

Job Satisfaction of Nurses in Psychiatric Healthcare Organizations: A case of Mirembe Hospital in Dodoma City, Tanzania

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ABSTRACT

The article's objective was to determine job satisfaction among mental health nurses at Mirembe Psychiatric hospital. Sample size was 75 out of 92 entire population. Purposive and judgmental sampling procedures were used to obtain respondents. Method of data collection was interview and a questionnaire mainly based on Warr-Cook Wall Job Satisfaction Scale was a tool for data collection. Data were analyzed by frequencies, percentages, means (M), standard deviations (SD) and multiple linear regression on SPSS version 20. Results revealed that respondents were satisfied with few facets of job satisfaction including "co-worker relations", "immediate supervisor" and "job security". Results further revealed that respondents were dissatisfied with many facets including "freedom to choose methods of work", opportunities to attend training", weekly hours of work", "amount of responsibility given in the job", "recognition for job done", "amount of variety in the job", "adequate availability of quality tools", "career advancement", physical working condition", "remuneration for the job" and their general feeling with the job was dissatisfied. Multiple linear regression results revealed that years of employment ($\beta = 1.480$, $t = 0.774$, $p > 0.000$) and respondents' job position ($\beta = 0.390$, $t = 0.483$, $p > .000$) had no relationship on general feeling of satisfaction with the job among respondents. Based on the results, the article provided recommendations to increase job satisfaction.

Key words: satisfied, dissatisfied, recognition, remuneration, career advancement

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1.0 INTRODUCTION

Job satisfaction has been conceptualized by Bhatnagar & Srivastav (2012) as an attitude or emotional response to ones' tasks as well as the physical and social conditions of the workplace. It

is the extent to which employees like (satisfied) or dislike (dissatisfied) with their job (Ali & Wajidi, 2013). Job satisfaction of the healthcare employees has been important agenda in public health sector (Ismail et al, 2015). It has been very crucial especially for nurses employed in hard working environments like psychiatric clinics (Skitsou *et al*, 2015). When job satisfaction of health workers is achieved, it improves their well-being and quality of work as well (Nelson, 2013 as cited in Paragher & Cooper, 2003; Kaarna, 2007).

Job satisfaction among nurses at healthcare organization reduces stress, turnover, leaves of absence, violent claims and shortens length of stay for patients (John *et al*, 2013). Job dissatisfaction affects health workers' organizational commitment and quality of services (Rad & De Moraes, 2009). Konstantinos & Christina (2008) from Lamia in Greece has stated that mental health nursing is a stressful specialty with low job satisfaction. However, this assertion could not be generalized for cases of mental health nurses at Mirembe hospital without empirical evidence. Mirembe Psychiatric Hospital in Dodoma City was operating in an environment with possible different employment policies from Lamia. They could be influenced differently in terms of their job satisfaction.

Studies on job satisfaction of nurses in Africa are still important based on Goetz et al, (2015) report that the continent faces burden of diseases and unfavorable healthcare staff ratio. Leave alone mental health diseases which are on the rise in low income countries as stated by Ambikile and Iseselo (2017), African health challenges especially maternal death, infant mortality, malaria and HIV/AIDS could not be adequately attended by dissatisfied medical personnel. African health staff ratio of 2.3:1000 population compared to America with 24.8 per 1000 population as reported by Goetz et al, makes it necessary for African health organizations to maintain and continually research on the job satisfaction of available healthcare staff.

In this regard, Rashid (2013) conducted a study on job satisfaction at Muhimbili National Hospital in the city of Dar es Salaam. But his research reported results from all departments among of which the majority did not specialize in nursing care of psychiatric patients. Therefore, this paper aims to determine job satisfaction among nurses at Mirembe Psychiatric Hospital. The paper will help health managers and policy makers to design policies which improve and maintain job satisfaction among nurses at respective healthcare organization.

2.0 DATA AND METHODOLOGY

2.1. Study Area

The study area was Mirembe Psychiatric Hospital (MPH) in Dodoma city. The hospital was built for the first time by the colonial government in 1927. MPH is divided into two compounds which are Mirembe and Isanga Forensic Institute. Mirembe compound is the headquarter of the hospital while Isanga Forensic Institute has a branch of the hospital where nurses provide care to mental health patients being suspected of criminal law violation. The services provided by the hospital to mental health out-patients and in-patients adults include rehabilitation, physiotherapy, occupational therapy, x-ray, dental services, voluntary counseling and testing tuberculosis. The hospital has 20 wards and capacity of 350 and 250 beds at Mirembe and Isanga respectively. It is the only national psychiatric referral hospital in Tanzania. The hospital mainly receives referral patients from mental health units and departments attached to various hospitals and clinics in the country. It is important for nurses at this hospital to have high level of job satisfaction so that they could commit their talents and skills to deal with patients among of which are hyperactive, violent, babbling and suffer from depression due to their mental health conditions.

2.2. Data Collection

Data were collected through a cross-sectional study design in April, 2018. Population of the study consisted of 92 nurses at the hospital. Sample size was 75 determined at 95% confidence level and precision error of 0.05 based on Yamane (1967) formula as indicated below. Purposive and judgmental sampling procedures were used to obtain respondents. Interview was a method of data

collection while structured questionnaire was a tool for data collection. Questionnaire was provided to respondents who were available in wards during the work shifts by four research assistants. Respondents at Mirembe were approached during the morning and evening shifts in five weekly working days. Respondents at Isanga Forensic Institute were visited once during the morning on a Saturday weekend due to sensitivity of the place and could not offer access to researchers for all five consecutive days to collect data. Respondents at both compounds were requested to spare their time to fill responses before being collected by research assistants.

Permission to conduct research was given at the hospital by Health Social Worker Officer in collaboration with Medical Superintendent at the hospital. All responses were treated anonymously by instructing respondents not to record their names on the questionnaire.

2.4. Data Analysis

Data analysis was conducted on a total of 16 statements which were presented to measure job satisfiers and dissatisfiers. Fourteen out of sixteen statements were derived from Warr-Cook Wall Job Satisfaction Scale. The decision to use this scale was reached due to the fact that it had been used in several healthcare studies (García & Ruiz, 2013; Goetz et al, 2016 & Davidescu et al, 2016). Two statements out of 16 including “adequate availability of quality tools” and “ministry of health support” were added to capture important factors that can influence job satisfaction of nurses in an African developing country like Tanzania. All statements were rated on a 7-points Likert Scale ranging from 1= completely dissatisfied to 7= completely satisfied. Frequencies and percentages were used to analyze respondents’ length of service and job position of respondents. Means (M) and standard deviation (SD) score were used to analyze job satisfaction among respondents. Means score of 4.5 to 7 on particular statement indicated high satisfaction level, 3.5 to 4.4 = neither dissatisfied nor satisfied while (M) score of 1 to 3.4 = dissatisfaction. Multiple linear regression (R) at $p \leq .000$ was computed to analyze significant relationship between length of service and respondents’ job position as independent variables with general feeling of satisfaction with the job as dependent variable among respondents.

3.0. RESULTS AND DISCUSSION

3.1. Respondents’ Length of Service

Table 1 below displays results on respondents’ length of service at the hospital. A total of (50.6%) had served at Mirembe Psychiatric Hospital for 6 to 10 years. Another huge group of respondents consisting of (20.0%) also had served at the hospital for 21 years and above. These findings suggest that the hospital had good number of nurses who had long work experience. The results at the hospital were similar with Skitsou et al, (2015) which found that nurses at Cyprus Psychiatric Hospital had long work experience too. Similarities in the results implied that nurses at these psychiatric health service delivery units were retained for many years probably because their mobility was limited by small quantity of specialized psychiatric hospitals.

TABLE 1. Respondents’ Length of Service (n = 75)

| Length of Service | Frequency (f) | Percentages (%) |
|--------------------|---------------|-----------------|
| < 1 year | 2 | 2.7 |
| 1 - 5 years | 11 | 14.7 |
| 6 – 10 years | 38 | 50.6 |
| 11 – 15 years | 6 | 8.0 |
| 16 – 20 years | 3 | 4.0 |
| 21 years and above | 15 | 20 |
| TOTAL | 75 | 100% |

3.2. Respondents’ Job Position

Table 2 further reveals that almost all respondents’ job position were enrolled or registered nurse (93.3%) followed by auxiliary nurse position. Based on these results, many nurses at the hospital were not juniours in the nursing mental health profession. The results partly corroborated with Olatunde & Odusanya (2015) who found that Aro Abeokuta Neuropsychiatric Hospital in Ogun State in Nigeria also had many nurses who held middle job position ranks in their career.

TABLE 2. Respondents’ Job Position

| Respondent Job Position | Frequency (f) | Percentages (%) |
|--------------------------------|----------------------|------------------------|
| Auxiliary/Assistant Nurse | 4 | 5.3 |
| Enrolled or Registered Nurse | 70 | 93.3 |
| Nursing Officer | 1 | 1.3 |
| TOTAL | 75 | 100% |

3.2. Respondents’ Job Satisfaction

Table 3 also displays that respondents were satisfied with co-workers relations, immediate supervisor and job security of which scored (M = 5.73; 5.61 and 4.69) respectively. The results on co-worker relations suggested that there was synergy in the inter-personal relations among respondents. It could be deduced that respondents were helping one another in attending patients at the hospital. Results on satisfaction with supervisor compared with those found by Jaiswal et al, (2015) in India where nurses at the government teaching hospital were satisfied by their organizational supervision system. Satisfaction on job security among respondents was reported at the hospital because public health facilities usually had security of job tenure unlike private hospitals as stated by Munne & Fraenkel (2013).

Despite of job satisfaction on facets as indicated above, Table 3 reveals that respondents were neither dissatisfied nor satisfied with “ministry of health support” and “opportunity to use abilities in the job” which both scored (M = 4.11 and 3.47). The results implied that awareness on the way the ministry of health supported respondents at their job was not clear and there were several obstacles which prevented respondents to maximize the use of their own personal abilities in the job. Table 3 further displays that respondents at Mirembe Psychiatric Hospital were dissatisfied with “freedom to choose methods of work” which scored (M = 3.43), “opportunities to attend training” (M= 3.36), “weekly hours of work” (3.31), “amount of responsibility in the job” (M= 3.27) and “recognition for job done” (M =3.07). Respondents were also dissatisfied with “amount of variety in the job” (M=2.97), “adequate availability of quality tools” (M = 2.61), “career advancement” (M= 2.56) and “physical working conditions” which also scored a mean of (2.48). Results on career advancement were surprising because most of the respondents held enrolled or registered nurse positions which implied career progression at the hospital. Dissatisfaction of career advancement was reported probably career progression including promotion was untimely provided.

Furthermore, dissatisfaction was noted on “remuneration for the job” which scored (M = 2.29). Mohadien (2008) also found similar facets being responsible to influence job dissatisfaction among nurses at Provincial Psychiatric Hospital in Western Cape, South Africa. These results were revealed probably there were fewer efforts in both hospitals management to improving job satisfiers of mental health nurses. Table 3 further reveals that the general feeling of satisfaction with the job was dissatisfied since the respective statement scored (M = 2.60). The results differed from those found by Spetan (2013) which found nurses at the government mental health facility in Gaza Strip being satisfied with their job. Probably the differences in these results were based on the fact that a mental health facility in Gaza Strip was operating in Israel which is a relatively developed country than where Mirembe was located. It was easier for Gaza Strip to offer all the job satisfiers to the mental health facility nurses more than a developing country like Tanzania. Results on multiple linear regression from Table 4 further displays that length of service ($\beta = .097, t = .774, p > .000$)

and job position of respondents ($\beta = .390$, $t = .483$, $p > .000$) were found to have no relationship with feeling of satisfaction with the job among respondents. This means that working at the hospital for many years and holding higher positions in nursing career at the hospital currently did not influence respondents' job satisfaction.

TABLE 3. Job Satisfaction of Nurses at Mirembe Psychiatric Hospital (n = 75)

| Job satisfaction statements... ¹ | Mean (M) | Standard Deviation (SD) |
|---|----------|-------------------------|
| Co- worker relations | 5.73 | 1.69 |
| Immediate supervisor | 5.61 | 1.64 |
| Job security | 4.69 | 2.03 |
| Ministry of Health support | 4.11 | 1.90 |
| Opportunity to use your abilities in the job | 3.47 | 2.00 |
| Freedom to choose methods of work | 3.43 | 2.21 |
| Opportunities to attend training | 3.36 | 1.96 |
| Weekly hours of work | 3.31 | 2.1 |
| Amount of responsibility in the job | 3.27 | 2.4 |
| Recognition for job done | 3.07 | 2.02 |
| Amount of variety in your job | 2.97 | 1.96 |
| Adequate availability of quality tools | 2.61 | 1.82 |
| Your general feeling of satisfaction with the job | 2.60 | 1.77 |
| Career Advancement | 2.56 | 1.80 |
| Physical Working Conditions | 2.48 | 1.78 |
| Remuneration for the job | 2.29 | 1.66 |

Note: ¹Range from 1 “completely dissatisfied” to 7 “completely satisfied”

TABLE 4. Multiple Linear Regression on Relationship between Years of Employment and Job Position with General Feeling of Satisfaction with the Job

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|---------------------|-----------------------------|------------|---------------------------|------|-------|
| | B | Std. Error | B | t | Sign. |
| Constant | 1.480 | 1.677 | - | .882 | .381 |
| Years of Employment | .097 | .126 | .091 | .774 | .441 |
| Job Position | .390 | .809 | .057 | .483 | .631 |

Note: $R = .105$; $R^2 = .011$; $Adj.R^2 = -.016$; $F = .404$; $p = .000$

4.0 CONCLUSION AND RECCOMENDATIONS

Job satisfaction was essential in reduction of mental health nurses' job stress and feelings of unhappiness with the job. Once job satisfaction of nurses at psychiatric health facility existed, it could increase quality of nursing care among mental patients. Although respondents at the hospital were satisfied with some few facets in their job, they were mainly dissatisfied with many others especially on remuneration, physical working conditions, career advancement, adequate availability of quality tools and recognition for the job done. Respondents would not commit time and skills adequately to their job while they were in a state of dissatisfaction with many facets.

The paper recommends owners of this hospital to provide more extrinsic satisfiers like increasing salary based on cost of living and become creative in formulation of tangible fringe benefits and performance rewards for respondents. The hospital further needs to undergo regular rehabilitation of offices, patient wards, path ways and gardens in order to provide conducive

physical work environment that can contribute to raise job satisfaction. Hospital owners also had to ensure that respondents were offered adequate opportunities for further professional training and get promoted to relevant nursing posts in their career ladder timely without delay. Adequate provision of opportunities for respondents to cherish intrinsic satisfiers such as permission to use personal abilities to handle mental patients, autonomy in methods of work among colleagues, and answerability for results achieved in ones' job as well as clear considerable ministry support to respondents all could promote job satisfaction. Further study suggested by this paper could be undertaken on the role of age and marital status on job satisfaction among respondents.

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