487 |
| 19 | 96 | 4.03 | 1.440 |
| 20 | 98 | 2.85 | 1.417 |
| 21 | 97 | 3.21 | 1.527 |
| 22 | 98 | 3.69 | 1.342 |
| 23 | 98 | 3.53 | 1.386 |
| 24 | 97 | 3.63 | 1.364 |

| | | | |
|----|----|------|-------|
| 25 | 97 | 4.40 | 1.096 |
| 26 | 98 | 3.86 | 1.485 |
| 27 | 98 | 4.45 | 1.211 |
| 28 | 98 | 3.73 | 1.297 |
| 29 | 98 | 2.33 | 1.082 |
| 30 | 97 | 3.68 | 1.343 |
| 31 | 95 | 3.39 | 1.553 |
| 32 | 98 | 2.78 | 1.162 |
| 33 | 97 | 3.03 | 1.418 |
| 34 | 97 | 3.44 | 1.346 |
| 35 | 98 | 3.95 | 1.342 |
| 36 | 98 | 3.62 | 1.312 |

Table 4: Percentage of answers of all questions.

| Question | | Answer | | | | |
|----------|------------------|----------|-------------------|----------------|-------|---------------|
| A/A | Totally disagree | Disagree | Probably disagree | Probably agree | Agree | Totally agree |
| 1 | 6.1 | 14.3 | 7.1 | 14.3 | 40.8 | 17.3 |
| 2 | 18.6 | 20.6 | 33.0 | 9.3 | 17.5 | 1.0 |
| 3 | 5.2 | 10.3 | 15.5 | 25.8 | 26.8 | 16.5 |
| 4 | 7.4 | 23.2 | 17.9 | 16.8 | 27.4 | 7.4 |
| 5 | 12.4 | 22.7 | 28.9 | 16.5 | 15.5 | 4.1 |
| 6 | 9.2 | 43.9 | 19.4 | 13.3 | 10.2 | 4.1 |
| 7 | 1.0 | 2.0 | 6.1 | 23.5 | 50.0 | 17.3 |
| 8 | 6.1 | 22.4 | 21.4 | 17.3 | 21.4 | 11.2 |
| 9 | 7.1 | 21.4 | 21.4 | 28.6 | 16.3 | 5.1 |
| 10 | 6.2 | 27.8 | 23.7 | 23.7 | 11.3 | 7.2 |
| 11 | 31.6 | 25.5 | 12.2 | 15.3 | 11.2 | 4.1 |
| 12 | 11.3 | 15.5 | 11.3 | 23.7 | 26.8 | 11.3 |
| 13 | 12.2 | 20.4 | 15.3 | 24.5 | 20.4 | 7.1 |
| 14 | 11.5 | 24.0 | 26.0 | 18.8 | 18.8 | 1.0 |
| 15 | 10.2 | 24.5 | 19.4 | 21.4 | 19.4 | 5.1 |
| 16 | 4.1 | 13.3 | 14.3 | 17.3 | 30.6 | 20.4 |
| 17 | 3.1 | 6.3 | 9.4 | 22.9 | 40.6 | 17.7 |

| | | | | | | |
|----|------|------|------|------|------|------|
| 18 | 14.3 | 32.7 | 12.2 | 16.3 | 21.4 | 3.1 |
| 19 | 5.2 | 14.6 | 10.4 | 27.1 | 27.1 | 15.6 |
| 20 | 17.3 | 29.6 | 25.5 | 11.2 | 11.2 | 5.1 |
| 21 | 17.5 | 22.7 | 11.3 | 20.6 | 25.8 | 2.1 |
| 22 | 4.1 | 21.4 | 13.3 | 30.6 | 23.5 | 7.1 |
| 23 | 8.2 | 15.3 | 25.5 | 26.5 | 15.3 | 9.2 |
| 24 | 7.2 | 17.5 | 14.4 | 34.0 | 19.6 | 7.2 |
| 25 | 2.1 | 6.2 | 6.2 | 30.9 | 44.3 | 10.3 |
| 26 | 3.1 | 22.4 | 16.3 | 17.3 | 25.5 | 15.3 |
| 27 | 3.1 | 5.1 | 8.2 | 29.6 | 35.7 | 18.4 |
| 28 | 5.1 | 13.3 | 23.5 | 25.5 | 26.5 | 6.1 |
| 29 | 21.4 | 42.9 | 23.5 | 7.1 | 4.1 | 1.0 |
| 30 | 8.2 | 14.4 | 11.3 | 39.2 | 20.6 | 6.2 |
| 31 | 12.6 | 22.1 | 17.9 | 16.8 | 22.1 | 8.4 |
| 32 | 13.3 | 31.6 | 27.6 | 20.4 | 6.1 | 1.0 |
| 33 | 17.5 | 19.6 | 26.8 | 18.6 | 13.4 | 4.1 |
| 34 | 6.2 | 20.6 | 25.8 | 25.8 | 13.4 | 8.2 |
| 35 | 8.2 | 5.1 | 18.4 | 29.6 | 29.6 | 9.2 |
| 36 | 7.1 | 14.3 | 20.4 | 30.6 | 22.4 | 5.1 |

Table 5: Satisfaction from facets.

| | N | Average | Standard Deviation |
|---------------------------|----|---------|--------------------|
| Salary | 98 | 15.14 | 3.87 |
| Development opportunities | 98 | 11.32 | 3.73 |
| Supervision | 98 | 14.55 | 4.87 |
| General benefits | 98 | 12.88 | 3.41 |
| Moral rewards | 98 | 12.45 | 3.97 |
| Functional processes | 98 | 13.02 | 3.55 |
| Partners | 98 | 16.66 | 3.61 |
| Nature of work | 98 | 16.34 | 3.61 |
| Communication | 98 | 13.95 | 3.56 |
| Total satisfaction | 98 | 126.35 | 20.08 |

Table 6: Spearman correlation between demographic data and facets.

| Facets | Characteristics | | | |
|---------------------------|-----------------|---------------------|---------------------------|--|
| | Age | Personal income (€) | Total Years of Experience | Years of Service in your current Chamber |
| Salary | .088 | .104 | .095 | .088 |
| Development opportunities | .139 | .217* | .173 | -.033 |
| Supervision | -.068 | -.178 | -.066 | -.117 |
| General benefits | .160 | .224* | .158 | .139 |
| Moral rewards | -.067 | -.092 | -.082 | .042 |
| Functional processes | -.045 | -.111 | -.114 | -.220* |
| Partners | -.055 | -.096 | -.169 | -.085 |
| Nature of work | -.134 | -.122 | -.144 | -.141 |
| Communication | -.032 | -.019 | -.044 | -.069 |

*statistically impossible correlation

There seems to be a correlation between the kind of professional training and satisfaction. Specifically, the responses of the nurses who graduated in “Psychiatric Nursing” and the nurses who graduated in “General Nursing” with one year specialization in Psychiatric Nursing in relation to the nine subscales of job satisfaction and the overall satisfaction, were found to correlate with “satisfaction general benefits” ($p = 0.027$), with the first group achieving an average of *14.10* and a standard deviation of *2.77* and the second group to presenting an average of *11.91* and a standard deviation of *3.75*.

The age of responders does not seem to significantly correlate with any of the nine aspects. Concerning the personal income received by nurses in Athalassa Hospital, there seems to be a weak positive correlation with “promotion opportunities” and “general benefits”. The “total years of service in the profession” did not present any significant correlation with the examined scales, while “years of service in the current yard” have a weak association with the sixth scale (strongly agree).

Specifically, on their whole, subgroups concerning personal income have averaged *126.65* and a standard deviation of *19.94*, while family income average, as measured by the

responses of 87 people was *126.43* and the respective standard deviation was *19.88*.

In group “Total years of service”, a statistically significant difference ($p = 0.025$) was detected between the subgroup “up to one year”, which holds the highest average overall satisfaction (*142.25*) and standard deviation (*16.96*), and subgroup “from 16 to 20 years”, holding the lowest average (*115.42*) overall satisfaction and standard deviation of *18.21*. The overall average satisfaction as measured by all subgroups is *126.54* and the standard deviation is *20.09*.

In workspace group comparison there is no statistically significant difference ($p=0.474$) between subgroups in terms of overall satisfaction.

Discussion

Job satisfaction requires hygiene factors coupled with motivation factors, because the existence of solely the former only prevents the appearance of discontent (Herzberg et al., 1993).

The nurses of the Athalassa hospital seemed satisfied with their work, by only two aspects of J.S.S.: “partners” and “nature of work”. On the other hand, they expressed dissatisfaction with the “promotion opportunities”. For the remaining

six aspects (salary, supervision, general benefits, moral rewards, operational processes and communication) they were neutral. In general, the nurses of the particular hospital did not express job satisfaction or dissatisfaction.

Based on the categorization of Herzberg, hygiene factors that coexisted in the case of the sample and simply prevented the appearance of discontent were “business policy”, “management administration”, “supervision” and “financial reward”.

More specifically, out of the 36 questions of the J.S.S. scale, the highest average satisfaction (4.71) was achieved in the question No 7 (“rapport towards partners”), which holds the lowest value standard deviation (0.963). The lowest satisfaction average (2.78) was recorded the question No 29 (“existence of additional benefits”) with a standard deviation of 1.082. In the literature there is frequent reference in studies concerning relationships with colleagues / associates, as a factor that affects the extent of job satisfaction (Leung et al. 2007; McCrae et al. 2007; Ishara et al. 2008; Sharp, 2008; Matos et al. 2010).

Continuing, Spearman correlations of nine aspects with age, personal income, total years in service and years of service in current yard were made. Following up, Anova analysis was conducted concerning the answers to questions about personal and family income, total years of service, the working yard and years of service in current yard.

Compared with the nine aspects, the lowest average was recorded by all four questions related to satisfaction with “promotion opportunities”. More specifically, the average (11.32) achieved was below 12, which, according to Spector, expresses dissatisfaction with limited opportunities of career development. Similar results were drawn by other studies from the international literature (Price 2002, Wang 2002).

There seems to be satisfaction from the “Partners” and “Nature of Work”, with these two facets-groups of questions scoring an average of more than 16 (16.66 and 16.34 respectively), indicating that nurses appreciate their colleagues and care for the nature of their work. Research made, puts the relationship with partners (Price

2002, Newman & Maylor 2002) along with caregiving towards the patient (McNeese-Smith 1999) as two very important factors for satisfaction from work (Murrels et al 2008).

In the remaining six facets-groups (Salary, Supervision, General Benefits, Moral Rewards, Operational Procedures, Communication) the average ranged from 12 to 16. According to the scale creator, the scores classify these responses as neutral in relation to the job satisfaction, meaning that in the above groups, the respondents are inclined to neither satisfaction nor to dissatisfaction. The average job satisfaction achieved through the nine aspects was 126.35. This rating according to Spector (2007) is interpreted as a neutral answer. Therefore, the results of this survey showed neither job satisfaction nor dissatisfaction on behalf of the sample.

Overall, women appear to be more satisfied (128.30) than men (125.20) with the work. In the international literature, some studies report that the job satisfaction of women is slightly lower than that of men, while others argue the opposite (Lefkowitz, 1994; Vallejo et al. 2001).

Satisfaction with the nature of work was found to be affected by whether the person is married or not. Remarkable is the fact that the non married nurses seemed happier in total (130.54) than the married ones (124.66). Of particular interest is the fact that the occupational status did not appear to be related to job satisfaction in nurses of Athalassa hospital. This is shown through the statistical check performed, which showed no correlation of Nursing Officers and their superiors with any of the nine aspects. The average total job satisfaction stands at 125.85 for the Senior Nursing Officers and 126.61 for Nursing Officers.

The statistical analysis showed that three facets of job satisfaction “General Benefits”, “Coworkers” and “Nature of Work”, associated with the type of the nurses’ studies. Specifically, graduate nurses of “Psychiatric Nursing” showed a neutral indication (average 14.10) concerning general benefits, while graduate nurses of “General Nursing” seemed unhappy (11.91) concerning this particular facet. In this association $p=0.027$. In another association

concerning the satisfaction from coworkers, graduate nurses of “Psychiatric Nursing” scored an average of 15.30 (neutral indication), while graduate nurses in “General Nursing” seemed to be more satisfied (17.37) with a p-value =0.49. Similar results were drawn from the correlation of the two groups with satisfaction from the nature of the work (p=0.47). The first group had an average of 14.85 (neutral indication), while the second group appeared to be more satisfied, presenting an average of 17.00.

The satisfaction of nurses from the “Operating Procedures” in Athalassa Hospital seems to decline with the increase in years working in a specific yard. Both in the comparisons made among the nine facets, the groups of personal income, as well as the groups of family income, it appeared that the overall job satisfaction is not affected by any of the financial groups (p=0.727 for personal and p=0.842 for family income). The results of this study could be utilized by both the hospital management to develop the professional satisfaction of nurses and thereby to improve the quality, effectiveness and efficiency of health services in the hospitals and as well as by the Ministry of Health in designing and further developing a human resource policy in health services.

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